

# UNIVERSITY OF TURKU QUALITY MANUAL

VERSION 3.0

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Links in the English language Quality Manual lead to documents and web pages in English, if these are available. Otherwise, links lead to Finnish language materials.

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# 1 The University and Its Management Practices

## 1.1 University of Turku

As stipulated in the Universities Act ([558/2009](#)), the University of Turku is a university formed by the merger of the University of Turku and Turku School of Economics, which began operating on 1 January 2010 as a corporation under public law.

The basic mission of the University of Turku is to promote free research and academic education and to provide higher education based on research. In carrying out its mission, the University promotes lifelong learning and the impact of research findings on society.

The University is an international research, educational, and cultural community, which promotes internationalisation and at the same time is responsible for the wide accessibility of education and the transmission of cultural heritage. The University provides its students with skills and knowledge to master a wide range of social tasks and gives them competence for international cooperation.

When fulfilling its basic mission, the University works according to the values, aims and missions listed in its strategy.

The University evaluates its operations regularly.<sup>1</sup>

The operational idea and vision of the University are defined in the Strategy of the University, which is available on the [University website](#).

## 1.2 Organisation and Management

### 1.2.1 Strategy

The management of the University of Turku is based on jointly approved strategies, operating principles, and values at all organisational levels and in all units.<sup>2</sup>

The University Board has approved the [Strategy for 2016–2020](#) and the [Policy Programmes](#) that define practical targets for strategy implementation on 11 December 2015. In addition, these operations are guided by the University's common policies for different subject areas. These policies include, for example, open science policies such as [Data Policy](#) and [Publication Policy](#), Infrastructure Policy (in course of preparation), IPR Policy (in course of preparation), [Human Resources Policy](#), [Equality Plan](#), [Risk Management and Safety Policy](#) and [Language Policy](#).

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<sup>1</sup> University of Turku Rules of Procedure, Sections 1 and 3

<sup>2</sup> University of Turku Rules of Procedure, Section 9

## 1.2.2 Organisation and Management of the University

The organisation chart of the University of Turku is available on the [University website](#). The organisation consists of the faculties, the independent units and the University Central Services.

The University of Turku is a public university, and its highest executive organ is the [Board](#)<sup>3</sup>. The remit and composition of the Board are established in the Universities Act ([558/2009](#)), Sections 14 and 15, and in Chapter 4 of the [University of Turku Rules of Procedure](#).

According to the University of Turku Rules of Procedure, the University central administration consists of the Board, [the Rector](#), [the vice rectors](#), [the University Collegiate Council](#), [Development Services](#), [Financial Services](#), [University Communications and University Services](#)<sup>4</sup>. Their authority and remit are established in the Universities Act ([558/2009](#)) and the [University of Turku Rules of Procedure](#).

The Rector, the vice rectors, the deans and vice deans of the faculties and directors and vice-directors of other university units work in collaboration to fulfil the University's functions. The Rector appoints the Management Group<sup>5</sup> and the Extended Management Group, which assist the Rector in managing the University.

Research and teaching at the University is organised into six faculties and Turku School of Economics, which has the same status as the faculties:

- [Faculty of Humanities](#)
- [Faculty of Mathematics and Natural Sciences](#)
- [Faculty of Medicine](#)
- [Faculty of Law](#)
- [Faculty of Social Sciences](#)
- [Faculty of Education](#)
- [Turku School of Economics](#)

The faculty and Turku School of Economics administration is run by the Faculty Council and the Dean, and one or more vice-deans.<sup>6</sup> Regulations concerning the faculties and Turku School of Economics and their administration are found in Chapter 5 of the University Rules of Procedure. The faculties can be divided into departments or other units comparable to departments formed by one or more fields of education and research. Departmental administration is run by the Head of Department and one or more vice heads.<sup>7</sup> The departmental administration and the remit of the Head of the Department are established in Chapter 6 of the University Rules of Procedure.

The University of Turku also has seven independent units outside the faculties:

- [Language Centre](#)

<sup>3</sup> Universities Act 558/2009, Section 14

<sup>4</sup> University of Turku Rules of Procedure, Section 5

<sup>5</sup> University of Turku Rules of Procedure, Section 9

<sup>6</sup> University of Turku Rules of Procedure, Section 6

<sup>7</sup> University of Turku Rules of Procedure, Section 7

- [Research Unit for the Sociology of Education \(RUSE\)](#)
- [Brahea Centre of University of Turku](#)
- [Turku PET Centre](#)
- [Finnish Centre for Astronomy with ESO](#)
- [Turku Centre for Biotechnology](#)
- [Turku Centre for Computer Science \(TUCS\)](#)<sup>8</sup>

The last four units in the above list are joint units of the University of Turku and other universities or institutions.

The University Board decides on the establishment and dissolution of independent units. The responsibilities and administration of the independent units are regulated by the [Rules of procedure for the independent units](#). There are separate regulations for joint units with other universities or institutions.<sup>9</sup>

The organisation of the University operations and administration is governed by the [Rules of Procedure and other corresponding internal regulations of the University](#).<sup>10</sup> The decision-making procedure is established in Chapter 7 of the University Rules of Procedure. The Board makes decisions on matters which are formally presented to the Board by the Rector, as stipulated in the Universities Act. Other decisions at the University are made following careful preparation. A member of the university personnel, appointed by the chairperson of the administrative body or the decision-making person, is responsible for the preparation and execution of decisions.<sup>11</sup>

### 1.2.3 Quality Policy

The aim of quality management at the University of Turku is to:

- support and ensure the realisation of the objectives and vision set in the University Strategy;
- guide the operations with sufficiently exact and real-time monitoring and evaluation information;
- improve the quality of the University's operational processes and free the academic staff's work time for the basic missions; and
- make the central principles and the high quality of the University's operations visible.<sup>12</sup>

Quality management at the University is based on the quality system. The main principles of this system are compiled in the University's Quality Manual and its appendices, which are approved by the Rector.<sup>13</sup> The University's guidelines are available on the Intranet which is the University community's primary source of information on the current policies and procedures. Units are responsible for preparing and updating their own instructions and procedural guidelines. Units document the basic principles of their operations in decisions or instructions, on the Intranet or in operations manuals, or in other similar ways.

<sup>8</sup> TUCS is under the administration and quality system of Åbo Akademi University.

<sup>9</sup> University of Turku Rules of Procedure, Section 8

<sup>10</sup> Universities Act 558/2009, Section 28

<sup>11</sup> University of Turku Rules of Procedure, Section 25

<sup>12</sup> Decision of the Board on the University's quality policy, 19 April 2007

<sup>13</sup> The Quality Manual of the University is available on the [University website](#)

Quality management is a part of the everyday work at the University. The Rector is responsible for the organisation of the quality system at the University level, and the administration of each unit is responsible for it at the unit level. However, quality in the operations of the University is ultimately the result of competent, responsible, and ethical conduct of the members of the University community.

#### 1.2.4 Organisation of Quality Management

The Rector is responsible for the quality management of the University. According to the Rector's decision<sup>14</sup> on the division of responsibilities between the vice rectors, quality systems are under the responsibility of the Vice Rector responsible for education and development of the educational structures. Quality work is supervised by the Dean in the faculties and by the Head of Department in the departments.

At the University of Turku, the Quality Manager is in charge of

- coordinating and developing operations related to quality management;
- preparing and presenting decisions concerning the quality system and overseeing the execution of these decisions;
- reporting information and results produced by the quality system to the University's management;
- updating and checking the information and links in the Quality Manual;
- communicating on issues related to the quality system in cooperation with the University Communications.<sup>15</sup>

The Rector has appointed [a steering group for the University's quality work](#) that prepares matters related to quality work for decision by the Board and the Rector. The steering group is responsible for preparing strategic policy lines on the University's quality work and monitoring their implementation. The steering group also makes suggestions concerning instructions and recommendations on the development of the quality work. During the present term, the requirements presented by the re-audit are highlighted in the quality work: verifying the features of the quality work system, increasing systematic follow-up of societal interaction in particular, and increasing the visibility of quality work.<sup>16</sup>

#### 1.2.5 Crisis Situations, Safety, and Risk Management

In crisis situations, the operations of the University of Turku are guided by the preparedness plan, [risk management and safety policy](#), [safety instructions for emergencies](#), and [crisis communication instructions](#). [Three separate groups](#) organise crisis planning and response at the University of Turku: the Management Team for Crisis Situations, the Steering Group for Safety, and the Steering Group for Risk Management.

The Management Team for Crisis Situations prepares plans and directions that guide the operations. In crisis situations, the Management Team is in charge of the situation, defines the University's stand and main messages, and gives

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<sup>14</sup> Rector's decision 23 August 2012, No. 762/001/2012

<sup>15</sup> Rector's decision 14 January 2008, No. 31/13/2008

<sup>16</sup> Rector's decision 1 October 2015, No. 449/051/2015

official statements. The Management Team gives an annual safety report to the University Board.

The Steering Group for Safety prepares annual revisions of the plans and programmes that guide the operations. In crisis situations, the Steering Group is in charge of the practical operations and produces information to the Management Team for Crisis Situations to support their decision making. The Steering Group for Safety makes an annual plan on the organisation of crisis simulations, evacuation drills, rescue and firefighting exercises, crisis communication exercises, etc.

The task of the Steering Group for Risk Management is to identify and monitor the financial and legal risks to the University and take care of comprehensive insurance coverage.<sup>17</sup>

Information on [occupational safety](#) is available on the Intranet. The occupational safety organisation has been appointed for 2016–2019.

The deans at the faculty level and the heads of departments at the departmental level are responsible for ensuring that any risks related to the operations of the unit and necessary precautions have been analysed, documented, and prepared for in an appropriate manner.

## 1.3 Planning and Monitoring of the Operations

### 1.3.1 General Principles

Besides the [Universities Act](#), the performance steering by the Ministry of Education and Culture defines the central framework for operational planning at the University. The main state-level documents that set aims for education and research include the [Government Programme](#), [policies of the Ministry of Education and Culture](#), and other thematic strategies, reports and working group memorandums.

The Ministry of Education and Culture and the University conclude a four-year agreement on the University's quantitative and qualitative targets relevant to the education and science policy and on the monitoring and evaluation of their implementation.<sup>18</sup> These targets are recorded in the [University agreements](#). Based on annual reports and monitoring information, the Ministry gives annual written feedback on the operations of the University.

The University Board decides on the University's central aims, strategy, operational and financial plans, budget, and principles of steering.<sup>19</sup> The Rector leads and guides the operations of the University in accordance with the strategy and the policy lines determined by the board. [The Principles of Steering](#) define [the management system](#) of the University. This means principles related to operational planning, monitoring, reporting, and development that are shared

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<sup>17</sup> Rector's decision 7 December 2012, No. 1053/051/2012

<sup>18</sup> Universities Act 558/2009, Section 48

<sup>19</sup> Universities Act 558/2009, Section 14, University of Turku Rules of Procedure, Section 11



by all units and are used to set targets for the operations, allocate resources for the achievement of the targets, monitor and report on the operations, and evaluate and develop the quality and productivity of the operations.

The main principles of steering at the University of Turku are:

- strategic planning: Strategy and its Policy Programmes, financial frameworks and agreement procedure with the Ministry of Education and Culture;
- operational planning: annual plans;
- implementation, monitoring and reporting on plans: financial monitoring, annual and interim reporting on operations and finances, annual statistics, reporting to the Ministry and authorities;
- evaluation and continuous development of operations: strategy follow-up and reporting, feedback from the Ministry, internal evaluation, external audits and accreditations.<sup>20</sup>

An outline of the planning and monitoring procedures for the faculties, departments under the faculties, and the independent units is given in the Principles of Steering approved by the Board. If necessary, units can give more detailed instructions on how planning and monitoring is implemented within the unit.

The steering system TOPI is used as the electronic tool for planning and monitoring operations at the units. The units prepare and submit their annual plans in the system which also works as a publishing tool for contract and negotiation materials, financial decisions, reports and other central documents in steering. TOPI is also used in the project management of supplementary funding.

To support the electronic steering system of the University, a data warehouse is used for linking the steering system to personnel and contract information, and to data on budget realisation that are needed for annual planning. All centrally managed financial, human resources, education and research, as well as facility management information systems necessary for the planning, monitoring and reporting of the operations are integrated with the data warehouse. Furthermore, the University's data warehouse is integrated with the national data warehouse for all Finnish universities, managed by the Ministry of Education and Culture, into which part of the annual statistical data required by the Ministry will be automatically transferred from now on from the University's data warehouse.

The data warehouse makes it possible to combine information from the above-mentioned systems and thus generate various kinds of reports to support the management, operational evaluation, steering and decision making at the University. The data warehouse includes several easy-to-read report templates available to the units. Units can also order unit-specific reports from the data warehouse for analysing and developing their operations.

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<sup>20</sup> Decision of the Board on the [Principles of Steering](#) 7.6.2016

### 1.3.2 Operational Planning

According to the Universities Act, the University Board determines the main objectives for the university's operations and finances, the strategy, and the principles of steering. The principles approved by the Board of the University of Turku are stated in the [Principles of Steering](#). Steering follows an annual schedule, in which reporting for the previous year is followed by annual planning for the next year.

According to the [Financial Regulations](#) of the University of Turku, the elements of the University's operational and financial planning system include strategic operational and financial planning for a strategy period of several years, annual planning, and monitoring of the realisation of the plans and performance goals.<sup>21</sup>

In the internal operational planning and steering of the University, the following units are defined as profit centres: the faculties, the departments, other units comparable to departments, the independent units, the areas of responsibility in the University Central Services, or other operations that the Chief Financial Officer defines as profit centres.<sup>22</sup> The operations of the profit centres are steered based on the Principles of Steering approved by the Board. The objective of steering is to achieve the tasks set for the University as efficiently, productively, and economically as possible. Through performance-based management and goal-setting, the University aims to achieve the central targets recorded in the strategy of the University and in the [agreement](#) between the Ministry and the University.

In the agreement between the Ministry of Education and Culture and the University, quantitative and qualitative targets are determined for the operations. Targets for the agreement period or for a longer term are determined during the planning of a new agreement period. Targets agreed with the Ministry are included in the operational and budget plans of the faculties and independent units.

The annual plans of the units are compiled in the steering system, and separate guidelines are given each year for this procedure. The structure of the [annual plan](#) is the same for all units, and it consists of an operational plan, personnel plan, and budget plan. The structure of the operational plan follows the structure of the University's Strategy and has two sections. The strategic framework section defines the unit's mission and vision, success factors, strengths/threats, as well as weaknesses and focuses in the unit's development. The objectives and measures section consists of the four strategic goals of the University. In its operational plan, the unit describes its objectives and measures to support the implementation of the Strategy. Units can also make proposals for strategic development of their operations and/or structure in their annual plans.

Annual planning begins in August with a joint strategy day for departments, faculties and University management. During the day, current matters related to the next annual plan are discussed and instructions on common policies are provided.

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<sup>21</sup> University of Turku Financial Regulation, Section 2.2

<sup>22</sup> University of Turku Financial Regulation, Section 1.2

The University Central Services, led by the Rector, prepares the guidelines and budget framework of the University. The budget framework of the University is used as a basis for the units' budget frameworks which outline the operations and finances of each unit for the following year.

Basic units (departments) prepare their annual plans in the Steering Management System TOPI in accordance with the guidelines of the faculty. The budget plan includes both government funding and external funding. The attachments of the annual plan will include possible suggestions for development of the Strategy and other possible attachments. Faculties prepare their own annual plan based on the plans of the basic units and adjust the basic units' budget proposals into the budget framework of the faculty. The faculty also puts the strategic funding proposals of the basic units into an order of priority.

On the basis of the annual plans, the Rector holds target and budget negotiations with the faculties every four years when the agreement period with the Ministry changes. As a result of the negotiations, an agreement is made on the outline and development of the faculty's operations for the next four years. In the years between the negotiations, the Rector and the dean of the faculty discuss and agree on the questions and strategic development suggestions that arise during the annual planning. The Rector holds target and budget negotiations with the independent units annually.

The annual plan of the University is discussed and approved by the Board. If the Board makes changes to the University's annual plan and/or budget plan, the profit centres must update their plans accordingly.<sup>23</sup>

The internal target and budget agreements with the faculties, independent units, and the areas of responsibility in the University Central Services are signed by the Rector, the Chief Financial Officer, and the head of the unit in question. A more detailed description of the budgeting process is given in chapter [2.2.2](#).

### 1.3.3 Monitoring of the Operations

The results of the University and the profit centres are monitored using procedures described in the Principles of Steering. On the University level, development of the University's resources, particularly finances, personnel, and the productivity of research and education, is monitored monthly.

Profit centres have the obligation to constantly and regularly monitor their operations, achievement of targets, and developments in their financial situation, and to report on these issues in accordance with the Principles of Steering and Financial Regulations approved by the University Board. Operations are reported biannually: interim report by the end of August and annual report by the mid-February of the following year. In practice, these annual and interim reports also function as the units' self-evaluation. The University Central Services regularly monitors the achievement of targets and the financial situation of the University and the profit centres and reports on them to the Rector, the Management Group, and the Board. The Rector gives

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<sup>23</sup> Decision of the Board on the [Principles of Steering](#) 7 June 2016

written feedback on the annual and interim reports to the faculties. Independent units receive collective feedback.

The main performance indicators for the University are scientific publications, number of Bachelor's, Master's, and Doctoral degrees, credits earned by the students, graduation rates for Master's degrees, competitive research funding (Academy of Finland, Tekes - Finnish Funding Agency for Innovation, EU) and indicators for innovation activity. Performance indicator data is stored in the data warehouse that supports steering and management. Statistics for internal use within the University have been published on the Intranet pages of the Academic and Student Affairs, Human Resources, and Financial Services, where they are available for staff and students.

The University prepares an annual report and financial statement every year. The financial statement and its appendices are prepared in accordance with the Accounting Act and Ordinance, in the manner referred to in Section 61 of the Universities Act. In addition, the Ministry of Education and Culture has given to the universities guidelines concerning financial administration, which include a common model for calculating the year-end accounts that the universities should follow in their financial statement reporting. The University Central Services prepares the annual report and financial statement of the University, which is then approved by the Board and confirmed by the University Collegiate Council.

The University reports annually on its operations through statistics to the Ministry of Education and Culture, Statistics Finland and other authorities. The data is compiled from the University's centralised information systems (e.g. SAP, Personec F, OPSU, UTUCris, Converis, Greip) and from the data warehouse of the University. The Ministry of Education and Culture is developing a national data warehouse for all Finnish universities, and in the future, the statistical data required by the Ministry will be transferred from the University's data warehouse directly to the national system. At the moment, the information is stored in the national [Vipunen](#) database.

## 2 Resources

### 2.1 Personnel

The University of Turku is an expert organisation, the success of which rests on its proficient, motivated and diverse staff, motivated students and an environment that encourages creativity. The University is a fair employer, and its human resources policies are characterised by openness and transparency as well as its goal of developing the staff members' professional competence and ensuring their capacity to cope with their work.<sup>24</sup> The principles for handling human resources matters at the University are presented in the University's [strategy](#) and [Human Resources Policy](#). The central human resources indicators (e.g. number of personnel, person-years and relative proportions of personnel groups) are presented for example in the [annual report](#), [annual report brochure](#) included in the financial statement, as well as in the personnel report and other [personnel statistics](#).

The University carries out long-term and systematic personnel policy and planning of personnel resources and their use. Especially the changes that have taken place in the legal status of the universities and in the operational environment, the retirement of the baby boom generation and the University's tightening financial situation have accentuated the need and significance of personnel planning.

The University makes an annual personnel plan based on the personnel plans prepared by the units for the target and budget negotiations. The personnel plan includes an explanation of the total number of staff required for the implementation of the strategy and operations of the organisation, expressed both quantitatively and qualitatively. Any needs for changes in the staff and the development of the staffing structures are also anticipated in the plan. The areas of emphasis defined in the unit's strategy are particularly taken into account when planning the reallocation or abolition of positions that become vacant. The period under review for the personnel plan is the five following years. For retiring personnel, the period under review is three years. The development of the number of personnel as calculated in full-time equivalent employees (i.e. person-years) is regularly reviewed in the Extended Management Group and the University Board.

#### 2.1.1 Recruitment

The University is open and public in its recruitment, selects the best possible candidate for each post and actively enhances its image as an employer.

Central statutes, orders and instructions guiding the University's recruitment include

- [University of Turku Human Resources Policy](#)
- [General collective agreement for universities](#)

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<sup>24</sup> University of Turku Human Resources Policy



Recruitments for teacher training schools are also regulated by

- Teaching qualifications decree ([986/1998](#))
- Basic Education Act ([628/1998](#))
- [Act on checking the criminal background of persons working with children \(504/2002\)](#)

In addition, at the University of Turku, recruitments are guided by the [University of Turku Rules of Procedure](#) and the guidelines given by the Rector and the Chief Operating Officer on hiring personnel (e.g. [recruitment procedures](#), the [recruitment of professors](#), [personnel structure](#), [fixed-term employment relationships](#), [employment contracts and document management](#)) and on other recruitment issues (e.g. [the title of Dosentti \(Docent\)](#), [the title of Visiting Professor](#), [the title of Senior Fellow](#), [tenure track system for teaching and research personnel](#), [emeritus and emerita practices](#) (in Finnish), [Professor of Practice](#) (in Finnish)).

An electronic recruitment system ([eRekry](#)) is used at the University of Turku. It contains the electronic processing of open vacancy announcements, submitting electronic applications, and the administration of the applications in the system. The system has enabled the University to reduce the amount of manual work and streamline the processes.

Instructions and notifications concerning the recruitment of foreign employees have been compiled on a separate [Intranet page](#).

In hiring researchers, the University of Turku is committed to a continuous development of the position and working conditions of researchers along with the principles of the [European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers](#). Based on this, the European Commission has granted the University of Turku the right to use an excellent employer's HR Excellence in Research logo. Progress of the Appreciation and Support for Researchers project is described in more detail in the [Intranet](#) and on the [web pages](#) where the current material related to the issue is also available.

The Intranet site of the Human Resources has guidelines related to recruitments, and the experts at the Human Resources offer more detailed support for the application of these guidelines, if necessary. The units can also give more detailed instructions on the recruitment process.

### 2.1.2 Employment Relationship Issues

The employment relationships at the University follow the [general collective agreement for universities](#). Materials related to the salary system for universities (YPJ) and the guidelines given by the University can be found on the University [Intranet](#). Separate instructions have been given on [hourly-paid teaching](#) and [other remuneration](#).

Information on the working hours of the University personnel can be found at the [Working Hours](#) page of Human Resources. Also [absences](#) and [holidays](#) have their own pages. The University of Turku has an electronic process for

handling leaves of absence. The system has reduced the amount of manual work and simplified and clarified the processes.

Information on the University's services and guidelines related to the well-being of the personnel are compiled to the [Intranet](#). Personnel and Student Well-being Services (e.g. [CampusSport](#), [occupational health services](#), [occupational safety](#), [Human Resources Development](#)) offer services advancing the well-being of the whole personnel. Intranet offers supporting material for personnel and students in [difficult teaching and counselling situations](#). In advancing well-being at work, supervisors have a more central role than other personnel. University Services supports them in this task by offering support forms for e.g. developing the work community, assessing the state of well-being at work, developing leadership skills and supporting the practical work of a supervisor.

### *2.1.3 Work Orientation and Guidance*

The responsibility for the orientation of a new employee is divided between the University Central Services and the unit that has recruited the person. The unit in question is always responsible for orienting the employee to the new duties and work at the unit. Human Resources has an [orientation site](#) that includes guidelines for new employees and for those guiding them. The University Central Services organises centralised personnel training events for employees who are recruited to the University as needed, mainly twice per year. These events are held in two languages (in English and in Finnish).

### *2.1.4 Community Well-being and Employee Competence Development*

The University of Turku is an expert organisation with shared values: ethicality, criticality, creativity, openness and communality. The University is a responsible employer and an inspiring, encouraging and interactive working environment. Each member of the University community works towards ensuring the success of the University. Staff members are encouraged to learn new things, to engage in entrepreneurial activities and to develop their ownwork. The University has paid special attention to the development of leadership skills.<sup>25</sup>

Community well-being is one of the four main themes of the University's Strategy for 2016—2020. To promote this goal, a new unit called Personnel and Student Well-being Services, was established under the University Services, and it includes all the services involving personnel, student and community well-being. The responsibilities of the unit include training for promoting well-being at work as well as its planning and development, services related to early support and resolving conflicts, occupational safety, and equality and parity issues. In addition, CampusSport, OpintoVartu, study psychologist services, accessibility and availability services, and security and information security are part of the new unit. The Personnel and Student Well-being Services monitors the University community well-being and straightforward daily routines. It compiles related data and reports annually to the University management.

Human Resources Development is a support service in Human Resources provided by the University Services and it supports competence development

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<sup>25</sup> University of Turku Strategy 2016-2020

by offering personnel training in currently relevant issues, assistance and support in change management and work community development, and services for the promotion and maintenance of well-being at work. The University of Turku has a [Human Resources Development Committee](#) whose task is to define the annual competence needs of the personnel, advance the methods of Human Resources Development, and discuss the principles for offering Human Resources Development services and supporting unit-specific training and development projects. The committee has representatives from different units and personnel groups of the University.

Human Resources Development is divided into two sectors at universities: general personnel development and development of teaching and learning. Human Resources Development offers centralised human resources development services for the whole University staff and finances, supports and designs tailored unit-specific educational and development projects. The aim is to develop the personnel's knowledge, skills, and attitudes so that they can manage their current duties and cope with any future changes in them. The training and development services directed to the University personnel are presented on the [Intranet](#).

## 2.2 Finances

### 2.2.1 Financial Frameworks

In accordance with the Universities Act (558/2009), the University of Turku is a corporation under public law, which is governed by the following central statutes, orders and instructions:

- Universities Act ([558/2009](#)), especially its Section 5 (legal capacity) and Chapter 6 (university steering and financing) and Chapter 7 (university finances)
- Accounting Act ([1336/1997](#))
- Accounting Ordinance ([1339/1997](#))
- Act on Discretionary Government Transfers ([688/2001](#))
- Act on the Openness of Government Activities ([621/1999](#))
- Value Added Tax Act ([1501/1993](#))
- Income Tax Act ([1535/1992](#))
- Administrative Procedure Act ([434/2003](#))
- Administrative Judicial Procedure Act ([586/1996](#))
- Auditing Act ([459/2007](#))
- Decrees, regulations and guidelines by the [Ministry of Education and Culture](#)
- Act on the Contractor's Obligations and Liability when Work is Contracted Out ([1233/2006](#))

Additionally, the University's financial administration is regulated by

- [Financial Regulation](#)
- [Procurement Regulations](#)
- [Rules of Procedure for Internal Auditing](#) (in Finnish)
- Guidelines by the financial services on the [Intranet](#)



### 2.2.2 Budgeting and Monitoring of Finances

The main stages of the preparation process of the University's operational and budget plan are described in the [Principles of Steering](#) approved by the Board.

Documents related to financial planning include the agreement between the Ministry of Education and Culture and the University, the action plan of the University, the economic plan (hereafter budget) and the results prognoses.<sup>26</sup>

The Rector distributes the financing allocated for the University according to the general guidelines established by the Board. In the internal target and budget negotiations led by the Rector, the targets and the budget for the operations for the coming years are settled with the faculties, the independent units, and the areas of responsibility in the University Central Services. The internal target and budget agreements are prepared on the basis of these negotiations for the minimum of the agreement period of the Ministry of Education and Culture. Based on the resource allocation made by the Rector, the above-mentioned units allocate their funding to their sub-units according to their own decision-making processes. The profit centres prepare an annual proposal for their budget according to the instructions given by the University. The Financial Services prepares a proposal for the University's overall budget, which the Board approves based on the Rector's presentation.

The profit centres monitor their budget usage according to their target and budget agreement. The head of the profit centre is responsible for the adequacy of the budget allocation and the profitability of the operations. The profit centres report on the implementation of their budget monthly to the Chief Financial Officer, who regularly monitors the financial situation of the University and the units and reports on it to the Management Group. In addition, the profit centres report quarterly on their financial operations and the implementation of the profit targets to the Rector and the Board according to the instructions given by the Chief Financial Officer.<sup>27</sup>

### 2.2.3 Supplementary Funding

The University receives supplementary funding directly as research funding from other agencies or organisations (e.g. the Academy of Finland, Tekes), European Union programmes, domestic and foreign companies or societies, and also from private persons in the form of donations and wills.

Applying for supplementary funding, contract administration, monitoring and reporting are regulated e.g. by the following directions:

- [Financial Regulation](#)
- [General terms for contract research](#)
- [University of Turku overhead cost procedure in projects with supplementary funding in 2011](#) (valid, in Finnish) and [more detailed instructions](#)
- [Cost coefficients](#) of the University of Turku
- funder-specific application instructions of the University (e.g. for the Academy of Finland, Tekes, and EU Horizon 2020) are on the [Research](#)

<sup>26</sup> University of Turku Financial Regulation, paragraph 2.2

<sup>27</sup> University of Turku Financial Regulation, paragraph 2.3

[Funding Opportunities](#) web pages and instructions for the implementation of the project are on the [Project management](#) web pages

- Application instructions for the Tekes funding New Knowledge and business from ideas (TUTL) are on the [Innovation activity and TUTL process](#) web pages

The Financial Regulation defines the procedures of supplementary funding.

Project applications, agreements and reports (including payment claims, interim and final reports) and attachments are approved by the person responsible of the finances of the department (i.e. the head of the department) with the exception of EU framework programmes. The applications and agreements for the EU framework programmes are approved by the Rector or a person assigned by the Rector who has the right to use the financier's information system.

If the worth of the application or the agreement exceeds EUR 500,000, the person in charge of the project must always consult the University Central Services before approval and signature by the Head of Department. For the applications and agreements of the Academy of Finland the cost limit for consultation is EUR 1,000,000.

The University accepts revenue directed towards its strategic decisions and general operations without a separate acceptance decision. The received revenue must be based on regulations, orders, decisions or contracts made appropriately and the operations related to the revenue must be profitable to the University as a whole. In pricing the business activities and other chargeable services, cost correlation and the profit targets defined by the Rector of the University must be followed.

The responsible leader of the project is responsible for ensuring that in applying, agreeing and using the funding, the rules and guidelines of the University, funder's terms, and currently valid legislation are followed. The unit which has the responsibility for the execution of the project is responsible for preparing the application for payment as well as the annual and final reports.

The University Central Services gives advice, instructs and trains in all matters concerning supplementary research funding applications, agreements and reports.<sup>28</sup>

#### *2.2.4 Practices Related to Financial Administration*

The practices and processes related to financial administration are described in more detail in the intranet services index and operations manual of the area of responsibility of finance. The economic and financial indicators can be found in the annual report of the University of Turku included in the financial statement.

As stated in the strategy, the University encourages its personnel to participate in international activities. Networking with the national and international scientific community and participating in events organised within one's own

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<sup>28</sup> University of Turku Financial Regulation, paragraph 6.1-6.3

discipline are primary factors especially in the competence development of the academic staff directly concerned with the University's basic missions. The University's [travel regulations](#) define the procedures and codes of conduct related to business travel.

## 2.3 Infrastructure

### 2.3.1 Premises

The University's Property and Facility Management maintains a facility register, which contains all the facilities administered by the University. The Board and the Rector have the right to make decisions concerning the University's facilities. The University has a [Working Group on Premises](#) (link in Finnish) with the task to form an overall picture of the University's new construction projects, renovation projects and other matters concerning premises. The Group decides on the University's policy lines in matters concerning premises that do not require decisions by the University Board or the Rector. When necessary, the Working Group also participates in the preparation of matters that will be decided upon by the University Board. The Working Group is also responsible for the initiation of the Premises Programme II which is part of the adjustment and development programme (SoKe) approved by the University Board.<sup>29</sup>

[The Facility Services unit](#) (in Finnish) in the University Services is in charge of acquiring, maintaining and developing the premises in accordance with decisions by the University Board and the operational and financial plan. The indicators on premises can be found e.g. [in the annual report](#) and the financial statement included in the annual report.

The Deans and the heads of departments decide on the use of the premises occupied by their respective units. Premises costs are allocated to each unit.

### 2.3.2 Machinery, Equipment and Other Property

Acquisitions are made in compliance with the Act on Public Contracts ([1397/2016](#)) and the Government Decree on Public Contracts ([614/2007](#)), the University's [Financial Regulation](#) and [Procurement Regulations](#), the procurement instructions, the general terms of contract, as well as other instructions and decisions given on acquisitions.

The Rector, the supervisors of the profit centres or persons named by them can make acquisition decisions. The person who has been named as the responsible leader of a project has the right to make decisions regarding the expenses of the project.

Acquisitions shall be made so that the University's overall advantage is taken into account. Before an order, agreement or other commitment concerning a product or a service is made, the person making the decision shall ensure the lawfulness and appropriateness of the expenditure, the lawfulness of the procurement procedure as well as the sufficiency of financing. The decision-

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<sup>29</sup> Rector's decision 22 September 2015, No. 98/051/2014

maker is responsible for ensuring that the terms of order are in accordance with the University's interest. All expenses of over EUR 100,000 shall at the moment of ordering be notified to the Financial Services for the purpose of University cash management.<sup>30</sup> Investments of over EUR 5,000 shall be taken into account in the annual investment budget.<sup>31</sup>

Acquisitions that are commonly made at the University of Turku are made from the framework suppliers that are selected based on centralised tenders or from the suppliers that Hansel Ltd has put out to tender and are used based on a joint agreement. Information on procurement and tendering is available on the [Intranet](#).

The supervisor of the unit is responsible for the proper care of the assets allocated to the unit.<sup>32</sup> The Financial Services or an external service provider maintains fixed assets accounting for the University. The assets are listed in the fixed assets according to provisions, regulations and instructions. The units maintain a register of their movable property. The register includes the identification data, the quantities, the purchase prices and dates, the locations and the depreciations.<sup>33</sup>

## 2.4 Services

### 2.4.1 University Central Services

The University Central Services include the University Services, Development Services, Financial Services and University Communications. The service units are general preparation and implementation organs of the University Board and management and produce centralised services for University units and develop the University's modes of operation.<sup>34</sup>

In September 2015, the University Board approved the Adjustment and Development Programme (SOKE) that adjusts the structures and number of personnel in anticipation of the decreasing budgets in the coming years. The procedures in the Adjustment and Development Programme are categorised under four groups, one of which is structural changes and the development of administrative and support services. In 2016, the services related to educational and student affairs were centralised under the Educational Affairs, and the personnel in faculties and Open University were transferred to the University Central Services. From the beginning of 2017, all the administrative and office work at the University was organisationally centralised to the University Central Services. The reform includes the development of the service culture and a review of the operations and processes which especially involves standardisation and increasing efficiency.

The responsibilities of Development Services include

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<sup>30</sup> University of Turku Financial Regulation, paragraphs 5.1

<sup>31</sup> University of Turku Procurement Regulations, paragraph 1.2

<sup>32</sup> University of Turku Financial Regulation, paragraph 9.1

<sup>33</sup> University of Turku Financial Regulation, paragraph 7.5

<sup>34</sup> Rector's decision on the organisation of the University Central Services 26.1.2015 (Dnro: 37/010/2015).

- Supplementary Funding Services
- Research Support Services
- Innovations and Entrepreneurship
- Researcher Career Services
- Legal Services
- Strategic Steering
- Development of Institutional Impact

The responsibilities of the Financial Services include

- Procurement Services
- Ledger Services
- Controllers
- Project Services
- Order and Purchase Services
- Accounting and Cash Management
- Travel Services

The responsibilities of the University Services include

- Human Resources
- Personnel and Student Wellbeing Services
- IT Services
- Library
- Educational Affairs
  - Student Support Services
  - Educational Support Services
  - Admission and Student Affairs
- University Support Services
- Facility Services
  - Premises Planning
  - Facility and Transport Services
  - Proto Workshop
  - Accommodation Services

The operations of the University Central Services have been described in the other chapters of this Quality Manual and in more detail on the University's [web pages](#) and in the [Intranet](#).

#### 2.4.2 Library

[Turku University Library](#) advances teaching, studying and research by offering high-quality services based on the needs of the University community. It supports the University's basic mission by acquiring needed materials and making them available, providing instructions for utilising them, and developing discipline-specific expert services.

The Library is a versatile learning environment which integrates the traditional and online sources of information into a modern information environment. The Library develops its services in dialogue with the scientific community and the students to meet the changing information needs of its customers. The Library's new service model emphasises expert services and services that support research and teaching, such as the discipline-specific [ResearchGuides](#).

The Library also develops its facilities so that they are adapted to the changing ways of conducting research, teaching and studying. The Library provides facilities in which different levels of silence are taken into consideration and increases the transformability and multifunctionality of customer facilities.

The Library is a member of national and international networks in its field and provides the shared services of the networks to its customers.

The Library supports the information needs of the surrounding society by operating as the largest scientific library in Southwest Finland which is open to the public. In accordance with the Finnish Act on collecting and preserving cultural materials ([1433/2007](#)), the Turku University Library is a Legal Deposit Library with the task to provide and preserve Finnish publications and materials since 1919.

The Turku University Library is one of the services offered by the University Central Services. The operations and services of the Library are described in more detail on its [website](#). The Library has its own operations manual which can also be found on its [website](#).

#### 2.4.3 IT Services

The aim of IT Services is to advance research, teaching and studying by offering high-quality, easy-to-use and internationally competitive services. In addition, IT Services strives to develop solutions that improve the cost-effectiveness of the University. The operations and the development of the IT Services are based on strategy-led planning and developing the services in close collaboration with the rest of the University community.

The customer base of the IT Services includes University personnel, students and the University's various stakeholders. IT Services is in charge of University-wide information technology investments including software licenses. Furthermore, IT Services is responsible for educational technology investments to a significant extent. IT Services are based on a continuously developed and a well-controlled IT infrastructure and the ensuring of information security.

The available IT services are presented on the [Intranet](#).

#### 2.4.4 Records Services

[The Records Services](#) provides the University's archive and registry services, plans and instructs on the University's archive formation and takes care of the usability of permanently preserved documentary information. Records Services advises the University community in questions related to records management and develops the electronic processing of documentary information.

The registry registers the incoming and outgoing documents of the University Services, offers information services on the registered materials and receives the documents directed to the registry within a certain time.

The Central Archives is responsible for listing, retention and information services of administrative records ordered for permanent archiving. The Central

Archives maintains the University's image archive and digitises archived images.

The head of the unit is in charge of the unit's records and appoints a person in charge of the unit's archives. The unit delivers the records ordered for permanent archiving to the Central Archives and organises them according to the instructions provided by the Records Services. Records stored for a certain time period are stored at the unit, and the unit is responsible for the disposal of the records in accordance with the University's guidelines.

Secretaries of University organs or working groups are responsible for managing the records of the organs and working groups. A person named by the responsible leader of the project is responsible for managing the records and research data of the project.

[Policy for records management and archiving](#) (in Finnish) defines the responsibilities and tasks of the records management and archiving. The University retention schedule and Record Services guidelines supplement the policy.

Despite its name, the retention schedule is a binding regulation, especially regarding the material to be preserved permanently. The schedule is available on the Intranet of the University. Records with no confirmed retention period in the retention schedule or otherwise can be disposed only after the Head of Records Management has reviewed them together with the unit and found no permanent or long-term retention value for them.

#### 2.4.5 Communications

University Communications takes care of University's profile and is responsible for communications and marketing on the University level, and develops communication methods, skills and tools. University Communications supports active and interactive realisation and development of the University's stakeholder communication. Internal and external communication is developed in all operations and on all levels, both in Finnish and English.

The principles of the University Communications are expertise, reliability, openness, interaction, scanning and foresight.

The University Communications promotes the implementation of the objectives defined in the University's Strategy. It is the aim of the University Communications that the University is visibly represented in society and is an attractive, inspiring, encouraging and interacting working and learning environment.<sup>35</sup>

[The Intranet pages](#) of the University Communications have descriptions of the unit's services, guides, materials and tools in both Finnish and English.

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<sup>35</sup> Communications operational plan 2016–2018

## 3 Operations

### 3.1 Research

Research conducted at the University is based on freedom of research and motivated by the researchers' interests. The University of Turku is an internationally competitive University whose operations are based on high-quality, multidisciplinary research.<sup>36</sup> The targets set for research in the Strategy are defined by four Policy Programmes: diverse and interdisciplinary research, researcher career path, open science, and research support and infrastructures.

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The research profile of the University consists of the following thematic collaborations

- Biofuture
- Digital futures
- Cultural memory and social change
- Children, young people and learning
- Drug development and diagnostics
- Sea and maritime studies

The University of Turku coordinates the Academy of Finland's national centres of excellence in research and the Nordic Centres of Excellence funded by NordForsk. The University of Turku has Academy professorships and FiDiPro projects (Finnish Distinguished Professor). The up-to-date information on the centres of excellence and professorships is available on the University's [webpages](#).

The University of Turku has participated in the framework programmes since the second framework programme. In Horizon 2020 (2014-2020), the University of Turku has so far secured 27 projects including four ERC projects and nine Marie Curie projects (3 IF, 5 ITN and 1 NIGHT). UTU coordinates two consortia and is a partner in 18 consortia.

The University of Turku takes part in developing and maintaining international, national and regional infrastructures. The University participates in projects included in the national roadmap for research infrastructures and in the research infrastructure (FIRI) funding of the Academy of Finland. In addition, the University organises internal calls for financing those research infrastructures whose acquisition and maintenance are not included in the FIRI funding. The Research Council processes the applications and puts them in order of priority or makes a proposal for the Rector's decision. If possible, the University also participates in e.g. the calls for research infrastructure funding of the EU Horizon 2020 programme.

Central performances in research activities are the number of publications on [the different classification levels of the publication forum](#), the share of open access publications of all publications, amount of research funding (especially international funding), and the share of international personnel of the teaching and research personnel and graduated doctors. The research accomplished

<sup>36</sup> University of Turku Strategy 2016–2020

<sup>37</sup> Policy Programmes of the Strategy 2016–2020



(e.g. the number of publications and share of supplementary funding) are available, for example, in the University's public annual report and the annual report included in the financial statement.

There is a multi-professional and multidisciplinary [OpenUTU project](#), appointed by the Rector, at the University of Turku. It develops the openness of research material, scientific publication and methods of research. The University of Turku has a [publication](#) and [data policy](#) signed by the Rector and approved by the University Board. At the moment, the policy on open research methods is being prepared. The aim of these policies is to encourage the researchers of the University of Turku to adopt the operational culture of open science. Guides on [research data](#) and [open access publishing](#) have been produced by the OpenUTU project for researchers. These guides published on the web pages include practical advice for opening publications and research data, links to systems supporting open science, and answers to ethical and judicial questions. Central parts of the OpenUTU project are different trainings, guidelines and related news.

### 3.1.1 Structures and Requirements Guiding the Development of Research

The responsibilities of the [Vice-Rector](#) responsible for research and the development of research prerequisites include the University Strategy concerning research, research evaluation and infrastructures, interdisciplinary relationships, research and innovation services, and industrial co-operation.<sup>38</sup>

The task of the [Research Council](#) appointed by the Rector is to monitor the implementation of measures proposed in the University Strategy for the development of research, participate in quality management concerning research, and suggest measures that concern

- the University's research profile,
- planning research evaluations,
- developing the research support measures of the University,
- internationality and connections between disciplines,
- maintaining and developing research infrastructures,
- acquiring supplementary funding,
- career development of young researchers,
- exploitation of innovations and industrial co-operation.

The Research Council also acts as the steering group of the Research Assessment Exercise. The Research Council is consulted when the major policies and openings are made at the University.

The Research Council is chaired by the Vice-Rector responsible for research and the development of research prerequisites.<sup>39</sup>

Research at the University is fundamentally based on the freedom of research and researchers' interests. However, when planning a research project, factors such as the University Strategy, possible policy lines and principles defined by the faculties and the unit in question, principles of responsible conduct of research, and the rules given in the Financial Regulation should be taken into

<sup>38</sup> Rector's decision 23 August 2012, No. 762/001/2012

<sup>39</sup> Rector's decision 25 October 2012, No. 957/051/2012

consideration. A significant part of research conducted at the University is based on supplementary funding, and the University has [guidelines](#) to regulate these activities.

Research practices within individual fields and disciplines are described in more detail in each unit's documentation on their operating methods.

[Research Services](#) offers support services for research projects in different stages of their lifespan and supports the decision-making process in questions related to supplementary funding. [Research Support Network](#) is responsible for the flow of information between the Research Services and faculties/independent units.

### *3.1.2 Responsible Conduct of Research, Legislation Governing Research, and Ethical Principles*

The University of Turku has committed to following the [Responsible conduct of research and procedures for handling allegations of misconduct in Finland](#) guidelines published by the Finnish Advisory Board on Research Integrity in 2012. The University of Turku has an [Ethics Committee](#). Ethical issues related to scientific postgraduate studies, dealing with cases of academic misconduct, and plagiarism detection are discussed in chapter [3.2.2](#).

Several acts and other statutes, regulations and instructions regulate research activities and their funding. In their research activities, the university staff are obliged to follow these acts and statutes and the University's internal instructions and regulations that are based on them. Internal regulations and instructions on research activities and funding include

- [General Terms for Contract Research](#)
- [Financial Regulation](#)
- [Procurement Regulations](#)
- [Inventions and Act on the Right in Inventions made at Higher Education Institutions](#)

Clinical research at the University adheres to the [clinical research guideline](#). The guidelines also apply to non-medical clinical research and other research on humans, which should be conducted in compliance with the guidelines of Good Clinical Practice (GCP). The University of Turku has two test laboratories that follow GLP principles (Good Laboratory Practices): [Central Animal Laboratory](#) and [Bioanalytical Laboratory](#).

Among others, the following acts and statutes influence the University's internal regulations and instructions and regulate research activities and funding:

- Universities Act ([558/2009](#))
- Value Added Tax Act ([1501/1993](#))
- Act on the Openness of Government Activities ([621/1999](#))
- Administrative Procedure Act ([434/2003](#))
- [Procurement legislation](#)
- Competition Act ([948/2011](#))
- Legislation on copyright ([404/1961](#))
- Patents Act ([550/1967](#))

- Act on the Right in Inventions made at Higher Education Institutions ([369/2006](#))

In addition to the above-mentioned acts, several acts regulate research in particular fields, such as the Animal Welfare Act ([247/1996](#)) and the Act on the Use of Animals for Experimental Purposes ([62/2006](#)).

### 3.1.3 Applications, Funding Decisions and Agreements for Supplementary Funding

Procedures related to applications, funding decisions, and agreements concerning supplementary funding are described in more detail in section [2.2.3](#).

### 3.1.4 Reporting and Utilising Results

The utilisation of research results can be divided into academic and commercial utilisation. Academic utilisation of results includes e.g. publications, final theses, and the use of results in teaching and in scientific, non-commercial research. Commercial utilisation includes the use of results in business activities.

A part of the nature of scientific research is that research results are public and freely accessible by the scientific community and the rest of society. The choice of publication format and channel for research results depends on the contents of the work and the target audience. Generally, researchers seek to publish their results in a scientific publication in their own field that is the most prominent with respect to the topic of the research. In addition, results are typically reported at conferences of that particular field and at other meetings.

One of the Policy Programmes in the University's Strategy for 2016–2020 is promoting open science and adopting its principles throughout the University. The University develops the openness of research material, scientific publication and research methods by developing new modes of operation and policies. This is supported by versatile training, instructions and communications. In practice, these aims are realised by the [OpenUTU-project](#).<sup>40</sup>

Research conducted with supplementary funding is monitored and the results reported in compliance with the funding decision and agreement and any provisions set by the funder.

Basic policy lines on how the University itself utilises research results are defined in the University of Turku Strategy. Transnational education strengthens the University's international activities and effectiveness. The University is looking for new research-based transnational education products that can be realised in a sustainable manner and produce additional value.<sup>41</sup> One example is the [KiVa Antibullying Program](#). The guidelines of the University concerning commercialisation and technology transfer, as well as transnational education are available on the [Intranet](#).

The guidelines are based on e.g. the following acts:

- Act on the Right in Employee Inventions ([656/1967](#))

<sup>40</sup> Rector's decision 3 July 2015 Dnro 367/051/2015

<sup>41</sup> Policy Programmes of the Strategy 2016–2020

- Copyright Act ([404/1961](#))
- Patents Act ([550/1967](#))
- Act on the Right in Inventions made at Higher Education Institutions ([369/2006](#))

### 3.2 Education

The University's educational mission is defined in the Universities Act ([558/2009](#)), the Government Decree on University Degrees ([794/2004](#)) and in the Ministry of Education Decree regarding the educational responsibility of universities, university degree programmes and specialist training ([568/2005](#)). This decree and the appendix to the University of Turku Regulation on Studies define the fields of study represented at the University, as well as the first, second, and third cycle university degrees and professional postgraduate degrees. The University's current international Master's degree programmes have been based on the decree on university-level Master's degree programmes ([767/2008](#)). After the repeal of the decree on Master's degree programmes, the University has given a [Rector's decision](#) on how new degree programmes should be prepared and launched at the University in order to ensure the quality of the programmes.<sup>42</sup> Universities can also organise specialisation education, Open University or other non-degree studies that can be included as a part of a degree, and continuing education<sup>43</sup>.

The University of Turku promotes education and free science, and provides higher education that is based on research. Multidisciplinary and inspiring education is based on the latest scientific knowledge and meets the changing needs of society. The internationality of education is highlighted by engaging international Master's degree programmes and by including studies that support internationalisation in every degree. The Strategy pays special attention to the development of transnational education.<sup>44</sup> The targets set for education in the Strategy are defined by four Policy Programmes: high-quality learning and flexible study tracks, digitisation of teaching and learning, internationality in education as well as education and working life.<sup>45</sup>

In addition to legislation and the objectives defined in the University's Strategy and the Policy Programmes, the performance management of the Ministry of Education has an impact on the targets set for the University's educational responsibilities (see. [1.3](#)). In education, central indicators include e.g. degrees (Bachelor's, Master's and doctoral degrees), degree completion times, annual number of earned credits, international degree students, and the number of outgoing and incoming exchange students at the University of Turku. Key figures of education are available, for example, in the [Study Statistics](#) of the University of Turku, annual report and the financial statement included in the annual report.

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<sup>42</sup> Rector's decision 4 February 2014, No. 125/002/2014

<sup>43</sup> Act on the Amendment of the Universities Act 1172/2014

<sup>44</sup> University of Turku Strategy 2016–2020

<sup>45</sup> Policy Programmes of the Strategy 2016–2020

### 3.2.1 Decision Making on Education

The authority and duties of different actors are defined in the University's [Rules of Procedure](#), [Regulation on Studies](#) and [Rules of procedure for the University of Turku Graduate School](#) (UTUGS).

[The responsibilities of one of the Vice-Rectors](#) include the development of education and educational structures, teaching and learning environments, and the progress of studies. The Vice-Rector acts as the chairperson of the University's [Teaching and Learning Council](#), whose duty is to

- monitor and advance the implementation of the University's education strategy
- develop the quality of teaching and learning
- prepare matters related to education for decision by the Board or the Rector<sup>46</sup>
- monitor whether the aims set for student admission are achieved and when needed, give the faculties recommendations on developing student admissions<sup>47</sup>

There can be sub-committees under Teaching and Learning Council. At the moment there are four: sub-committees for specialisation education, for wellbeing, for international affairs and for student feedback. Each sub-committee has its own Intranet page presenting its operations and the materials. The sub-committees report on their operations to the Teaching and Learning Council annually by the end of July.<sup>48</sup>

The highest decision-making body of the Graduate School, [UTUGS Board](#), develops and coordinates doctoral training.<sup>49</sup> Scientific postgraduate education is described in more detail in chapter [3.2.4](#).

The University's academic year begins on 1 August and ends on 31 July. The autumn semester begins on 1 August and ends on 31 December. The spring semester begins on 1 January and ends on 31 July. The faculties decide on the periods when they provide teaching and the possible division of the academic year into teaching periods by the end of the December of the previous academic year.<sup>50</sup>

### 3.2.2 Ethical Principles of Education, Plagiarism Detection, and Procedures in Cases of Academic Misconduct

Ethicality is one of the principal values in the operations of the University of Turku. From the personnel and the students this requires honesty, fairness, objectivity, and following the principles of responsible conduct of research. The ethical guidelines for learning define the rights and obligations of students and

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<sup>46</sup> Rector's decision 3 September 2012, No. 552/051/2012

<sup>47</sup> University of Turku Regulation on Studies, Section 3

<sup>48</sup> Teaching and Learning Council's decision 29 Oct 2015

<sup>49</sup> Rector's decision 31 August 2012, No. 777/051/2012

<sup>50</sup> University of Turku Regulation on Studies, Section 11

personnel in different roles in issues related to ethical conduct. The Rector has ratified the [Guidelines for Misconduct and Fraud at the University of Turku](#).<sup>51</sup>

The originality of final theses (Bachelor's, Master's, Licentiate and Doctoral theses) completed at the University of Turku is electronically checked before their approval using a plagiarism detection system maintained by the University. The teacher who has acted as the thesis supervisor is responsible for the checking and the interpretation of the results. A control mark is placed in the thesis stating that the thesis has been checked. More detailed information on the plagiarism detection service and on the control mark can be found on the FairUTU [web pages](#).

Electronic plagiarism detection is also recommended for use at different stages of the basic, intermediate and advanced studies, to the extent required by the aim of ethicality in the operations. Furthermore, use of electronic plagiarism detection is also recommended in the publication process of the scientific publication series of the University of Turku. Electronic plagiarism detection can also be applied to checking the learning materials made at the University.

Procedures related to students' legal rights such as questions regarding [Study Right](#), [ethical guidelines for learning](#), [legal services](#) as well as measures in problematic situations are presented in more detail on the Intranet. The Faculty of Education uses a model for difficult situations called [OpintoVartu](#) (in Finnish) which will be extended to the whole University.

### 3.2.3 Basic Degree Education

The University's decision-making in educational affairs is decentralised, and the faculties are responsible for most issues related to studying at the University. For example, the faculties decide on the student selection criteria, admit the students, approve the curricula, evaluate and develop the degrees and studies related to the degrees, and decide on general arrangements related to course completion. The University Board decides annually on the number of degree students to be admitted to the University.

The departments and subjects are responsible for the practical organisation of education and for academic study guidance. The [Educational Affairs](#) unit under University Services maintains the student data system and produces the University's common materials and instructions, as well as education and student support services to all units at the University.

The duties, distribution of work, and operating methods are described in more detail in the documentation of the units. For example, the distribution of work between the faculties and the departments varies slightly depending on the decisions of each faculty.

The curricula, i.e. the aims, structures, and contents of the University's degrees, are described in the electronic [curricula guides](#) of the faculties. (Most of the courses, and hence their course descriptions, are in Finnish. Courses in English are compiled to separate [English-language curricula guides](#).) The teaching schedules (in [Finnish](#) and in [English](#)) give information on courses taught at the

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<sup>51</sup> Rector's decision 19 December 2012, No. 1101/002/2012

University during the academic year. In addition, the Educational Affairs unit gives instructions to the students on issues such as minor studies and study guidance. Educational Affairs also publish a general [study guide for the students](#) with information on e.g. the University's services, student well-being, legal rights and the financing of studies. There is a [Survival Guide](#) in English that gives similar information for international students and scholars.

### 3.2.4 Scientific Postgraduate Education

Scientific postgraduate degrees<sup>52</sup> can be completed at the University of Turku in the fields of study listed in the [appendix](#) to the Regulation on Studies. All students pursuing a Doctoral degree at the University of Turku belong to the Graduate School, whose task is to coordinate the doctoral training and organise it together with the faculties. The faculties, departments and subjects of the University are responsible for organising scientific postgraduate education. The University of Turku has currently [16 doctoral programmes](#)<sup>53</sup> that cover all disciplines represented at the University.

The aim of the [University of Turku Graduate School](#) (UTUGS) is to offer systematic, high-quality, and supervised postgraduate education with reasonable graduation times for the doctoral candidates of the University of Turku.<sup>54</sup> The aim of postgraduate education is to give students the necessary skills and knowledge to work in research and teaching tasks as well as in other demanding expert tasks and international co-operation.<sup>55</sup> With the Graduate School, doctoral programmes, and high-quality teaching and support, the aim is to ensure that enough high-quality and competent experts are trained for the needs of the universities, business life and the rest of society.

The Director of the Graduate School is appointed by the Rector. The Director is supported by the Graduate School Coordinator, who takes care of the general administration of the Graduate School, organises common courses, and maintains connections with funders and the doctoral programmes. The Coordinator is responsible for collecting the courses organised at the faculties into the Graduate School's course selection. The highest decision-making body of the Graduate School is the [UTUGS board](#), which is appointed for the Graduate School by the Rector. The UTUGS board can appoint multi-member working groups to support its work and prepare matters within its field for decision by the Board. Each doctoral programme has a director that is responsible for the programme. The UTUGS board and the directors of the doctoral programmes together form the extended board of the Graduate School.

Students apply for the right to pursue a doctoral degree from the doctoral programme within the application periods. The right to pursue a doctoral degree is granted by the faculty on the proposal of the doctoral programme. The faculties decide on the degree requirements and student selection criteria, approve curricula, evaluate and develop degrees and studies related to the degrees together with the doctoral programmes and the Graduate School, and award the degrees. The faculty also appoints the preliminary examiners of the

<sup>52</sup> Further degrees completed after the Master's degree

<sup>53</sup> Rector's decision 19 June 2013, No. 536/41/2013

<sup>54</sup> Rules of Procedure for the University of Turku Graduate School, Section 1

<sup>55</sup> Government Decree [1039/2013](#), 21 §

doctoral thesis as well as the opponent or opponents and the custos (chairperson of the public defence of the doctoral thesis).

More detailed descriptions of the practices related to scientific postgraduate education can be found on the [faculties' websites](#) and in the [principles of doctoral training at the University of Turku](#) given by the UTUGS board.<sup>56</sup> The UTUGS board has also given [guidelines for creating doctoral programmes](#)<sup>57</sup>. A [process description](#) has been prepared on the doctoral defence process followed at the University. University guidelines for the doctoral candidate are available at the University [website](#).

In the agreement made with the Ministry of Education and Culture for the period 2017–2020, the goal is that the University of Turku produces annually 152 doctoral degrees in average.

### 3.2.5 Non-degree Education

The University of Turku offers Open University education, specialisation training, specialisation education and continuing education<sup>58</sup>. Continuing education offered by the University is presented on the University's [website](#). Several units regularly organise continuing professional education. It is also possible to take individual courses or study modules as so-called [non-degree studies](#).

[Open University](#) teaching is designed in collaboration between the faculties, the independent units (e.g. Language Centre) and the Educational Affairs. The faculty approves the curricula for Open University courses organised by the subjects within the faculty. The Educational Affairs coordinates and compiles the Open University implementation plan for the academic year after the faculties have approved the curricula and the organisation of training. The implementation plan also includes Open University teaching organised in collaboration with educational institutions or other education providers outside the University.<sup>59</sup>

The specialisation education is for those who have completed a Master's degree and transferred to working life. The education is based on [mutual agreements of higher education institutions](#) (in Finnish). The aim of the University of Turku is to be the leading developer of specialisation education in Finland. [Instructions for preparing specialisation education](#) are available on the Intranet (in Finnish).

The faculties admit the students for the continuing education they organise, as well as for non-degree studies and [JOO studies](#)<sup>60</sup>. The Brahea Centre and the independent units admit students for their own courses and programmes. The selection criteria for continuing education and Open University instruction are approved by the organiser of the education.<sup>61</sup>

<sup>56</sup> UTUGS board decision 26 June 2012

<sup>57</sup> UTUGS board decision 18 December 2012, No. 1096/41/2012

<sup>58</sup> Act on the Amendment of the Universities Act 1172/2014

<sup>59</sup> University of Turku Regulation on Studies, Section 26

<sup>60</sup> JOO studies = studies at other higher education institutions within the flexible study rights agreement

<sup>61</sup> University of Turku Regulation on Studies, Section 26



A more detailed description on continuing education and on the practices related to Open University instruction can be found on the [Finnish website](#) (A summary on the English [website](#)).

The University of Turku also offers transnational education which is export of services. The University surveys possible education and expert services, and plans the productisation of services. That is when e.g. the target groups of the services, execution, risk management and quality assurance are examined and defined. At the same time, possible cultural differences are considered among others. A transnational education product should clearly benefit the customer. The [procedures of transnational education](#) are described in more detail on the Intranet.

### **3.3 Societal Interaction**

Societal interaction is carried out through research and education. The benefits of university research for society are communicated and transferred through publications, science communication, and different innovations and applications. With education, academic knowledge is mediated to the surrounding society through the competence of those transferring to working life to work in different tasks in all sectors of society. Interaction with different stakeholders improves the quality and effectiveness of research and teaching.

In addition to the societal interaction realised through research and education, the University has operations that have primarily been created to develop the surrounding society by utilising academic expertise. These operations are manifold, reaching from events organised for children to industrial co-operation and expert services outside the University. Major part of the University's regional development is carried out in collaboration with other higher education institutions of the region.

#### **3.3.1 Carrying out Societal Interaction**

According to the Universities Act, in carrying out their mission, the universities must promote lifelong learning, interact with the surrounding society and promote the impact of research findings and artistic activities on society.<sup>62</sup> Societal interaction is integrated into research and education, and it forms a part of the basic mission of the University. All units and members of the University community take part in societal interaction with emphasis on different aspects. The different forms of societal interaction are described in more detail on the Intranet pages for societal interaction.

In accordance with the Strategy, the University of Turku is a catalyst for social well-being and the economy. The University is strengthening its capability to meet the region's educational and economic needs, and its ability to respond to national and global challenges. The aim is to build a strong culture of foresight for the benefit of society.<sup>63</sup> The targets set for societal interaction in the Strategy

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<sup>62</sup> Universities Act 558/2009, Section 2.

<sup>63</sup> University of Turku Strategy 2016–2020

are defined by four Policy Programmes: Entrepreneurial University, societal interaction, transnational education and dynamic innovation activities.<sup>64</sup>

Interaction with the private, public and third sectors improves the quality and effectiveness of research and education. In practice, co-operation takes place in the form of contract research projects and utilisation of their results, and international, national and regional development projects. The University transmits academic expertise to society through active communications and publishing activities and, in turn, utilises the expertise of stakeholders (in e.g. advisory boards, alumni and mentoring activities). The University supports the active participation of experts in social debate. Practical forms of co-operation also include relevance of degree education to working life, lifelong learning services, and education export. The relevance of studies to working life is enhanced by offering meaningful and more individualised study paths for both degree and mature students.

The University of Turku has an advisory board and also the faculties have advisory board practices. The advisory board system is described in more detail in chapter [4.5](#) of this manual.

A significant proportion of the University's regional development activities takes place in co-operation with other higher education institutions in the region. For example, the University cooperates with other higher education institutions in Turku and regional services in Southwest Finland in the [Korkeakoulukumppani](#) network, which offers a channel for entrepreneurs and businesses to benefit from expert services offered by these institutions.

The Rector has appointed [a steering group for societal interaction and a project group to support the practical work](#)<sup>65</sup>. The University's Extended Management Group acts as the steering group and its task is to monitor and steer the realisation of societal interaction in accordance with the policies of the University's Strategy. The steering group discusses matters related to societal interaction in the Extended Management Group meetings circa three times per academic year. The project group is responsible for the policy programme of societal interaction, prepares and implements the decisions of the steering group and acts as the support group for the Policy Programmes of the University's Strategy in matters related to societal interaction. The Head of Development acts as the Chair of the project group.

The coordination and support services related to societal interaction are the responsibility of the Development Services which is part of the University Central Services.

### 3.3.2 Stakeholders

Developing stakeholder relations is one form of the University's societal engagement, and its aims are to promote stronger research co-operation, employment of graduates, development of education, networking, and utilisation of synergy benefits arising from co-operation with stakeholders.

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<sup>64</sup> Policy Programmes of the Strategy 2016–2020

<sup>65</sup> Rector's decision 16 June 2016, Dnro 198/051/2016

According to the University of Turku Rules of Procedure, at least 40 percent of the members of the Board are representatives of the University's stakeholders. At the moment, four of the ten members of the [University Board](#) are stakeholder representatives.

The University's relations with stakeholders are generally maintained by individual units, and the main stakeholders vary depending on the tasks of each unit. Development Services is responsible for developing stakeholder relations. The University Communications is responsible for communications and marketing to stakeholders on university level and supports the development of stakeholder relations.

The aim of alumni activities is to create active contacts with working life, communicate research results, establish research co-operation, and spread new ideas. Alumni activities at the University are based on the alumni associations, faculties, and subjects keeping actively in touch with former students. The Student Support Services unit under Educational Affairs is responsible for alumni communications on university level, recruitment of alumni, visibility of alumni activities, organisation of university-wide alumni events, coordination of the mentoring programme for students, and development of the University's alumni activities.

The Rector has appointed a [Steering Group](#) for Alumni Relations, whose task is to promote the development of the University's alumni relations and networking. The Steering Group invents new ways of activating alumni to cooperate with their home university, helps to spread information on the alumni activities of the University, and offers new perspectives on the development of the University and education provided by it.<sup>66</sup> The University's interaction with its alumni is varied and two-way. For example, many alumni act as mentors in the mentoring programmes of the University.

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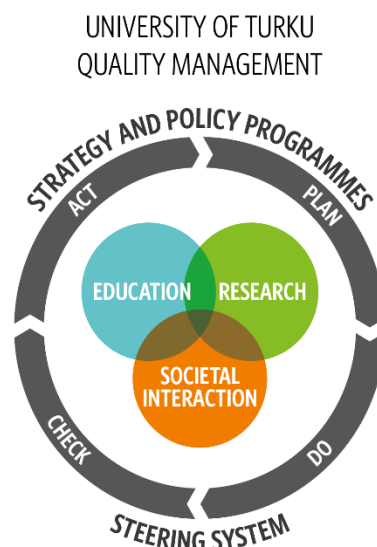
<sup>66</sup> Rector's Decision 23 May 2013, No. 431/051/2013

## 4 Methods of Quality Management

### 4.1 General Principles and Evaluation

Quality management is part of the management and steering system of the University. The quality management system of the University of Turku produces information that supports management and the realisation of the University's basic missions. This information enables the maintenance and development of the University's high-quality research, education and societal interaction. At the University of Turku, quality work is an integral part of the University's operation through the Strategy, Policy Programmes and steering system. All operations proceed according to the plan-do-check-act (PDCA) cycle.

The quality of operations is created with the expert, responsible and ethical actions of all members of the University community. Quality management at the University of Turku is an integrated part of all operations, and the same division of responsibilities is followed in quality management as in other operations. The Rector is responsible for the quality management of the University. According to the Rector's decision on the distribution of responsibilities between the Vice Rectors, the quality management systems belong to the remit of the Vice Rector responsible for education and the development of educational structures. The Vice Rector is supported by the [Quality Manager](#), who is responsible for the coordination and development of the operations related to quality management, for reporting the results and information produced by the quality work, and for the communication on the quality management in collaboration with the University Communications. The organisation of the quality work is the responsibility of the dean in the faculties, the responsibility of the head of department or director in the units, and the unit director or head in the University Central Services. The [steering group for quality](#), which is appointed by the Rector, follows the realisation of the University's quality work and makes suggestions to the guidelines and recommendations on the development of quality work. The Chair of the steering group is the Vice Rector responsible for quality systems and the Coordinator is the Quality Manager.



#### 4.1.1 Strategy and Policy Programmes

The management of the University of Turku is on all organisational levels based on the jointly approved Strategy, operating principles and values. On 11 December 2015, the University Board of the University of Turku approved the Strategy for 2016-2020 and the Policy Programmes that define the practical targets of implementation.

In addition to the Strategy and the Policy Programmes, the operations are guided by the University's common policies for different subject areas. These policies include, for example, [Publication Policy](#), Infrastructure Policy (in course of preparation), [Human Resources Policy](#), [Equality Plan](#), [Risk Management and Safety Policy](#) and [Language Policy](#).

The University has a University level Quality Manual in which the principles and practices of quality management are described. An essential tool in quality management for standardising and clarifying operations is the University's intranet and its development has made it possible to give up the separate quality manuals of individual units.

#### 4.1.2 Steering of the University

[Steering of the University](#) refers to the planning, monitoring and reporting of the University's operations. The University Board has approved the Principles of Steering that define how the University sets targets for operations, allocates resources for the achievement of the targets, monitors and reports on operations, and evaluates and develops the quality and productivity of the operations. The starting point is that all the units have joint objectives, procedures and division of responsibilities concerning annual planning, monitoring and reporting of the operations.

The Principles of Steering of the University of Turku have been divided into four subgroups:

- Strategic planning: Strategy and the Policy Programmes, provisions for funding, and the agreement procedure with the Ministry of Education and Culture
- Operational planning: annual plans
- Implementation of the plans, monitoring and reporting: monitoring the finances, interim reporting on operations and finances, annual statistics, reporting to the Ministry and authorities.
- Assessment of the operations and continuous development: monitoring and reporting on the Strategy, feedback from the Ministry of Education and Culture, internal evaluations, and external audits and accreditations.

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The planning and monitoring of the operations are described in more detail in Chapter [1.3](#) of this Quality Manual.

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<sup>67</sup> [Decision of the Board on the Principles of Steering](#) 7 June 2016

#### 4.1.3 The Plan - Do - Check - Act cycle of the operations from the point of view of the whole University

Quality management means systematic operation that supports the University's basic tasks and proceeds according to the PDCA cycle. The main goal of quality management is the high quality of the University's basic missions, research, education and societal interaction. In addition to the basic missions, there are general subject areas common to all operational sectors where the PDCA cycle is realised. The next sub-chapters describe these subject areas and the following Chapters describe how the methods of quality management are used in research, education and societal interaction as well as in matters related to personnel, support services and internal monitoring and control.

##### 4.1.3.1 Plan

The first stage of the PDCA cycle is "plan".

The University agrees with the Ministry of Education and Culture on its quantitative and qualitative targets for a four-year period. In the [agreement](#) (in Finnish) signed with the Ministry, the Ministry of Education and Culture defines the common operational targets for the higher education system. For each university, the agreement defines the tasks, profile, and focus areas, quantitative and operational targets, and main areas of development for the agreement period. The level of strategic funding is agreed for a period determined by the Ministry, for other parts the universities' annual funding is determined by [the performance-based funding model](#) defined by the Ministry of Education and Culture.

The Strategy of the University is implemented through the [Policy Programmes and the units' annual plans](#). The [annual plans](#) are drafted on the University level and unit level (faculty / independent unit / University Central Services) as well as in the departments under the faculties and in corresponding units. The structure of the annual plan is the same for all units, and it is comprised of the operational plan, budget plan and personnel plan.<sup>68</sup>

- The structure of the operational plan follows the structure of the University's Strategy. The [strategic framework](#) section defines the unit's mission and vision, success factors, strengths/threats, as well as the weaknesses and focuses in the unit's development. [Objectives and measures](#) include the following strategic goals stated in the University's Strategy: [Effective research](#), [Responsible education](#), [A catalyst for social well-being](#) and [Community well-being](#). In its operational plan, the unit describes how it will promote the implementation of the Strategy.
- The [budget plan](#) includes both government funding and external funding. On the basis of the basic funding from the Ministry and other provisions for funding, the University Board outlines the general premise for the preparation of the University's budget framework. Based on the outline and with the Rector's lead, a more precise budget framework is drafted,

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<sup>68</sup> [Decision of the Board on the Principles of Steering](#) 7 June 2016

to which the next year's budget plans are then drafted in turn. The units draft their budget plans within this framework.

- The [Personnel Plan](#) analyses how changes in the operations influence the well-being, structure and number of the personnel. In addition, the development of personnel expertise, increasing international activities, as well as the development of coping and well-being at work are analysed in the personnel plan. The personnel plan is made annually and its observation period is five years (for retiring personnel, the observation period is three years). The [Human Resources Policy](#) and guidelines on recruitment and other forms of human resources development are followed in the human resources planning.

On the basis of the annual plans, the Rector holds target and budget negotiations with the faculties every four years when the agreement period with the Ministry changes. As a result of the negotiations, an agreement is made on the outline and development of the faculty's operations for the next four years. In the years between the negotiations, the Rector and the dean of the faculty discuss and agree on the questions and strategic development suggestions and needs for investment funding that arise during the annual planning. The Rector holds target and budget negotiations with the independent units annually.

The Board discusses and approves the annual plan of the University. If the Board makes changes to the University's annual plan and/or budget plan, the units must update their plans accordingly.

In addition to the Personnel Plan, the recruitment of personnel is included in the "plan" stage of the PDCA cycle and it is described in more detail in Chapter [2.1.1](#) of this Quality Manual.

#### 4.1.3.2 Do

The second stage of the PDCA cycle is "do". Significant portion of this stage is carried out through the University's basic missions, i.e. research and education as well as societal interaction that is linked to the tasks. The University Central Services, such as the [Human Resources](#), [Financial Services](#), [Research Services](#), [Innovation Services](#), [IT Services](#) and Facility Services, secure for their part the efficient and high-quality realisation of the basic missions. [Educational Affairs](#) produces support services for education and the research affairs produce them for research.

In practice, the second stage also includes the implementation of the Policy Programmes of the Strategy, i.e. the University and its units operate according to the annual plans they have drafted.

This stage also includes the matters related to the personnel's employment relationships, orientation and personnel training which are described in more detail in Chapters [2.1.2–2.1.4](#) of this Quality Manual.

#### 4.1.3.3 Check

The third stage of the PDCA cycle "check" concerns [Evaluation and Development](#).

The University agrees with the Ministry of Education and Culture on its quantitative and qualitative targets for a four-year period. During the agreement period, the Ministry gives the University [written feedback](#) (in Finnish) on the basis of the annual reporting and follow-up data and negotiations are held with the University if necessary.

At the University of Turku, the implementation of the Policy Programmes of the Strategy is monitored and analysed biannually. The responsibility for each measure in the Policy Programmes has been given to a certain party, usually a person from the University or faculty management. The persons responsible have drafted detailed plans for implementation, schedules, and methods for follow-up. Also the annual and interim reports of the units and the separate reports on strategic funding are used as sources of information in monitoring the implementation of the University's Strategy. The [Development Services](#) of the University are in charge of monitoring the progress of the measures. The purpose of the regular follow-up is to ensure the progress of the measures and to take corrective actions if necessary. The progress of the Strategy is monitored by the Extended Management Group and reported to the University Board. The Policy Programmes are carried out entirely or in part during the strategy period and they can be complemented during the strategy season.

The progress of the Strategy is biannually monitored by the Extended Management Group and the University Board. In addition, the University's and each faculty's central operational key figures are monitored each month. The figures include degrees, the development of annual study attainments of 55 credits, development of the number of full-time equivalent employees (person-years), and the realised expenses. In addition, the number of publications is monitored annually. The [University Planning and Development](#) produces a monthly report with the help of the data warehouse and compares the figures to the three-year average. The report is discussed in the Extended Management Group each month and necessary measures are taken if the results require it.

Annual and interim reporting related to steering is part of the "check" stage of the PDCA cycle. They are described in more detail in Chapter [1.3.3](#) of this Quality Manual.

At the University of Turku, the Rector visits the units at regular intervals. Each round of visits has an agenda according to which the visits proceed.

The University Boards evaluates its work regularly. In the last meeting of the year, the Board discusses the self-evaluation concerning its own work and factors affecting it as well as the Management Group's evaluation of the work of the Board. The [responses for the evaluation questionnaires](#) as well as the other meeting materials of the Board are available on the Intranet. The Board carries out a feedback discussion on the basis of the evaluations.

As prescribed by law, the [University Collegiate Council](#) monitors the management of the University and its finances and annually confirms the



financial statement and annual report. In addition, the University Collegiate Council holds joint meetings with the Board and the Rectors approximately twice a year. In the joint meetings, the discussions involve topical matters that concern the whole University.<sup>69</sup>

For the personnel, the "Check" stage includes the performance review (development discussions) that are described in more detail in Chapter [4.2](#) of this Quality Manual.

The activities of the University units and the procedures within operations are assessed and developed as part of everyday work but also through self-evaluations, benchmarking assessment and internal [evaluations](#). The units and the procedures within operations can select for themselves the methods for recognising the targets of development applicable to their activities and operational culture. For example, in the development of the administrative and support services during [the Adjustment and Development Programme \(SOKE\)](#), which was approved by the University Board, units utilised peer learning from other corresponding organisations on several occasions.

The University conducts self-initiated evaluations of the whole University or certain units or fields if these are considered necessary, and participates in national discipline or theme-specific evaluations (e.g. evaluations conducted by the Academy of Finland, the Finnish Higher Education Evaluation Council, and the Finnish Centre for Evaluation of Education). In addition to these, various actors evaluate the operations of the University or give feedback on the operations. The most significant evaluations, assessments and studies are presented on the [web pages of the University](#).

The University of Turku also monitors its placement on international ranking lists. The most important rankings are ARWU, THE, QS and U-Multirank. General information on these rankings and their evaluation criteria has been compiled on the [Intranet pages](#) of the University. [The Planning and Development unit](#) is responsible for the administration related to the rankings, and it also coordinates the compilation of statistics for the University database, Ministry of Education and Culture, Statistics Finland, and other authorities.

Some units have applied for an (international) certificate or quality label for their operations. For example, the eMBA programme of Turku School of Economics has been awarded EPAS accreditation by the EFMD foundation, and the Central Animal Laboratory of the University of Turku is a test laboratory that adheres to GLP principles in its operations.

Internal monitoring and control are carried out at the University of Turku and they are described in more detail in Chapter [4.7](#).

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<sup>69</sup> University of Turku Rules of Procedure, Section 17

#### 4.1.3.4 Act

The fourth stage of the PDCA cycle is "act".

The feedback of the Ministry of Education and Culture is discussed in the Management Group and in the Extended Management Group, and the Rector decides on possible measures that should be implemented on the basis of the feedback. The Rector reports to the Board on the feedback received and on the measures which have been or will be implemented on the basis of the feedback.

The Board evaluates the Strategy every second year, and based on this evaluation, the Strategy and/or Policy Programmes may be updated or revised.

The University Board's preparatory sessions and the Extended Management Group are essential for maintaining an up-to-date understanding of current issues and for continuous monitoring: they have regular discussions on the evaluation of the present state of affairs. The Extended Management Group monitors the quantity and quality of operations, discusses needs for development and prepares future decisions. Through the Extended Management Group, the deans of the faculties are well informed of upcoming matters and can assess the development of their faculty as a part of the University community. This working method also commits them.

The materials related to steering provide an image of each of the University's development stages as well as of the development needs. Particularly the interim and annual reporting also serve as self-evaluation. The University Management gives the units feedback on these reports. The units define the targets of development in their operations based on e.g. this feedback. The effectiveness of the development activities is monitored e.g. with the Rector's visits to the units, where one point in the agenda is the development activities agreed upon during the last visit and their current situation.

The purpose of internal evaluation is to monitor the University's achievement of its aims and continuously develop and improve the quality of the operations. Evaluation reports are discussed in the Management Group. The Rector decides on possible measures that should be implemented on the basis of the evaluation.

The development of personnel is part of the fourth stage of the PDCA cycle. Personnel training, support for supervisors and the early support (VarTu) model are described in more detail in Chapter [4.2](#) of this Quality Manual.

The PDCA cycle proceeds from the fourth stage "act" to the first stage of the next round, i.e. "plan".

## 4.2 Personnel

Community well-being is one of the four main themes of the University's Strategy for 2016–2020. The goal is that the University is a responsible employer and educator as well as to develop the University increasingly towards community well-being by actively managing work ability and well-being.

The University of Turku is an expert organisation with shared values: ethicality, criticality, creativity, openness and communality. The University is a responsible employer and an inspiring, encouraging and interactive working environment. Each member of the university community works towards ensuring the success of the University. Staff members are encouraged to learn new things, to engage in entrepreneurial activities and to develop their own work. The University has paid special attention to the development of leadership skills.<sup>70</sup>

A [Human Resources Policy](#) has been prepared for the University of Turku. Its aim is to ensure that the University has open and high-quality human resources policies.

The personnel plan, which is prepared as a part of annual planning, is a central factor in long-term recruitment and personnel policy. In the annual and interim reports included in steering and in the Extended Management Group's monthly assessment of key figures, the implementation of the personnel plan is also monitored, the success of the implementation is analysed and, if necessary, corrective measures are pursued.

An essential factor in the quality management of the University's operations is the recruitment of competent staff. The regulation of the recruitment process with directions and the documentation of the recruitment decisions and their justifications are quality management tools, which also give the possibility to assess the quality of the operations. For example, to improve the comparability of the applicants' merits, the University uses the [academic portfolio model](#) when filling teaching and research positions. The University has introduced an electronic recruitment system, which will facilitate the reception and processing of applications and make the information submitted by the applicants more uniform and comparable. The [recruitment procedures](#) and the [practices of work orientation for new employees](#) are described in more detail on the Intranet.

Quality management pertaining to the employees' employment relationship issues is mainly organised on the basis of instructions given by the Rector and the Chief Operating Officer, and their implementation is monitored as part of the everyday work.

The University of Turku applies the salary system for universities. The salaries specified in the general collective agreement for the universities are based on job requirement factors and personal performance. Quality management related to the process and criteria of salary determination has been organised in accordance with national guidelines. The University has steering and evaluation groups which determine and maintain the University's assessment policy. [The salary system and its application](#) at the University of Turku are described in more detail on the Intranet.

The University of Turku has an [Equality Plan](#) that aims to promote equality and to prevent direct and indirect discrimination and harassment at the University.<sup>71</sup> According to this plan, each member of the University work community must take the aspect of equality into account in their work and strive to advance the

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<sup>70</sup> University of Turku Strategy 2016–2020

<sup>71</sup> University of Turku Human Resources Policy, Chapter 5.4

realisation of equality at the University.<sup>72</sup> The University of Turku has an [Equality Committee](#), whose task is to advance and monitor the implementation and development of equality at the University in accordance with the Act on Equality between Women and Men, [Non-Discrimination Act](#), and other statutes, provisions and agreements.<sup>73</sup> An [Advisor on Equality Issues](#) works in the Human Resources unit of the University Services, and gives instructions and guidance for both students and staff on equality issues. The tasks of the [Accessibility Planning Officer](#) include improving the accessibility of the University and its services.

The University aims to ensure the well-being of its employees through certain centralised services and instructions on operating methods (see [2.1](#)). These are developed in co-operation with the University personnel. [Well-being at work surveys](#) (in Finnish) are used to monitor the state of well-being at work and to develop the work community. Surveys are carried out in connection with periodical workplace investigations or upon the units' request. The results of the well-being at work surveys affect the development of the work community.

The European Commission has granted the University of Turku the right to use an excellent employer's HR Excellence in Research logo. The logo is a token of the University's commitment to continuously developing the position and working conditions of researchers along with the goals set forth in the European Charter for Researchers. The Action Plan of this [Appreciation and Support for Researchers](#) project describes the general implementation process and its special features, as well as the main areas of development and goals identified with the help of the project. To retain the HR Excellence in Research logo, the University must carry out a regular self-evaluation of the implementation of the plan. An external evaluation of the development of the researchers' position is carried out approximately every four years.

The University of Turku has a continuous and systematic [performance review procedure](#). It is a central tool for leadership and method of supervisory work. The performance review is a target-oriented, scheduled and prepared, regularly organised, equal and confidential discussion mainly between the immediate supervisor and the employee. The supervisor is responsible for organising the performance review discussions: [support material for performance review](#) is available on the Intranet.

The development of staff competence is regarded as a central factor contributing to the maintenance of well-being at work at the University. The Human Resources Development unit plans and coordinates the University's annual training and development activities and designs development interventions for acute working life situations. The [Human Resources Development Committee's](#) (in Finnish) task is to define the annual competence needs of the personnel, to promote the methods of personnel development, and to discuss the principles of how to offer personnel development services and support the unit-specific training and development projects.<sup>74</sup>

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<sup>72</sup> University of Turku Equality Plan 2014–2016, approved by the University Board 24 February 2014

<sup>73</sup> Rector's Decision 21 February 2014, No. 50/051/2014

<sup>74</sup> Rector's Decision 4 September 2012, No. 814/051/2012

Developing teaching and employee competence is also a part of the annual planning of units. In connection with the annual planning, the units may apply for [funding allocated for the training of personnel and for the development of teaching and personnel](#); the University Services grants this funding for projects advancing the competence of personnel and the functionality of work communities. The units may also present ideas for centralised human resources development activities. The focus areas concerning the content of both centralised and unit-specific development activities are derived from the University Strategy. The supervisors have a central role in the work community in maintaining and promoting the personnel's well-being.

The constant development of the University and changes in the operational environment pose special challenges for leadership and supervisory work. This requires adopting a management and decision making culture that is suitable for the academic community in the management of both the University's basic missions and administration. The University expects that the persons in leadership and supervisory positions have the willingness to develop themselves as leaders. The University pays special attention to the development of leadership skills. Supervisors are trained and they are supported in their managerial tasks, which is primarily change management. Supervisors are required to take responsibility and be fair, consistent and interactive in their work.<sup>75</sup>

The University of Turku uses a [model of Early Support of Work Ability](#) (VarTu) whose aim is to address problems at the earliest possible stage and in this way support the personnel's work ability. The model presents procedures for several different situations such as work community conflict mediation, intervening with bullying and harassment, handling cases of substance abuse, or supporting the return to work after a long sick leave. The University of Turku has been a forerunner in creating procedures for [work community mediation](#) and making them an established part of the operational culture.

### 4.3 Research

The main method of quality assurance in research at the University of Turku is traditional peer evaluation and feedback within the scientific community. Peer evaluation is conducted both within the University among the researchers and by external parties. Examples of the latter include peer reviews from scientific journals and feedback received during funding application processes. Each researcher is responsible for their own participation in peer review processes within the scientific community.

Research achievements play a central role in the recruitment of research and teaching staff, and this forms the basis of quality assurance in research at the University. The recruitment policy of the University is designed to ensure staff competence, which has a major impact on the quality of future research.

The University has a uniform [commitment form](#) that can be used in faculties/departments at the discretion of the department when agreeing on the conduct of research and offering research prerequisites between a person who is conducting research on a grant, as a visiting researcher or in any other way

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<sup>75</sup> University of Turku Strategy 2016-2020

without an employment relationship with the University of Turku and the University of Turku's functional unit. The same document also acts as the University's commitment for those foundations that require a commitment.

A significant proportion of research conducted at the University is based on supplementary funding. Different units of the Development Services offer expert advice for individual researchers and research groups in the form of training, consulting, and other support at different stages of the research project. Research conducted with supplementary funding is regulated by instructions (see [2.2.3](#)), and the area of responsibility of finances monitors compliance with them.

The University of Turku participates in national and international evaluations and keeps track of its placement in them. On a general level, development of research conducted at the University is monitored through international evaluations, discipline evaluations by the Academy of Finland, and other external assessments.

[A research portal](#) is used for reporting and monitoring research. Currently, publications, and researcher achievements and activities can be added to the portal. For publications, the research portal functions as the University's publication archive in which e.g. parallel publications published according to the open access principles are available. The research portal is developed in collaboration with experts from the Development Services, University Library, IT Services and Communications. The publications at the University of Turku are reported to the Ministry of Education and Culture through the research portal, and the collected information will also be included in the national research database (Tutkimuksen tietovaranto). The data collection is developed as a national collaboration in the network for administrative personnel.

In 2015, a Research Assessment Exercise (RAE) was carried out. It assessed the research activities of all the units at the University of Turku. RAE consists of the units' self-evaluation, international peer evaluation and bibliometric analysis. The assessment focuses on the research activities of the units in 2010–2013. The results of the assessment are utilised in the development of research, to support decision-making and when making strategic choices (e.g. areas of strength in research). The Research Assessment Exercise is repeated regularly, and the next one will be carried out in 2019 on the research activities of 2014–2017.

Methods of quality management that fall under the responsibility of the researchers and other actors within the University are described in a separate [table](#). Otherwise, the methods of quality management in research vary from unit to unit and depend on the traditions of the discipline in question.

## 4.4 Education

The University Board and the Rector make university-level decisions and give recommendations on questions pertaining to education. The decisions and recommendations are prepared by the [Teaching and Learning Council](#) and for doctoral training, also by the Steering Committee of the Graduate School. Planning and monitoring related to the University's educational mission form a central part of the annual steering process.

The Vice-Rector responsible for education annually visits the University's faculties and the independent units that offer education to discuss issues concerning for example the realisation and development of education as well as quality management.

[Educational Affairs](#) consists of three units: Student Support Services, Education Support Services, Admission and Student Affairs. They take care of various support, educational, guidance and counselling services for studying, teaching and learning as well as their university-level coordination and development. Educational Affairs is also responsible for tasks, such as coordination of student counselling, career guidance and other career services, international mobility, development of teaching, development and quality of education, as well as Open University education.

The faculty is responsible for the quality of teaching and education and its monitoring according to the University Strategy. Feedback on education and teaching is regularly collected from students and it is used in the development of education. Education is also developed with the help of feedback from the University's stakeholders.<sup>76</sup>

The University promotes responsible student culture together with the students. This includes the students' responsibility to participate in the development of their own study environment, for example, by giving feedback or taking part in the University's administrative organs or different working groups. Besides individual students, the [subject organisations](#) and the [Student Union](#) are important actors. The Student Union has a representation in all working groups handling educational issues and it for example prepares together with the Teaching and Learning Council the selection of the Teacher of the Year and other recognitions given for teaching.

The University of Turku has a coordinated, extensive and effective system of collecting and utilising [feedback](#) that the University uses for developing its teaching, counselling and other services. The main forms of feedback are course feedback and the following surveys that give a wider perspective: survey at the beginning of the studies, the annual follow-up report of doctoral candidates, national student feedback survey, follow-up on placement in the labour market survey, and the career and employment survey. The Graduate School collects feedback from the doctoral candidates with a doctoral training feedback survey conducted at regular intervals. A more detailed description of the different forms of feedback can be found on the page [The Student Feedback and Evaluation System](#).

Ethicality is one of the central values in the operations of the University of Turku. From the personnel and the students this requires honesty, fairness, objectivity, and following the principles of responsible conduct of research. The Rector has ratified [ethical guidelines for learning](#).<sup>77</sup> The University also has [Guidelines for Misconduct and Fraud at the University of Turku](#), ratified by the Rector.<sup>78</sup>

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<sup>76</sup> University of Turku Regulation on Studies, Section 14

<sup>77</sup> Rector's decision 5 September 2013, No. 718/001/2013

<sup>78</sup> Rector's decision 19 December 2012, No. 1101/002/2012

Furthermore, the University has defined procedures for electronic originality checking by using a plagiarism detection service. (see chapter [3.2.2](#))

A summary of the University's quality management procedures concerning education and the main responsible parties is presented in a separate [table](#). More detailed information on the distribution of work and the procedures used in each faculty and department are presented on the units' Intranet pages or in other documentation on operating methods.

## 4.5 Societal Interaction

Quality management related to the University's regional and societal engagement takes place for most part through the quality management of research and education (see [4.3](#) and [4.4](#)). With respect to regional development projects and research agreements, the University has guidelines that form a framework for these activities (see [3.1](#)).

Services offered by the Supplementary Funding Services are designed as a quality management tool for application, management and reporting processes in research projects conducted with supplementary funding. Administration of the entire lifespan of supplementary funding is realised in the steering system (TOPI). Innovation managers of the Innovation Services promote protection of research results and commercial exploitation of inventions and research results.

Societal interaction is steered as part of the University's strategy work, and annual planning and monitoring. Quality management of this subject area has been made more systematic by defining three tasks for the annual work outline of the Extended Management Group working as the steering group for societal interaction: the annual report materials of the units are evaluated and analysed in April; the feedback collected from external stakeholders is evaluated and analysed, and development trends are outlined in August; and the annual plan for societal interaction for the following year is prepared in November. The annual plans of the units are used as the background material.

Another factor ensuring the University's regional and societal impact is close cooperative relationships of the University staff and management with various organisations. The University has research co-operation with businesses and public decision-makers and participates in its stakeholders' planning and decision-making processes as an expert advisor. The University engages the teaching staff in continuing education and research projects that offer direct contacts with representatives of the private sector. These contacts also offer the University staff a chance to evaluate the impact of the University's operations.

Both the University's academic leadership and the staff have regular contacts with e.g. the City of Turku, the Regional Council of Southwest Finland, the Centre for Economic Development, Transport and the Environment (ELY Centre), Tekes, the Hospital District of Southwest Finland, Turku Science Park Ltd, and representatives of other higher education institutions in the region. They are also members in various bodies that promote co-operation with the region and with the above-mentioned organisations. Collaboration and communication with stakeholders is regular and the aim is to utilise the accumulating information systematically. Stakeholder meetings are organised



with, for example, the City of Turku and other nearby cities, the region, business life, and Members of Parliament from Finland Proper and Satakunta.

The advisory board system aims at systematic development of the University's operation. The University level advisory board is essential for the thematic collaborations that profile the operation of the University. The meetings of the advisory board focus on the themes that are important for the University's profile. Discussing these important themes supports both the preparation and implementation of the Strategy. The advisory board also uses external experts in its work. Advisory board systems are also used in the faculties. For instance, Turku School of Economics has established an [international advisory board](#) to support the development of its operations. Persons representing both the academic community and the business world, and with a close connection to the School of Economics, have been invited as members of the advisory board. Also the Faculties of Humanities, Education, Law and Social Sciences have advisory boards, and the Faculty of Medicine has four advisory boards for specific topics. These advisory boards help to deepen the working life connections of research and education at the University and faculties.

The University of Turku is a shareholder in the Turku University of Applied Sciences Ltd. Together with the University of Tampere and the University of Eastern Finland, the University of Turku has founded [Finland University Inc.](#) to market and sell international education services provided by the three universities.

In addition to co-operation with stakeholders, the University receives information on its image and impact from e.g. the following sources:

- graduate surveys by the Career Services: the Career Services of the University of Turku gathers information regularly from master's level and doctoral graduates. The surveys are a part of the University's feedback system and they give information on e.g. job placement of alumni and the effectiveness of the education (more information is available on the [web pages](#) of the Career Services);
- the International Student Barometer (ISB) survey, which tracks the satisfaction levels of international exchange and degree students;
- the annually published "Korkeakoulujen imago" (the image of higher education institutions) survey by Taloustutkimus, bought by the University Communications every 2 to 4 years: the respondents are 17-29 year old persons from mainland Finland (more information on the [web pages of Taloustutkimus](#));
- [Kun koulu loppuu](#) (when school ends) survey by Economic Information Office (Taloudellinen tiedotustoimisto), bought by the University Communications in 2013–2014: the annual survey tracks the attitudes and thoughts of Finnish upper comprehensive school and upper secondary school students related to education and working life and their familiarity with and interest in specific higher education institutions;
- international university rankings (see [4.1](#));
- The daily media intelligence reports provided by Meltwater compile all the hits related to both the University of Turku and its operating environment in digital media (including social media).
- studies and surveys directed at journalists on how interesting the University is from the media's point of view, e.g. the PR Barometer;

- visitor statistics and feedback for the Internet site and social media of the University and the number of followers the University has on social media;
- reader surveys (latest in 2013) and feedback from the stakeholder magazine Aurora;
- [alumni activities](#) (including mentoring activities): alumni register, LinkedIn group, and a regular email newsletter for alumni.

In addition to giving feedback, representatives of stakeholders participate in several steering groups and other groups that take care of quality assurance in education programmes and regional development projects that are specifically designed to meet the needs of the working life.

#### **4.6 Administration and Support Services**

The University's administration and support services are regulated by several laws, decrees and instructions; their implementation is monitored internally by the University and, for instance, by the auditors and the Ministry of Education and Culture. The principles of good and high-quality administration are given in the Administrative Procedure Act ([434/2003](#)). These principles include equal and impartial treatment of customers of the administration; appropriate and efficient service; advice to the customers of the administration; use of appropriate, clear and comprehensible language; and inter-authority co-operation.

In addition to various regulations and directives, a central tool for quality management in administration is the decision making procedure used at the University. The Board makes its decisions based on presentation, which is under the Rector's responsibility, as stipulated in the Universities Act. Other decisions at the University are based on careful preparation. A member of the University personnel, appointed by the chairperson of the administrative body or the decision making person, is responsible for the preparation and execution of decisions.<sup>79</sup> University of Turku Rules of Procedure defines the University's administrative bodies and their remit as well as the faculties' administrative bodies and their remit.

The University's units describe their central administrative and support service processes on their Intranet pages or in other corresponding documentation. This material is elaborated and complemented with other documentation when necessary. Written descriptions of the procedures ensure that operations are of consistent quality and facilitate the orientation of new employees to the practices of the unit.

[An adjustment and development programme \(SOKE\)](#) is underway at the University of Turku. The aim of the SOKE programme is to adjust the structures and personnel, and to develop, standardise and make the processes more effective by anticipating the reduced budget in the coming years. The aim is to implement the adjustment without lay-offs which is why it is done over a long period of time. The programme consists of four main categories, one of which is structural changes and the development of administrative and support services. It contains several different topics. During 2016, the Educational

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<sup>79</sup> University of Turku Rules of Procedure, Section 29

Affairs was formed: the administrative tasks related to education were centralised, Academic and Student Affairs personnel were transferred to the University Central Services, and Open University was also administratively transferred to University Central Services under Educational Affairs. In the next stage, the administrative and office personnel from faculties and independent units were administratively centralised to the University Central Services from 1 January 2017. Central to these changes are a transfer to a new service culture, and a wide-ranging review and improvement of the operations efficiency, for example by utilising digitisation. The preparation for the location of service units and services is done in collaboration with faculties and independent units, and discussions on feedback and service requirements are conducted with them in the future.

The administrative and support services are also evaluated and developed as a part of the University's annual self-evaluation process (see [4.1](#)) and by methods determined by the units themselves. For example, the University of Turku Library uses a biennial [LibQUAL questionnaire](#), which measures customer satisfaction with the materials available in the library, services offered by the personnel, and the facilities. The IT Services regularly conducts a customer satisfaction survey. As a part of the more extensive surveys for students, information is collected also on how the services aimed at students work.

The quality of the administrative and support services is also developed by supporting the development of the competence and professional skills of the personnel (see [4.2](#)). Particular attention has been paid to the transmission of information and developing the co-operation between various administrative and support service units, for example by arranging regular but informal meetings and discussions between the units.

The University develops its information systems so that the achievement of targets can be appropriately measured and followed.

#### **4.7 Internal Monitoring and Control**

The principles for internal monitoring and control are defined in the [Financial Regulation](#). Internal control consists of the system for monitoring finances and operations realised by the management, which for its part helps the organisation to function legally, cost-efficiently and influentially. Internal control is a part of the financial and operational monitoring system of the University.<sup>80</sup>

The effective realisation of internal control is promoted by clearly defining the power and responsibility relations, documenting the operational and financial processes, supporting personnel training and commitment to work, and paying attention to possibly problematic work chains when organising the tasks of the financial services. The University has separate [Rules of Procedure for Internal Auditing](#) approved by the Board.<sup>81</sup>

The University's internal monitoring is led by the Rector. The Chief Financial Officer is responsible for organising the internal monitoring in practice. The

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<sup>80</sup> University of Turku Financial Regulation, Paragraph 3

<sup>81</sup> University of Turku Financial Regulation, Paragraph 3

supervisor of a profit centre must ensure that adequate internal monitoring and regular controls take place in their unit. This supervisory duty applies to all the operations and the management of finances in the unit. The head of the profit centre is responsible for ensuring that necessary measures are taken without delay based on information received from internal monitoring. Unclarity, errors and possible malpractices are immediately reported to the supervisor of the profit centre in question and the Chief Financial Officer.<sup>82</sup>

The Rector supervises and manages the internal control. Internal control is directed towards all the University's operations, especially towards administration and other support services.<sup>83</sup> The task of internal control is particularly to

- monitor and control the profitability and appropriateness of the operations and financial management and the correctness and adequacy of the information given on them;
- monitor and control the reliability of the operational and monitoring systems;
- supervise and advance internal self-monitoring done by the units;
- monitor and control that provisions, centrally given regulations and instructions are followed and that information used in bookkeeping and other accounting is reliable; and
- make initiatives and proposals for the management in order to improve the operations mentioned above.<sup>84</sup>

The University of Turku has an insider register. The connections of the management are examined annually. The examination concerns all management from the Rector to the heads of departments.

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<sup>82</sup> University of Turku Financial Regulation, Paragraphs 3.1–3.2

<sup>83</sup> University of Turku Rules of Procedure for Internal Auditing, Paragraph 3

<sup>84</sup> University of Turku Rules of Procedure for Internal Auditing, Paragraph 2

## Version history

number of version	changes	authors	approved by
1.0	original	Planning Officer Tia Loukkola	Rector Keijo Virtanen (10.8.2007)
1.1		Planning Officer Tia Loukkola	Rector Keijo Virtanen (8.10.2007)
1.2		Planning Officer Tia Loukkola	Rector Keijo Virtanen (4.1.2008)
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1.5		Planning Officer Tia Loukkola, updated by Quality Manager Kirsti Haihu	Rector Keijo Virtanen (16.4.2009)
1.6		Planning Officer Tia Loukkola, updated by Quality Manager Kirsti Haihu	Rector Keijo Virtanen (30.10.2009)
2.0	The Quality Manual has been updated throughout to correspond to the new legal position of the University and the changes following the merger of the University of Turku and Turku School of Economics.	Quality Manager Anu Mäkelä	Rector Keijo Virtanen (5.10.2010)
2.1	The contents have been updated to correspond to the current instructions and operational methods, the validity of links has been ensured. The sub chapter 3.2.2 Ethical principles of education, plagiarism detection and procedures in cases of academic misconduct has been added	Quality Manager Anu Mäkelä, Project Planning Officer Heidi Hietala	Rector Kalervo Väänänen (25.6.2014)
3.0	The contents have been updated to correspond to the current policies, operational methods and organisation. Chapter 4.1 updated entirely. The validity of the links in accordance with new service index of intranet has been ensured.	Quality Manager Anu Mäkelä, Trainee Tiia Matikainen	Rector Kalervo Väänänen (10.2.2017)