

# **APPRECIATION AND SUPPORT FOR RESEARCHERS, HRS4R**

**Action Plan 2023-2026**

## HRS4R-process at the University of Turku

The University of Turku (UTU) is an internationally competitive university whose operations are based on high-quality, multidisciplinary research. We promote education and free science and provide higher education that is based on research. The University is part of the international academic community. We collaborate closely with the Finnish society and participate actively in the development of the region. As the first Finnish-language university, UTU was founded in 1920 with donations from 22040 citizens, hence the unique legacy "From a Free People to Free Science". Today UTU is a diverse university community of over 23 000 students and members of staff.

The European Commission's Human Resources Strategy for Researchers (HRS4R) aims for the development of researchers' working conditions and careers. In the University of Turku this strategy is called Appreciation and Support for Researchers. The University of Turku received the 'HR Excellence in Research' award from the European Commission in June 2013. The first internal assessment was made and the updated action plan was published in the spring 2016. The next external assessment was held at 2019-2020 where UTU again renewed the 'HR Excellence in Research' for the next three years. Second internal assessment was due to Aug 2023.

The university of Turku has committed to promote the principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers (Charter and Code). These two documents provide means to achieve a transparent and open labour market for researchers.

## Strengths and weaknesses of the current practice

An overview of the organisation in terms of the current strengths and weaknesses of the current practice.

### Ethical and professional aspects

UTU is committed to several international policies on responsible research assessment such as DORA declaration, Leiden Manifesto for Research Metrics and the Hong Kong Principles for Assessing Researchers. The UTU is also an active member of the European University Association (EUA). Most recent development is that UTU is a signatory of the Agreement on Reforming Research Assessment and member of CoARA. UTU's own **Policy for Responsible Assessment of Research and Researcher** was published in 2022. To implement UTU's Policy, a Responsible Assessment Policy Committee, requested by the European Agreement on Reforming Research Assessment, was appointed. UTU's policy and work on responsible assessment is noted nationally and UTU is actively developing the national proceedings on the matter. Furthermore, UTU's Responsible Assessment Policy Committee follows national and international



developments in reforming research and researcher assessment and reports on the development of the reform to the Research Council of the University of Turku and, if necessary, to the Management Group of the University of Turku.

The results of **Research Assessment Exercise (RAE)** covering the years of 2014-2019 were published on August 2022. For the first time the assessment was extended to cover doctoral researchers through University of Turku Graduate School (UTUGS) and the postdoctoral researcher through university's two Research Collegia. The main findings of the assessment were that the university has managed to create overall common processes across the departments and that it has advanced the digitalization. Also the UTUGS that consists of doctoral programmes which cover all disciplines and the approximately 2,000 doctoral researchers, is working well and supports the work of doctoral researchers. The area that needs developing is the funding of the doctoral researchers, which is also nationwide challenge.

During the last three years UTU has taken big steps in improving the accessibility. The first **Accessibility Policy of the University of Turku 2020-2024** was published in 2020. The accessibility program is implemented in accordance with the Accessibility Action Plan. The **Equality Plan** was updated for the years 2021-2030 in October 2021. UTU still needs to work towards strengthening equality and non-discrimination related to e.g. age, sex and ethnicity in our community. There is a policy of zero tolerance against racism at the University of Turku. On March 2023 diversity clause was added to the recruitment advertisements welcoming all applicants with different backgrounds.

**Scholars at Risk (SAR)** is an international network to protect threatened scholars and promote academic freedom. In 2020-2021 the University of Turku research collegium TIAS chaired the Finnish Section of the network. The University of Turku is actively involved in the network and provides scholarships to threatened scientists. The processes have not yet taken their final form and continuous development is underway.

In 2022 the title of doctoral candidate was changed to doctoral researcher in university's communication and HR processes to emphasize the professional researcher role of the position.

**REMARKS** The freedom of research of Finnish universities is stipulated by law. According to its Rules of Procedure the basic mission of UTU is to promote free research. When UTU joined the HRS4R, the starting point was good: UTU was committed to the principles of the Finnish Advisory Board on Research Integrity (TENK); it had [its own process to handle misconduct allegations](#); it monitored the number of misconducts in good scientific practice; the regularly updated UTU Equality Plan was available on the intranet and website, and the Equality Committee promoted and monitored the realisation and development of non-discrimination and equality.

The assessment of research has become continuous and a regular procedure in the university. Even wider range of research and researchers are now covered with the Research Assessment Exercise. Before UTU implemented the national plan of the responsible evaluation of the researchers and now UTU has its own Policy for Responsible Assessment of Research and Researcher.

## Recruitment and selection

The University of Turku has clear processes and guidelines in recruiting and selecting staff. Recruitments are implemented according to the OTM-R principles. As part of the HRS4R internal assessment also the university's OTM-R-policy was reviewed and clarified in spring 2023. A new recruitment system will be launched in the end of 2023 and more focus will be put on applicant experience. At the same time trainings about the recruitment process and employer branding will be organized to recruiters and supervisors. In the future, more focus will be put on the international advertisement of the open positions as well as the University of Turku brand to attain international applicants. Already social media has been taken into more active use when advertising the open positions and telling about careers in UTU. Recruitment communication has been included as a part of the leadership training. The consistent and more visible use of the HR Excellence in Research logo in recruitment communications will be strived at. New onboarding platform for new employees will be launched during the autumn 2023.

In 2022 a survey was conducted, where the international employees of the University of Turku were asked about their experiences regarding immigration and settlement. The respondents were satisfied with the recruitment and handling of arrival matters, and the employees feel that they received enough support from the university. On May 2023 new updated Come Work with Us web pages were launched to give easier access to relevant information concerning relocation to Finland. A self-study package titled How to work in Finland is also available for newly arrived international staff. Buddy programme helps international staff, long-term visitors and their partners to get settled at the University of Turku and to Finland within the first few months when arriving. The next step is to extend this concept so that it isn't offered only to newcomers, but also those who have already stayed in Finland and in the university longer. In the future, more effort is placed on onboarding and arrival information as well as consideration of inclusiveness and diversity in the workplace.

The content of the Finnish courses will be further developed to support the integration of the international staff into university community.

The entries on the new government programme about the conditions of the work-based residence permits requires monitoring in the near future.

**REMARKS** The University of Turku recruits researchers in accordance with the strategy, the Personnel Policy, OTM-R Policy and the regulations of the Procedure in Staff Recruitment. The OTM-R Policy has clarified the recruitment process and strengthened the principles of openness regarding the recruitment communication in the university.

## Working conditions

The equal treatment and position of grantees has been a central focus of HRS4R development work at UTU. In 2015 UTU launched an affiliation document template for agreeing on the rights and responsibilities of non-employed researchers. In 2019 the electronic version of



the form was made and the next step is to develop this form so that the grant researchers would be more easily attainable. If there are suitable work tasks available, there is a possibility of hiring doctoral researcher for part-time work during the grant period if the grant regulations allow it. All persons employed by the university are covered by occupational health care paid for by the employer, regardless of the duration and quality of the employment relationship.

Support for combining work and family is a new priority that arose from the building process of the new strategy in 2020. Doctoral researchers are entitled for extended contract in case the family leave takes place during the employment relationship. For international spouses UTU has been involved in Talent Turku Spouse Network. It organizes get-togethers and workshops. UTU has also new flexible principles for remote work and since 2022 also remote work from abroad has been possible. Flexibility regarding the place of work as well as working times enables more balanced division between work and family life.

Based on the HRS4R External Assessment of 2019-2020 and the feedback gathered through surveys and discussion events, there is a need for taking the work conditions of postdoctoral researchers into more detailed examination. It is important to support them during the postdoctoral phase by integrating them more closely into the university community as well as supporting their next career phase by career planning. UTU has already facilitated postdoctoral researchers' access to relevant information by launching mailing list and websites specially for them. More effort is still needed and it is now this thematic area has become a new action in the Action Plan 2023-2026. In 2021-2023 UTU coordinates the Uniting Companies and International University Talents (UNICOM) project. It aims to increase the current labour market's appeal and openness to highly educated international talents already living in Southwest Finland. One part of the initiative focuses on helping international doctoral researchers and postdocs to gain work experience in host companies and organisations.

A research infrastructure programme was formulated in 2020. The amount of equipment in the unified Research Equipment Database, OPENIris has increased vastly as well as the number of users. OPENIris has increased the research infrastructure cooperation and the joint use of equipment internally and regionally for example with other HEIs, and the new regional health organization. However, regional cooperation and collaboration with companies will be developed further.

**REMARKS** In the first Action Plan, the focus was on making the position of non-employed researchers as equal to that of staff researchers as possible. Grant researchers and visiting scholars were given access to services provided for the university employees, when in line with national regulations concerning grants. The situation of the non-employed researcher has improved and to be able to serve them better it is important for us to reach them.

The postdoctoral researchers are the group that UTU has to pay more attention in the future. The University of Turku is also one of the representatives of the thematic working group in European University Association's (EUA) which aims to clarifying the situation of the postdoctoral researchers and to find good practices to support them. UTU has already conducted a survey to postdoctoral researchers and two discussion events were held in spring 2023.

## Training and development

The initial Action Plan has concentrated more on the skills of the doctoral researchers. The focus has since shifted a bit and the current Action Plan monitors more on supervisors' leadership skills and research leadership skills. According to the Strategy Policy Programme, supervisors are required to participate in leadership training. The participation to leadership training is also monitored by the supervisors at the development discussions. All supervisors are encouraged to participate leadership and management trainings and the percentage of supervisors who have participated in these trainings has grown steadily over the years. Addition to trainings and courses a new separate supervisor onboarding platform will be developed and launched in 2024. This will be a tool kit that will be in the use of the supervisors all the time. Especially new supervisors can take an advantage of this platform already before participating in training. In 2021 University of Turku published the Principles of Leadership. These principals guide and support the everyday management and leadership work.

Short courses on leadership and management for PIs (piloted in 2019) and Good Academic Leadership Training for PIs (piloted 2020) have both become regular courses in the staff training selection. The participation has been around 20 persons in each course. Also Training of Doctoral Thesis Supervisors is continued annually and own web pages has been created for doctoral thesis supervisors. The new June 2023 published Guidelines of the Academic Career Model at the University of Turku the pedagogical studies are required for moving to the third stage from the positions of a university teacher and clinical instructor and these studies can be completed at the UTUPEDA centre of the University of Turku. Moreover, it is recommended to regularly update pedagogical expertise, and this is considered a merit.

**REMARKS** When the Gap Analysis was conducted and the first Action Plan drafted, doctoral education had just been restructured into one Graduate School, UTUGS, to which all 16 Doctoral Programmes belong, and the benefits of the reform started to become visible e.g. in the form of common transferable skills training for all doctoral researchers, who now all belonged to one of the Doctoral Programmes. The position of non-employed researchers was identified as an area for development. Further improvements after initial phase are for example the training organized for doctoral thesis supervisors, which was piloted in 2014–2015. It is now organised annually.

## Actions

Proposed Action	GAP Principles	Timing	Indicators/Targets
<p>GRANT RESEARCHERS AND VISITING SCHOLARS ARE GIVEN ACCESS TO SERVICES (originally 3/5 actions): Extended in 2019: EXPANDING THE UNIVERSITY'S GENERAL STUDENT FEEDBACK SYSTEM TO INCLUDE DOCTORAL CANDIDATES. INTEGRATED WITH FURTHER DEVELOPMENT OF THE WELL-BEING SURVEY OF NON-EMPLOYED RESEARCHERS.</p> <p>In the Work Well-being Survey for employed staff in Oct 2017, a corresponding survey was formulated for non-employed researchers. In autumn 2019 this survey was further developed: the option "Doctoral candidate" was included in the background questions for both employed and non-employed researchers. This enabled the combining and reporting of responses of all doctoral candidates to Doctoral Programmes, and Faculties.</p> <p>In 2019 the feedback system for doctoral studies was refined: the sequencing of different surveys and the scope of questions were coordinated to provide regular feedback without overlapping questionnaires. The well-being survey is conducted every 2 years for both employed and non-employed staff. In the alternating years, a feedback survey for doctoral candidates will be conducted starting from Autumn 2020. Another new survey, the Graduation phase survey will be launched in Spring 2020.</p>	<p>10. Non discrimination 24. Working conditions 35. Participation in decision-making bodies 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision</p>	<p>Doctoral study feedback system - 7 surveys and responsible parties to collect, handle and use the results for development - was approved by the UTUGS board on 5 Nov 2019</p> <p>Next surveys: autumn 2020 doctoral study feedback survey</p> <p>autumn 2021 well-being at work survey (on-going)</p> <p>Graduation phase survey beginning from spring 2020</p>	<p>The feedback system includes the responsible parties and actions how the feedback survey results are to be utilised for development of quality and functions.</p> <p>The target is to increase the number of researchers' responses to the surveys. Responses to the non-employed researchers well-being survey: 2017: 214 2019: 238 and target 2021: 400</p> <p>Responses to the Doctoral candidate feedback survey: target 2020: 600 and target 2022: 700</p> <p>Well-being survey results/ mean of all subject areas (staff and grant-funded researchers) - Current situation (2019): 3,64 - Intermediary target 2022: 3,66 - Target 2024: 3,75 - Target 2030: 4,00</p>
<p><b>Current status:</b> Completed</p> <p><b>Remarks:</b> Continuous monitoring. A feedback system was created. Own system for Doctoral Researchers was created. The feedback is collected as planned every other year. In 2017 and 2019 the Work Well-being Survey was conducted using separate surveys for the employed and non-employed researchers. In 2021 all responded to the same survey irrespective of contractual status.</p>			<p><b>Responsible unit:</b> Surveys and Development on the basis of results: HR/ Study and Work Well-being Services (well-being surveys); UTUGS; Doctoral programmes, Faculties and Departments(doctoral candidate feedback &amp; development)</p>

Proposed Action	GAP Principles	Timing	Indicators/Targets
<p>IN GENERAL, FIXED-TERM CONTRACTS ARE MADE FOR THE ENTIRE DURATION OF THE TASK</p> <p>Fixed-term employment relationships are typical for university based work, especially on the part of teaching and research personnel and especially at the beginning of their career. In addition, there are fixed-term positions particularly in projects due to the nature of project work. However, according to the guidelines and instructions of UTU and UTUGS, a person in a fixed-term employment relationship is recruited for the whole duration of the fixed-term contract (e.g. for the duration of the whole substitution period, project or task).</p> <p>In practice, deviations may occur, but with more information dissemination the situation is improving. However, the financial cuts to state budgeted research funding work against this aim, as scarce resources are spread in ways which enable a greater number of researchers to continue their work for shorter duration.</p> <p>Although the share of complementary funding has increased by 40 %, so far the ratio of fixed-term and permanent staff has remained relatively stable.</p>	<p>13. Recruitment (Code)</p> <p>25. Stability and permanence of employment</p>	<p>continuous monitoring, an ongoing goal that is followed up and reported in the annual Personnel Report</p> <p>University of Turku recruits researchers to fixed-term and permanent positions in accordance with the Finnish Employment Contracts Act (Personnel Policy)</p>	<p>In its Personnel Report UTU regularly follows the ratio of permanent / fixed-term staff</p> <p>2016: 48,2 % / 51,8 %</p> <p>2017: 47,6 % / 52,4 %</p> <p>2018: 47,6 % / 52,4 %</p> <p>2019: 47,6 % / 52,4 %</p> <p>Although the share of complementary funding may yet increase, the target is to maintain the ratio of fixed-term and permanent staff relatively stable.</p>
<p><b>Current status:</b> Extended</p> <p><b>Remarks:</b> Continuous monitoring, an ongoing goal that is followed up and reported in the annual Personnel Report. University of Turku recruits researchers to fixed-term and permanent positions in accordance with the Finnish Employment Contracts Act (Personnel Policy). The ratio of permanent and fixed-term staff has remained relatively stable (2022: 47,7% / 52,3 %).</p>			<p><b>Responsible Unit:</b></p> <p>Personnel Policy 2018, Human Resources (instructions, monitoring), faculties, independent units, projects, UTUGS, doctoral programmes, Research Collegia</p>
Proposed Action	GAP Principles	Timing	Indicators/Targets
<p>FIXED-TERM CONTRACTS ARE MADE ONLY ON THE GROUNDS STIPULATED IN THE LEGISLATION</p> <p>Fixed-term employment relationships are typical for university based work, especially on the part of teaching and research personnel and especially at the beginning of their career. In</p>	<p>13. Recruitment (Code)</p> <p>25. Stability and permanence of employment</p> <p>26. Funding and salaries</p>	<p>continuous monitoring, an ongoing goal that is followed up and documented in the annual Personnel Report</p>	<p>In its Personnel Report UTU regularly follows the number of positions made permanent.</p> <p>2016: 13</p>



<p>addition, there are fixed-term positions particularly in projects due to the nature of project work.</p> <p>The long-term endeavour of UTU is to minimise the number of fixed-term employment contracts by moving staff to on-going contracts on a case-to-case basis through annual human resources planning. UTU monitors the use of fixed-term contracts annually.</p> <p>The number of positions that have been made permanent has increased from 13 in 2016 to 173 in 2019. The high number of 90 positions made permanent in 2017 was connected to the extensive centralisation reform of administration and support services. In 2019 this number was almost doubled.</p>			<p>2017: 68 through annual planning, 22 during the year (in connection with the administration reform)</p> <p>2018: 37 through annual planning, 17 during the year</p> <p>2019: 127 through annual planning, 46 during the year</p>
<p><b>Current status:</b> Completed</p> <p><b>Remarks:</b> continuous monitoring, an ongoing goal that is followed up and documented in the annual Personnel Report. During the last years the positions made permanent has been stabilized around 29-37 positions through annual planning and around 5-8 during the year (this includes also year 2019 which has been previously incorrectly calculated to include all the open positions). Guidelines concerning the use of fixed term contracts were updated in the 2022. The previous guidelines were from 2010. The new guidelines clarify what grounds for fixed term can be used and in which situations. This has helped also the HR personnel to monitor the situation.</p>			<p><b>Responsible Unit:</b> Human Resources, faculties, independent units, projects, UTUGS, doctoral programmes Research Collegia</p>
<p><b>Proposed Action</b></p>	<p><b>GAP Principles</b></p>	<p><b>Timing</b></p>	<p><b>Indicators/Targets</b></p>
<p>CLARIFYING THE CAREER PATH OF EARLY CAREER RESEARCHERS, INCLUDING THE POST-DOC PHASE. STRENGTHENING THE CAREER PATH BY DEVELOPING FURTHER THE ACTIVITIES THAT SUPPORT MENTORING AND CAREER PLANNING.</p> <p>In the doctoral and post-doctoral phase, salaried positions are provided using open, and merit-based recruitment (OTM-R) processes. Mentoring, tutoring and career planning services, including individual Career Guidance Discussions, are provided for Early Career researchers (R1 and R2).</p> <p>The tenure track system and its utilisation are developed further. A revised guideline for the Tenure Track procedures, launched on</p>	<p>21. Postdoctoral appointments (Code)</p> <p>25. Stability and permanence of employment</p> <p>28. Career Development</p>	<p>Career path: Working group appointed in 2013, model issued in 2014</p> <p>Strategy 2016-2018 Policy Programme 2: system of salaried postdoctoral positions</p> <p>Launch of Website for Postdoctoral researchers Autumn term 2021</p>	<p>Number of salaried doctoral candidate positions: current 312</p> <p>In (2018) 2019 (56) 75 tenured positions (33) 49 have advanced (5) 11 have attained full professorship</p> <p>Number of mentees in the Mentoring programme for ECRs: 2019: 34 mentees (18 post-docs, 16 doctoral candidates)</p>

<p>June 2019, stipulates that a mentor be appointed for each tenured researcher.</p> <p>New action in response to the Consensus Report: Since there are services available but information is not easily delivered to this heterogeneous target group, a website for UTU postdoctoral researchers will be launched presenting information on all services available for them and through which they can register on a mailing list to facilitate receiving relevant information.</p>			<p>2020: 36 mentees (15 post-docs, 21 doctoral candidates)</p> <p>Opportunity for Career Development Discussion with Supervisor: 2018: 1228 (77%)</p> <p>The date of launch of the intranet site for post-docs In the future: Number of post-docs on the mailing list: Target 2022: 100</p>
<p><b>Current status:</b> Extended <b>Remarks:</b> During the last External Assessment attention was paid to postdoctoral researchers and their position. Website was launched for postdoctoral researchers in 2021. The new mailing list for postdoctoral researchers has been very popular and the number of post-docs on the mailing list has grown fast (now 364). Number of salaried doctoral candidate positions has increased, being now 528. Opportunity for Career Development Discussion with Supervisor has gone steadily upwards from 76% (2020) to 80% (2022). Number of mentees in the Mentoring programme for ECRs has shifted quite moderately: 2020: 36 mentees (15 post-docs, 21 doctoral candidates), 2021: 42 mentees (9 post-docs, 33 doctoral candidates), 2022: 32 mentees (11 post-docs, 21 doctoral candidates). The numbers of advancing in the tenure track are more difficult to attain. In 2019 the tenure track path was new in UTU and because of that it was followed in more detailed. Now tenure track path is ongoing procedure and it has become more difficult to follow and because of that there are no data available after 2020. More focus needed on this target group. See also new action 50 introduced to put more effort on postdoctoral researchers.</p>			<p><b>Responsible Unit:</b> Director of UTUGS, Vice Rector of Research, Heads of Collegia, Human Resources, Deans</p> <p>The website: Development Services/Career Development Unit</p>
<p><b>Proposed Action</b></p>	<p><b>GAP Principles</b></p>	<p><b>Timing</b></p>	<p><b>Indications/Targets</b></p>
<p>THE INTEGRATION OF INTERNATIONAL DOCTORAL CANDIDATES AND RESEARCHERS INTO THE UNIVERSITY COMMUNITY IS SUPPORTED BY e.g. OFFERING COURSES IN FINNISH AND INCREASING THEIR OPPORTUNITIES TO PARTICIPATE IN TEACHING AND ADMINISTRATIVE DUTIES Finnish courses at Beginners', Intermediary and Advanced level (up to B1) are offered regularly by the Centre for Language and Communication studies. Guidance and language clinic for immigrants and non-Finnish-speaking university students (KOROKE Project, financed by the Ministry of Education) directed at the need of academic studies and working life demands.</p>	<p>35. Participation in decision-making bodies 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>continuous service, KOROKE project Aug 2019 - May 2021</p>	<p>Number of Finnish courses (attendants) in 2019: Beginners: 2 (32) Intermediary: 2 (32) Advanced: 1 (13)</p> <p>KOROKE participation, starting level 2019: 25 participants, of which 2 doctoral candidates, several others plan to apply for doctoral studies.</p>

<p><b>Current status:</b> Extended  <b>Remarks:</b> KOROKE Project ended in September 2021, but the same services continue with the SIMHE Service (Supporting Immigrants in Higher Education in Finland).  The Finnish courses are continuously taking their place, but more focus on developing them is placed in 2023-2024. The number of courses as well as the number of participants have stayed about the same.  Developing and launching a separate onboarding platform 2023-2024.</p>			<p><b>Responsible Unit:</b>  Centre for Language and Communication studies, KOROKE Project (Dept of Finnish Studies, Brahea Centre for continuing studies)</p>
Proposed Action	GAP Principles	Timing	Indicators/Targets
<p>THE FREEDOM OF SCIENCE AND THREATENED RESEARCHERS ARE SUPPORTED THROUGH THE INTERNATIONAL SCHOLARS AT RISK (SAR) NETWORK  SAR is an international network of more than 460 higher education institutions in 35 countries working to protect threatened scholars and promote academic freedom. The Universities Finland UNIFI acted as the secretariat of the Finnish section in a pilot phase of three years (2017-2020). Since 2019, the UTU research collegium TIAS is chairing the Finnish Section of the network.</p> <p>UTU is actively involved in the network and provides scholarships to threatened scientists. In 2019, a guide for hosts of SAR scholars was compiled at UTU/TIAS on a basis of an inquiry among SAR scholars.</p> <p>The profilation funding from the Academy of Finland for 2019-2023 will also be used to support Scholars at Risk.</p>	<p>1. Research freedom  10. Non discrimination</p>	<p>pilot phase 2017-2019  from 2019- UTU/TIAS chairs the Finnish Section</p>	<p>The target is to secure funding for at least one SAR scholar at a time.</p> <p>Number of SAR scholars at UTU:  in 2019: 1  in 2020: 1-2  in 2021: at least 1  in 2022: at least 1</p>
<p><b>Current status:</b> Extended  <b>Remarks:</b> In 2020-2021 the University of Turku research collegium TIAS chaired the Finnish Section of the network. In May 2022 Academy of Finland opened a call for funding to invite Ukrainian researchers to Finland in order to support those researchers who are prevented from working in Ukraine because of the war. Another similar call was opened again in the beginning of 2023. Through SAR and Science for Ukraine-programmes the University of Turku has received 6 scholars in 2022. The processes regarding this action have not yet taken their final form and continuous development is underway during the next years 2023-2026.</p>			<p><b>Responsible Unit:</b>  TIAS research collegium, Development Services, Human Resources, host faculties</p>

Proposed Action	GAP Principles	Timing	Indicators/Targets
<p>ADVANCING THE ACTIONS DEFINED IN THE NEW EQUALITY PLAN AND THE ACCESSIBILITY POLICY OF THE UNIVERSITY. STRENGTHENING EQUALITY RELATED TO AGE, SEX AND ETHNICITY IN THE UNIVERSITY COMMUNITY. PROMOTING ZERO-TOLERANCE FOR RACISM IN ALL ACTIVITIES.</p> <p>Following the EU Accessibility directive, the Finnish national legislation was revised and implementation of the new regulations started in September 2019. On the basis of the earlier Accessibility Plan, a revised UTU Accessibility Policy was drafted in 2019 by a working group chaired by the Vice Rector responsible for education and coordinated by the Accessibility Coordinator. In 2020 it is sent for comments to the faculties and units. Also the accessibility of study and research materials will be improved as a part of the accessibility policy. A separate Accessible University of Turku page will be compiled both in Finnish and in English.</p>	<p>10. Non discrimination 14. Selection (Code) 24. Working conditions 27. Gender balance</p>	<p>Accessibility Policy 05/2020</p> <p>net pages published after 23 Sept 2018 made accessible by 23 Sept 2019. Pages published earlier by 23 Sept 2020.</p> <p>Equity Plan (revision) Autumn term 2020 Implementation and promotion actions 2021- 2022</p>	<p>Date of publication of Accessibility Policy</p> <p>Date of publication of Equality Plan</p> <p>Targets and other indicators of promotion and implementation are yet to be specified as in the Strategy Policy Programme for 2021-2024</p>
<p><b>Current status:</b> Extended <b>Remarks:</b> Accessibility Policy of the University of Turku 2020-2024 was published in 2020. Updated <a href="#">Equality Plan for 2021-2030</a> was published in October 2021. Focus area in the future is to work towards strengthening equality and non-discrimination related to e.g. age, sex and ethnicity in our community 2023-2026</p>			<p><b>Responsible Unit:</b> Vice Rector responsible for Education, Director of Study and Work Well-being</p>
Proposed Action	GAP Principles	Timing	Indicators/Targets
<p>THOSE IN SUPERVISORY POSITION ARE REQUIRED TO PARTICIPATE IN LEADERSHIP TRAINING. COUNSELLING, LEADERSHIP TRAINING AND MENTORING ARE OFFERED TO SUPERVISORS IN ORDER TO SUPPORT THEIR WORK. STRENGTHENING THE SUPERVISORS' ABILITY IN LEADERSHIP AND IN PROMOTING WORK ABILITY AND WELL-BEING. LAUNCHING PEER-TO-PEER TRAINING IN DIFFERENT THEMES TO SUPPORT LEADERSHIP.</p> <p>The following long leadership training programmes are regularly organised: Leadership Training, Good Academic Leadership I and II. In 2019 a blended learning Leadership training was piloted. (see also Action 47 Research Leadership)</p>	<p>3. Professional responsibility 24. Working conditions 28. Career development 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development</p>	<p>Annual follow-up during the strategy period 2021-2030</p>	<p>Percentage of university supervisors who have participated in leadership or management training</p> <ul style="list-style-type: none"> <li>- Current situation (2020): 44 %</li> <li>- Intermediary target 2022: 55 %</li> <li>- Target for 2024: 65 %</li> <li>- Target for 2030: 75 %</li> </ul>

<p><b>Current status:</b> Extended  <b>Remarks:</b> Percentage of university supervisors who have participated in leadership or management training has grown steadily (2020: 44 % and 2022: 54 %). Developing and launching separate supervisor onboarding platform 2023-Q1/2024.</p>			<p><b>Responsible Unit:</b> Human Resources Director, Rector</p>
Proposed Action	GAP Principles	Timing	Indicators/Targets
<p>USING INTERNATIONAL RECRUITMENT MAINLY WHEN FILLING TEACHING AND RESEARCH POSITIONS. THE OPEN POSITIONS ARE ANNOUNCED IN INTERNATIONAL RECRUITMENT CHANNELS WHENEVER APPROPRIATE FOR THE POSITION. MULTICULTURALISM IN THE WORK COMMUNITY IS SUPPORTED WITH RECRUITMENT PRACTICES.          THE UNIVERSITY'S EMPLOYER BRANDING IS IMPROVED BY DEVELOPING RECRUITMENT COMMUNICATIONS.          The consistent and more visible use of the HR Excellence in Research logo in recruitment communications is strived at.</p>	<p>12. Recruitment          13. Recruitment (Code)          18. Recognition of mobility experience (Code)          19. Recognition of qualifications (Code)          29. Value of mobility</p>	<p>ongoing goal, continuous development and monitoring</p>	<p>Percentage of international teaching and research staff          Current situation (mean of yrs 2016–2018): 14,7 %          - Intermediary target 2022: 18 %          - Target 2024: 21 %          - Target 2030: 25 %          Doctoral degrees of international researchers          - Mean of yrs 2017–2019: 40          - Intermediary target 2022: 55          - Target 2024: 65          - Target 2030: 90</p>
<p><b>Current status:</b> Extended  <b>Remarks:</b> Percentage of international teaching and research staff has declined somewhat from the last evaluation: 11% (2021) and 13,3 % (2022). Doctoral degrees of international researchers were 36 (2022). The corona is suspected to have an input to the fluctuations in the numbers of international staff. On-going effort is to increase the amount of the international staff.          New recruitment system will be introduced and taken into use through trainings to recruiters and supervisors 2023-Q1/2024. Developing and launching onboarding platform for new employees Q3-2023.</p>			<p><b>Responsible Unit:</b> Human Resources Director, Faculties, Departments, UTUGS, Research Collegia</p>
Proposed Action	GAP Principles	Timing	Indicators/Targets
<p>DEVELOPING RESEARCH EQUIPMENT AND ITS USABILITY AND ACCESSIBILITY. ADVANCING THE JOINT USE OF EQUIPMENT BOTH INTERNALLY AND WITH REGIONAL PARTNERS.          A research infrastructure programme was formulated for the University. With the launch of the OPENIris system, the shared use and maintenance of research equipment has started and will be expanded within the University, as well as with other higher education institutions in Turku and the Hospital District.</p>	<p>3. Professional responsibility          6. Accountability          7. Good practice in research          23. Research environment          24. Working conditions</p>	<p>2018-2020          Infrastructure programme, signed by the rector by May 2020          OPENIris launch phase: use of the database has started within the biosciences.</p>	<p>Date of publication of the Infrastructure Programme            Number of equipment in OPENIris          Current situation: 60          2020: 300          2021: 600          target 2022: 800</p>

<b>Current status: Extended</b> Remarks: Number of equipment in OPENIris has grown fast (in 2019: 60 equipments and in 2022: 1921 equipments). Regional cooperation and collaboration with companies will be developed further in the coming years.			<b>Responsible Unit:</b> Vice-Rector responsible for research, Director of Development
<b>Proposed Action</b> DEVELOPING RESEARCH LEADERSHIP BY e.g. STRENGTHENING THE COMPETENCE OF IMMEDIATE SUPERVISORS AND DISSERTATION SUPERVISORS. The Early Career PI (R3) Get-Together events are held together by UTU and ÅAU as a series of informal seminars to offer guidance and peer-support in becoming an independent researcher. The events are organised once a term around a specific theme of interest. The networking and training events are intended for assistant and associate professors, senior post-docs, junior group leaders and anyone who has recently become independent or is planning to do so in the near future.  Short courses on leadership and management for PIs were piloted in 2019 both in English and in Finnish in the staff training calendar. The Training of Doctoral Thesis Supervisors is continued annually.  In Spring 2020, a new Good Academic Leadership Training for PIs will be launched. The 15 participants are invited to the training.	<b>GAP Principles</b> 3. Professional responsibility 7. Good practice in research 28. Career development 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development	<b>Timing</b> 2018-2023 networking events are continued (well-received, funding from Academy of Finland 2019-2023 to enhance interdisciplinary cooperation in this target group) Spring 2020: Piloting the Good Academic Leadership Training for PIs, continued annually  (STR 2021-2030 Straightforward and attractive research career, action 17)	<b>Indicators/Targets</b> Attendance to networking and training events for ECPIs: 01/2018 Networking (40 participants) 10/2018 Managing a Project (55 participants) 05/2019 HR and Recruitment (56 participants) Target 2020: 60 Target 2022: 70 Target 2024: 80  Attendance in the Good Academic Leadership for PIs Training target 2020: 15 participants (1 course) target 2021: 15- 30 participants (1-2 courses), target 2022: 15- 30 participants
<b>Current status: Completed</b> <b>Remarks:</b> Continuous. Spring 2020 piloted Good Academic Leadership Training for PIs, continues annually as well as the Project Leader's Survival Kit-trainings and Trainings to Doctoral Thesis Supervisors.			<b>Responsible Unit:</b> Research Development, Research Career & ÅAU (networking events); HRD & TSE EXE (GAL for PIs)
<b>Proposed Action</b> DEVELOPING THE METHODS OF RESEARCH ASSESSMENT AND CREATING AND IMPLEMENTING RECOMMENDATIONS FOR THE RESPONSIBLE ASSESSMENT OF RESEARCH AND RESEARCHERS. The research assessment of the University is planned and executed together with the participating units.	<b>GAP Principles</b> 11. Evaluation/ appraisal systems 16. Judging merit 17. Variations in the chronological order of CVs	<b>Timing</b> National recommendations (final) published on 4 Feb 2020  Internal Guideline by Sept 2020	<b>Indicators/Targets</b> Date of publication of the internal Guideline  Dissemination actions following the publication (will be specified later)

<p>In 2019, an inquiry was conducted in Finland to finalise national Recommendations for the Responsible Evaluation of a Researcher. UTU Guideline will be compiled following these recommendations.</p> <p>With regard to performance evaluation, other units may benchmark the practices developed by the Turku School of Economics during the AACSB accreditation*, and the model to identify research faculty of the Faculty of Medicine.</p> <p>In this work, the follow-up indicators of societal interaction (Rector's Decision, 7 June 2019) will be useful.</p> <p>*In April 2019, a faculty of UTU, the Turku School of Economics (TSE) earned an internationally highly respected recognition of excellence in business education and research: the AACSB accreditation.</p>	<p>18. Recognition of mobility experience 19. Recognition of qualifications 20. Seniority 22. Recognition of the profession 28. Career development 29. Value of mobility 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>former action: benchmarking the performance evaluation of Turku School of Economics</p> <p>in STR 2021-2030: action 9 in Policy Programme Responsible research with significant impact</p>	
<p><b>Current status:</b> Extended</p> <p><b>Remarks:</b> National recommendations were published on 4 Feb 2020. University of Turku's own Policy for Responsible Assessment of Research and Researcher was published in 2022. Next steps will be the renewing of the guidelines for the recruitment processes, and the training of the management and the key personnel of HR-processes in 2023. The preparatory group appointed by the Rector will complete the Action Program by the end of 2023 and the implementation of the Programme starts in 2024.</p>			<p><b>Responsible Unit:</b> Human Resources, Vice Rector responsible for education, Development Services</p>
<p><b>Proposed Action</b></p>	<p><b>GAP Principles</b></p>	<p><b>Timing</b></p>	<p><b>Indicators/Targets</b></p>
<p>PROMOTING EQUALITY AND NON-DISCRIMINATION OF DOCTORAL CANDIDATES AND RESEARCHERS. HIGHLIGHTING THE POSITION OF GRANTEES. SUPPORTING RESEARCHERS IN COMBINING WORK AND FAMILY.</p> <p>The equal treatment and position of grantees has been a central focus of HRS4R development work at UTU.</p> <p>Support for combining work and family is a new priority that arose from the building process of the new strategy.</p>	<p>11. Non discrimination 15. Transparency 17. Variations in the chronological order of CVs 19. Recognition of qualifications 21. Postdoctoral appointments 24. Working conditions</p>	<p>concrete measures in the Policy Programme for Strategy period 2021-2030 are specified by end of 2020</p>	<p>Concrete measures, intermediary targets and indicators as will be established for 2022 and 2024 in the STR Policy Programme</p>

	25. Stability and permanence of employment 27. Gender balance		
<p><b>Current status:</b> In progress</p> <p><b>Remarks:</b> Doctoral Researchers are entitled for extended contract in case the family leave takes place during the employment relationship. All persons employed by the university are covered by occupational health care paid for by the employer, regardless of the duration and quality of the employment relationship. If there are suitable work tasks available, there is a possibility of hiring doctoral researcher during the grant period if the grant regulations allow it. In 2023 Talent Turku Spouse Network for international spouses was organized and in which also UTU participated.</p>			<p><b>Responsible Unit:</b> Human Resources, UTUGS, Research Collegia, Faculties and Departments</p>
<b>Proposed Action</b>	<b>GAP Principles</b>	<b>Timing</b>	<b>Indicators/Targets</b>
<p>INTEGRATION OF THE POSTDOCTORAL RESEARCHERS BETTER IN THE UNIVERSITY COMMUNITY. SUPPORTING BETTER THE POSTDOCTORAL PHASE INCLUDING THE WELL-BEING, CAREER PLANNING AND BUILDING OF THE RESEARCHER IDENTITY.</p> <p>The University of Turku is also one of the representatives of the thematic working group which aims to clarifying the situation of the postdoctoral researchers and to find good practices to support them. This is a project of European University Association's (EUA) Council for Doctoral Education (CDA). During the spring 2023 a survey and two discussion events were organized to postdoctoral researchers to find out how university could better support them. The main takings from the survey and the discussion events were the need for the support clarifying one's own research identity and considering different career paths. In addition, postdocs need more support to find services that support their own needs.</p> <p>European Union's COFUND programme and the University of Turku jointly funded programmes Turku Intersectoral Excellence Scheme (TIES) and SYS-LIFE can also contribute to the development of postdoctoral researcher career phase. The whole organization can learn from these programmes and good practices can be extended. TIES' ambition is to develop a cohort</p>	<p>10. Non discrimination 21. Postdoctoral appointments (Code) 24. Working conditions 25. Stability and permanence of employment 26. Funding and salaries 28. Career Development 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision</p>	<p>Upgrading the form of university affiliation 2023-2024.</p> <p>Development targets identified based on the survey and discussion sessions.</p> <p>Continuous learning from the on-going TIES and SYS_LIFE programmes and taking the best practices in use for the whole organisation.</p> <p>The new organisation of the Research Affairs Unit to action and more focus on the postdoctoral researchers from June 2023 onwards.</p>	<p>Launching date of the form of university affiliation and taking it into use in all departments.</p> <p>Support for postdoctoral researchers in finding their research identity and considering different career paths also outside of academia.</p>



<p>of expert researchers able to spot and develop opportunities across and beyond academia. SYS-LIFE is a postdoctoral programme that offers scientific excellence, career development opportunities, and supports innovation."</p> <p>The new organisation of the university's Research Affairs Unit started on 1st of June 2023. One of the objectives in the field is to give more support also to the postdoctoral researches in addition to doctoral researchers.</p>			
<p><b>Status:</b> New</p>			<p><b>Responsible Unit:</b> Human Resources, UTUGS, Research Collegia, Heads of Collegia, Faculties and Departments and Deans and Heads of Departments</p>