

UNIVERSITY OF TURKU - ACTION PLAN 2019 – 2021

Appreciation and Support for Researchers (HRS4R)

Case number: 2019FI378011
Name Organisation under review: University of Turku (UTU), Finland
Organisation's contact details: Turun yliopisto, Turku, 20014

SUBMISSION DATE: 27 JUNE 2019

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	4001
Of whom are international (i.e. foreign nationality)	647
Of whom are externally funded (i.e. for whom the organisation is host organisation)	1990
Of whom are women	1120
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	752
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	704
Of whom are stage R1 = in most organisations corresponding with doctoral level	664
Total number of students (if relevant)	20185
Total number of staff (including management, administrative, teaching and research staff)	3493
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	260931000
Annual organisational direct government funding (designated for research)	89853449
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	46252683
Annual funding from private, non-government sources, designated for research	11739293
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
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.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>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.</p> <p>In its first Action Plan UTU was committed to further improvements with 20 actions; all have been completed and developed further. UTU has consolidated the ethical principles and good practice in research with dissemination of information and training (actions 1-5). Secondly, the accountability, public engagement, interaction with society and dissemination of research results has been enhanced (actions 6-9). UTU has, e.g. supported researchers in developing their communication skills, by organising training and popular events for public engagement, such as Science Slam and the 3MT competition. The third target of development was to improve researchers’ ability to identify and exploit commercially significant innovations. Thanks to actions 10-15 all innovation activity indicators show a clear upward trend, e.g. the number of innovation proposals has risen from 89 in 2012 to 137 in 2017. Non-discrimination was advanced e.g. by employing permanent translators to guarantee availability of information in English (actions 17-20).</p>

	<p>The following actions of the Policy Programmes of UTU Strategy, included in the 2016 revised HRS4R Action Plan were completed by 2018:</p> <ul style="list-style-type: none"> ▪ appraisal systems: The first international Research Assessment Exercise (RAE) took place in 2015-2016 and preparations for the following RAE in 2020 have started. ▪ education of research professionals: The harmonised processes of doctoral education in UTU Graduate School have equalised the position of all doctoral candidates, irrespective of their field and funding situation. ▪ ethics: Research Integrity Advisers trained by TENK were appointed; research ethics is included in all doctoral programmes; the originality of all final theses, and lately also research plans, is checked by the Turnitin plagiarism detection system. ▪ good practice: The OpenUTU project has resulted in data and publication policies; infrastructure policy is under development; since 2018 A Guide for Project Leaders is available on the Intranet. ▪ public engagement/dissemination of results: Researchers' visibility to the media and the general public was improved in 2018 as the people search on UTU website now uses the UTUCris system as a source; the faculties' contacts to working life were strengthened by establishing external advisory boards. ▪ non-discrimination: discrimination questions are included in the Well-Being Survey conducted every second year. <p>By 2020 we will draft an Accessibility Policy for UTU (action 43) and reorganise the collaboration of the ethical committees with the Hospital District and other higher education institutions in Turku (44). A new goal arises in the spreading and adapting the Good Practices of the AACSB-accredited Turku School of Economics to the entire UTU (50).</p>
<p>Recruitment and selection</p>	<p>In the first Action Plan, under the thematic area Recruitment, UTU committed itself to support international recruitment and the integration of international researchers into the university community and the Finnish society by 4 actions (22–25) and to encourage international mobility of staff with 2 actions (26–27). All these actions are now completed.</p> <p>One of the actions was the continued development of International</p>

Welcome Services. Recently the organisation of the administrative services supporting international recruitment and mobility has undergone several changes. In 2017, the number of international staff increased by 15 % and also the volume of commission work abroad grew substantially, which was an incentive to develop the international HR support even further. In the current centralised University Services, international HR support is provided on the campus at 6 service points, each providing a wide range of administrative services to their designated faculties. The international HR services are coordinated and supported from the HR back office. Support services are provided for both incoming and outgoing mobility, also for researchers who are not in an employment relationship.

In the Self-Assessment phase, the respondents to the 2015 Open Inquiry on the impact of completed actions identified the following improvements:

- prolonged employment contracts and improved career prospects. At that phase the first few tenure track positions had been opened. Since then their number has steadily increased, and is now close to 60.
- shifts from fixed term contracts to permanent positions are made, when feasible. In 2018 50 positions were made permanent.
- a common recruitment procedure to all doctoral programmes was adopted: application to UTU Graduate School takes place twice a year with an open, international procedure. Once a year, the candidate may at the same time apply for eligibility to a doctoral programme and to a salaried position.

Some actions in the [Policy Programmes \(PP\) of the Strategy 2016-2020](#) were included in the revised HRS4R Action Plan in 2016. As an example of the ones completed by 2018, a recruitment system was developed for fixed-term postdoctoral researcher positions, which covers the whole University and places special emphasis on international recruitment. With regard to international recruitment the system will be further developed in 2018-2020. (PP 2: Researcher career path).

The HRS4R Action Plan for 2019-2021 includes two actions that contain measures also included in the Policy Programmes for 2018-2020. With action 45, which is the same as action 8 in PP 2 Research Career Path, the tenure track system is developed further

	<p>and its utilisation is increased. The action 47 combines several recruitment related measures of the Policy Programme 16: Active human resources planning and recruitment:</p> <ul style="list-style-type: none"> ▪ Action 1: Using primarily international recruitment to fill teaching and research personnel positions. ▪ Action 3: Improving the University's employer image by developing recruitment communications. ▪ Action 4: Introducing new recruitment tools. <p>Two actions (34 and 35) from the previous Action Plan, related to fixed-term employment contracts are still in progress and remain in the revised Action Plan. They are described more closely under the thematic area Working Conditions.</p>
<p>Working conditions</p>	<p>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 (actions 28-32; all completed, if feasible).</p> <p>The harmonisation and development of processes in doctoral education have advanced far beyond the action 33, completed in June 2012: <i>Principles of doctoral training at UTU</i> included a recommendation that the responsibilities, duties and entitlements of the doctoral candidate, the thesis supervisor and university are clearly defined as part of the process of granting a doctoral candidate the right to pursue a doctoral degree. In 2016 UTUGS provided a template for Doctoral Thesis Supervision Plan defining these roles.</p> <p>In July 2015 UTU launched an affiliation document template for the departments to use when agreeing on the rights and responsibilities of non-employed researchers. In 2019 the template is broadly in use, by 253 researchers. In the future this data will be more easily collected as the template was made electronic in spring 2019.</p> <p>Already in 2016 we reported that according to the HR Policy and instructions, fixed-term employment contracts are made for the entire duration of the task, but in practice deviations occur (actions 34 and 35). The recent cuts in state budget funding have worked contrary to</p>

	<p>this goal, as shorter periods of funding allow a greater number of researchers to continue working. Also creation of a career development model (action 37) has advanced slowly, apart from the substantial increase in the number of tenure track positions. Therefore, actions 34, 35 and 36 are still in progress and remain in the Action Plan.</p> <p>The Action Plan of 2016 included the following actions of the strategic Policy Programmes which have been completed by 2018:</p> <ul style="list-style-type: none"> ▪ a system for fixed-term postdoctoral researcher positions: the system was developed for the whole university with special emphasis on international recruitment. ▪ research leaves: research leaves were arranged for R3 and R4 researchers. ▪ open science: Policies for open publications (2016), open data (2016) and open research cycle (2018) have been approved and action plans including services are in place. Furthermore an open science architecture enterprise is developed. ▪ early support: the Early Support Model for staff (2011) was supplemented with Early Support for students, including doctoral candidates (2018). All members of the academic community can seek guidance, advice and support if the prerequisites for normal working or studying are disturbed. ▪ researchers as entrepreneurs: UTU and ÅA are piloting the Millennium Docs programme by Technology Academy Finland, which enables researchers to temporarily relocate to companies or organisations outside academia (see also remarks for Entrepreneurial University) ▪ And finally, the Self-Assessment of the HRS4R project was carried out. <p>Action 48 to be completed by 2020 includes formulating a research infrastructure programme and expanding the shared use and maintenance of research infrastructures within UTU (a unified Research Equipment Database, OPENIris) and with other HEIs in Turku and the Hospital District.</p>
Training and development	<p>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 candidates, who now all belonged to one of the Doctoral Programmes. The position of non-employed researchers was</p>

identified as an area for development.

The first Action plan 2013-2015 included 2 actions concerning Training and Development. By Action 40, the UTUGS and its Doctoral Programmes were committed to continue to organise and develop the already piloted transferable skills training courses and services for doctoral candidates and to plan and develop new courses, such as *research supervision training*. By Action 41 researchers without an employment relationship with UTU were also given access to the In-House Training organised for university employees.

As reported in the revised Action plan in 2016, UTUGS continued to organise the named courses and many more have been added since. In the Open Inquiry on the impact of completed actions in 2015, the respondents already identified the following improvements:

- improved access to information and services also without an employment relationship
- relevant transferable skills training offered regularly
- more training in Finnish as a foreign language.

More recent improvements:

- Training for doctoral thesis supervisors was piloted in 2014–2015. It is now organised annually, every second time in English, and developed in cooperation with Åbo Akademi University to meet topical demands.
- Since 2019, the Faculty of Education also provides ECTS-credited training in Supervision of a Research Process.
- English-language training platform in pedagogy (UNIPS) was launched in 2016.
- A Mentoring Programme for doctoral candidates was piloted in 2016 and is offered regularly. A Peer Mentoring Programme was piloted in 2018 to increase the volume of participants.

Shared Selection of Doctoral Studies a part of Curricula Work at the Faculties

A fundamental improvement in the planning of doctoral studies took place in 2017. In the general guidelines issued to the faculties by the Vice Rector for Education at the beginning of curricula

	<p>planning for 2018-2020, basic and doctoral degrees were to be considered as a whole by taking into account teaching and other resources. In the current system, the Graduate School complements these guidelines with its own instructions for doctoral training and the education working group of the Graduate School coordinates and develops the transferable skills training offered to all doctoral candidates, i.e. the UTUGS courses. Also the faculties complement the University-level regulations with their own instructions for the contents and development of doctoral education. The education working groups of the faculties lead the curricula work and compile the curricula. Students as well as teaching and research personnel are represented in the faculties' education working groups. The faculty council approves the curricula. The electronic PEPPI tool is used in the curricula work and now the shared selection of doctoral studies offered by the faculties in 2018-2020 is available in the PEPPI tool.</p>
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3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://www.utu.fi/en/university/come-work-with-us/appreciation-and-support-for-researchers>

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

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>Action 30: REGARDLESS OF THEIR CONTRACTUAL SITUATION, ALL MEMBERS OF WORK COMMUNITIES CAN PARTICIPATE IN WORKPLACE SURVEYS AND WELL-BEING AT WORK SURVEYS AND IN THE DEVELOPMENT WORK OF THE COMMUNITY ARISING FROM THE SURVEYS. NEW ACTION IN STR PP: EXPANDING THE UNIVERSITY'S GENERAL STUDENT FEEDBACK SYSTEM TO</p>	<p>10. Non discrimination</p> <p>24. Working Conditions</p> <p>35. Participation in decision-making bodies</p>	<p>EXPANDED continuous service, improved system in 2019</p> <p>Strategy 2016-2020, action 8, Policy Programme 5 High-Quality Learning and Flexible Study</p>	<p>Study and Work Well-being Services, UTUGS, Educational Support Services</p>	<p>respondents to the non-employed researchers' survey 2017: 214</p>

<p>INCLUDE DOCTORAL CANDIDATES. INTEGRATED WITH FURTHER DEVELOPMENT OF THE WELL-BEING SURVEY OF NON-EMPLOYED RESEARCHERS.</p> <p>In the Work Well-being Survey of Oct 2017 a separate survey was formulated for grant researchers. On the basis of the 214 responses received, the overall assessment of well-being was similar or somewhat better than among employed teaching and research personnel. In autumn 2019, the survey to the non-employed researchers is developed further.</p> <p>Before the well-being surveys, in 2012 and 2015, the UTUGS conducted a Satisfaction Inquiry among the doctoral candidates. Part of the questions are now included in the UTUGS Annual Progress reporting. In the development of the student feedback system, the sequencing of different surveys and the scope of questions are coordinated to provide regular feedback without overlapping questionnaires.</p>		<p>tracks</p>		
<p>Action 34:</p> <p>IN GENERAL, 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>Guidelines and instructions of UTU and UTUGS are in order. In practice, deviations are known to take place, 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 %, 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>IN PROGRESS continuous monitoring, an ongoing goal that is followed up and reported in the annual Personnel Report</p>	<p>Personnel Policy 2018, Human Resources (instructions, monitoring) faculties, independent units, projects UTUGS, doctoral programmes Research Collegia</p>	<p>ratio of permanent / fixed-term staff 2016: 48,2 % / 51,8 % 2017: 47,6 % / 52,4% 2018: 47,6 % / 52,4%</p>
<p>Action 35:</p> <p>UTU USES FIXED-TERM EMPLOYMENT RELATIONSHIPS ONLY ON THE GROUNDS STIPULATED IN THE LEGISLATION AND MONITORS</p>	<p>13. Recruitment (Code)</p> <p>25. Stability and permanence of employment</p>	<p>IN PROGRESS continuous monitoring, an ongoing goal that is followed up and</p>	<p>HR Policy 2018 Human Resources, faculties, independent units, projects,</p>	<p>number of positions made permanent 2016: 13 2017: 68 through annual planning, 22 during the year (in</p>

<p>THE USE ANNUALLY.</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.</p> <p>The number of positions that have been made permanent has increased from 13 in 2016 to 54 in 2018. The exceptionally high number of 90 positions made permanent in 2017 was connected to the extensive centralisation reform of administration and support services.</p>	<p>26. Funding and salaries</p>	<p>documented in the annual Personnel Report</p>	<p>UTUGS, doctoral programmes Research Collegia</p>	<p>connection with the administration reform) 2018: 37 through annual planning, 17 during the year</p>
<p>Action 36</p> <p>A CAREER DEVELOPMENT MODEL WILL BE DEVELOPED FURTHER TO COMPLEMENT THE CURRENT FOUR-STEP CAREER STRUCTURE.</p> <p>The Strategy Policy Programme 2 Research Career Path for 2019-2021 includes the following actions:</p> <p>In the doctoral training phase, the Director of the Graduate School is responsible for:</p> <ul style="list-style-type: none"> • The completion of full-time doctoral candidate degrees within the target time is promoted with more precise monitoring and field-specific measures (action 3). • Developing career planning, mentoring and tutoring in the doctoral training phase (action 4). <p>In the postdoctoral phase, the Vice Rector responsible for research management of the research collegia and Human Resources Director are responsible for the further development of</p> <ul style="list-style-type: none"> • the system of postdoctoral researcher positions, especially the international recruitment (action 6) • developing the support for the postdoctoral researcher phase, e.g. in networking and management training (action 7). <p>On the 3rd tier, the HR Director and the deans are responsible for the further development of the tenure track system and its utilisation (see new action 45). The guideline for the Tenure Track procedures is currently being updated, and will be launched in summer 2019.</p> <p>In the professor phase, the deans are assigned responsibility for</p> <ul style="list-style-type: none"> • supporting new professors in the initiation of their work (action 10) 	<p>21. Postdoctoral appointments (Code)</p> <p>25. Stability and permanence of employment</p> <p>28. Career Development</p>	<p>IN PROGRESS</p> <p>Strategy 2016-2020 Policy Programme 2 Research Career Path, Actions 3, 4, 6, 7, 10, 11, 12</p>	<p>Director of UTUGS, Vice Rector of Research, Heads of Collegia, Human Resources, Deans</p>	<p>versatile strategic development underway</p>

<ul style="list-style-type: none"> improving international professors' working opportunities at the University, encouraging their studying Finnish and supporting their integration to Finland (action 11) arranging and promoting the use of research leaves (on tiers 3 and 4) and increasing opportunities for research in teaching-oriented positions (actions 9 and 12). 				
<p>Action 38: PARTICIPATION OF INTERNATIONAL RESEARCHERS IS DECISION-MAKING BODIES, COMMITTEES AND WORKING GROUPS OF THE UNIVERSITY IS INCREASED BY FOLLOWING THE PRINCIPLE OF RECEPTIVE BILINGUALISM AND BY CREATING OPPORTUNITIES FOR LEARNING FINNISH AT AN ADVANCED LEVEL.</p> <p>English can be used as the common language or in different ways alongside Finnish in many work communities with international members.</p> <p>Learning Finnish at an advanced level is offered via the Finnish Clinic, and at regular intervals courses exceeding the Beginners' level are organised.</p>	<p>35. Participation in decision-making bodies</p> <p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p>	<p>IN PROGRESS</p> <p>continuous improving</p>	<p>University Services, faculties, departments and units, Research Collegia</p>	
<p>Action 42: INVOLVEMENT IN THE SCHOLARS AT RISK (SAR) FINNISH SECTION</p> <p>Representatives from universities across Finland, including UTU, convened in Vaasa on 8 May 2017 to launch the Finnish section of Scholars at Risk (SAR). 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 meeting was convened by Universities Finland UNIFI, which will act as the secretariat of the Finnish section in a pilot phase of three years (2017-2020).</p> <p>UTU is actively involved in the network and provides scholarships to threatened scientists. 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</p> <p>10. Non discrimination</p>	<p>NEW</p> <p>pilot phase 2017-2020</p>	<p>Development Services, Human Resources</p>	<p>Increased number of SAR scholars at UTU: in 2019: 1</p>
<p>Action 43: DRAFTING AN ACCESSIBILITY POLICY</p>	<p>10. Non discrimination</p>	<p>NEW</p> <p>programme</p>	<p>Development Services, Human</p>	<p>date and place of publication</p>

<p style="text-align: center;">FOR THE UNIVERSITY</p> <p>Following the EU Accessibility directive, the Finnish national legislation has been revised and implementation of the new regulations starts in September 2019. On the basis of the earlier Accessibility Plan, a revised UTU Accessibility Policy is being drafted by a working group chaired by the Vice Rector responsible for education and coordinated by the Accessibility Coordinator. Also the accessibility of study and research materials will be improved as a part of the accessibility programme.</p> <p>According to the regulations of the directive, the net pages published after 23 Sept 2018 will be made accessible by 23 Sept 2019. Pages published earlier are to fulfill the accessibility criteria by 23 Sept 2020. The working group has decided that a separate Accessible University of Turku page will be compiled both in Finnish and in English.</p>	<p>14. Selection (Code)</p>	<p>31.12.2018, recent web pages by 23 Sept 2019, earlier web pages by 23 Sept 2020</p> <p>Action 9, STR PP 14 Good management and well-being of the work community</p>	<p>Resources</p>	
<p style="text-align: center;">Action 44:</p> <p style="text-align: center;">ASSESSING THE ETHICAL REVIEW PROCESS AND THE REORGANISATION OF THE TASKS OF THE ETHICAL COMMITTEES IN COLLABORATION WITH THE HOSPITAL DISTRICT AND OTHER HIGHER EDUCATION INSTITUTIONS IN TURKU</p>	<p>2. Ethical principles</p> <p>3. Professional responsibility</p> <p>7. Good Practice in research</p>	<p>NEW 2019</p> <p>Strategy 2016-2020, Action 8, Policy Programme 4 Research Support and Infrastructures</p>	<p>Director of Development</p>	<p>information on the possible reorganisation</p>
<p style="text-align: center;">Action 45:</p> <p style="text-align: center;">THE TENURE TRACK SYSTEM IS DEVELOPED FURTHER AND ITS UTILISATION IS INCREASED</p> <p>The Tenure Track Guideline including the criteria for performance evaluation was first published on 4 Mar 2011. The number of tenured positions has shown a steady increase. In 2018, the number of tenured positions was 56, 33 have advanced on the tenure track and 5 have attained full professorship.</p> <p>In Spring 2019, the Tenure Track Guideline is being updated and the new version will be published.</p>	<p>25. Stability and permanence of employment</p> <p>28. Career development</p> <p>38. Continuing professional development</p>	<p>NEW 2018-2020</p> <p>Strategy 2016-2020, Action 8, Policy Programme 2 Research Career</p>	<p>Human Resources Director and deans</p>	<p>in 2018: 56 tenured positions 33 have advanced 5 have attained full professorship</p> <p>date of publication of the updated Tenure Track Guideline</p>
<p style="text-align: center;">Action 46:</p> <p style="text-align: center;">CONTINUED FOCUS ON GOOD MANAGEMENT AND WELL-BEING OF</p>	<p>3. Professional responsibility</p> <p>28. Career</p>	<p>NEW 2018-2020</p> <p>Strategy 2016-</p>	<p>Human Resources Director, Rector</p>	<p>number of leadership training courses and attendance</p>

<p>WORK COMMUNITY:</p> <p>Several actions of the Policy Programme 14 Good Management and the Well-being of Work Community focus on the requirement and support of leadership skills:</p> <p>Action 3: Supervisors are required to participate in leadership training.</p> <p>Action 4: In the Academic Leadership in the University of the Future training programme, further training courses are organised for those who have already participated in the previous training sessions.</p> <p>Action 5: The established leadership training is continued but, at the same time, its contents are developed e.g. by emphasising leadership in work ability and well-being. Supervisors are offered, for example, counselling, leadership coaching and mentoring that support their work.</p> <p>Action 8 of the PP is supporting the fluency of international personnel's everyday routine in the university community.</p>	<p>development</p> <p>37. Supervision and managerial duties</p> <p>38. Continuing professional development</p>	<p>2020, Policy Programme 14 Good Management and the Well-being of Work Community</p>		
<p>Action 47:</p> <p>RECRUITMENT PRACTICES AND RECRUITMENT COMMUNICATION</p> <p>The Human Resources Director is in charge of advancing three actions of the Policy Programme 16 Active Human Resource Planning and Recruitment:</p> <p>Action 1: Using primarily international recruitment to fill teaching and research personnel positions</p> <p>Action 3: Improving the University's employer image by developing recruitment communications.</p> <p>Action 4: Introducing new recruitment tools</p>	<p>12. Recruitment</p> <p>13. Recruitment (Code)</p> <p>18. Recognition of mobility experiences</p> <p>19. Recognition of qualifications (Code)</p> <p>29. Value of mobility</p>	<p>NEW 2018-2020</p> <p>Strategy 2016-2020, Policy Programme 16 Active Human Resource Planning and Recruitment</p>	<p>Human Resources Director</p>	<p>volume of use of new recruitment tools</p>
<p>Action 48:</p> <p>INTERNAL AND LOCAL CO-ORDINATION OF THE USE AND MAINTENANCE OF RESEARCH INFRASTRUCTURE</p> <p>In the Policy Programme 4 Research Support and Infrastructures, the Vice-Rector responsible for research is in charge of action 1: Formulating a research infrastructure programme for the University of Turku.</p> <p>The Director of Development is</p>	<p>3. Professional responsibility</p> <p>6. Accountability</p> <p>7. Good practice in research</p> <p>23. Research environment</p> <p>24. Working conditions</p>	<p>NEW 2018.2020</p> <p>Strategy 2016-2020, Policy Programme 4 Research Support and Infrastructure</p>	<p>Vice-Rector responsible for research, Director of Development</p>	<p>Launching of the Infrastructure Programme, use of UTUIris</p>

<p>responsible for implementation of action 4: Expanding the shared use and maintenance of infrastructures for research within the University, with the UTUIris system, as well as with other higher education institutions in Turku and the Hospital District.</p>				
<p>Action 49:</p> <p>NETWORKING AND TRAINING EVENTS FOR EARLY CAREER PI's (R3) ARE PLANNED AND ORGANISED IN CO-OPERATION WITH ÅBO AKADEMI UNIVERSITY</p> <p>The first Early Career PI Get-Together event was held in January 2018 together by ÅAU and UTU. The get-together showed that young group leaders are keen to network, and the events will be continued 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.</p> <p>This target group was also focused on in the profilation funding application in 2018. The funding received from the Academy of Finland for 2019-2023 is used to enhance intradisciplinary cooperation in three thematic research areas: Healthy Lifespan; Inequalities, Interventions and New Welfare State (INVEST) and Cultural cooperation lies in digital research data and support Memory (Turku Institute of Advanced Studies TIAS). The focus in this thematic of Early Career PI's.</p>	<p>3. Professional responsibility</p> <p>7. Good practice in research</p> <p>28. Career development</p> <p>37. Supervision and managerial duties</p> <p>38. Continuing professional development</p> <p>39. Access to research training and continuous development</p>	<p>NEW 2018-2023</p>		
<p>Action 50:</p> <p>BENCHMARKING AND DISSEMINATION OF GOOD PRACTICES DEVELOPED BY THE TURKU SCHOOL OF ECONOMICS DURING THE AACSB ACCREDITATION</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:</p>	<p>11. Evaluation and appraisal systems</p> <p>16. Judging merit (Code)</p> <p>17. Variations in the chronological order of CV's</p> <p>18. Recognition of mobility experience</p> <p>19. Recognition</p>	<p>NEW 2019-2021</p>	<p>Human Resources, Vice Rector responsible for education</p>	<p>tailored models of performance evaluation</p>

<p>the AACSB accreditation. The Association to Advance Collegiate Schools of Business accreditation recognises institutions that have demonstrated a focus on excellence in all areas, including teaching, research, curricula development, and student learning. It is known for its extremely high quality standards: only five percent of the world's schools offering business degrees have earned the AACSB accreditation.</p> <p>One of the Good Practices developed at the TSE is a performance evaluation system which identifies and records systematically a large variety of professional engagement activities of the faculty members. The system sets an example and gives a model which the other faculties may adjust for their own use.</p>	<p>of qualifications</p> <p>20. Seniority</p> <p>22. Recognition of the profession</p> <p>28. Career development</p> <p>29. Value of mobility</p> <p>38. Continuing professional development</p> <p>39. Access to research training and continuous development</p>			
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The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

The OTM-R Policy of UTU is published on our website.

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

URL: <https://www.utu.fi/en/university/come-work-with-us/appreciation-and-support-for-researchers>

4. IMPLEMENTATION

General overview of the expected implementation process:

The Finnish Council of University Rectors endorsed the Charter & Code in 2009. The University of Turku joined the 3rd cohort of the project in 2012, as one of the first 4 universities from Finland. The commitment of UTU to implement Charter & Code has been included in the UTU

Strategy and the UTU Human Resources Policy since 2013.

UTU built its approach on three central principles:

1. commitment of university leadership
2. involvement of all institutional stakeholders through a participative process
3. relating the process with existing strategies and processes.

From the beginning, the decision of the first Steering Group to give the project an interest-arousing and expressive title - ***Appreciation and Support for Researchers*** - proved very useful in the internal communication of the project. In the Gap Analysis, data was gathered through several channels of information, such as university-level committees and working groups, open intranet inquiry, a workshop, email, existing reports, surveys or other sources of information. UTU guidelines and instructions were found to be generally in line with the Charter & Code recommendations, but gaps were identified between the guidelines and actual practices.

The Steering Committee's proposal for an Action Plan was published on the intranet for the university community to comment on from 15 March to 5 April 2013. The finalised Action Plan was approved by the Rector on 7 May 2013 and submitted to the European Commission, which granted UTU the HR Excellence in Research logo on the 17th of June 2013.

All along the implementation, a follow-up page of the project has been kept and updated on the intranet, both in Finnish and in English. From there all basic information on the project, the Action Plan and a link to the European Charter for Researchers have been available to all those interested. A wide selection of intranet news related to the completed actions have been linked to the follow-up pages, arranged under the four thematic areas of the project.

When the Self-Assessment process started in spring 2015, the responsible and executive parties of the Action Plan answered an email inquiry regarding the progress of the actions. An Open Inquiry on the Impact of Completed Actions was launched in Oct 2015 for the entire community. The purpose was to find out how well the completed actions were known to the research community, and what impact they were perceived to have had, if any. The 77 respondents represented all 4 career stages.

It soon became apparent, that a lot of useful data for the Self-Assessment could also be retrieved from several surveys and assessments taking place at the same time and addressing the same stakeholders:

- 'the building of the University Strategy for 2016–2020 through a participative process (discussions and a community survey)
- a comprehensive international Research Assessment Exercise (RAE)
- a doctoral candidate survey of UTUGS
- a well-being at work survey of the entire personnel including questions on experienced or witnessed discrimination.

Although many respondents to the Open Inquiry and other surveys acknowledged the made improvements, many issues remained target areas for further development or broader implementation into practice. The uncertainty and instability related to research funding and the experienced unequal position of researchers without an employment contract were the most often commented deficits. The slightly deteriorated employment situation of doctors made career planning during doctoral education and the employability of doctors a new focus area.

The Self-Assessment in 2015-2016 showed that almost all actions in the first Action Plan had been carried out, and in many cases the development work had continued further. Organisational changes delayed the drafting of the Guide for Project Leaders (action 10), launched in 2018. The other unattained targets were included in the Policy Programmes of the current UTU Strategy. This emphasised the importance of these actions and highlighted the commitment of UTU to make progress in these issues, despite their complicated nature, during

the strategy period 2016–2020. In the 2016-2020 Strategy, altogether 29 actions of the 16 Policy Programmes were directly in line with the Charter & Code recommendations. The focus of the development work had thus shifted from a separate HRS4R project to UTU’s own strategic development.

In May 2018 the Policy Programmes for the remaining Strategy period 2018–2020 were updated and complemented with new actions. Of the actions included in the HRS4R Action Plan, 15 were completed. Of the 14 actions selected for the revised HRS4R Action Plan for 2019-2021, 8 are included in the Policy Programmes for 2018-2020. This updated Action Plan includes our short and medium term actions, but at the same time, work for our long term goals is underway.

The long term development takes place within the framework of strategic planning. Preparations for a new Strategy for 2021-2030 started in Spring 2019. The planning process is conducted in a highly participative manner, with several surveys opened to the entire university community. The next strategy period is longer than before, a full decade, and therefore, even more ambitious goals may be strived at.

The term of office of the current Steering Group for the HRS4R process lasts until 31 Dec 2019. During the strategy planning process, the aim of the project Steering Group is to discuss and promote the inclusion of the HRS4R development goals and the follow-up of their attainment even more closely to the overall strategic development. The Chair of the HRS4R Steering Group, Vice Rector Riitta Pyykkö, is also a member of the Strategy Steering Group. In this connection it may also be possible to discuss and consider the possibility of a permanent working group or committee having the responsibility to oversee and organise the continuation of HRS4R implementation.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	<p>All levels of the researcher career, and various views and angles to the research prerequisite and support functions are widely represented in the composition of the current Steering Group (with special areas of responsibility):</p> <p>Professor, Vice-Rector Riitta Pyykkö, Chair (has also chaired all previous Steering Groups, member of Strategy Steering Group)</p> <p>Postdoctoral Researcher Kaisa Hytönen, Management and Entrepreneurship (co-ordinator of the former Early Stage Researcher project)</p> <p>Doctoral Candidate Aiste Ivanauskaite, Department of Biochemistry</p> <p>Assistant Professor Pauli Kallio, Molecular Plant Biology</p> <p>Doctoral Candidate Joonas Kinnunen, School of History, Culture and Arts Studies</p>

	<p>University Lecturer Ari Lehtonen, Materials Chemistry and Chemical Analysis (Chief Shop Steward, Public Sector Negotiation Commission JUKO)</p> <p>Well-being co-ordinator Anu Mäkelä (Equal Treatment, Early Support for Students, Language Policy)</p> <p>Well-being co-ordinator Johanna Mäkinen, Secretary (HRS4R co-ordinator, Early Support)</p> <p>Head of the Research Career unit Elise Pinta (PhD) (coordination of UTU Graduate School)</p> <p>Head of Research Development unit Mari Riipinen (PhD) (research prerequisites, Open Science)</p> <p>Director of Study and Work Well-being Services Tom Riski (Well-being, Accessibility)</p> <p>Human Resources Director Sanna-Mari Tammilaakso (HR Policy, OTM-R Policy)</p> <p>Development Specialist Ilona Tuominen, Engagement and Impact (quality policy, societal impact, secretariat of the Strategy Steering Group)</p> <p>The Steering Group of the HRS4R process is appointed for the period ending on 31 Dec 2019 or the date on which the Internal Review with Site Visit is completed. Thereafter, a new Steering Group will be appointed, or the monitoring of the HRS4R project will be included in the responsibilities of a permanent committee or function of the university. The Steering Group, or a similar body, monitors the implementation of the actions on the basis of information provided to the university community on the intranet, the follow-up information of strategy policy programmes or inquiries to the responsible parties in the HRS4R action plan.</p> <p>During its term of office and the planning process of the new Strategy, the current Steering Group will disseminate information on the HRS4R project and emphasise its importance and close alignment with the university's strategic development with regard to the quality and</p>
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	<p>prerequisites of research, and bring up the question, whether the responsibility for the implementation and follow-up could be included in the work of a permanent structure or function of the university. As most of the actions in the now revised HRS4R Action Plan are included in the Policy Programmes of the Strategy, their progress and completion could be followed-up as part of the strategy follow-up.</p> <p>On a more concrete level, several members of the HRS4R Steering Group are named as responsible persons or actively involved in the implementation of some actions included in the Policy Programmes and the HRS4R Action Plan. In addition, the secretary of the Steering Group acts at the coordinator of the project, follows the progress of the actions and collects relevant news and information on the follow-up intranet sites of the project.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The first Action Plan 2013-2015 was drafted in a participative process which collected information through several channels, such as university-level committees and working groups, an open intranet inquiry, a workshop, email, and existing reports, surveys.</p> <p>For the Self-Assessment procedure, a open community survey was conducted and the respondents represented all levels of the research career. The workshops organised by the project have engaged researchers from all levels, mainly however, from tiers R1 and R2. In addition to the project's own interventions to involve the research community, useful material has been retrieved from other processes that have addressed the same relevant stakeholders: building of the Strategy for 2016-2020 in a participative manner, the Research Assessment Exercise, the doctoral candidate survey and the well-being survey for the staff. Information on the objectives and progress of the project has been disseminated to the university community on the intranet, regularly on the follow-up page of the project and at times by published news articles.</p>

	<p>In the future, since most of the actions are now part of strategic work, instead of organising separate questionnaires, workshops or events, the Steering Group will be actively involved in the various discussions and development projects and will emphasise the connection and alignment of the strategic measures with the European Charter for Researchers. The general aim is to make the Charter & Code recommendations an organic part of the university's own development work.</p> <p>The most important currently is the planning process for the 2021-2030 Strategy which is conducted in a highly participative manner making use of an interactive Viima platform. The process engages the entire university community, staff and students alike. Three separate community surveys will be conducted on the platform. In the first survey, which was open from 3 to 24 April 2019, all members of the university community were invited to participate in identifying the phenomena that should be taken into consideration when drafting the next strategy. A total of 880 people participated; 119 ideas were presented, and they received 289 comments. The kick-off workshop on 16th May 2019 enticed 130 participants who suggested a great number of objectives to be included in the strategy. The second survey took place in May-June and the third will follow in October-November.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>The HRS4R goals are already included in the current Strategy for 2016-2020 and in the HR Policy revised in 2018, as they were already in the previous versions.</p> <p>The alignment of our organisational policies with HRS4R principles has steadily advanced: many of the actions of the HRS4R Action Plan of 2016-2017 were extracted from the Strategy Policy Programmes for 2016-2020. By now all the original actions of the first Action Plan have been completed. The revised HRS4R plan for 2019-2021 includes mainly actions that also belong to</p>

	<p>the UTU Strategy Policy Programmes for 2018-2020.</p> <p>In the long run, we are striving for an even closer integration of the two. The participative planning process for a new Strategy for 2021-2030 is still underway during the HRS4R Site Visit. During the strategy planning process, the objectives which are in line with the Charter & Code can and will be brought up and supported by the Steering Group and its individual members. Thus, the Group may suggest, support and provide justification for the inclusion of objectives and actions that are related to the relative weaknesses identified in the Internal Review process. In an intranet news article, and in the surveys on the Viima platform, members of the Steering Group will bring forth viewpoints of the HRS4R project.</p> <p>In October-November 2019, the precise time is yet to be decided upon, the third survey to the community will collect suggestions and ideas for concrete measures to be included in the new strategy. Therefore, the time of the planned Site Visit in October 2019, is excellent, as the interviews and discussions may bring forth ideas, goals and actions that can yet be included or further specified in the strategy for the next decade. The UTU Strategy for 2021–2030 and its Policy Programmes will be approved by the University Board at the latest in February 2020.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>In the Strategy Policy Programmes, as well as in the HRS4R Action Plan, the responsibility for each measure has been given to a certain party, usually a person from the University or faculty management, or a unit or function. The persons and parties responsible are in charge of the follow-up of the measures' progress, and detailed plans for implementation, schedules and indicators for follow-up have been drafted for each measure. 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 Strategy. The implementation is followed up biannually in the strategy policy programmes, and annually in the actions included only in the</p>

	<p>HRS4R Action Plan. When actions have been implemented, information is disseminated on the intranet and linked, if feasible, to the follow-up page of the HRS4R project.</p>
<p>How will you monitor progress (timeline)?</p>	<p>The implementation of the Strategy's Policy Programmes is monitored and analysed biannually.</p> <p>The University's Development Services coordinates monitoring the progress of the measures. The purpose of the regular monitoring is to ensure the progress and to take corrective actions if necessary. The progress of the Strategy is monitored by the 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. On 11 May 2018 the Board handled the update of the Policy Programmes for the rest of the Strategy period 2018–2010. In the update, the already carried out actions were removed and the Policy Programmes were specified and complemented with new actions.</p> <p>The coordinator of the HRS4R project monitors the progress of the actions not included in the Policy Programmes, linking relevant news and information on the project's follow-up page when it is published, and more systemically once a year and when preparing for the following Internal Review. The coordinator reports to the HRS4R Steering Group.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>The revised Action Plan includes 8 actions which are included in the Policy Programmes of the current Strategy for 2018-2020 and 6 actions of the HRS4R project only. The implementation of the actions of the PP's is followed-up biannually as part of the University's strategy work. The responsible parties and schedules are included in the PPs. The other actions are followed up by the coordinator of the HRS4R project. The indicators for each action have been detailed in the Action Plan.</p> <p>The actions related to the implementation of HRS4R that will be included in the new strategy,</p>

	will be followed-up in the same way as other actions of the strategy.
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Additional remarks/comments about the proposed implementation process:

We are looking forward to the Site Visit. The most suitable timing for the visit would be in late October 2019.
