

UNIVERSITY OF TURKU - ACTION PLAN 2020 – 2022

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 (MODIFIED 21 FEB 2020)

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>
Recruitment and selection	<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>

	<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.</p> <p>In the Self-Assessment phase, the respondents to the 2015 Open Inquiry on the impact of completed actions identified the following improvements:</p> <ul style="list-style-type: none"> ▪ 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. <p>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).</p> <p>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>
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	<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>
Working conditions	<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>

	<p>identified as an area for development.</p> <p>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 <i>research supervision training</i>. By Action 41 researchers without an employment relationship with UTU were also given access to the In-House Training organised for university employees.</p> <p>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:</p> <ul style="list-style-type: none"> ▪ 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. <p>More recent improvements:</p> <ul style="list-style-type: none"> ▪ 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. <p>Shared Selection of Doctoral Studies a part of Curricula Work at the Faculties</p> <p>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 planning for 2018-2020, basic and doctoral degrees were to be considered as a whole by taking into account teaching and other</p>
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	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.
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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: 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. In the Work Well-being Survey for</p>	<p>10. Non discrimination 24. Working conditions 35. Participation in decision-making bodies 38. Continuing Professional Development</p>	<p>EXTENDED 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 Next surveys: autumn 2020</p>	<p>Surveys and Development on the basis of results: HR/ Study and Work Well-being Services (well-being surveys); UTUGS; Doctoral programmes, Faculties and Departments(doc toral candidate feedback & development)</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. The target is to increase the number of researchers' responses to the surveys. Responses to the non-employed</p>

<p>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>39. Access to research training and continuous development</p> <p>40. Supervision</p>	<p>doctoral study feedback survey</p> <p>autumn 2021 well-being at work survey</p> <p>(on-going) Graduation phase survey beginning from spring 2020</p>		<p>researchers well-being survey: 2017: 214 2019: 238 target 2021: 400</p> <p>Responses to the Doctoral candidate feedback survey: target 2020: 600 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>Action 34: 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>13. Recruitment (Code)</p> <p>25. Stability and permanence of employment</p>	<p>IN PROGRESS</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>Personnel Policy 2018 Human Resources (instructions, monitoring) faculties, independent units, projects UTUGS, doctoral programmes Research Collegia</p>	<p>In its Personnel Report UTU regularly follows the ratio of permanent / fixed-term staff</p> <p>2016: 48,2 % / 51,8 % 2017: 47,6 % / 52,4 % 2018: 47,6 % / 52,4 % 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>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>Action 35: 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 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>13. Recruitment (Code)</p> <p>25. Stability and permanence of employment</p> <p>26. Funding and salaries</p>	<p>IN PROGRESS</p> <p>continuous monitoring, an ongoing goal that is followed up and documented in the annual Personnel Report</p>	<p>Human Resources, faculties, independent units, projects, UTUGS, doctoral programmes Research Collegia</p>	<p>n its Personnel Report UTU regularly follows the number of positions made permanent.</p> <p>2016: 13 2017: 68 through annual planning, 22 during the year (in connection with the administration reform) 2018: 37 through annual planning, 17 during the year 2019: 127 through annual planning, 46 during the year</p>
<p>Action 36 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). The tenure track system and its utilisation are developed further. A revised guideline for the Tenure Track procedures, launched on 7</p>	<p>21. Postdoctoral appointments (Code)</p> <p>25. Stability and permanence of employment</p> <p>28. Career Development</p>	<p>IN PROGRESS</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>Director of UTUGS, Vice Rector of Research, Heads of Collegia, Human Resources, Deans</p> <p>The website: Development Services/Career Development Unit</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) 2020: 36 mentees (15 post-docs, 21 doctoral candidates)</p> <p>Opportunity for</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>Career Development Discussion with Supervisor: 2018: 1228 (77%)</p> <p>The date of launch of the intranet site for post-docs</p> <p>In the future: Number of post-docs on the mailing list: Target 2022: 100 Target 2024: 120</p>
<p>Action 37: 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</p> <p>Finnish courses at Beginners', Intermediary and Advanced level (up to B1) are offered regularly by the Centre for Language and Communication studies.</p> <p>Guidance and language clinic for immigrants and non-Finnish-speaking university students (KOROKKE 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</p> <p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p>	<p>IN PROGRESS</p> <p>continuous service,</p> <p>KOROKKE project Aug 2019 - May 2021</p>	<p>Centre for Language and Communication studies,</p> <p>KOROKKE Project (Dept of Finnish Studies, Brahea Centre for continuing studies)</p>	<p>Number of Finnish courses (attendants) in 2019: Beginners: 2 (32) Intermediary: 2 (32) Advanced: 1 (13)</p> <p>KOROKKE participation, starting level 2019: 25 participants, of which 2 doctoral candidates, several others plan to apply for doctoral studies.</p>
<p>Action 41: THE FREEDOM OF SCIENCE AND THREATENED RESEARCHERS ARE SUPPORTED THROUGH THE INTERNATIONAL SCHOLARS AT RISK (SAR) NETWORK</p> <p>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</p>	<p>1. Research freedom</p> <p>10. Non discrimination</p>	<p>EXTENDED</p> <p>pilot phase 2017-2019</p> <p>from 2019-UTU/TIAS chairs the Finnish Section</p>	<p>TIAS research collegium, Development Services, Human Resources, host faculties</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:</p> <p>in 2019: 1 in 2020: 1-2 in 2021: at least 1 in 2022: at least 1</p>

<p>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>Action 42:</p> <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</p> <p>14. Selection (Code)</p> <p>24. Working conditions</p> <p>27. Gender balance</p>	<p>EXTENDED</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</p> <p>Implementation and promotion actions 2021-2022</p>	<p>Vice Rector responsible for Education, Director of Study and Work Well-being</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>Action 44:</p> <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</p> <p>24. Working conditions</p> <p>28. Career development</p> <p>36. Relation with supervisors</p> <p>37. Supervision and managerial duties</p> <p>38. Continuing Professional Development</p>	<p>EXTENDED</p> <p>annual follow-up during the strategy period 2021-2030</p>	<p>Human Resources Director, Rector</p>	<p>Percentage of university supervisors who have participated in leadership or management training</p> <p>- Current situation (2020): 44 %</p> <p>- Intermediary target 2022: 55 %</p> <p>- Target for 2024: 65 %</p> <p>- Target for 2030: 75 %</p>

<p>Action 45: 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.</p> <p>The consistent and more visible use of the HR Excellence in Research logo in recruitment communications is strived at.</p>	<p>12. Recruitment</p> <p>13. Recruitment (Code)</p> <p>18. Recognition of mobility experience (Code)</p> <p>19. Recognition of qualifications (Code)</p> <p>29. Value of mobility</p>	<p>EXTENDED</p> <p>ongoing goal, continuous development and monitoring</p>	<p>Human Resources Director, Faculties, Departments, UTUGS, Research Collegia</p>	<p>Percentage of international teaching and research staff</p> <p>Current situation (mean of yrs 2016–2018): 14,7 % - Intermediary target 2022: 18 % - Target 2024: 21 % - Target 2030: 25 %</p> <p>Doctoral degrees of international researchers</p> <p>- Current situation (mean of yrs 2017–2019): 40 - Intermediary target 2022: 55 - Target 2024: 65 - Target 2030: 90</p>
<p>Action 46: DEVELOPING RESEARCH EQUIPMENT AND ITS USABILITY AND ACCESSIBILITY. ADVANCING THE JOINT USE OF EQUIPMENT BOTH INTERNALLY AND WITH REGIONAL PARTNERS.</p> <p>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</p> <p>6. Accountability</p> <p>7. Good practice in research</p> <p>23. Research environment</p> <p>24. Working conditions</p>	<p>2018-2020</p> <p>Infrastructure programme, signed by the rector by May 2020</p> <p>OPENIris launch phase: use of the database has started within the biosciences.</p>	<p>Vice-Rector responsible for research, Director of Development</p>	<p>Date of publication of the Infrastructure Programme</p> <p>Number of equipment in OPENIris</p> <p>Current situation: 60 2020: 300 2021: 600 target 2022: 800</p>
<p>Action 47: DEVELOPING RESEARCH LEADERSHIP BY e.g. STRENGTHENING THE COMPETENCE OF IMMEDIATE SUPERVISORS AND DISSERTATION SUPERVISORS.</p> <p>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</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</p>	<p>EXTENDED</p> <p>2018-2023 networking events are continued (well-received, funding from Academy of Finland 2019-2023 to enhance interdisciplinary cooperation in this target group)</p> <p>Spring 2020: Piloting the Good Academic Leadership Training for PIs, continued annually</p>	<p>Research Development,</p> <p>Research Career & ÅAU (networking events);</p> <p>HRD & TSE EXE (GAL for PIs)</p>	<p>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</p> <p>Attendance in the Good Academic Leadership for PIs Training</p>

<p>to do so in the near future.</p> <p>Short courses on leadership and management for Pls were piloted in 2019 both in English and in Finnish in the staff training calendar. The Training of Doctoral Thesis Supervisors is continued annually.</p> <p>In Spring 2020, a new Good Academic Leadership Training for Pls will be launched. The 15 participants are invited to the training.</p>	continuous development	(STR 2021-2030 Straightforward and attractive research career, action 17)		target 2020: 15 participants (1 course) target 2021: 15- 30 participants (1-2 courses) target 2022: 15- 30 participants (1-2 courses)
<p>Action 48:</p> <p>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.</p> <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>11. Evaluation/ appraisal systems</p> <p>16. Judging merit</p> <p>17. Variations in the chronological order of CVs</p> <p>18. Recognition of mobility experience</p> <p>19. Recognition 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>	<p>EXTENDED</p> <p>National recommendations (final) published on 4 Feb 2020</p> <p>Internal Guideline by Sept 2020</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>	Human Resources, Vice Rector responsible for education, Development Services	<p>Date of publication of the internal Guideline</p> <p>Dissemination actions following the publication (will be specified later)</p>
<p>Action 49:</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</p>	<p>11. Non discrimination</p> <p>15. Transparency</p> <p>17. Variations in the chronological order of CVs</p>	<p>NEW</p> <p>concrete measures in the Policy Programme for Strategy period 2021-2030 are specified by end of 2020</p>	Human Resources, UTUGS, Research Collegia, Faculties and Departments	Concrete measures, intermediary targets and indicators as will be established for 2022 and 2024 in the STR Policy Programme

<p>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>19. Recognition of qualifications</p> <p>21. Postdoctoral appointments</p> <p>24. Working conditions</p> <p>25. Stability and permanence of employment</p> <p>27. Gender balance</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 were included in the Policy Programmes for 2018-2020. Preparations for a new Strategy for 2021-2030 started while the Internal Review documentation was being drafted. The planning process was 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 and intermediary targets need to be set.

The term of office of the current Steering Group for the HRS4R process lasts until 31 Dec 2019, or the completion of the Renewal Phase. During the strategy planning process, the project Steering Group *members discussed and promoted* 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 Pykkö, was also a member of the Strategy Steering Group.

In 2020, the idea of a permanent working group or committee having the responsibility to oversee and organise the continuation of HRS4R implementation will become reality: a "combined HRS4R steering group and HR Development committee" is in the process of being appointed. The title of the committee, the scope and content of its responsibilities and composition of its members are currently being refined, but a similar representation of all researcher career levels and various research prerequisite and support functions as in the current Steering Group is strived at.

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 Pykkö, 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</p>

	<p>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 end of Renewal Phase Assessment. In 2020, a new committee will be appointed, chaired by the new Vice-Rector for Education Piia Björn. The scope of action and title of the new committee is yet to be confirmed, but the advancement of researchers' position and the monitoring of the HRS4R project are its main responsibilities, along with other matters related to HR development. The alignment of the HRS4R development work with the university's own development processes is now even closer than before: the Action 5 in Policy Programme IV.1 Community well-being and Diversity states that "The position and working conditions of researchers are improved according to the European Charter for Researchers". All actions of the now revised HRS4R Action Plan for 2020-2022 are embedded in and implemented as a part of the UTU Strategy's Policy Programme or followed up regularly in the annual Personnel Report (actions 34 and 35). In addition, the role</p>
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	<p>and responsibility of a permanent committee of the university is reformulated to include monitoring of the implementation of the HRS4R actions. The monitoring is carried out maintaining close connection to the follow-up procedures of the strategy and making specific inquiries to the responsible parties in the HRS4R actions, when necessary.</p> <p>On a concrete level, several members of the HRS4R Steering Group are named as responsible persons or actively involved in the implementation of the actions. The coordinator of the HRS4R project follows the progress of the actions and collects relevant news and information on the follow-up intranet sites of the project. Strong links to e.g. the Research Council and the UTUGS board are created as the coordinators of these bodies continue as members of the "implementation committee".</p>
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<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 and surveys. For the Self-Assessment procedure, an 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, 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>The general aim at UTU has been to make the Charter & Code recommendations an organic part of the university's own development work. In Autumn 2019, instead of organising separate questionnaires, workshops or events, the Steering Group used the building process for the 2021-2030 Strategy to identify university community's needs, ambitions and goals. The strategy process was conducted in a highly participative manner making use of community surveys on an interactive Viima platform to engage the entire university community, staff and students alike, including all our stakeholders. All actions in the now revised HRS4R Action Plan for 2020-2022 are part of the university's strategic or ongoing development work and will be regularly monitored following the university's procedures. The strategy building process also worked as a new "gap analysis": two actions (48 and 49) with new or accentuated priorities in the Charter recommendations were identified and included in the Action Plan.</p> <p>As we constantly compete for the time and attention of our researchers, we were genuinely pleased as the Site Visit confirmed that the benefits of the actions carried out during and supported by the project are recognised by our researchers. The drawback of embedding the actions in our own processes is that the role and visibility of the HRS4R project may remain unclear. We strive to improve the visibility of the logo (e.g. in recruitment processes) and the goals and attainments of the HRS4R project. The Site Visit itself was a good way to personally involve 50 participants to the project. This group will have interest to follow up future development of the project, and may also later be invited to actively participate and spread information to their colleagues.</p> <p>The UTU Strategy and its Policy Programme for 2021-2030 was approved by the University Board on 17 Jan 2020. In addition to the</p>
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	<p>requested minor modifications we revised the Action Plan to be coherent with the new Strategy. In the final version of Policy Programme, the actions included in the HRS4R Action Plan will be marked, which will also improve the visibility of the project.</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>Action 5 in the Policy Programme IV.1. (Community Well-being and Diversity) of the Strategy 2021-2030 reads: The position and working conditions of researchers are improved according to the European Charter for Researchers. The HRS4R goals were already included in the previous Strategy for 2016-2020 and in the HR Policy revised in 2018, as they were already in the earlier versions. In June 2019, the OTM-R Policy was published on our website.</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 2019 all the original actions of the first Action Plan were completed. The revised HRS4R plan for 2019-2021 included mainly actions that also belonged to the UTU Strategy Policy Programmes for 2018-2020.</p> <p>The Site Visit assessors commented on the danger of including in the HRS4R Action Plan both actions that are in the strategic policy programme and actions that are not, since the first ones tend to get more priority. As we now revised the HRS4R Action Plan for 2020-2022, we strived for an even closer integration and chose only actions that are included in the new UTU Strategy or represent ongoing goals of the Personnel policy, and for which indicators and follow-up procedures are or will be defined. The participative planning process for a new Strategy for 2021-2030 was underway during the HRS4R Site Visit. During the strategy planning process, the objectives which were in line with the Charter</p>

	<p>& Code were brought up and supported by the Steering Group and its individual members. Thus, the Group was able to 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 expressed viewpoints of the HRS4R project.</p> <p>The third survey to the community which collected suggestions and ideas for concrete measures to be included in the new strategy took place after the Site Visit on 8 Nov 2019. The interviews and discussions brought forth ideas, goals and actions that could yet be included or further specified in the strategy for the next decade. The UTU Strategy for 2021–2030 and its Policy Programme were approved by the University Board on 17 Jan 2020. The targets and indicators for the policy programme actions are currently being defined, but those for the actions included in the HRS4R Action Plan were prioritized.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>In the Strategy Policy Programmes, and in the HRS4R Action Plan, the responsibility for each measure has been or will be 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 of the strategy policy programmes is followed up regularly - at the moment follow-up is conducted biannually, but the procedure may be developed for the new strategy period. The Personnel Report is compiled annually. As an ongoing principle, when actions have been implemented, information is disseminated on the intranet and</p>

	<p>linked, if feasible, to the follow-up page of the HRS4R project.</p> <p>The coordinator of the HRS4R project will participate in, or have access to the strategic follow-up processes and data. At times, especially when preparing for the next Internal Review process, the coordinator of the HRS4R project may also contact the responsible parties to find out about more on the status, indicators and impact of the made progress in implementation.</p>
How will you monitor progress (timeline)?	<p>Now, the implementation of the Strategy's Policy Programmes is monitored and analysed biannually. The details of the follow-up procedure for the new strategy period may change, but follow-up will remain regular and comprehensive.</p> <p>The University's Development Services coordinates monitoring the progress of the strategic 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. For example, on 11 May 2018 the Board handled the update of the Policy Programmes for the rest of the Strategy period 2018–2030. In the update, the already carried out actions were removed and the Policy Programmes were specified and complemented with new actions. Since the new Strategy spans over a whole decade 2021-2030, according to the instructions of the Ministry of Education, intermediate targets are set and revised at two years' interval: now for 2022 and 2024. The targets and indicators and the processes of strategy follow-up for the new strategy are currently being defined and clarified.</p>

	<p>The coordinator of the HRS4R project monitors the progress of the actions included in the HRS4R Action Plan, 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.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>Since the actions in the now revised Action Plan are all included in the strategy policy programmes for 2021-2030 or followed up annually as part of Personnel reporting, indicators for actions are - or will be - specified and their implementation is followed up regularly by the university's procedures.</p> <p>In the 2019 Action Plan, 6 actions were not included in the University's strategic policy programmes, but only belonged to the HRS4R Action Plan. Of these, 4 actions were completed in 2019. Two actions (34 and 35) remain in the now revised Action Plan 2020-2022 as they are university's ongoing goals that are regularly followed up in annual Personnel reporting. Altogether 9 actions in the revised HRS4R Action Plan for 2020-2022 were already included in the Policy Programmes of the current Strategy for 2018-2020, and they will be continued and extended in the new Strategy for 2021-2030. Two actions of the Policy Programme (48 and 49) were added as new actions to the HRS4R Action Plan, since they represent and prioritise a Charter and Code recommendation that has earlier not been focused on.</p> <p>The indicators for each action have been detailed in the Action Plan, or will be specified later, as the work on the new Policy Programme progresses. Many of the indicators are numerical and are collected for the Ministry of Education or for national statistics.</p>

Additional remarks/comments about the proposed implementation process:

We found the Site Visit very useful - as a learning process and also a way to concretely involve a good number of researchers to the process. The timing, 8 Nov 2019, was ideal for us, since the term of office of our Vice Rector for Education Riitta Pyykkö was ending in Dec 2019. Riitta Pyykkö has chaired all the Steering Groups of the project, and luckily she was able to continue to chair the Steering Group until the end of this Renewal phase. Vice Rector Pyykkö is also actively involved in organising the celebrations for the 100th Anniversary of the University of Turku in 2020. The main festivity takes place on 28 Feb 2020. The timing was suitable also because of the building process of our next strategy, as described above.

Here is a summary of the modifications and changes made to Action Plan for 2020-2022:

- the number of various measures enlisted under one action was cut down to enable the inclusion of the relevant indicators (in the previous version numerous measures of the Strategy Policy Programmes were included under one action without enlisting all the indicators - the existence of the indicators in the Policy Programme should have been more clearly expressed.)

- All actions included in the now revised HRS4R Action Plan for 2020-2022 are either ongoing goals of the University's which are followed by annual Personnel reporting (Actions 34 and 35) or belong to the actions of the Strategy Policy Programme for 2021-2030, in most cases continuing and extending the scope of the action from the current strategy. As new priorities brought to the focus by the strategy building process are attention and support to the combination of work and family (Action 49) and an internal guideline for Responsible Evaluation of Researchers (Action 48).

- The Steering Group discussed profoundly the role and position of postdoctoral researchers. The group is found to be very heterogeneous as for their background, goals, engagement to the university etc. in Finland and also internationally. This makes them a challenging group to reach via the regular information channels. Many of the recently launched career planning services for Early Career researchers, such as the Mentoring Programme, Guided Peer Groups on Career Planning, individual Career Planning Discussions at the Career Services and the networking events for Early Career PI's are open and advertised also for postdoctoral researchers, but the information may not reach this target group. Therefore, a new measure in the action 36 in the Action Plan is to create a netsite for the post-docs where all relevant services available for them are collected and through which they can also register on a mailing list to receive more information sent directly to them.

- Doctoral Candidates are in the process of organising themselves. In Dec 2019, with practical assistance from the UTUGS, an anonymous inquiry was conducted to which 397 doctoral candidates replied. They wished that an organisation of doctoral candidates was founded to provide guidance and advice (60%), networks (49%) and information (41%). An information meeting is to take place in Feb 2020. In Dec 2019, the doctoral candidate members for the UTUGS Board were selected according to the old system: faculties decided their representatives, and the various faculties were represented following a rotation principle.

