Introduction

The University of Oulu Human Resources Programme is based on the University of Oulu Strategy for 2012–2015. The purpose of the Human Resources Programme is to outline the personnel policies in the strategy in a more concrete manner. The programme is constructed on strategy-based aims and development areas defined on this basis. The University Strategy has outlined the following areas of responsibility for human resources management in support of the Strategy:

- human resources planning and personnel recruitment
- leadership and well-being of the work community
- development of competence

The following documents have been used in the planning process of the Human Resources Programme: the results of the well-being at work survey, the assessment of the implementation of the previous human resources programme and the programme for well-being. The Human Resources Programme has been created in collaboration with the staff associations of the University.

Measures based on the Human Resources Programme shall be specified in e.g. the programme of measures for occupational safety and the plan for equality and diversity. The implementation of the measures is decided in accordance with the University leadership system and in co-operation forums. The success of the Human Resources Programme will be regularly evaluated.

The University Board approves the Human Resources Programme and monitors its implementation. The implementation of the Human Resources Programme in terms of the units’ own human resources plans shall be examined in the units’ result agreement negotiations. The implementation of the programme shall also be monitored in the development discussions and competence mapping processes as well as through well-being surveys.

Projects launched and emphasised in 2013

The implementation of the Human Resources Programme will be launched in 2013. Leading projects among the development areas are:

Human resources planning and personnel recruitment
- Up-to-date services supporting the internationalisation of teaching and research
- Career paths for other personnel along with the research and teaching careers
- Sufficient amount of post doc positions

Leadership and well-being of the work community
- Intranet as a tool for supervisors and an everyday tool for members of the university community
- Development of the EU Commission Human Resources Strategy for Researchers’ employers
- Work management and working hour arrangements in managing workloads, training project for supervisors

Developing competence
- University pedagogic studies as a part of the qualifications for teaching and research personnel
- Improving the language skills of the personnel

The University of Oulu is an internationally appealing and attractive employer. Competent personnel create a leading international university.
Human resources planning and personnel recruitment

Human resources planning is a way of anticipating future development. The personnel structure corresponds with the duties and aims of the University. An academic career at the University of Oulu is interesting and attractive on a national and international level.

Functional human resources planning

- The strategic aims of the University, productivity and the equality and diversity of the personnel form the basis of human resources planning.
- Delegation of duties is equal and fair and the amount of personnel members will be proportional to the amount of work.
- The necessity and emphasis of new and all vacated positions will be evaluated in the human resources plan.
- Fixed-term employment relationships shall be used only in accordance with the University guidelines.
- The amount of positions in the various phases of the researcher career is well-balanced.
- Service processes are smooth and professionally handled. Customer feedback is used for developing the services.
- The indicators for human resources planning are versatile.

Development areas:

- Human resources planning
  - Human resources planning and development discussions are a central part of resource management.
  - Up-to-date services supporting the internationalisation of teaching and research.
  - Grounds and duration of fixed-term employment relationships.
  - Ambitious changes in the age structure.
- Recruiting
  - Open and versatile recruitment procedures.
  - International recruitment channels.
  - Electronic recruitment system.
- Career programmes
  - Career paths for other personnel along with researcher and teaching careers.
  - Sufficient amount of post doc positions.

Leadership and well-being of the work community

Directors and supervisors look after the balanced development of work performance and the well-being of personnel. Each employee is responsible for their own part in building a functional and thriving work community.

Development leadership

- Leadership responsibilities are clear.
- The individual and the unit are aware of and committed to the goals of both the University and the unit.
- Directors and supervisors support their actions with the readiness for changes in the university community.
- Leadership training is provided at different stages of the researcher career.
- The results of the well-being survey guide the development of the leadership system and supervisor practices.
- The salary system is applied in a fair and supportive manner.
- Incentive systems and ways of acknowledging personnel are developed and utilised.
- Uniform and smooth processes and practices support high-quality operations.

Development supervisor work

- Regular unit meetings are held at the units.
- Supervisors encourage personnel to take part in joint events.
- The results of the well-being survey are utilised in developing the units.
- Supervisors act in accordance with the model for early intervention.
- Support is available to manage changes and problem situations both for units or the individual.
- International personnel constitute a natural part of the work community.

Competent University

- The University provides training and peer support for developing competence.
- Competence is developed in accordance with career paths.
- Enhancement of international competence is emphasised.
- The University personnel and supervisors are well-informed and clearly orientated in their duties.

Competent supervisor

- The supervisor recognises and utilises the competence and development potential within the unit in support of the unit’s goals.
- The supervisor maps the work requirements and competence as well as development needs and possibilities together with the employee in development discussions.
- The supervisor encourages the personnel in duties that support the development of competence and the goals of the unit.
- The supervisor is in charge of the orientation practices in the unit.

Competent employee

- The employee takes an active approach to orientation in work duties and developing his/her professional and work community competence.
- The employee takes an active approach in developing the operating conditions in the work community.

Leadership and supervisory skills

- Qualification and visibility of the leadership system and its responsibilities.
- Orientation in supervision, work.
- Training and certification for supervisors in early intervention and change management.
- Introduction to a tool for supervisors and an every-day tool.
- An extensive system supporting productivity.
- Unified principles for acknowledging personnel.

Internationalization

- Supportive services for international personnel.
- Development work for EU countries.
- Human Resources Strategy for Researchers’ employers.

Workload

- Work management and working hour arrangements.
- Work plan as a tool for managing every-day work.
- Well-being at work survey serves as the basis for university-wide measures.
- User-based development of information systems.

Professional competence

- Competence needs in the Human Resources Plan.
- Competence mapping in change studies.
- Comprehensive and validated personal training options.
- University pedagogic studies as a part of qualifications.
- An academic advisory system in all units.
- An academic advisory system in all units.

Work community competence

- Cooperation and networking.
- Mindfulness training.
- Language skills of personnel.
- International exchange between all personnel groups.

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