



This HRS4R Action Plan describes the key actions taken by the University of Oulu under the HR Strategy for Researchers (HRS4R) process. The HRS4R process focuses on embedding the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers in the HR policies and practices of the participating institutions.

The University of Oulu declared its commitment to the HRS4R process in autumn 2012 and was awarded the HR Excellence in Research acknowledgement in 2014. An internal assessment on the process was made in 2016 and an external review with a site visit is conducted in 2020.



HR EXCELLENCE IN RESEARCH

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# University of Oulu

Founded in 1958, the University of Oulu is a strong research and education community, one of the biggest and most multidisciplinary universities in Finland. Eight faculties and specialized research units create the structure, which reflects the University of Oulu's profile in research, education and societal roles. This structure markedly enhances the University of Oulu's attractiveness and competitiveness as a research and education environment as well as building collaborations with other operators, including companies.

The University of Oulu follows the national and international requirements for open science and research, develops the prerequisites of high-quality scientific research with quality assurance and promotes responsible conduct of research with courses on research ethics and good research practice. High-quality research infrastructures support organized research, as well as maintain and develop research capacity.

Tenure track program and other career possibilities have been created to attract and retain international research talents.

## KEY FIGURES 2018

Total number of staff:

**3019**

International staff:

**589**

Total staff (FTE):

**2565**

Number of scientific publications:

**2 532**

Doctoral degrees awarded:

**199**

Other degrees awarded:

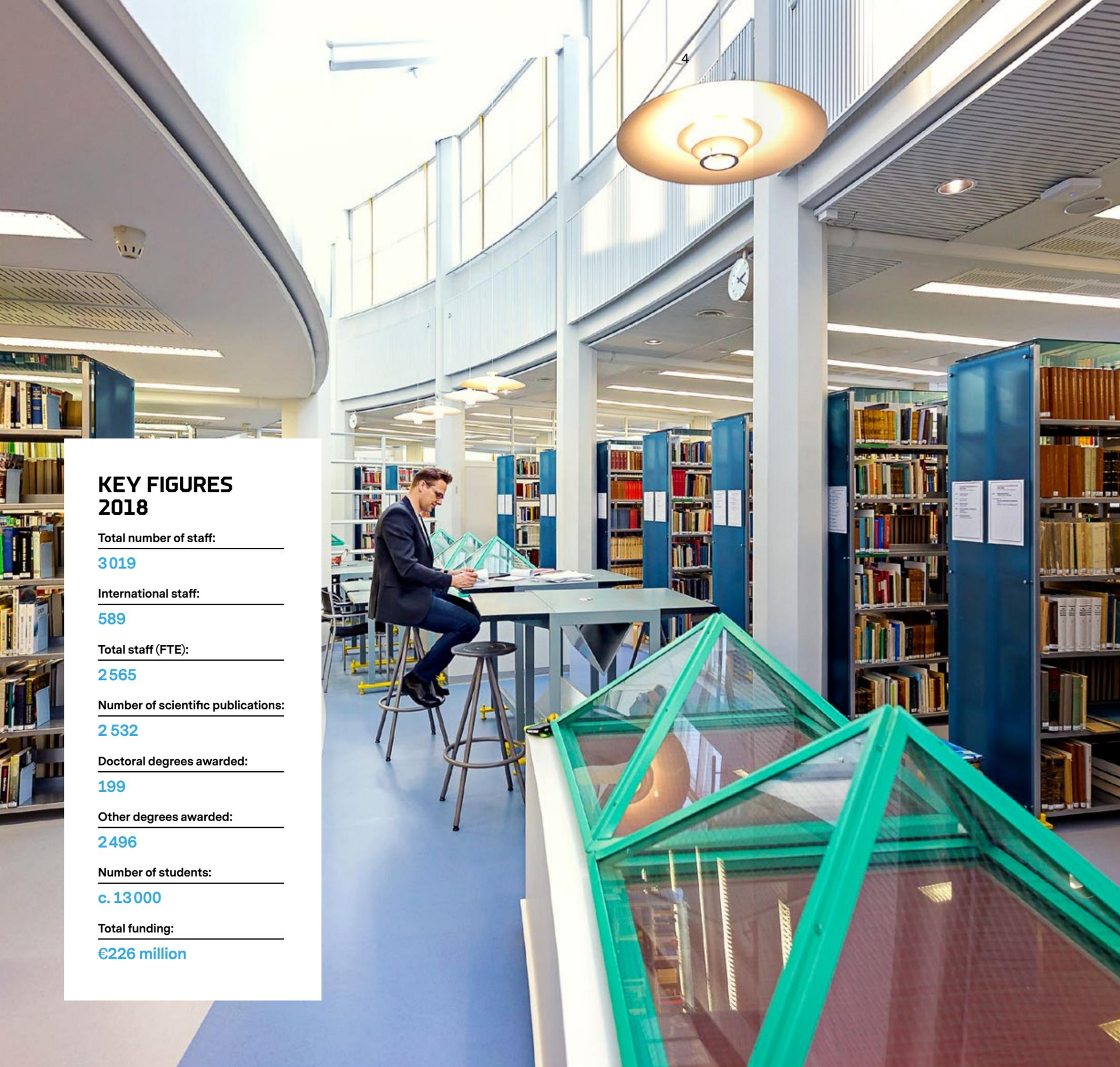
**2496**

Number of students:

**c. 13 000**

Total funding:

**€226 million**



# HRS4R in Connection with the University Strategy and HR Program

The HRS4R strategy has been implemented according to University of Oulu's strategy and Human Resources Program. The strategy of the University of Oulu has been established for years 2016-2020. The strategy is to enhance the significance in international research and secure the University of Oulu's role alongside the world leaders in five strategic research focus areas:

- Creating sustainability through materials and systems
- Molecular and environmental basis for lifelong health
- Digital solutions in sensing and interactions
- Earth and near-space system
- Environmental change and understanding humans in change.

Focus institutes coordinate multidisciplinary research and doctoral training in these five strategic research focus areas.

The research done at the University of Oulu benefits people living at all latitudes, but the heritage of as one of the Northmost multidisciplinary universities in the world is invaluable and is shown as well in the research done at University of Oulu. The demanding conditions of the far north have always forced people to be inventive and resourceful. Many innovations, which have changed the world, have their roots here.

We call this "Science with Arctic Attitude". The university-level strategy is being updated during 2019 and at the same time, all the faculties and units are creating their own strategies, which follow the university-level strategy. The faculties' and units' own strategies bring the viewpoint from a high level closer to the practical level.

The University of Oulu's Human Resources Program for years 2017-2020 is based on the university's strategy. The three main strands in the Human Resources Program are:

- 1) Well-functioning work communities
- 2) Attractiveness of leadership and management positions
- 3) Successful recruitment

Each of the areas has an outlined goal, along with objectives and development targets with which the program reaches towards Human Resources vision in year 2020:

- 1) The University of Oulu is known for its competent and motivated employees, who perform and deliver with high quality and high impact results
- 2) The best possible working conditions and development opportunities for our employees are created through high-quality leadership and management
- 3) Healthy and well-being employees participate actively in the development of their own work and in the development of work community with appreciation.

## Organizational and environmental changes that have an impact on the HRS4R process

In year 2017 the service structure of the University of Oulu was reorganized for supporting more efficiently the key functions of research and education at the university. The aim was to adjust the service functions according to the funding structure of the university. The new service structure means that the support staff has been located closer to the faculties and the operations are more directed based on the requirements in each faculty. The competence and process management takes place from the service functions securing that the competencies, operating models and tools are both high quality and efficient. This change is aiming to improve the effectiveness and sense of purpose both for the faculties and for the service functions. The resource allocation for the support staff was made based on the feedback from the faculties and from the support functions and for some areas, this has also meant increases in resources. The faculties have received more independence to organize their resources for research and education based on their own requirements and budget.

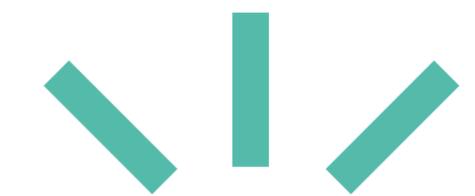
From HRS4R point of view such major changes on one hand, supported the process by e.g. providing the analysis of administrative and self-service tasks and by accelerating the development of change support measures, both included as actions in the 2016 Action Plan. However, on the other hand, a wide restructuring in the service organization also meant that the implementation of some other actions suffered as resources were tied to the reorganization work itself and individuals were getting acquainted with working in the new structure, in many cases with new roles and tasks.

## Human Resources vision in year 2020

The University of Oulu is known for its competent and motivated employees, who perform and deliver with high quality and high impact results

The best possible working conditions and development opportunities for our employees are created through high-quality leadership and management

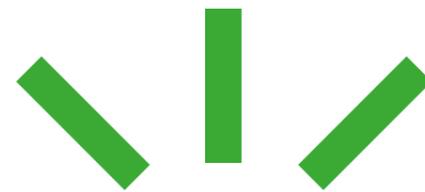
Healthy and well-being employees participate actively in the development of their own work and in the development of work community with appreciation.



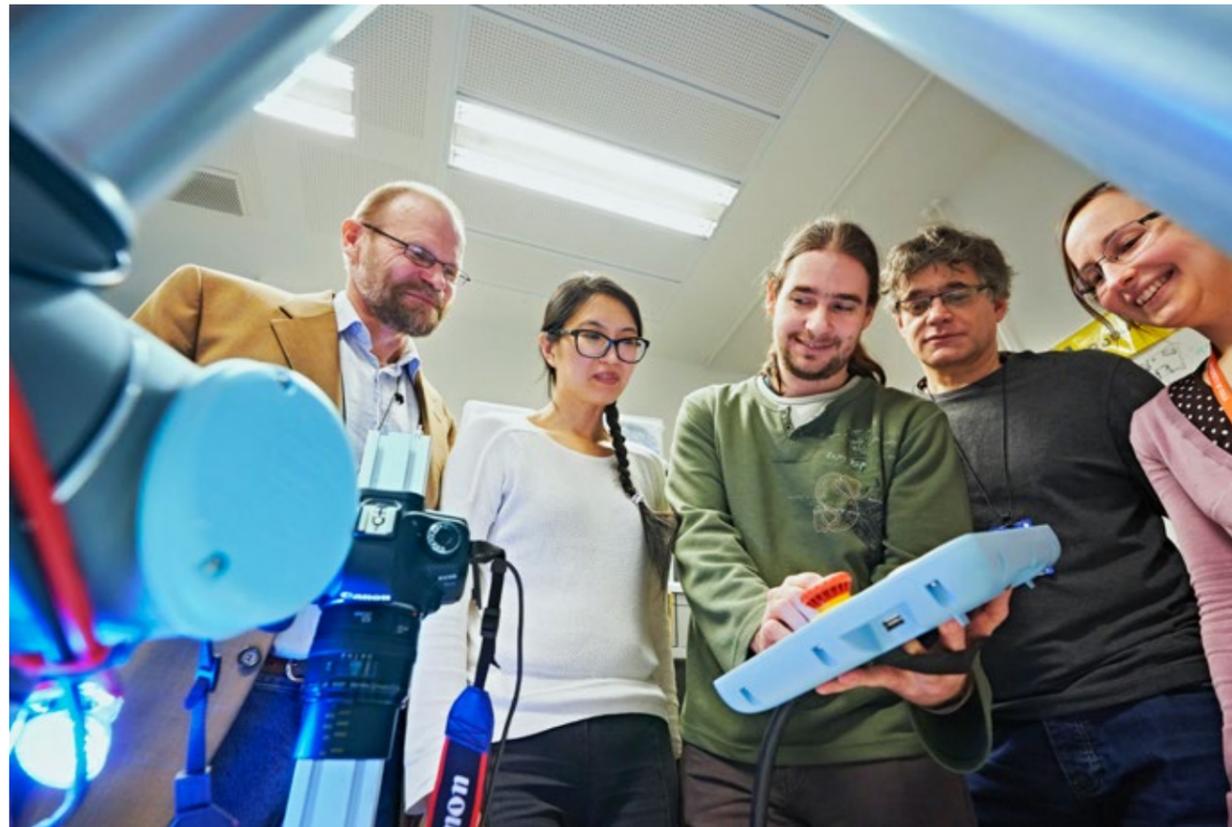
**The faculties' and units' own strategies bring the viewpoint from a high level closer to the practical level.**

# Action Plan 2014-2016

The initial action plan was drafted in 2014, with objectives based on the gap analysis made in 2013. Actions selected for the plan were based on the well-being survey for university employees, and an analysis made by the HRS4R steering group. The original Action Plan from 2014 is presented in the table below.



**Recruitment processes are open and international.**



## Action Plan 2014-2016

Charter and Code Principles	Objectives	Actions required	Units or people in charge	Timeframe
4. Professional attitude	International projects and research groups function professionally.	Researchers must be instructed to work according to the general rules and objectives of the university.	Research Services, Financial Services	1Q/2016
		Support services of research activities will be developed as a whole.	University Management Group	4Q/2015
		The role of research work in work plans will be strengthened.	Extended Management Group, Supervisors	4Q/2015
7. Good practice in research	Researchers adopt good ethical research and copyright practices, research data and confidentiality protection methods and follow safe working practices.	Researchers will be guided in good research practises.	University of Oulu Graduate School (UniOGS), Staff Development Services, Supervisors	4Q/2015
15. Transparency (Code)	Recruitment processes are open, international and versatile	The selection criteria for tenure track system and personal research career must be defined in advance.	Research Services, Human Resources, Deans	4Q/2014
		Selection processes have to be open and validated in every phase	Human Resources, Research Services, Deans	4Q/2014
		Electronic recruitment systems will be implemented widely. Open vacancies will be advertised in EURAXESS.		2Q/2014
		Researchers will be thoroughly oriented to the tenure track system and its criteria.	Human Resources, UniOGS	3Q/2014
18. & 29. Recognition of mobility experience (Code)	Researchers develop their own career and expertise by international mobility.	International mobility will be recognised as an important recruitment criteria	Research Services, Human Resources, Deans	1Q/2015
		Financial support and related rules for working abroad will be developed (particularly family issues).	Human Resources, Financial Services	1Q/2015
		International working experience in career and work planning will be systematically taken into account (development discussions)	Human Resources, Supervisors, Researches	2Q/2015
		Language and cultural training and know-how will be increased.	Staff Development Services, Extension School, UniOGS	4Q/2014
25. Stability and permanence of employment	The structure of tasks at different phases of research careers is balanced	Number of postdoctoral vacancies will be increased.	Human Resources, Deans	3Q/2015
		The tenure track programme will be widened.	Research Services, Deans	4Q/2015
		Grant researchers will be employed for research positions.	Human Resources, Foundations	4Q/2015
		The durations of fixed-term employments should be in accordance with the University guidelines.	Human Resources, Deans	4Q/2014
		Peer and senior support for career planning (post-docs, doctoral students at UniOGS) will be promoted.	Research Services, Staff Development Services, UniOGS	2Q/2015
		A section on career planning must be included in the development discussion schema.	Human Resources	2Q/2015
35. Participation in decision-making bodies	Influence channels and informing practises are functioning.	The strategy process for research activities must be developed and researches have to get involved in the strategy planning.	University Management Group, Deans	4Q/2014
		The Research activities of every faculty must be profiled boldly and clearly.	University Management Group, Deans	4Q/2014
		Regular meeting practices will be developed.	Staff Development Services, Deans	1Q/2016
		A language policy for the university will be established.	University Management Group	4Q/2015
		International staff members will be encouraged to participate in the university administration.	University Services, Researches	1Q/2016
		The interactive use of intranet in the preparation of decisionmaking will be promoted	University Services, Deans	3Q/2014
37. Supervision and managerial duties	The management and supervision of research are target-oriented and responsible. The structure of research groups is balanced in order to guarantee enough resources for supervision.	Management of research work will be developed through Research Group Leader and Faculty Leader training programmes	Staff Development Services, Extension School, Supervisors	4Q/2015
		Balanced research group structures will be supported by personnel planning and financing.	University Management Group, Deans, Research Group Leaders	4Q/2015
		Workable mentoring and tutoring systems will be created	Staff Development Services, Deans, UniOGS	1Q/2016

# Action Plan 2016-2018 (2019)

The action plan 2016 was a combination of extended actions from the previous plans, as well as a selection of new actions. Notably, the 2016 plan was originally created for the period 2016-2018, but as the HRS4R process itself was renewed, the timeline in practice is 2016-2019.

The formulation of the 2016 Action plan was affected by the update of the university's strategy in 2015. Following the university-level strategy in 2015, the recruitment guidelines were given in 2016 and further updated in 2018, and the HR Programme was created in 2017. These important items are not yet visible in the 2016 Action plan and therefore create a disconnect between some of the planned actions and the implementation in reality. Some of the actions were discontinued, as they were no longer relevant, or had been replaced by overlapping actions, in light of the HR Program. Overall, however, the HR Program and the updated recruitment guidelines support the implementation of HRS4R.

In the 2016 Action Plan, some of the principles from the charter and code were combined behind the objectives and actions. However, when assessing the progress of each action, the division between continuing and new actions did not work very well as the progress table became difficult to read for audiences that were not that familiar with the HRS4R process. Therefore, for readability and clarity, we have included two tables below; first, the original one with 2014 and 2016 actions separated in their own columns and second, a follow-up table with all actions – whether they originate from the 2014 plan or were new in 2016 – listed in one column with status of each action included.



## The HR Program and the updated recruitment guidelines support the implementation of HRS4R.

### Action Plan 2016-2018 Continuing and new actions separated

Objectives	Actions to be continued or intensified	New actions to be taken	Timeframe
International projects and research units function professionally and researchers adopt good ethical research and copyright practices, research data and confidentiality protection methods and follow safe working practices	<ul style="list-style-type: none"> <li>Researchers will be guided to good research practises by               <ul style="list-style-type: none"> <li>Doctoral training in UniOGS (University of Oulu Graduate School)</li> <li>RUL (Research unit leader) Training</li> <li>Project Manager Training</li> <li>Supervisor Training</li> <li>Training of Thesis Supervisors</li> <li>Leadership training for doctoral students</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Career guidance for doctoral students and post-docs</li> <li>Implementation of data policy via trainings</li> <li>Organising orientation for newcomers (Finnish and non-Finnish, before and after arrival): orientation responsibilities will be clarified between Research Group, Research Unit and university services (esp. Service Managers)</li> <li><i>Coffee and Bun</i> meetings for all new supervisors to clarify their responsibilities</li> <li>Analysis of different self-service and administrative tasks &gt; possibilities to concentrate on at least a part of the tasks of present support staff</li> </ul>	1Q/2017
All researchers feel not being discriminated in any way on the basis of gender or national or social origin or anything else mentioned in CC 10	This issue must be included in the trainings mentioned above. All researchers must be aware of university's Early support model containing the importance of equality and diversity and prevention of bullying and harassment.	The recruitments from and outside the university and extensions of contracts must fulfill all aspects of non-discrimination	1Q/2017
Success in recruiting high qualified researchers	<b>HR Strategy and recruitment guidelines and practices are under renewal in 2016.*</b> The Action Plan will be updated after their approval.		4Q/2016
Researchers develop their professional career and work opportunities by planning at least a half year national and international exchange in different HEIs		<ul style="list-style-type: none"> <li>Versatile working experience will be taken into account systematically in recruitments, see*</li> <li>Career guidance for doctoral students and post-docs</li> <li>Unit based conference training (presentations, scientific writing)</li> </ul>	1Q/2017
Establishing stability to research positions	<ul style="list-style-type: none"> <li>The number of postdoctoral vacancies will be increased, see*</li> <li>Grant researchers will be employed to researcher positions</li> <li>Common rules in universities: Cooperation with The Association of Finnish Independent Education Employers (AFIEE)</li> <li>Duration of temporary contracts should be in accordance with the university guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Consultation of each faculty to promote strategic personnel planning</li> <li>Information for supervisors and researchers on the consequences of working on a grant (from the researchers' point of view)</li> <li>Faculties will be encouraged to draw up longer contracts</li> </ul>	1Q/2017
<ul style="list-style-type: none"> <li>Researchers feel that they have enough information to manage their work</li> <li>All researchers can have an active role in developing the science community</li> </ul>	<ul style="list-style-type: none"> <li>Starting the strategy process and hearing of Research Unit Leaders and researchers at faculty level</li> <li>International staff members will be encouraged to participate in the university administration, e.g. equality and diversity committee</li> <li>Researchers and supervisors from abroad are presented for faculty boards</li> <li>Supervisor trainings will be organised in English</li> <li>The amount of non-Finnish supervisors will be increased</li> <li>The interactive use of Intranet in the preparation of decisionmaking will be promoted</li> <li>Increasing language and cultural training esp. to support staff</li> <li>Information on HR issues will be intensified and made more effective</li> </ul>	<ul style="list-style-type: none"> <li>Researchers have possibilities to get involved in the strategic planning and implementation on unit and university level</li> <li>Research units are encouraged to have their regular meetings in English</li> <li>University's language policy will be created and Intranet will be modernised to better meet the needs of non-Finnish researchers</li> <li>At least every second month supervisors receive an email letter concerning actual and important matters to supervisors</li> <li>Intensified orientation process to all newcomers</li> </ul>	2Q/2017
<ul style="list-style-type: none"> <li>Managers and supervisors are competent, target-oriented and responsible</li> <li>The structure of research units is balanced in order to guarantee enough sources for supervision</li> </ul>	<ul style="list-style-type: none"> <li>Mentor training and senior guidance to doctoral students</li> <li>RUL training</li> <li>Management Group training</li> <li>Balanced research unit structures by personnel planning and financing</li> <li>Strategy-based road maps and personnel planning training already in process</li> </ul>	<ul style="list-style-type: none"> <li>360 Degrees Leadership assessment and coaching programmes for Deans and Research and Service Unit Leaders</li> <li>Project (TOHTOS) with four Finnish universities concerning procedures in internship, research and cooperation with working life</li> </ul>	4Q/2018

\* HR Strategy and recruitment guidelines

## Action Plan 2016-2018

All actions with status on progress

Objectives	Actions	Status 2Q/2019	Comments
International projects and research units function professionally and researchers adopt good ethical research and copyright practices, research data and confidentiality protection methods and follow safe working practices	Researchers will be guided to good research practises: Doctoral training in UniOGS (University of Oulu Graduate School, RUL (Research unit leader) Training, Project Manager Training, Supervisor Training, Training of Thesis Supervisors → organized by UniOGS and Leadership training for doctoral students	COMPLETED	Activity has become business as usual
	Career guidance for doctoral students and post-docs	CONTINUES	To be altered and included in 2019 plan
	Implementation of data policy via trainings	CONTINUES	To be altered and included in 2019 plan
	Organising orientation for newcomers (Finnish and non-Finnish, before and after arrival): orientation responsibilities will be clarified between Research Group, Research Unit and university services (esp. Reseach Service Managers) →	COMPLETED	Activity has become business as usual
	Coffee and Bun meetings for all new supervisors to clarify their responsibilities	COMPLETED	While this individual effort is discontinued, supervisor orientation as a whole is included in 2019 plan.
	Analysis of different self-service and administrative tasks > improve understanding of administrative tasks that create workload; possibilities to concentrate on at least a part of the tasks of present support staff	COMPLETED	
All researchers feel not being discriminated in any way on the basis of gender or national or social origin or anything else mentioned in CC 10	This issue must be included in the trainings mentioned above. All researchers must be aware of university's Early support model containing the importance of equality and diversity and prevention of bullying and harrasment. The recruitment from and outside the university and extensions of contracts must fulfill all aspects of non-discrimination	COMPLETED	
Success in recruiting high qualified researchers	* HR Strategy and recruitment guidelines and practices are under renewal in 2016. The Action Plan will be updated after their approval.	COMPLETED	Renewals in 2016 and 2018
Researchers develop their professional career and work opportunities by planning at least a half year (national and) international exchange in different HEIs	Career guidance for doctoral students and post-docs	CONTINUES	
	Unit based conference training (presentations, scientific writing)	COMPLETED	Activity has become business as usual
Establishing stability to research positions	The number of postdoctoral vacancies will be increased, see *	COMPLETED	Action no longer valid
	Grant researchers will be employed to researcher positions	COMPLETED	
	Common rules in universities: Cooperation with The Assosiation of Finnish Independent Education Employers (AFIEE)	COMPLETED	Activity has become business as usual
	Duration of temporary contracts should be in accordance with the university guidelines	COMPLETED	Important topic that is worked on on a daily basis, not included in the HRS4R actions
	Consultation of each faculty to promote strategic personnel planning	COMPLETED	
	Information for supervisors and researchers on the consequences of working on a grant (from the researchers' point of view)	COMPLETED	
	Faculties will be encouraged to draw up longer contracts	COMPLETED	Overlaps with "Duration of..."
Researchers feel that they have enough information to manage their work All researchers can have an active role in developing the science community	Starting the strategy process and hearing of Research Unit Leaders and researchers at faculty level	COMPLETED/ CONTINUES	Included in the 2019 plan
	International staff members will be engouared to participate in the university administration, e.g. equality and diversity committee	CONTINUES	Included in the 2019 plan
	Researchers and supervisors from abroad are presented for faculty boards	COMPLETED	
	Supervisor trainings will be organised in English	COMPLETED	Activity has become business as usual
	The amount of non-Finnish supervisors will be increased	COMPLETED	Action no longer valid
	The interactive use of Intranet in the preparation of decisionmaking will be promoted	CONTINUES	Altered and included in 2019 Action plan
	Increasing language and cultural training esp. to support staff	CONTINUES	Altered and included in 2019 Action plan
	Information on HR issues will be intensified and made more effective	COMPLETED	
	Researchers have possibilities to get involved in the strategic planning and implementation on unit and university level	CONTINUES	Included in the 2019 plan
	Research units are encouraged to have their regular meetings in English	COMPLETED	
	University's language policy will be created and Intranet will be modernised to better meet the needs of non-Finnish researchers	CONTINUES	Altered and included in 2019 Action plan as two separate
	At least every second month supervisors receive an email letter concerning actual and important matters to supervisors	COMPLETED	Has become business as usual
	Intensified orientation process to all newcomers	COMPLETED	
Change support measures to predicting and handling challenges.	COMPLETED		
Managers and supervisors are competent, target-oriented and responsible The structure of research units is balanced in order to guarantee enough sources for supervision	Mentor training and senior guidance to doctoral students	COMPLETED/ CONTINUES	Altered and included in 2019 Action plan
	RUL training	COMPLETED	Discontinued in 2018 and replaced with other supervisor/manager training
	Management Group training	COMPLETED	Has become business as usual
	Balanced research unit structures by personnel planning and financing	CONTINUES	Has become business as usual
	Strategy-based road maps and personnel planning training already in process	COMPLETED	Has become business as usual
	270 (360) Degrees Leadership assessment and coaching programmes for Deans and Research and Service Unit Leaders	COMPLETED	
Project (TOHTOS) with four Finnish universities concerning procedures in internship, research and cooperation with working life	COMPLETED		

# Action Plan 2019

The work on the 2019 Action Plan was kicked off in August 2018 with a review of the current situation by HR Services and the Unit for Strategy and Science Policy. After the access to the HRS4R online tool was established at the end of the year 2018, the work began in full speed.

In making the action plan, the challenge was to make it consistent with the previous plans while clarifying the structure and following the changes that have taken place in the organization. At the same time, we also wanted to ensure that the HRS4R is not run as a separate initiative but aligned with the strategy and HR Programme of the University of Oulu. To achieve this, most of the wider objectives from the 2016 plan remained unchanged – as they were still relevant - from the previous plans, with some being rephrased in a slightly clearer form that also aligns with the university's strategic development projects and the current HR Programme 2017-2020.

However, the actions under each objectives changed quite a lot from the previous plans. For the 2019 HRS4R Action Plan, the steering group decided to leave out actions that have become 'business as usual' and therefore, as development areas, considered completed. Moreover, some actions had also become less relevant in time and therefore omitted from the list of actions. The number of actions in total decreased from 38 ongoing actions in 2014 and 2016 plans to some 20 actions in the 2019 plan. The idea is to focus the effort to clear and current development areas.

OTM-R has become a central element of the HRS4R process. Although its role has not been very visible in the University of Oulu's action plan 2016, interest in recruitment has

## Action Plan 2019.

Charter & Code	Objectives	Actions	Timeline	Responsible	Indicators
Ethical Principles Professional attitude Good practice in research	International projects and research units function professionally and researchers adopt principles of responsible science and follow safe working practices	Creating diverse forums within and outside the university community to increase multidisciplinary cooperation.	4Q/2020	Unit for Strategy and Science Policy, HR Services	Science leadership program and R3 program fully up and running
		Promotion and training for researchers on responsible science, including implementation of data policy	1Q/2021	Ethical Committee	Training included in doctoral studies 1-2 events on ethical matters organized annually
		Creating systematic orientation practices for new supervisors (line managers)	3Q/2020	HR Services	An orientation toolkit for new supervisors created and in active use
Non-discrimination Gender balance	Researchers do not feel discriminated in any way on the basis of gender or national or social origin or anything else mentioned in CC.	Equality plan updated and promoted	4Q/2019	Equality and Diversity Committee	Equality plan updated Equality score on well-being survey '19 at least 4
Recruitment Recruitment (code) Selection (code) Transparency (code) Judging merit (code)	Success in recruiting high qualified researchers.	Continuing to improve transparency of recruitment policy	3Q/2019	HR, recruiting managers and recruitment committees	Careers section of UO website updated with information on career options, qualifications and recruitment practices
		Support measures for recruiting managers in order to implement OTM-R principles	1Q/2020	HR Services	Recruitment-related HR services clearly defined and communicated HR Managers' support in faculties Training on best practices for recruiting managers
		Active and positive communication with candidates during recruitment processes	4Q/2019	Recruiting managers and recruitment committees	All candidates are informed of their status in the process
Recognition of mobility experience Value of mobility	Researchers develop their professional career and work opportunities by planning at least a half year (national and) international exchange in different HEIs.	Promotion of mobility and guidance on related practical matters	1Q/2020	HR Services, Research Support Services	Regular information sessions
		Recognizing international experience as a merit in recruitment of senior researchers	4Q/2019	Recruiting managers and recruitment committees	Researchers selected for senior positions have international experience
Participation in decision-making bodies	Researchers feel that they have enough information to manage their work.  All researchers can have an active role in developing the science community.	Researchers have an opportunity to participate in the strategy work of the University and their own units	4Q/2019	Unit for Strategy and Science Policy	Opportunities for participation at both campuses, e.g. strategy mornings, meet the management
		International staff members will be encouraged to participate in the university administration, e.g. equality and diversity committee	1Q/2021	Equality and Diversity Committee	Several administrative bodies or committees have international members and their operation is bi-lingual.
		Intranet will be modernised to better meet the needs of the research community	4Q/2019	Marketing & Communications	New intranet launched
		Creating support measures for diversity management and inclusion	1Q/2021	HR Services, Equality and Diversity Committee	Language training (Finnish and English) organized Cultural/diversity training organized
		University's language policy will be published	4Q/2020	Marketing & Communications	Language policy finalized
Supervision and managerial duties	Managers and supervisors are competent, target-oriented and responsible  The structure of research units is balanced in order to guarantee enough sources for supervision	Developing supervisors' (line managers') skills on HR matters and providing HR support close to supervisors in faculties and units	4Q/2020	HR Services	Named HR Managers and HR secretaries in each unit Implementing HR practices and services in faculties
Working conditions	Healthy and well-being employees participate actively in the development of their own work and also in the development of work community with appreciation.	Creating work practices that support researchers in taking responsibility for their professional competence, health and well-being	4Q/2021	UniOGS, HR Services	Career guidance for doctoral students and post-docs both concerning academic and private sector Mentoring program Cooperation models/pilots with the private sector
		Understanding risks and success factors in the work ability and well-being of early-stage researchers	4Q/2021	HR Services	Review on current work ability and well-being of early stage researchers and designing support measures accordingly



## Action Plan include a clear division of responsibilities as well as indicators for monitoring the progress of each action.

increased sharply at the university and its role and impact is now recognized and understood better than before. Since recruitment guidelines were given in 2016 and HR Programme was made in 2017, recruitment has been in a constant development and practices aligned with OTM-R. The 2019 Action Plan has also put more emphasis on recruitment related actions while OTM-R policy is in full use.

Supporting the well-being for early-stage researchers is another key opening in our 2019 Action Plan. In addition to more traditional measures such as career guidance, the idea is now to review the work ability of these researchers and identify related risks and success factors, in order to create appropriate support measures.

While aiming to make the researchers' voices heard, attention has been paid not to burden the research staff too much with the HRS4R work. Therefore the idea is primarily to connect data gathered for other purposes, with the HRS4R initiative. For example, the well-being survey for employees is an important source of feedback and ideas, even though it is not conducted to serve the HRS4R purpose directly. By attending HR trainings and events researchers also have an opportunity to Employees also have an 'idea email' for sending ideas and feedback on both HR and other matters at the university.

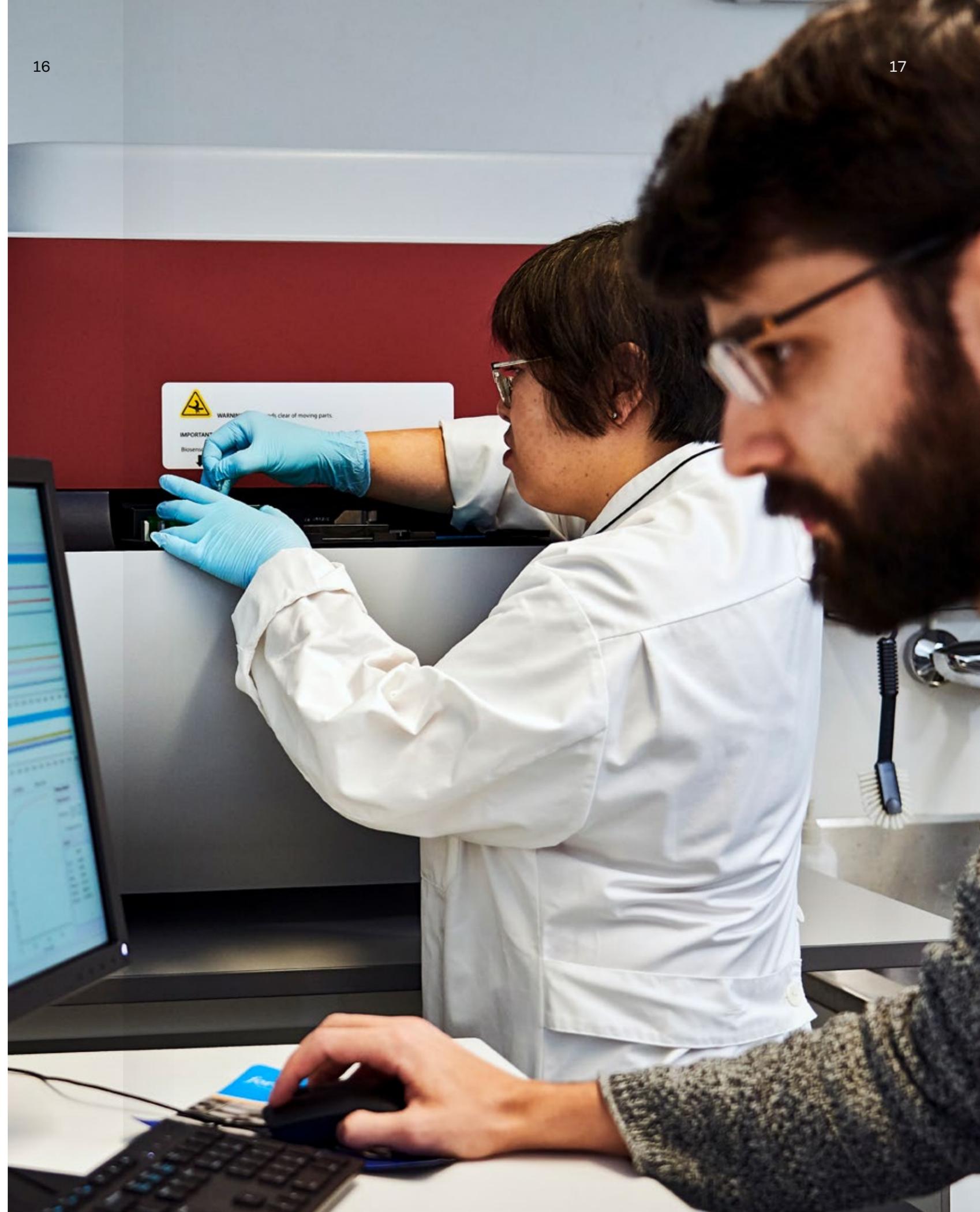
### Implementation and monitoring of the 2019 Action Plan

Based on the feedback on the internal assessment in 2016, the new Action Plan has been improved to include a clear division of responsibilities as well as indicators for monitoring the progress of each action.

Going forward, the steering group has also decided on the following actions to monitor the progress:

- Steering group follows up at least twice a year with those responsible for each action, on the progress of the actions and their schedule
- Quarterly steering group meetings to monitor and document status and progress of each action
- Documentation on progress and steering group meetings maintained on shared workspaces

In addition, the steering group has decided to raise HRS4R awareness throughout by introducing the initiative in other HR and Research Support related events and training, as well as in orientation events for new employees. In addition, the steering group intends to address all units with responsibilities of HRS4R actions, in order to make the connection between HRS4R and everyday operations, more explicit.





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