Internal Gap Analysis and Action Plan to implement the HR Strategy for Researchers at Aalto University

Aalto HR Services
November 2012
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- Presentation of the Aalto Gap Analysis
  - Discussions with faculty and staff: World Cafe
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- HRS4R process at Aalto
- Aalto University Strategy and introduction of Aalto HR
Implementation of the HR Strategy for Researchers at Aalto University

The implementation of the HRS4R at Aalto University is based on
2. The discussions with faculty and staff and
3. The Strategy of Aalto University.

Action plan to implement the HRS4R at Aalto University

[Image of a flowchart with circles labeled “Charter & Code,” “Discussions with faculty and staff,” and “Aalto Strategy.”]
Process for the creation of the gap analysis and action plan at Aalto University

1. Introduction to the Charter and Code (C&C)
2. Discussions with faculty and staff
3. Comparison of the challenges expressed during the discussions and the C&C principles
4. Evaluation in line with Aalto Strategy
5. Selected actions to create an environment of excellence for researchers
Gap Analysis
Aalto Gap Analysis

Aalto Gap Analysis was carried out with the faculty and staff and Aalto University management. Information gathered from assessments and evaluations of Aalto University’s research and teaching was also used as a background information.

Aalto Gap Analysis includes information from

✓ *Discussions with faculty and staff based on EU C&C*

✓ *University Reform in Finland:*

✓ *The international research assessment exercise (RAE):*
  http://www.digijulkaisu.fi/aaltorae/

✓ *Evaluation of the teaching and education (TEE):*
  http://www.aalto.fi/en/services/strategic_support/tee/
"Welcome to bring out the voice of researchers”, World Cafe discussions with Faculty and Staff

WHY
Aalto University’s target is to create an environment of excellence for researchers. Based on HRS4R steering group decision discussion events were organized to collect views on Aalto University as a researcher workplace.

WHAT
At these events the principles of the European Commission’s Recommendation *The European Charter for Researchers* and *The Code of Conduct for the Recruitment of Researchers* and Aalto HR strategy were discussed. The entire faculty was invited, especially doctoral students and postdoctoral researchers were urged to attend.

HOW
Three sessions were organized May 2012 covering the 3 campuses.

“World Café” method was used. It is a method in which of informal café is organized for participants to explore an issue by discussing in small table groups. The event is concluded with a plenary. World Cafe is a possibility:

- to engage large groups in an authentic dialogue process
- to generate input, share knowledge, and stimulate innovative thinking
- to explore action possibilities around real life issues and questions
- to conduct in-depth exploration of key strategic challenges or opportunities

Researchers’ insights on how to develop our processes and services (e.g. support for managers, competence and leadership development programmes, internationalization support for employees) were documented.
The identified gaps
Presentation of the gap analysis documentation

- As shown earlier, gap analysis is based on three factors.

- The linkages of these three factors and gap analysis are shown in the following table (next slide):
  - Principles of the Charter and Code (Left column)
  - Themes in Aalto University Strategy: Leadership and change, Academic career systems, Academic Collaboration, HR Processes (Upper row)
  - Challenges expressed by the faculty and staff (Cells in the middle)
## The Identified gaps

<table>
<thead>
<tr>
<th>C&amp;C</th>
<th>Leadership and change</th>
<th>Academic career systems</th>
<th>Academic Collaboration</th>
<th>HR Processes</th>
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</thead>
<tbody>
<tr>
<td>Ethical and professional aspects</td>
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<td>Dissemination, exploitation of results</td>
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<td>How to disseminate good research practices</td>
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<td>Recruitment</td>
<td></td>
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<tr>
<td>Recruitment (Code)</td>
<td></td>
<td></td>
<td>More information on principles and criteria for academic recruitments.</td>
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<tr>
<td>Working conditions and social security</td>
<td></td>
<td>1) Research community and working environment should support co-operation. 2) International postdoctoral researchers should be integrated to departments more efficiently.</td>
<td>Well-being at work: Development of solutions and support for well-being</td>
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<td>Research environment</td>
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<td>Working conditions</td>
<td></td>
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<td>Career development</td>
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<td>More information on Aalto academic career systems and recruitment criteria for different positions</td>
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<td>Access to career advice</td>
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<td>More support for doctoral students in their decisions what career they should pursue</td>
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<td>Participation in decision-making bodies</td>
<td>Clarification of decision making bodies and processes. Information for faculty and staff how they can influence and be part of decision making processes</td>
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<td>Training</td>
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<td>Access to research training and continuous development</td>
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<td>Pedagogical training should be offered also to doctoral students</td>
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<td>Supervision</td>
<td>Development of supervision and studies related to doctoral programmes</td>
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</tbody>
</table>
Action plan
<table>
<thead>
<tr>
<th>Action Plan Targets</th>
<th>Actions</th>
<th>Responsible</th>
<th>Time-line</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dissemination of good research practices.</td>
<td>Introduction of discussion forums, workshops and networking events.</td>
<td>Deputy President and Vice Presidents of Aalto</td>
<td>During academic year 2013-2014</td>
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<td>Development of a research community and working environment that supports co-operation.</td>
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<td>Deputy President of Aalto and HR</td>
<td>Spring term 2013</td>
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<tr>
<td>Clarification of the principles and criteria for academic recruitments.</td>
<td>Development of clear and transparent recruitment criteria. Development of the communication of the criteria.</td>
<td>Deputy President of Aalto</td>
<td>Principles published by the end of 2012, further implementation starting 2013</td>
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<tr>
<td>Development of the Aalto academic career systems and recruitment criteria for different academic positions.</td>
<td>Development of attractive, clear, transparent and predictable career systems. Support for personal development for all academic career paths.</td>
<td>Deputy President of Aalto and HR</td>
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<td>Development of the integration of the international faculty.</td>
<td>Meet and Greet –events at departments</td>
<td>HR</td>
<td>During year 2013</td>
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<td>Improvement of the solutions and support for well-being at work.</td>
<td>Development of supporting tools for all areas of well-being: Work and leadership, motivation, competences, health</td>
<td>HR</td>
<td>During academic years 2012-2013 and 2013-2014</td>
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<td>Support for the academic faculty in career planning.</td>
<td>Systematic career coaching services available</td>
<td>HR</td>
<td>First groups during 2012, continuous offering available starting spring term 2013</td>
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<td>Clarification of decision making bodies and processes.</td>
<td>Evaluation of matrix leadership: decision making and management system, clarifying the preparation and influencing processes and possibilities.</td>
<td>Management team</td>
<td>During academic year 2012-2013</td>
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<td>Development of doctoral programmes (e.g. curriculum, supervision).</td>
<td>Renewal of the doctoral programmes</td>
<td>Deputy President of Aalto</td>
<td>Renewal process during 2013-2015</td>
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HRS4R process at Aalto
Charter and Code Implementation Steering Group

- Deputy President Ilkka Niemelä (Aalto University)
- Professor Virpi Tuunainen (ECON)
- Associate Professor Jussi Ryynänen (ELEC)
- Assistant professor Jaakko Aspara (ECON)
- Assistant professor Ville Pulkki (ELEC)
- Doctoral Candidate Vili Heinonen (SCI)
- Director Ritva Dammert (Strategic Support for Research and Education)
- Research Director Päivi Hovi-Wasastjerna (ARTS)
- HR Manager Riitta Hynynen (HR)
- HR Director Hanna-Leena (HR)
- Senior Manager, Career Systems Mari Svahn (HR)
Timetable for the five steps

Step 1: January-March 2012
- Internal gap analysis

Step 2: April-May 2012
- Discussion groups in each School (using world cafe method)
- Action Plan based on Aalto Strategy

Step 3: October, November 2012
- Acknowledgement by the Commission

Step 4: November 2014
- Self-assessment

Step 5: November 2016
- External assessment and renewal of Acknowledgment
Aalto University

**Strategy and introduction of Aalto HR**

http://www.aalto.fi/en/about/
http://www.aalto.fi/en/about/contact/services/hr/
## Summary of the Aalto University Strategy

### Vision
The best connect and succeed at Aalto University, an institution internationally recognised for the impact of its science, art and learning.

### Goal
A world-class university by year 2020

### Universal mission
Contributions to a better world

### National mission
Competitiveness and welfare of Finland

### Core strategies and KPIs
- **Research excellence**
  - Original, impactful, interdisciplinary
- **Pioneering education**
  - Students in focus, a new learning culture and approaches
- **Trend-setting art**
  - Art, architecture and design as key drivers for improving living environments
- **Societal impact**
  - Adding value through entrepreneurship, business liaison and societal interactions

### Strategic enablers
- Leadership; Internationalisation; Services; Infrastructure

### Culture built on common values
- Passion; Courage; Freedom; Responsibility; Integrity

### Schools
- Arts, Design and Architecture; Economics; Chemical Technology; Electrical Engineering; Engineering; Science
Purpose and Value add of Aalto HR

**Purpose:**
We work together with Aalto managers and employees to transfer Aalto university to one of the most attractive working and learning communities in the world. We help Aalto faculty and staff in people and leadership processes throughout the employment cycle. We provide solutions for resourcing and change situations in close collaboration with our customers and partners.

**Faculty**
- Building and supporting academic career systems
- Guiding resource planning at schools and departments
- Strengthening academic leadership by development solutions, tools and help in daily leadership
- Developing flexibility into rewarding to meet the needs of different personnel groups

**Aalto management**
- Employer actions
- Support to development of organization, management system and management teams

**Staff**
- Developing and supporting service career systems
- Strengthening service leadership and competences by offering development solutions, tools and help

**Aalto personnel**
- Supporting national and international resourcing and recruitment
- Helping managers and teams in changes and challenging situations
- Means for developing organization and management system
- Solutions to improve well-being and preventive oriented occupational health services
- Well working HR processes, tools and reporting throughout the employment cycle
- Rewarding based on performance
- Legal support related to employment
- Ensuring good working conditions by collaboration with labour unions

**Students as part of the community**
- Well being related solutions such as sports services