

Human Resources Strategy for Researchers

Action Plan

LUT University

Version history

Action plan version	Validity	Approved by LUT	HRS4R label granted
Action plan I	2013 – 2015	Oct 2013	Nov 2013
Action plan II	2016 – 2018	Sep 2015	Nov 2015
Action plan III	2019 – 2021	Nov 2018	
Action Plan III	2019 – 2021	Sep 2019 revised	Nov 2019
Action Plan IV	2022 - 2025	Oct 2022	

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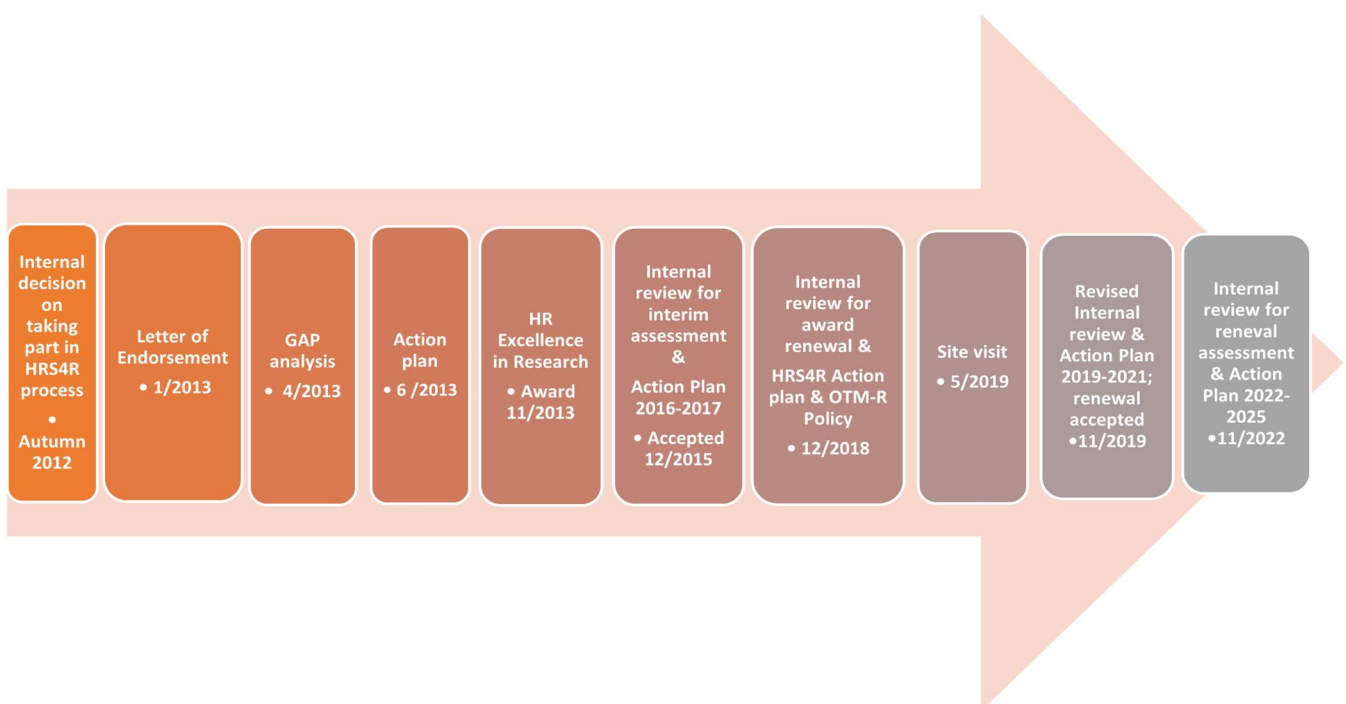
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1. Introduction

Lappeenranta-Lahti University of Technology LUT applied the Human Resources Strategy for Researchers (HRS4R) Label in the 4th cohort in 2013. The label was granted on the 6th of November 2013 based on the university's Action Plan to improve researchers' employment relationship, working conditions and research environment. Since then, LUT has actively and systematically monitored the development and defined new targets to improve its functions, as documented in this paper. This paper compiles all the actions, targets and implementation of previous action plans made since the HRS4R process at LUT started in 2013 and defines new actions for years 2022-2025.

Although, LUT HR policy is in accordance with the Charter and Code in many respects, and similarly, the Finnish national legislation and collective agreement for universities set high criteria on university employers, the HR Strategy for Researchers has highlighted some aspects in the researchers' employment relationship which to take better into account at LUT. Since receiving the label, developing human resource issues at LUT has become more important at the university level. The development work is an on-going process and it is not limited only to the work done within the HRS4R, but in general, improving the performance and well-being of all employees. European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers give a justified framework to monitor the status of university's HR policy and procedures and reveal the development targets.

During the years LUT has committed to the HRS4R process, the university has increasingly benefited from the support the process provides for the continuous development of HR policy and procedures of institutions. This is proven by the risen ambition level of LUT's Action Plans and increased internal co-operation between different units contributing to researchers' working conditions at the university. The HRS4R external review assessment and site visit in 2019 gave valuable insights and encouragement to continuous improvement of the university as a high-quality working environment for researchers. It showed that basis of LUT's work environment and conditions is excellent for research work.



Picture 1. LUT HRS4R process – Human Recourse Strategy for Researchers process

2. Implementation and monitoring of HRS4R Strategy @ LUT

The implementation of the HR Excellence principles at the university and the university specific HRS4R Action Plans are monitored by the Steering committee for quality and sustainability management systems of LUT, later called as steering committee of HRS4R in this document.

At the operational level, the HRS4R working group coordinates the whole process, monitors the progress of actions and reports and discusses on the progress and implementation to the steering committee of HRS4R and university management.

The commitment to the HRS4R objectives has been ensured by integrating actions into the university's strategic management and development objectives, thus they are included in developing the university's basic processes. The strong connection between LUT strategic action plans and HRS4R action plans ensures the resource allocation and commitment to implementation or actions.

Responsibility of implementation of each action is defined and distributed to several organizational units at LUT. They work together with the relevant internal and external stakeholders to implement the actions. They take care of information delivery, communication and co-operation with the stakeholders involved.

Numerous feedback mechanisms used at LUT, e.g. surveys and questionnaires, ensure that the opinions and suggestions by researchers, as well as other employees, are heard and taken into account in development work. In addition, researchers can discuss and influence the decisions and definitions of policies as they are represented in the different decision-making bodies of LUT, like Academic Councils, Dialogue Meetings (previously Human Resource Committee), University Board, University Collegiate Body, and Steering Committee of LUT Doctoral School.

3. Strengths and weaknesses of the current practices by internal review in 2022

The strengths and weaknesses analysis was repeated at the beginning of 2022 in order to get the overall picture of the current situation of practices and processes, since the previous analysis was conducted in 2018. The strengths identified in 2018 are still LUT's strengths, but new ones were identified too. The same applies with weaknesses; new weaknesses were identified; however, good progress has been made to tackle the identified weaknesses in 2018. The strengths and weaknesses analysis presented below is a shortened summary of the analysis presented in the Internal review.

3.2. Ethical and professional aspects

Strengths:

LUT has taken several actions to increase the researchers' awareness of ethical practices and fundamental ethical principles during the past few years: training, advising, guidelines are available. Since 2018 LUT has had a Research Integrity Advisor, with whom researchers can confidentially discuss their concerns and ask about ethical processes in the university. Also, services on preliminary ethical review and research permits are available for academic staff.

Weaknesses:

Despite the measures done to increase the awareness of ethical issues in research, there are still some shortcomings to be developed, such as presenting LUT's ethics-related issues externally on the webpages which ensures the information reaches all researchers in all levels and disciplines.

3.3. Recruitment and selection

Strengths:

Since LUT University and LAB University of Applied Sciences formed the LUT Universities Group, their operating methods have been compared and the best of them selected to be implemented in both higher education institutions. One result of comparison is the development of a joint recruitment system, the identification and implementation of good practices.

The recruitment process has evolved by better utilizing all the features and functions of the electronic recruitment system, established practices in selection processes, and better instructing managers about the recruitment process. Especially, in researchers' recruitment the selection is conducted in alignment with the principles of open, transparent, merit-based recruitment policy.

The eligibility requirements for the beginning of a research career have been refined, which contributes to the effective start of postgraduate studies. The doctoral student/junior researcher is better aware of the goals that, when realized, will allow advancement to the next stage of researcher's career. Follow-up and support from a supervisor in monitoring the progress of doctoral studies are important for the continuity of the research career.

Weaknesses:

The employer image of LUT is not yet strong enough internationally, thus more effort is needed to invest into the better presentation of LUT employer image to attract talented national and international researchers.

In the tenure-track application process, the applicants' legal protection has been developed. However, some changes and improvements are still needed in order to avoid the misjudging of the merits, for example by having opportunity to give written comment on the expert statements if the external expert statement has ignored some of the applicant's merits.

The recruitment processes of LUT are still lengthy and multi-staged, which may frustrate the applicants and result in the withdrawing of applicants. However, academic recruitment will not be a straightforward process ever, which therefore requires regular and constant communication with applicants during the different stages of the recruitment process. Finding the solutions to streamline the process itself needs to be kept in mind too.

3.4. Working conditions

Strengths:

As in the previous self-assessments stated, fundamentally the working conditions of researchers in LUT are of good quality and well organized, as the Finnish labour law and the collective agreement of universities set the framework where the employers operate. In addition, the research facilities at LUT are up-to-date and continuously developed.

The researchers have many ways to influence their work and working conditions. LUT has numerous and systematic feedback mechanisms and decision-making bodies, through which researchers make their opinions heard. University trustees and other employee representatives, which include academic staff, converse regularly with the employer and their voice is heard in many decisions concerning researchers and other staff members. In addition to informal discussions, formal dialogue meetings between employer and employee representatives are held regularly. Researchers are represented in all official decision-making bodies of the university.

Flexible working hours and remote work, which both have been possible for employees already before covid pandemic, are the benefits the researchers greatly appreciate. After the covid pandemic, LUT has introduced a blended work policy, which enables the combination of campus work and remote work for all employees. Since the 2020, the employer has insured the remote work with a voluntary occupational accident insurance.

According to our statistics, gender balance in academic positions has improved lately, since applying tenure track model. Female professors are better represented in different researcher career stages than earlier. This development will most probably continue when the recruitment of academic staff for Social Sciences at LUT accelerates. In addition, the number of women in management positions has increased substantially. Number of female representatives in LUT Board is currently 45% and in LUT Management Committee 66%.

Weaknesses:

Although the remote work and blended work policy have great advantages, the past two years, due to the covid situation, have revealed challenges too. The well-being survey conducted in late 2021 indicated that attention must be paid to the underlying factors of psychosocial load and stress at work and find ways to support researchers and encourage them to invest in adequate recovery.

Based on the internal audit in 2021, the equality of LUT's employees with a foreign background is generally well achieved. However, there are a few issues that LUT needs to pay attention: communication on the content and conditions of the employment contract and on the procedure for reporting and clearing inappropriate behavior and harassment.

Despite the development work of induction process of new employees during the past years, we still notice that induction to work and work environment and systems is not complete, and does not reach all new employees, nor supervisors well enough. New methods of induction need to be further developed.

3.5. Training and development

Strengths:

The systematic and transparent guidelines and advancement criteria of a four-stage researcher career and tenure track systems support and guide the professional development of researchers. In addition, the annual development discussions between the employee and the supervisor set targets for researcher's development and training, but also enhance the relationship between the supervisor and the researcher.

One example of new training offerings created during HRS4R process is the course of *Supervision of the doctoral studies and thesis*, meant for doctoral students' supervisors. The annually organized course receives good feedback from participants. Also, the courses on grant writing and project management for doctoral students have a long history in LUT.

From spring 2021, monthly leadership briefings have been offered to strengthen the role and knowledge of supervisory work of supervisors and research leaders. Good feedback has been received from the participants.

The regular induction meetings for new staff at LUT are held remotely in English and Finnish, allowing flexible participation regardless of location. HR collects the feedback on the overall induction process monthly and feedback summaries are discussed by the occupational safety committee.

Since the expertise in international funding applications was identified as one of the development targets at LUT, the university's research services offer grant writing training, as well as training on how to apply for external research funding.

Weaknesses:

Annual development discussions between the employees and supervisors are the ways to identify the needs of personal development. According to our survey, unfortunately, all employees do not have the annual discussion with their supervisor. Educating the supervisors and induction of new supervisors to supervisors' many tasks are crucial. Even though orientation meetings for new employees and supervisors' briefings for supervisors have been organized monthly, they have not eliminated the need for targeted induction and management training for supervisors at LUT.

One area for development is career counselling for researchers, for which the university services currently lack resources to invest in. Although some career services are available for junior researchers, and various trainings and courses which support the career development of researchers are provided currently, personal counselling services for researchers are missing.

The number of invention disclosures, spin-offs, patents, and start-ups emerging from the results of LUT researchers could be higher; it demonstrates the success of research work and societal impact of LUT. The researchers need more guidance, training, and support in transforming research results into tangible outcomes.

4. Action Plans

LUT has prepared four Action plans since 2013 and the latest being the Action Plan IV for 2022-2025. Two first action plans are separate documents each and can be found on LUT's HRS4R webpage. This version of Action Plan however contains the summaries of three first Action plans, and the newest for years 2022-2025.

The responsibility of implementation of each action is defined and shared to different organizational units at LUT. The HRS4R working group coordinates the overall implementation of HRS4R strategy and reports to the steering committee of HRS4R. If the working group acknowledges any discrepancy in the implementation, the issue will be discussed with the people responsible for actions and in the committee meetings, if necessary.

HRS4R working group regularly monitors the progress of implementation of planned actions and documents the findings in the working groups' own digital workplace. People in charge of implementing the actions are regularly contacted by the working group members and information on the current state of implementation is shared.

The progress is measured by the targets / indicators set in the action plans. The progress on each action will be checked from different sources and documented on a shared template at least once a year by the working group members. In addition, all feedback channels and surveys applied at LUT are used to monitor the impact of actions.

4.1. Action Plan I for 2013-2015

The actions selected for the first HRS4R Action Plan were based on the findings of thorough GAP analysis done in the initial phase in 2012. The three most critical development targets were selected in to the action plan: 1) recruitment in order to develop the transparency and openness of recruitment practices, 2) the orientation of new employees (induction) in order to improve the new employees' understanding about institutional regulations, practices and employee benefits concerning working conditions and 3) complaints/appeals in order to provide better feedback mechanism tools for employees to influence their work and working conditions.

The implementation of the actions was assessed internally at the end of 2015, when the first internal review was submitted. The responsibilities, scheduling, indicators, measures and current status by each action are summarized in the table below. All the actions were completed by the internal assessment in the autumn 2015. The details of the assessment of actions are documented in the second Action Plan, which is available on LUT's HRS4R webpage.

Table 1. Action Plan I for 2013-2015

ACTIONS 2013-2015	GAP Principle	TIMING	RESPONSIBLE UNIT	INDICATOR(S)/TARGET(S)	CURRENT STATUS
Internal instructions of recruitment	Recruitment (Code)	Spring semester 2014	HR, Quality System Manager	<u>Target:</u> To standardize LUT recruitment processes: e.g. to publish new instructions for recruitment on LUT intranet and deliver them to recruiting managers, and to implement tenure track system in research positions <u>Indicator:</u> Similar recruitment processes are used in all units, tenure track system is in place.	Completed
Recruitment criteria	Selection (Code) Judging merit (Code)	Autumn semester 2014	Tenure Track Committee, Quality System Manager	<u>Target:</u> Selection to tenure track positions and advancement in tenure track are based on defined recruitment and advancement criteria. <u>Indicator:</u> Tenure track recruitment and advancement criteria published on LUT intranet and in open position advertisements	Completed
Recruitment process and communications	Recruitment (Code) Transparency (Code)	Autumn semester 2013	HR	<u>Target:</u> To renew recruitment process and applicant communications; e.g. to publish open research positions internationally, to use an electronic recruitment system to facilitate applicant communication.	Completed

				<u>Indicator:</u> Number of research positions published in EURAX-ESS, number of international applicants	
To renew orientation (initiation / induction) of new employees	Working conditions	Starting from autumn semester 2013	HR	<u>Target:</u> New orientation routines and schedules implemented <u>Indicator:</u> Number of participants in orientation sessions, feedback of participants	Completed
Development discussions	Evaluation/ appraisal systems	Year 2014-2015	HR Development Director	<u>Target:</u> To increase the amount of development discussions between employees and supervisors/managers and constructive feedback <u>Indicator:</u> Number of documented development discussions in HR system	Completed
Work safety trustee: to collect and publish coherent information on work safety trustees on intranet	Complains / appeals	Autumn semester 2014	HR, Work Safety Trustee, Quality System Manager, Intra Team	<u>Target:</u> To enhance the awareness of services of work safety trustees <u>Indicator:</u> Feedback from employees	Completed
Feedback channel	Complains / appeals	Autumn semester 2014	HR, Quality System Manager, Intra Team	<u>Target:</u> A working feedback channel available on intranet, open feedback channel and process in use <u>Indicator:</u> Number of feedback received and replied monthly	Completed

4.2. Action Plan II for 2016-2018

The HRS4R Action Plan II for 2016-2018, summarized in the table below, was done in the autumn 2015. The actions selected for the second action plan derived from the university level strategic action plans which were just renewed before the internal assessment and revision of the HRS4R Action Plan. The action plan included 12 actions concentrating in six gap principles: good practice in science, dissemination, exploitation of results, funding and salaries, supervision and managerial duties, evaluation/appraisal systems, and teaching.

Most of the actions were completed by the internal assessment executed in the autumn 2018, but there were some actions still in progress, and one action which the university management decided to postpone till 2019. Some of the actions still in progress has been extended to the next HRS4R Action Plan III. All the actions in progress will be monitored as part of continuing HRS4R process.

Table 2. Action Plan II for 2016-2018

ACTIONS 2016-2018	GAP PRINCIPLE(S)	TIMING	RESPONSIBLE UNIT	INDICATOR(S) / TARGET (S)	CURRENT STATUS
Commitment to Open Science	Good practice in research Dissemination, exploitation of results	Spring semester 2016	Performance Guidance unit and Information Services, Academic library, researchers	<u>Target:</u> To provide instructions and support services to researchers according to LUT's rector's decision on commitment to open science and open access publications <u>Indicator:</u> Instructions available on LUT webpages, support service personnel nominated to help researchers	Completed Actions of Open Science to be continued in years 2019-2021
Visibility of research results in social media	Dissemination, exploitation of results	Autumn semester 2015 →	Media Services, researchers	<u>Target:</u> To provide instructions and training for researchers on communicating about research activities and results on social media <u>Indicator:</u> Instructions available on LUT intranet, one training session organized for researchers	Extended Action continues in the next Action Plan 2019-2021
To renew the policy of remuneration of active publishers	Funding and salaries	Spring semester 2016 →	LUT Management	<u>Target:</u> To increase the quantity and quality of research publications <u>Indicator:</u> Number and impact of research publications	Completed
Support for innovations and commercialization	Dissemination, exploitation of results	Spring semester 2016 →	Green Campus Open, School of Engineering Science(Entrepreneurial university)	<u>Target:</u> To be the first university in Finland to qualify the OECD criteria for entrepreneurial university. Implementation of EU's HEInnovative tool and criteria of OECD, arrange courses/training on entrepreneurship. <u>Indicator:</u> OECD's HEInnovative assessment	In progress Action continues further
Improving managerial and leadership skills	Supervision and managerial duties	Spring semester 2016	HR	<u>Target:</u> To provide orientation and mentoring for new supervisors <u>Indicator:</u> Reports of Great Place to Work -surveys, and 360 degree assessment	In progress Mentoring available by request from 2018, orientation of new supervisors under development
Renewal of leadership training	Supervision and managerial duties	Autumn semester 2016	HR	<u>Target:</u> To renew the leadership training scheme <u>Indicator:</u> Feedback on the supervisor training program	In progress Leadership training replaced by

					coaching programme for supervisors
Guidance training for doctoral students' supervisors	Supervision and managerial duties	Autumn semester 2016	LUT Doctoral School, Research services, HR	<u>Target:</u> To arrange regularly guidance training for doctoral students' supervisors <u>Indicator:</u> Feedback on guidance and supervision given by doctoral students, feedback on training sessions from participants	Completed
Introduce an evaluation matrix for assessment of performance of teaching staff	Evaluation / appraisal systems	Autumn semester 2015	HR, Heads of academic units, supervisors of academic staff	<u>Target:</u> To support development of teaching skills and competences of teaching staff. <u>Indicator:</u> New instructions published and applied in career advancement of teaching staff	Completed
Evaluation of LUT research activities (RAE)	Evaluation / appraisal systems	Autumn semester 2017	Vice president of research	<u>Target:</u> To support the strategic management and development of LUT research activities. <u>Indicator:</u> Quality and impact (external research funding, citations and publications) of LUT research activities	In progress RAE (RIA) exercise postponed till 2019
Systematized utilization of the feedback on external funding applications	Evaluation / appraisal systems	Spring semester 2016 →	Research Services (previously Pre-grant Services)	<u>Target:</u> To increase the number of successful funding applications <u>Indicator:</u> Amount of external research funding	Completed
Renewal of university pedagogy training	Teaching	Autumn semester 2015	Vice president of education, Student services	<u>Target:</u> To develop pedagogical skills of teaching staff <u>Indicator:</u> Students' course feedback, participants' feedback from training, number of participants in trainings	Completed
Implementing product management to all degree programs	Teaching	Spring semester 2016 →	Vice president of education	<u>Target:</u> To improve the quality and attractiveness of degree education <u>Indicator:</u> Degree programme development demonstrated by input, process and output indicators	Completed

4.3. Action Plan III for 2019-2021

The Action Plan III for 2019-21 was approved by LUT administration on November 2018. After the external site visit in May 2019 and by the recommendation of the external assessors, targets and indicators of each action were revised; made more cleared and measurable. The revised Action Plan 2019-222 was published in September 2019. It included eleven actions addressing to thirteen different gap principles: dissemination, exploitation of results, professional responsibility, public engagement, accountability, evaluation/ appraisal systems, co-authorship, transparency, career development, access to career advice, value of mobility, access to research training and continuous development, and supervision. The focus of actions was on strengthening the research impact of LUT and career development of researchers.

The actions were integral with LUT's strategic management; thus they have been included in developing the university's basic processes. The strong connection between LUT strategic action plans, which were under the mid-term evaluation and updated in the spring 2018, and HRS4R action plans ensured the resource allocation and commitment to implementation. Analysis of strength and weaknesses of current practices gave valuable information and helped to define the new actions.

Responsibility of implementation of actions were distributed to several organizational units at LUT working together with the relevant internal and external stakeholders. HRS4R working group monitored the progress of implementation regularly together with the people or units in charge of actions.

IN 2019 the composition of working group was extended with representatives of people responsible for each thematic group of principles. The HRS4R working group continued reporting the progress to the HRS4R steering committee, which role is also to define the broader targets for the HRS4R strategy. Actions and their implementation were discussed also in the Steering Committee of LUT Doctoral School.

All the planned eleven actions have been completed, either as such as planned, or with minor alterations, or actions continue. Developing open science, research data management and parallel publishing have been on the focus of the LUT Academic Library. As a result of development work, LUT achieved the highest maturity level in open science in the evaluation of the Finnish Ministry of Education and Culture in 2020. Research Services have strengthened the support for researchers applying international competed funding by offering training, individual coaching, and assistance in grant writing. Mentoring programme for doctoral students is waiting for the full implementation as the covid pandemic has prevented mentor-actor pairings and face-to-face meetings for two years.

The table 3 below summarizes the actions for 2019-2021, action specific targets and indicators, responsibilities, timing and the respective principle in Charter & Code for Researchers.

Table 3. Action Plan III for 2019-2021

PLANNED ACTIONS 2019-2020	GAP PRIN- CIPLE(S)	TIMING	RESPONSIBLE UNIT	INDICATOR(S) / TARGET(S)	CURRENT STATUS
Supporting science commu- nication of researchers	Dissemina- tion, exploita- tion of re- sults	Autumn semester 2019	Communication & Marketing, re- searchers	<u>Target:</u> To increase the impact of LUT research <u>Indicator:</u> Visibility of LUT's re- searchers' activities in traditional and social media monitored by LUT Media Services	Completed

Strengthening the implementation of Open Science procedures by informing, guiding and supporting researchers	Professional responsibility, Public engagement	Spring semester 2019	Academic library, research services, researchers	<u>Target:</u> To receive the highest maturity level of openness in the activities of research organizations by 2020 <u>Indicator:</u> Evaluation of openness in the activities of research organizations by the Finnish Ministry of Education and Culture	Completed
Development of research data management: tools, procedures and instructions on managing and opening research data	Accountability	Spring semester 2019	Academic library, ICT-services, researchers	<u>Target:</u> To increase number of stored datasets and openly published research data <u>Indicator:</u> Number of openly published research data in various services	Completed, action continues
Development of automated process for parallel publishing: tools, procedures and instructions	Dissemination, exploitation of results	Spring semester 2019	Academic library, ICT-services, researchers	<u>Target:</u> To increase amount of open access publications by increasing number of parallel published research publications <u>Indicator:</u> Number of parallel published research publications	Completed, action continues
Developing exit interview procedure of leaving staff: to receive new type of feedback and utilize it in developing working conditions	Evaluation/appraisal systems	Spring semester 2019	Management services	<u>Target:</u> Majority of exiting employees fill the exit questionnaire <u>Indicator:</u> Number of responses of exiting employees	Completed
Revision and developing of LUT website of recruitment and marketing and communication of employer brand	Transparency (Code)	Autumn semester 2020	HR unit and Media services	<u>Target:</u> To improve LUT employer brand and recruitment communication <u>Indicator:</u> Number of applicants in open research positions	Completed
To create mentoring programme for doctoral students	Career development	Spring semester 2019	LUT Doctoral School	<u>Target:</u> To support the career development and employability of doctoral students <u>Indicator:</u> Number of active mentor-actor pairs starting per year, and feedback from mentors and actors	Extended
To develop an online course in career planning for doctoral students (Find Your Career self-study platform)	Career development, Access to career advice	Spring semester 2020	Study services	<u>Target:</u> To support career and employability skills of doctoral students <u>Indicator:</u> Employment rate and quality of employment of graduate doctoral students. Number of doctoral students employed by industry.	Completed
To create action plans for international strategic partnerships to promote re-	Career development, Value of mobility ,	Spring semester 2020	Management services	<u>Target:</u> To increase internationalization and research impact of LUT	Completed with modification

search and teaching co-operation, co-authoring and staff mobility	Co-authorship			<u>Indicator:</u> Mobility of incoming and outgoing researchers and teachers to/from strategic partners, co-authored publications, degree programmes with strategic partners	
To support the most suitable researchers applying highly valued competed research funding	Access to research training and continuous development	Spring semester 2020	Research services	<u>Target:</u> To increase the number of successful funding applications <u>Indicator:</u> Evidence on systematic support delivered (trained personnel), amount of highly valued competed research funding	Completed, development continues
To provide personalized orientation and coaching to supervisors	Supervision	Spring semester 2020	Dean/Head of department, HR services, Management services	<u>Target:</u> To increase employees' satisfaction on leadership and management of work <u>Indicator:</u> Employees' satisfaction indicators of Great Place to Work surveys	Completed with alterations

4.4. Action Plan IV for 2022-2025

The Action Plan IV for 2022-2025 was approved by LUT administration in October 2022. The previous Action plan was valid until the end of 2021. In order to avoid a gap of one year, the newest Action Plan covers also the year 2022, but also the next three years until the end of 2025.

The focus of Action Plan 2022-2025 is on developing the recruitment processes, working conditions and equality, especially from the point of view of LUT international researchers, and supporting researchers to commercialize their research results, and increasing the awareness of research ethic issues. The Action Plan includes 24 new actions addressing to seventeen different gap principles: Working conditions, Research environment, Contractual and legal obligations, Supervision, Relation with supervisors, Gender balance, Non-discrimination, Complaints/appeal, Continuing professional development, Recruitment, Transparency, Selection, Ethical principles, Good practice in research, Professional responsibility, Professional attitude, and Accountability. Some actions are already in progress and to be completed in 2022, but timing of majority of actions is for 2023-2025.

The new actions were derived from LUT's strategic actions plans, HRS4R gap analysis, the internal audit and the employee well-being survey conducted in late 2021, thus they are included in developing the university's basic processes. The strengths and weaknesses analysis of current practices (presented in chapter 3.), which was conducted before drafting the action plan, gave valuable information on current situation and helped to define the new actions too.

Again, the responsibility of implementation of actions is distributed to several organizational units at LUT working together with the relevant internal and external stakeholders. The extended HRS4R working group will monitor the progress of implementation regularly together with the people or units in charge of actions. All LUT feedback channels are used to monitor the impact of actions. The

HRS4R working group continues reporting the progress to the HRS4R steering committee, which role is to define and monitor the broader targets for the HRS4R strategy.

The table 4 below summarizes the actions for 2022-2025, action specific targets and indicators, responsibilities, timing, and the respective principle in Charter & Code for Researchers.

Table 4. Action Plan IV for 2022-2025

PLANNED ACTIONS 2022-2025	GAP PRINCIPLE(S)	TIMING	RESPONSIBLE UNIT	INDICATOR(S) / TARGET(S)	CURRENT STATUS
To improve the understanding of international employees on the content and conditions of a work contract.	Working conditions; Contractual and legal obligations	Spring semester 2023	HR, Supervisors	<u>Target:</u> Avoid misunderstanding of rights and liabilities of employee and employer <u>Indicator:</u> Number of cases and contacts regarding misunderstanding situations	New action
To develop work ability management by creating monitoring system and by defining indicators to follow-up and predict work ability risks	Working conditions	Autumn semester 2024	HR, Management	<u>Target:</u> Identify and manage disability risks of researchers <u>Indicator:</u> Monitoring indicators are in place and used to gather information to support work ability management	New action
To create an orientation/initiation programme for new supervisors	Supervision	Autumn semester 2025	HR	<u>Target:</u> To ensure the employees receive equal supervision and induction to their work. <u>Indicator:</u> Number of supervisors participated on the programme, feedback from monthly employee mood tracker, orientation feedback from new employees	New action
To develop an online course on equality and non-discrimination issues for new employees/all employees	Gender balance; Non-discrimination	Autumn semester 2023	HR	<u>Target:</u> To ensure equal and non-discriminating organizational culture. <u>Indicator:</u> Number of new employees passed the online course, the feedback based on employee well-being surveys	New action
Monitoring metrics for the implementation of the Equality and non-discrimination plan	Non-discrimination	Autumn semester 2022	HR	<u>Target:</u> Monitor and understand how gender equality and non-discrimination issues are evolving at LUT. <u>Indicator:</u> Monitoring metrics are in use and followed regularly	New action
To renew the guidelines and procedure of handling inappropriate behaviour	Complaints/appeal; Non-discrimination	Autumn semester 2022	Occupational Safety Committee, HR	<u>Target:</u> Cases of harassment and inappropriate behaviour are handled by equal procedure. <u>Indicator:</u> The number of cases handled	New action

To implement a whistle blower system	Complaints/appeal	in year 2023 (or as soon as the national legislation on whistle blower has been approved in Finland)	Legal Services, Management Services	<u>Target:</u> To provide employees or anybody a tool to inform confidentially about misuses and to get protection if needed. <u>Indicator:</u> Number of cases reported and handled.	New action
Develop leisure time programme/activities for international employees and their families	Working conditions	Spring semester 2023	HR	<u>Target:</u> Improving the well-being and integration of international employees into LUT and surrounding communities <u>Indicator:</u> Results of employee surveys.	New action
Renewing LUT intranet	Working conditions	Spring semester 2023	Management Services	<u>Target:</u> Enhance internal communication by improving usability of intranet; Intranet is the main media of internal communication <u>Indicator:</u> The renewed Intranet published, user feedback	New action
To improve IT support for deployment of new IT systems and remote working conditions	Working conditions; Research environment	Year 2023-2024	IT services	<u>Target:</u> Same IT systems and software on both campuses, well-functioning remote connections to support the blended work policy <u>Indicator:</u> Customer satisfaction survey on University Services	New action
Implementing digitalization according to LUT's digitalization strategy by organizing trainings and support services	Working conditions; Research environment	Year 2023-2024	IT, Digital Learning Support	<u>Target:</u> Increase competences to implement digitalization in work <u>Indicator:</u> Number of organized trainings and number of participants	New action
To organize "Research to Business" sessions for postgraduate students and researchers	Continuing professional development	Spring semester 2023	LUT Green Campus Open	<u>Target:</u> Increase awareness and competences of creating new business from research and commercialize ideas <u>Indicator:</u> Number of patents, invention disclosures, spin-offs and start-ups	New action
To organize events for researchers related to pitching and sparring of research ideas, identifying business opportunities and external evaluation	Continuing professional development	Spring semester 2023	LUT Green Campus Open	<u>Target:</u> Deepen knowledge and skills of the commercialization of a research idea <u>Indicator:</u> Number of patents, invention disclosures spin-offs and start-ups	New action

To set up an internal researchers' club "LUT Storming" for junior researchers and doctoral students to support generating new research ideas and commercialization of research results	Continuing professional development	Spring semester 2022	LUT Green Campus Open	Target: To generate new research ideas and commercialization of research results Indicator: Number of patents, invention disclosures spin-offs and start-ups	New action
To create new ways to strengthen induction process by providing e.g. online orientation courses, mentoring, peer support for new recruitments	Working conditions; Continuing professional development	Spring 2025	HR, Schools	Target: To improve the onboarding of new hires to work at LUT community Indicator: New employees' feedback on induction process	New action
Develop the process and make instructions for applicants to make a response to expert statement	Recruitment Transparency	Spring 2023	HR, Legal Services	Target: To improve the juridic position of the applicant, if the merits are misinterpreted or unduly found disqualified in the expert statement Indicator: Number of responses	New action
To develop an applicant experience feedback system to the e-recruitment system	Recruitment Selection	Autumn semester 2022	HR	Target: To improve applicant experience and enhance employer reputation by developing recruitment process Indicator: Applicant experience measured in the e-recruitment system	New action
To streamline the nomination process of docent in order to get more competent supervisors for final theses	Recruitment Selection	Autumn semester 2022	HR	Target: To increase transparency of docent nomination process, and to ease the nomination of assistant professor in tenure-track to docent in order to increase the number of examiners of Master's theses Indicator: Number of docents	New action
Develop ethics-related issues on LUT external pages	Ethical principles; Good practice in research	Spring 2023	Research services, Legal Services, Media Services	Target: to increase the visibility and findability of LUT ethical guidelines, instructions and processes for researchers (both internal and external) Indicators: Web page on research ethics is published Process and principles of application for research permit and preliminary ethical review is developed / updated and published at external web pages	New action
To develop introduction/orientation course or process to Research Ethics for new employees	Ethical principles; Professional responsibility & attitude; Good practice in research; Accountability	Autumn 2023	Research services; HR	Target: Increase awareness of researchers of ethical issues, guidelines and processes at LUT Indicator: number of participants in the introduction; number of research misconduct cases	New action

To create and offer information sessions on various aspects of ethics for different target groups (researchers, supervisors, doctoral students)	Ethical principles; Professional responsibility & attitude; Good practice in research	Continuous process starting from Spring 2024	Research services	<u>Target:</u> Increase awareness of researchers of ethical issues in their own research and support available <u>Indicator:</u> Number of info sessions per year, number of attendants in the info sessions	New action
LUT guidelines for the responsible conduct of research updated	Ethical principles; Good practice in research	Spring semester 2025	Vice-Rector for Research	<u>Target:</u> Improve internal support of researchers with regard to responsible conduct of research <u>Indicator:</u> Published updated guidelines	New action
Renewing LUT Code of Conduct	Ethical principles; Good practice in research	Spring semester 2022	Management Services	<u>Target:</u> To update the Code of Conduct to match current demands <u>Indicator:</u> Code of Conduct has been communicated to all staff	New action
Implementing the principles of DORA declaration in recruitment and advancement in researcher career	Recruitment	2023-2024	Vice-rector for research, Management Services, HR	<u>Target:</u> Increasing equality and transparency in researcher recruitment and career <u>Indicator:</u> Renewed guidelines of recruitment process applied in LUT	New action