HR Program
2017-2020
HR Action Plan 2017-2020

- HR Action plan sets the direction for people management priorities.
- HR Action plan is based on the strategy of the University of Oulu and it is valid for the strategy period
- HR Action plan has been reviewed with employee representatives in co-operation council
- Unit specific action plans will be integrated into annual financial and operations planning process (TTS)
- Focus of actions will vary between units
Background: Objectives for the University of Oulu 2020

- The University of Oulu is international science and innovation university contributing in solving global challenges in our focus areas.
- We conduct leading international research within our focus areas and international level research in several other fields.
- Our educational mission is to provide higher education based on research, and to educate youth to serve society and mankind.
- Our work creates new, research-based knowledge, competence and experts, as well as opportunities for innovation.
- Research at the University of Oulu supports the Arctic agenda with expertise in many fields. Our programs on Arctic research depend on strong partnerships. We work in close cooperation with other universities and research institutes focusing on Arctic issues.
HR vision 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 also in the development of work community with appreciation.
The purpose of the HR Action Plan is to facilitate renewal of our organizational culture to strengthen the university’s attractiveness as an employer and to improve the quality of work and the results in balance with employee well-being.
HR Program - Focus areas

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

Environment with pre-requisites

- Universities have autonomy, guaranteeing freedom of science, arts and highest education.
- The task of the HR Action Plan is to cherish the identity of academic work but at the same time strengthen the skills of the university community to renew itself in the changing environment.
- Autonomy entails that the University of Oulu is independently able to take care of its financial position and operational prerequisites. As the demands continue to grow, leaders and managers must succeed in developing work communities and encouraging personnel to develop and combine their capabilities in order to discover new insights. Each recruitment is an opportunity for renewal.
Well functioning work communities

Developing change support toolbox for different change situations.

Creating diverse forums within and outside the university community to increase multidisciplinary cooperation.

Designing services for supporting renewal by improving visibility into existing capabilities and competence development.

- Establishing practices to strengthen change capabilities and enabling successful changes for ensuring individuals and work teams stay functional in all change situations.
- Developing consultative capabilities of support function staff in helping leaders and managers.
- Implementation of renewed service structure to improve effectiveness and sense of purpose.
- Creation and utilization of multidisciplinary cooperation forums offering possibilities to influence, make an impact and strengthening renewal.
- Personnel planning process supports renewal through identifying recruitment needs, competence development needs and career development opportunities.
- Development and selection of tools and methods for competence management enabling better visibility of skills and competencies of our personnel.
- Each individual takes responsibility for the development of their own professional competence and health & well-being. Work practices support this.
Attractiveness of leadership and management positions

Strengthening perception of people leadership roles as interesting and rewarding, also for scientists.

Establishing feedback and evaluation practices to help people leaders succeed and grow.

Making coaching and consulting support available for every line manager.

- Establishing open and transparent recruitment practice for leadership roles.
- Clarifying expectations and selection criteria for leadership roles (demonstrated skills and suitability by both practical work and reliable assessment process)
- Definition of success criteria for people leaders and implementation of evaluation methods (360 and other metrics)
- Definition of incentive plans for leadership roles.
- Ensuring sufficient time is reserved for leading people and for development activities.
- Ensuring people leaders participation into development events.
- Examining possibilities for research sabbatical.
- Clarifying expectations towards people leaderships.
- Develop training, toolbox and support for leading and managing difficult situations.
- Development of coaching skills for thesis supervisors.
- Definition and communication of leadership principles and renewal expectations.

Strengthening perception of people leadership roles as interesting and rewarding, also for scientists.

Establishing feedback and evaluation practices to help people leaders succeed and grow.

Making coaching and consulting support available for every line manager.
Successful recruitment

Building effective recruitment processes to enable high quality services.

Designing a set of recruitment services to facilitate successful resourcing of our units.

Building a strong employer image that communicates our purpose and way of working.

- Redesigning an effective flow of processes and activities from personnel planning to approvals to signing and onboarding
- Ensuring recruitment is guided by our strategy and ethical principles of transparency, openness and equal treatment.
- Formulation of a clear set of recruitment services and tools to help hiring managers succeed.
- Simplifying the administration of recruitments.
- Defining a consistent employer image capturing our strengths as an employer.
- Strengthening our ability to attract and hire international candidates.
- Building a talent pipeline with sufficient volume and appropriate backgrounds.
- Ensuring functionality of our onboarding/induction packages and ensuring the quality of implementation.