

HANKEN'S HUMAN RESOURCES POLICY
2010 - 2016

The Board, 8th of June 2010

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Approved by the Board on the 8th of June 2010

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HANKEN'S HUMAN RESOURCES POLICY 2010-2016

Background to the policy

Status

The Human Resources Policy has been accepted by the Board and provides the guidelines for the development of the personnel structure for academic staff over the next few years. It is based on, and replaces, Hanken's Human Resources Policy 2006 - 2011 and Human Resources Policy 2004 - 2015, both of which were accepted by earlier Boards. The Human Resources Policy is based on Hanken's overall strategy *HANKEN 2020*, accepted by the Board on the 4th of February 2010. The personnel plans of the academic departments and other units were taken into account when considering recruitment needs and language strategies as this Policy was being developed. The statistical material supporting the proposals in this plan (including statistics concerning support staff) can be found in Hanken's Annual and Human Resources reports for 2009.

Hanken introduced a new career structure for its research and teaching staff on 1 January 2010. Academic departments have written their personnel plans in accordance with this. In those plans, the departments specifically expressed their views about changing and adjusting assistant and senior assistant positions in accordance with the new structure. Further, in their plans, the departments also expressed their views about how and when the positions for *lecturers* (under the previous structure) should be changed into *university lecturer* positions. In addition to these changes, the departments applied for new resources equivalent to eight person years to meet their staffing needs.

The personnel structure for support activities is not discussed in this policy, as policies relating to the reorganisation of support for research and teaching are still under discussion. The goal is to strengthen the real options to academic staff for conducting research and teaching.

Previous development work

Recent years have been characterised by the following development work:

- A new career structure for academic staff
- New *Instructions for personnel at the Hanken School of Economics*
- The new status of the staff's employment conditions as a consequence of the new Universities Act
- The Tenure Track project in co-operation with *Stiftelsen Svenska Handelshögskolan* (the Hanken Foundation)
- Personnel plans in relation to the annual performance discussions between the Rector and the Departments
- Developing human resources processes
- Outsourcing parts of the human resources administration
- Reforming the salary system in 2006
- Rewarding individual performance (up until 2008), rewarding academic staff for producing scholarly articles from 2010
- Establishing a Language Centre
- Merging two departments in 2010

Hanken's vision (HANKEN 2020 – Strategic plan of the Hanken School of Economics)

Hanken is an acknowledged research-intensive business school with a distinctive profile in research and education. Hanken is well known for its international orientation, its creation of new knowledge, its internationally competitive graduates and its close interaction with the global academic and business communities.

Goals in the performance agreement with the Ministry of Education and Culture 2010-2012

The goals relate to and have an impact on the personnel structure. In order to achieve only those key performance indicator goals¹ outlined in the agreement, Hanken would need to employ additional academic staff equivalent to four person years. This is under the assumption that the ratio of research output and number of graduates in relation to person years remains unchanged.

The Strategy Hanken 2020

Investments in internationalisation and research are stressed throughout Hanken's strategic plan. With respect to personnel development, it is stated that

“Hanken will recruit highly-qualified researchers and young researchers with potential. The career structure and preconditions will support and promote high level academic research as well as research cooperation within the international academic community and with the business community.”

With respect to the Human Resources Policy, it is stated in the strategic plan that Hanken should provide a fair, well functioning and stimulating work environment. Hanken will support the competence development of its staff and offer the best possible preconditions for all staff to carry out their duties. The employees' experience should be that they are able to have an impact on their job and work preconditions.

Investments

In general

Hanken's strategic plan is based on the assumption that there will not be significant growth in the number of degree students. The need to increase the number of teachers and researchers springs from the desire to improve the teacher / student ratio in accordance with the goals in the performance agreement, and to develop research. In order to strengthen research and increase the teacher / student ratio in accordance with the performance agreement, Hanken will invest in an increase in the number of academics holding a PhD.

Hanken will continue to improve the practices that will lead to a significant growth in the internationalisation of the academic staff. The goal is to promote mobility among academic staff and increase the proportion of researchers and teachers with an international background.

When decisions concerning new appointments are made, workload data for the departments will be taken into consideration so that the future load will be spread more evenly. Hanken's “areas of strength –or excellence” policy will also be used as a base for decisions concerning new appointments.

¹ The Ministry of Education and Culture monitors the universities' activities using key performance indicators such as the number of scholarly publications or graduates per academic staff member.

Support for research and teaching staff will be guaranteed in such a way that the ratio of teaching and research staff / support staff will provide research staff with more options for undertaking research. The options for research staff to undertake research will be ensured by providing enough space for research in the work plans.

Tenure Track

When recruiting new academic staff, more attention will be paid to a coordinated research career through a further development of a systematic and integrated Tenure Track system. The system should be open and should make international recruitment of talented researchers possible. The goal is that the researchers and teachers be international and have been recruited after a thorough assessment that appreciates Hanken's strategic goals and is able to promote them. The age structure of Hanken's professors and other teachers, and raising funds will provide an opportunity to introduce the new system that so far has been tested to a limited extent in a pilot project funded by the Foundation. The Tenure Track system which so far has been adapted in Hanken's "areas of strength", will be gradually extended to include all departments.

Research professors

In striving to improve the quality of research and enabling the recruitment and retention of an international and prominent professorial staff, Hanken has incorporated research professorships into the new career structure.

This means that through open recruitment and competition, Hanken will be able to provide professors with the opportunity to concentrate fully on research for a limited time without facing any demands to teach.

To a limited extent, development of Hanken's professorial staff will be undertaken in such a way that limited space will be made for the appointment of research professors, mainly within the School's defined areas of strength.

Docents

Docents (persons to whom Hanken has provided the title 'docent') are regarded as a resource for research and teaching. The docents do not have an employment contract with Hanken, but are remunerated for their work. When the title 'docent' is given, it is based on strategic decisions concerning the person's contribution to research and teaching at Hanken. The 'docent' title is granted for periods of five years at a time, with options for extension.

Pedagogical investments

Hanken invests systematically in continuing education in teacher training, and its academic staff is known for its high-level pedagogical competence and new ways of thinking in teaching.

Language policy

Legislation about the language skill demands for civil servants no longer applies to universities. Instead, Hanken has introduced internal language skill demands that are based on the goals in the school's language strategy in its *Instructions for personnel at the Hanken School of Economics*. This is to provide balance between the need for growth in internationalisation on one hand, and the School's responsibility for education in the Swedish language on the other. In the future, Hanken will also recruit international research and teaching staff for which skill in the Swedish language will not be demanded.

Each department's language requirements have been expressed in their personnel plans and are considered in every individual appointment situation.

Staff with an international background will be offered language education in Swedish and / or Finnish. Where possible, this education will be offered in cooperation with the University of Helsinki. The option to stipulate in the employment agreement which language skills should be adopted within a certain period will be used when this is needed.

Recruitment

The target is to recruit the most successful researchers through open recruitment.

Recruitment will be made more international in order to further strengthen the quality of research. Various funding sources and funding methods will be used in order to broaden the recruitment.

Hanken will face a relatively strong generational change over the next few years. The school will attract and recruit competent new staff by using its exemplary human resources policy.

Retaining competent staff

In order to retain competent staff, Hanken will continue to invest in a flexible personnel policy and in a good work climate. The internal information flow will be improved in such a way that staff members experience that they can influence their work preconditions and work environment.

A programme for the introduction of new appointments and mentorship will be introduced.

A system of sabbatical leave for professors will be introduced.

Researchers will be supported (work time arrangements, mentorships for junior researchers) in such a way that they can achieve agreed research targets. These targets will be clearly communicated and monitored through the annual performance discussions.

Leadership and management development

Hanken as a work place is characterised by good leadership, and management development is offered to all supervisors. Work time arrangements that support the researchers' opportunities to do research will be created through good management.

This Human Resources Policy, which was approved by the Board on the 8th of June 2010, will be executed through various decisions made by the Rector.