



HRS4R Internal review 2023

Web-link to published version of organisation’s HR Strategy and Action Plan:
<https://www.hanken.fi/en/research/hr-excellence-research>

Web-link to organisational recruitment policy (OTM-R principles) and HRS4R strategy:
<https://www.hanken.fi/en/faculty-staff/jobba-pa-hanken/job-opportunities>
https://www.hanken.fi/system/files/2020-03/personnel_instructions_2017.pdf (login required for now)

Organisational Information

STAFF & STUDENTS	FTE ¹
Teachers and researchers (in employment)	162
Of whom are international (i.e. foreign nationality)	59
Of whom are externally funded (i.e. for whom the organisation is host organisation)	40
Of whom are women	79
Of whom are stage R3 or R4 ² = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	65
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	58
Of whom are stage R1 = in most organisations corresponding with doctoral level	25
Total number of students	2 843
Total number of staff (including management, administrative, teaching and research staff)	288
RESEARCH FUNDING (figures for most recent fiscal year)	TEUR
Total annual organisational budget	28 290
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure etc.)	19 301
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2 191
Annual funding from private, non-government sources, designated for research	1 823
ORGANISATIONAL PROFILE	
<p><i>Hanken is a leading, internationally accredited university with more than 110 years of experience in education and research in economics and business administration. Hanken is the only stand-alone university-level business school in Finland. We offer academic programmes on all levels (BSc, MSc and PhD) at two locations, Helsinki and Vaasa. Our programme portfolio also covers executive education, including an EMBA programme. Our research is of an internationally high standard and is the foundation for all education. Hanken has close ties to the business community and an active alumni network with over 14 000 alumni working in more than 70 countries.</i></p>	

1. Introduction

Hanken started implementing the HRS4R Action Plan in spring 2015 when being awarded the “HR Excellence in Research” logo by the European Commission. A self-assessment of the progress made in the

¹ Includes only employed staff in accordance with the official FTE reported to the Ministry of Education.

² <https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

view of Hanken's strategy was carried out during the autumn semester 2017 and an updated HRS4R Action Plan³ was submitted to the European Commission for assessment in November 2017.

In March 2018 Hanken received a response from the European Commission to the self-assessment and updated action plan, including recommendations on 'corrective actions' that could benefit the university. These recommendations have been taken into consideration in the implementation of the action plan and addressed in this internal review and updated action plan.

Hanken published a new long-term strategy and its three sub strategies, including an HR sub-strategy, in February 2020. Due to the COVID-19 pandemic, the university was closed in March 2020 and all activities were carried out remotely for the better part of 18 months. The implementation of the new strategy, as well as the updated HRS4R action plan, was interrupted as resources were re-allocated to support the staff to enable them to continue their work without compromising health and safety⁴. As a result, the internal review for renewal assessment was postponed until fall 2021.⁵

Closing the university because of the pandemic has not had a direct impact on the HRS4R strategy since the actions and goals are more long-term. However, the leap in digitalisation and rapid development of tools during this time allows for more flexible ways to conduct research and teaching also in the future. It has also been challenging to get staff and students to return to on-site activities after the pandemic, which has had an impact on the work community. This has created both new opportunities and different needs of competencies and support for all staff categories that might impact the HRS4R strategy in the coming years.

An internal review was submitted in January 2022 and the submission received its administrative eligibility in February 2022 with a site visit for renewal to be scheduled for the Summer-Fall period of 2022. The appointment of a new rector from August 2023 has brought several changes to HR policies and practices that also affect the HRS4R Strategy and Action Plan, and another extension was approved. The strategy will be updated in 2023 and the Personnel Instruction will be revised as well. Since the experts will assess the current state of the institution in a Renewal with Site Visit, an updated internal review is to be submitted within May 2023 bringing the site visit to early fall 2023.

2. HRS4R – Internal Review for Renewal Assessment

Process

The HRS4R action plan has been reviewed and evaluated in the view of Hanken's new long-term strategy, Hanken 2030, and the HR sub-strategy.

The HR unit has been responsible of preparations for the internal review. The initial draft has been presented to the following institutional stakeholders for comments and feedback: The Consultation Committee (in September 2021), the Management Group (in November 2021), and Hanken's Well-being Group (December 2021). An invitation for comments from other interested university staff was sent out. The results from the well-being survey conducted in September-October 2021 were also considered.⁶

Since the review was submitted in January 2021, the revised review has been updated to correspond to the university's current situation. The added or altered actions have, in most cases, been prepared in working

³ The action plan is the result of a GAP analysis carried out based on the *European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers* (the Charter & Code).

⁴ Hanken also has a short-term Strategic Action Plan for the next planning period 2021-2024 based on the Hanken 2030 strategy. The 2021-24 Short-term Action Plan has been adjusted as a result of the COVID-19 pandemic.

⁵ An extension request was accepted by the European Commission 05/03/2021 and the review was submitted on 04/01/2022.

⁶ A well-being survey devised jointly by Finnish universities and Varma Mutual Pension Insurance Company (Varma) was conducted in September-October 2021. All Hanken's staff and present PhD Students were invited to take part in the survey.

groups or committees⁷ before being presented to the Management Team and informed to all staff through rector's monthly information sessions. The revised review was presented to the Consultation Committee in March 2023 and the final draft was discussed with the Rector before publication and submission to the European Commission.

Areas of Development under the Charter & Code

The Charter & Code consists of 40 principles divided into four themes. By consulting the narrative on the strengths and weaknesses under these four thematic areas provided in the initial submission of Hanken's HRS4R Strategy as well as in the internal review, the changes of the circumstances in which the university operates and strategic decisions which have impacted our HRS4R strategy has been summarized.

Ethical and Professional Aspects

A founding element of Hanken's operations is the promotion of social responsibility in all our activities. Ethics, responsibility, and sustainability are values that permeate studies, research, and contacts to business life and society. Recognised ethical principles, professional responsibility and good practices are actively advocated throughout the organisation.

To maintain a responsible and functioning work environment and to promote responsible conduct of research and teaching more emphasis should be put on the induction of new researchers and teachers on departmental level and better support offered to both the new employee and the receiving department. Training for managers on all levels is also of essence when seeking to build a dynamic organisation with high ethics and sustainable conduct.

Recruitment and Selection

We continuously develop our recruitment processes and policies to be competitive in the market for high-quality human capital and aim to improve processes that support faculty recruitment.

Hanken primarily recruits researchers to clearly defined career paths (tenure track). Clearly defined career paths have become important in the recruitment of both national and international top scholars as well as in setting out to retain faculty already working at Hanken. The tenure track system includes two parallel career paths: a research- and a teaching-track. An assessment and development of the career paths system creates the need for revised processes and guidelines to secure open, transparent, and merit-based recruitment.

Working Conditions and Social Security

Hanken highly values equal opportunity and the overall well-being of its academic and administrative staff. We support the competence development of all personnel, and excellent performance in research and teaching is rewarded.

One of our objectives is to strengthen internationalisation and mobility through the improvement of processes to attract and retain international faculty, support international co-operations and contacts and by encouraging international mobility.

Hanken signs employment contracts with all newly admitted doctoral students instead of funding them through scholarships. To ensure that the study progress follows expectations and to provide doctoral students with competencies and skills necessary to secure future employment, the university must provide enough support not only regarding their doctoral

⁷ The development of the tenure track system and revision of the Personnel Instruction have been prepared in different working groups, and the Equality Committee has planned actions regarding the new plan for Diversity, Equity and Inclusion.

studies and dissertation, but also opportunities to participate in research groups, pedagogical training, and teaching.

Training and Development

All researchers should be given the opportunity to undertake professional development. The measures for continuing development should be made accessible to the researchers by taking training on both research and supervisory skills into consideration when making the working plan for each academic year. Pedagogical training is also recommended on all levels.

Induction of new employees plays a vital part in the integration of new researchers and teachers into the working community and in creating a responsible and functioning work environment. Appropriate and comprehensive induction enables the academic to understand the culture and procedures of the university and allows the new employee to focus on research and teaching.

A need for renewed emphasis in general management training and support has emerged due to a leap in digitalisation, new tools, and new ways to conduct teaching and research.

3. HRS4R Action Plan

The purpose of the revised HRS4R Strategy is to correspond with the new circumstances, Hanken's strategy and internal instructions. The priorities of the revised document lie within the narrative above and is the base for the revision of the action plan. The revised action plan can be found below in Appendix 1. All actions have been categorized as completed, still in the implementation phase (on-going), no longer considered relevant (omitted), or altered.

The OTM-R principles have been revised and updated in connection with the update of the HRS4R Strategy and Action plan. A more comprehensive review will be done when the revised Personnel Instruction has been finalised in fall 2023.

4. Implementation and Follow-up

The goals and actions presented in the action plan are designed to support the university in implementing its long-term strategy, including the sub-strategies, and short-term action plan. The regular follow-up on the Hanken 2021-24 Short-Term Action Plan and its KPIs also requires a continuous follow-up on the HRS4R Action Plan and its outcomes to ensure the actions are supporting the university's strategy.

Some of the indicators are based on the results from the well-being at work survey, either a specific question or a collection of questions forming an index, that is conducted every second year. The next time the survey will be conducted in fall 2023.

The planned actions include both updating instructions, rules, and regulations that guide the university's activities, and more tangible actions, such as developing the induction to new employees and offering more training opportunities for different staff categories. To make sure the identified actions are implemented sufficiently and effectively involvement is required from decision-making bodies and work groups which, in turn, engages many staff members in the processes. By prioritising identified actions and monitoring indicators regularly throughout the academic year, the progress can be tracked and possible need for reassessment of actions can be done in a timely manner.

Action	Timing	Responsible Unit	Target and indicators	Comments/Altered Action	Current status
a) Better disclosure of the selection process in advance to potential applicants.	Academic Year 2017-2018	a) HR	<u>Target:</u> Promoting a greater transparency in the appointment process. <u>Indicator:</u> Recruitment process published on the web.	The communication with applicants has been improved as a result of a developed process and clearer division of responsibilities between the recruiting department and HR. New features in the recruitment database will further enable appropriate communication throughout the process.	Completed
b) Better informing of applicants during the recruitment process.	Academic Year 2017-2018	b) Heads of Departments, HR	<u>Target:</u> Promoting a greater transparency in the appointment process. <u>Indicator:</u> Better defined division of responsibilities and follow-up between HR and recruiting manager.		
Clearly specified recruitment criteria for academic staff, particularly at the beginning of their careers. Guidelines for when external expert assessments are used when recruiting at career level 3-4.	Academic Year 2023-2024	The Rector, the Management Team, HR	<u>Target:</u> Promoting a greater transparency in the appointment process. <u>Indicator:</u> A revised Personnel Instruction together with a formal rector's decision with clear general competence criteria for applicants.	A new recruitment and selection guide for applicants to further clarify general competence criteria as well as standardised selection processes stated in national legislation, the Personnel Instruction and other internal guidelines should be compiled and published on the web.	Altered
Benchmark and develop best practice in the assessment of researchers and scholarly research.	Academic Year 2022-2023	Management, DORA working group	<u>Target:</u> A more holistic assessment of scholarly research <u>Indicator:</u> Endorse DORA principles Endorse CoARA principles	Hanken has endorsed DORA and CoARA principles and the guidelines for the implementation of the principles are ongoing.	Completed / On-going

<p>A career development strategy for post-doctoral researchers will be drawn up within the framework of their human resources management.</p>	<p>Academic Year 2024-2025</p>	<p>The Rector, the Heads of Department, the HR unit</p>	<p><u>Target:</u> Improve possibilities for more long-term employment for post-docs <u>Indicator:</u> Career development strategy for researchers</p>		<p>Added</p>
<p>A transparent process for how current employees can be transferred to the new tenure track system must be created.</p>	<p>Spring 2018- Autumn 2019</p>	<p>The Management Team, the Heads of Department, the Consultation committee, the HR unit</p>	<p><u>Target:</u> Career development strategy for researchers <u>Indicator:</u> Tenure Track system in Personnel Instruction and tenure track recruitments</p>	<p>Personnel Instruction</p>	<p>Completed</p>
<p>Assessment of Hanken's Tenure Track System and an updated Personnel Instruction.</p>	<p>Year 2022-2023</p>	<p>The Rector, the Heads of Department, the HR unit</p>	<p><u>Target:</u> Improving Hanken's tenure track system <u>Indicator:</u> Updated Tenure Track system</p>	<p>To be assessed again in 2025-2026.</p>	<p>Added</p>
<p>Clear principles on the extent to which staff, affiliated researchers and doctoral students are provided with resources and equipment. Remote work and extensive digitalisation of activities due to the pandemic have resulted in a different need for resources and workspace also in the long run and will be mapped out.</p>	<p>Academic Year 2021-2022</p>	<p>Management Team, HR, Managers, IT, Library</p>	<p><u>Target:</u> Development of research and teaching environment. <u>Indicator:</u> Guidelines and principles on resources provided for teaching, research, and other tasks on location and when working remotely</p>	<p>The action has previously been based on the assumption that activities in general are carried out on location. Due to new tools and development of processes and practices during the lock down, more activities will be carried out remotely and/or as hybrid activities.</p>	<p>Completed</p>

<p><i>A founding element of Hanken's operations is the promotion of social responsibility in all our activities and ethical principles, professional responsibility and good practices are actively advocated throughout the university. By linking mission, values and principles with standards of professional conduct Hanken can further clarify and promote its core values.</i></p>	<p><i>Autumn 2021 - Spring 2022</i></p>	<p><i>Management Team, Managers, the Consultation Committee, Rector's Office</i></p>	<p><i><u>Target:</u> Development of research and teaching environment. <u>Indicator:</u> Code of Conduct approved by Rector.</i></p>	<p><i>The Code of Conduct has been approved by Rector and is published on the Hanken web.</i></p>	<p><i>Completed / Continuous</i></p>
<p><i>Developing the research services and enhancing the support for researchers applying for external research funding.</i></p>	<p><i>Academic year 2021-2022</i></p>	<p><i>Research services, Dean of Research</i></p>	<p><i><u>Target:</u> Development of research environment <u>Indicator:</u> Increasing the number of successful applications for external funding</i></p>	<p><i>More resources, including a new manager for research services, have been allocated to Research Services to enable the development of support and tools for researchers applying for external project funding.</i></p>	<p><i>Completed / Continuous</i></p>
<p><i>Pedagogical training and support for digitalisation of course materials and teaching methods should be promoted and available to academic staff on all levels.</i></p>	<p><i>Academic year 2017-2018, then continuous</i></p>	<p><i>Teaching Lab, HR, IT Services</i></p>	<p><i><u>Target:</u> Training and professional development <u>Indicators:</u> Added resources and equipment, number of courses taught on-line or as hybrid (also after the pandemic)</i></p>	<p><i>More resources have been allocated to the Teaching Lab and to the support for teaching. Classroom equipment have been updated to enable on-line and hybrid teaching.</i></p>	<p><i>Completed/ Continuous</i></p>
<p><i>The process for rewarding teaching should be revised in order to have proper incentives that support and motivate the continuing development of teaching.</i></p>	<p><i>Academic Year 2017-2018</i></p>	<p><i>Committee of Teaching Excellence</i></p>	<p><i><u>Target:</u> Training and professional development <u>Indicator:</u> New model for rewarding teaching and create incentives that supports the development of teaching competencies.</i></p>	<p><i>Award and incentive pyramid for high-quality teaching at Hanken was implemented first time in spring 2020. The award is designed to encourage, reward, and publicly acknowledge sustained excellence in teaching at Hanken.</i></p>	<p><i>Completed</i></p>

<p>The well-being and motivation of doctoral students should be mapped out in order to support their development and examination.</p>	<p>Spring 2018- Spring 2021</p>	<p>the PhD Programme, HR, Management Team</p>	<p><u>Target:</u> Developing the Support for the PhD Programme <u>Indicators:</u> Results from well-being surveys, added support to PhD Students</p>	<p>The results from these surveys have been discussed in different interest groups, including separate session with doctoral students, and actions based on these results are being planned. A new funding model for doctoral students has been developed and is being implemented from 2021.</p>	<p>Completed/ Continuous</p>
<p>Enhance the support to PhD students and clearly define the responsibilities between the PhD Programme administrators, the supervisors, the manager/department, and HR.</p>	<p>2021-2024</p>	<p>The Dean of Research, the PhD Programme, HR, Heads of Department, supervisors</p>	<p><u>Target:</u> Developing the Support for the PhD Programme <u>Indicators:</u> Results from well-being surveys, added support to PhD Students, Programme Director for PhD Programme</p>	<p>A PhD Programme Director will be appointed to take over the responsibility of the PhD Programme from Dean of Research.</p>	<p>Altered</p>
<p>The induction of new employees needs to be timelier and more relevant. Introduction to new tasks to current employees should also be improved.</p>	<p>Academic years 2022- 2023 and 2023-2024</p>	<p>HR, Heads of Department, Managers</p>	<p><u>Target:</u> Enhancing the induction for all new staff <u>Indicator:</u> Updated welcome package for new employees including a new introduction programme and on-line modules</p>	<p>A new welcome package and induction programme on department level is being developed. New on-line induction modules will be created to direct relevant information to different staff categories.</p>	<p>Added / On- going</p>
<p>Developing the information and support for incoming faculty and updating the relocation services including spouse support for incoming faculty.</p>	<p>Year 2021- 2023</p>	<p>HR</p>	<p><u>Target:</u> Integration of and support for incoming faculty <u>Indicator:</u> Increase number of international applicants, improved staff retention, improved results from well-being survey; improved results from feedback surveys</p>	<p>Hanken is a partner in the HEI LIFE national project to support the integration of international academics and their families living and working in Finland. A feedback survey on relocation service was conducted during spring 2023. The responses will be analysed in order to enhance the support to staff relocating to Finland.</p>	<p>Added / On- going</p>

<p>A new funding model for doctoral students that secures funding for successful doctoral students through employment for a longer term (4 years).</p>	<p>Academic year 2021-2023</p>	<p>Management, the PhD Programme, HR</p>	<p><u>Target:</u> Developing the Support for the PhD Programme <u>Indicators:</u> New funding model for doctoral students</p>	<p>Employment offers more security and benefits in form of insurance and health care than grants/scholarships. By employing doctoral students, the collective agreement for universities and other national legislation related to employment applies and ensures them the same rights as other staff.</p>	<p>Completed</p>
<p>Social responsibility and Sustainability at Hanken are core pillars of our strategy Hanken 2030. It is integrated and advocated across all our activities. To achieve this, we aim to strongly encourage researchers' efforts towards open science and open access of publications as well as expect all researchers to link their research projects and outputs to the Sustainable Development Goals.</p>	<p>Academic years 2022-2023 and 2023-2024</p>	<p>Management Team, Library, Sustainability group, Dean for Societal Impact, researchers</p>	<p><u>Target:</u> Advocate responsibility and sustainability, promoting open science. <u>Indicators:</u> Increased number of scientific publications and courses tagged with UN Sustainable Development Goals; Share of peer-reviewed scholarly publications on an open access or a hybrid publication channel</p>	<p>Hanken's researchers have been tagging their scientific publications with the UN Sustainable Development Goals in Hanken's research database since 2018. Tagging courses with the SDGs has started 2023.</p>	<p>Added / On-going</p>
<p>Updating the Gender Equality and Equal Treatment Plan and broaden its scope to include promotion of diversity, equity and inclusion to a greater extent than the current plan. At the same time, the Gender Equality Committee will become the Diversity, Equity, and Inclusion Committee with a wider area of responsibility.</p>	<p>2023-2025</p>	<p>The Gender Equality Committee and representatives, Management Team, HR</p>	<p><u>Target:</u> Promote equity, diversity, and inclusion <u>Indicators:</u> Share of female (full) professors; share of female tenure track faculty; share of female faculty; share of international faculty; share of international staff; improved results from well-being survey (index defined for this purpose)</p>	<p>In its strategy, Hanken has strongly committed to promoting equality, diversity, inclusion, and accessibility. In all our work with our employees and students, we are committed to act for equality and diversity. Gender equality and equal treatment issues are part of the quality and administrative work at the university. Hanken's accessibility statement was updated in November 2022.</p>	<p>Added</p>

<p>Improve the ratio of students/academic staff to ease the teaching load and ensure teaching quality, as well as allowing more time for research.</p>	<p>2022 - 2025</p>	<p>Rector, Heads of Department, HR</p>	<p><u>Target:</u> Increased number of academic staff <u>Indicator:</u> Lower ratio of students/academic staff</p>	<p>In order to carry its social responsibility during the pandemic, Hanken decided, as a response to the inquiry from the Ministry of Education and Culture, to increase the student admissions in 2020 for Bachelor-level studies, in addition to the previously planned admissions. A new bachelor's programme in English is also planned to start in autumn 2024.</p>	<p>Added</p>
<p>Digitalisation is an integrated part of learning and teaching. Due to the rapid development, Hanken needs to prepare for future demands on flexible learning opportunities and support teaching development.</p>	<p>2022</p>	<p>Teaching lab, the Dean of Programmes and Quality Assurance, the heads of subjects and the Consultation Committee</p>	<p><u>Target:</u> Support teaching development <u>Indicator:</u> An updated Hanken Digital Learning Policy with new targets</p>	<p>The leap in digitalisation and rapid development of tools allows for more flexible ways to conduct research and teaching in the future.</p>	<p>Completed</p>
<p>Benchmarking best practices related to well-being at work, competence development and on-boarding.</p>	<p>Spring 2023</p>	<p>HR</p>	<p><u>Target:</u> Identify factors that affect well-being at work and best practices to support staff and managers <u>Indicator:</u> Results from well-being surveys, improved staff retention</p>	<p>A benchmarking project of best practices regarding well-being at work, with special focus on the support to managers and induction of new employees, is being done together with the University of Arts.</p>	<p>Added / On-going</p>

OTM-R: Open, Transparent and Merit-based Recruitment of Researchers

Checklist for Institutions

	Open	Transparent	Merit-based	Answer: Yes Completely / Yes substantially / Yes partly / No	Suggested indicators (or forms of measurement)
OTM-R system					
Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	Yes completely	https://www.hanken.fi/en/faculty-staff/job-opportunities/job-opportunities/academic-careers https://www.hanken.fi/en/faculty-staff/job-opportunities/job-opportunities/applications-and-selection-process
Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	Yes completely	The Personnel Instructions (valid from August 2017) Recruitment and Selection Process Descriptions
Is everyone involved in the OTM-R process sufficiently trained in the area of OTM-R?	X	X	X	Yes substantially	Training and support for Heads of Department; Designated HR staff supporting the recruitment group during the whole process and following up the different stages of the process
Do we make (sufficient) use of e-recruitment tools?	X	X		Yes completely	Web based recruitment database (Laura) Web based recruitment channels

Do we have a quality control system for OTM-R in place?	x	x	X	Yes completely	Depending on the position, the following advisory bodies ⁸ are involved in the recruitment process in accordance with the <i>Rules of Procedures, the Personnel Instruction</i> and the <i>Recruitment and Selection Process Descriptions: The Academic Council, the Department Council of the hiring Department, the recruitment group appointed by the Head of Department and the Tenure Track Committee.</i>
Does our current OTM-R policy encourage external candidates to apply?	X	X	X	Yes substantially	Open recruitments for all positions unless well justified reasons for other type of recruitment. The majority of applicants are from outside the institution.
Is our current OTM-R policy in line with policies to attract researchers from abroad?	X	X	X	Yes substantially	The share of international applications ⁹ was 90 % in 2022 for academic positions. The share of international applicants was 83 % in 2020 for academic positions and 59 % in 2016.
Is our current OTM-R policy in line with policies to attract underrepresented groups?	X	X	X	Yes substantially	The share of women applicants ¹⁰ for academic positions was 31 % in 2022. In 2020 the share of women applying for an academic position was 31 % and in 2016 the share was 26 %. Hanken's Gender Equality Committee has prepared a plan where the integration of equality principles in all activities are encouraged and monitored.
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	X	X	X	Yes substantially	In addition to the before mentioned policies regarding open recruitments and merit-based selections, Hanken also sets out to provide attractive working conditions including relocation service (internationals), induction of new

⁸ The Rector makes all final recruitment decisions. Therefore, the before mentioned are all considered advisory bodies in terms of the selection process.

⁹ "International applicants" refers to applicants who reported having a citizenship other than Finnish. Applicants who reported a dual citizenship with one of them being Finnish or omitted this information completely are not included in this number.

¹⁰ Applicants omitting this information in the application form has not been included in this number.

					employees, occupational health care and other well-being benefits, monetary rewards for publications and teaching, etc. Flexible working hours and the possibility to work from home
Do we have means to monitor whether the most suitable researchers apply?				Yes partially	The recruitment tool does not allow for a monitoring of applicants available within a certain subject. The number of applicants in recent years together with the extensive networks of Hanken's Heads of Departments, professors and researchers still gives a good indication to the situation on the job market. The use of various channels for advertising positions also ensures we reach a great part of possible candidates.

Advertising and application phase					
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	X	X		Yes substantially	HR provides the Heads of Department with templates and checks the final version in line with rules and regulations. All faculty positions are advertised internationally, and several web-based channels, including EURAXESS, are used for each job listing
Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? ¹¹	X	X		Yes completely	The advertisement drafts correspond to the toolkit HR checks that all necessary information is mentioned
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	X	X		Yes completely	All international recruitments are posted on EURAXESS
Do we make use of other job advertising tools?	X	X		Yes completely	Several channels are just to advertise open positions, including discipline specific web-based channels, social media, recruitment fairs, conferences, research networks, etc.

¹¹ REPORT of the WORKING GROUP of the STEERING GROUP OF HUMAN RESOURCES MANAGEMENT under the EUROPEAN RESEARCH AREA on Open, Transparent and Merit-based Recruitment of Researchers OTM-R Chapter 4.4.1 a) https://euraxess.ec.europa.eu/sites/default/files/policy_library/otm-r-finaldoc_0.pdf

Do we keep the administrative burden to a minimum for the candidate? ¹²	X			Yes substantially	The documents required when applying is always mentioned in the advertisement, so all candidates know what to submit. Although the type or numbers of documents required may vary between subjects, all applications including attachments are kept at a minimum and are submitted electronically.
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Selection and evaluation phase					
Do we have clear rules governing the appointment of selection committees? ¹³		X	X	Yes Substantially	There are rector's decisions regarding the recruitment and selection process for faculty from 2014 and 2017 that also include instructions for appointment of selection committees. These are to be updated in 2023. New guidelines for the implementation of the current tenure track system includes rules concerning the appointment of department committees.
Do we have clear rules concerning the composition of selection committees?		X	X	Yes Substantially	See above.
Are the committees sufficiently gender balanced?		X	X	Yes Partially	The recruitment groups consist professors of the hiring department. 21 % of the professors at Hanken are women (based on FTE 2022).
Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?		X	X	Yes Substantially	The guidelines for selection on a general level can be found in the Personnel Instruction. Specific qualifications and merits for each open position is specified in the job advert. These specifications are based on the Department's need to secure planned teaching and research activities.

¹² REPORT of the WORKING GROUP of the STEERING GROUP OF HUMAN RESOURCES MANAGEMENT under the EUROPEAN RESEARCH AREA on Open, Transparent and Merit-based Recruitment of Researchers OTM-R Chapter 4.4.1 b) https://euraxess.ec.europa.eu/sites/default/files/policy_library/otm-r-finaldoc_0.pdf

¹³ REPORT of the WORKING GROUP of the STEERING GROUP OF HUMAN RESOURCES MANAGEMENT under the EUROPEAN RESEARCH AREA on Open, Transparent and Merit-based Recruitment of Researchers OTM-R Chapter 4.4.2 a) https://euraxess.ec.europa.eu/sites/default/files/policy_library/otm-r-finaldoc_0.pdf

Appointment phase					
Do we inform all applicants at the end of the selection process?		X		Yes Completely	The recruitment tool allows for efficient communication and follow-ups (Heads of Department and HR)
Do we provide adequate feedback to interviewees?		X		Yes Substantially	The Heads of Department make sure all applicants who have been invited to an interview or trial lecture is given proper feedback. Other candidates are provided feedback upon request.
Do we have an appropriate complaints mechanism in place?		X		Yes Sufficiently	Recruitment decisions are not appealable. Contact information to the recruiting manager is available in the advertisement and contact details to the Registrar and HR are available on the web.

Overall assessment					
Do we have a system in place to assess whether OTM-R delivers on it's objectives?				Yes Substantially	<ul style="list-style-type: none"> • Annual personnel reports • International accreditations • Assessment and statistics of completed recruitments • The Ministry of Education and Culture's service on educational data (Vipunen) • Internal competence assessments • Tenure track evaluations