

# Hanken School of Economics - Internal review

## Contact Details

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## Web-link to published version of organisation's HR Strategy and Action Plan:

<https://www.hanken.fi/en/node/546288/>

## Web-link to organisational recruitment policy (OTM-R principles) and HRS4R strategy:

<https://www.hanken.fi/en/node/330/>

<https://www.hanken.fi/en/node/546288/>

## 1. Organisational Information

STAFF & STUDENTS	FTE
Teachers and researchers (in employment)	123,6 <sup>1</sup>
Of whom are international (i.e. foreign nationality)	23, 9 %
Of whom are externally funded (i.e. for whom the organisation is host organisation)	23
Of whom are women	45 %
Of whom are stage R3 or R4 <sup>2</sup> = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	62,8
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	45,2
Of whom are stage R1 = in most organisations corresponding with doctoral level	5,3
Total number of students	2 534
Total number of staff (including management, administrative, teaching and research staff)	238,4
RESEARCH FUNDING (figures for most recent fiscal year)	TEUR
Total annual organisational budget	24 183
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure etc.)	17 841
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1 251
Annual funding from private, non-government sources, designated for research	2 046
ORGANISATIONAL PROFILE	
<p><i>Hanken is a leading, internationally accredited university with over a hundred 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 13 000 alumni working in more than 65 countries.</i></p>	

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

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

## **2. HRS4R – Internal Review**

Hanken started implementing the HRS4R Action Plan in the spring 2015 when being awarded the “*HR Excellence in Research*” logo by the European Commission. 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).

Hanken has since the publication of the action plan made great changes regarding the recruitment of academic staff. The most significant changes are our new long-term strategy *Hanken 2025* and the new *Instruction for Personnel*<sup>3</sup>, which introduces a new tenure track system. Great efforts was put into the preparation of both the strategy and the new instruction, and the implementation process started in the autumn semester 2017. Hanken’s *PhD Programme* has also been facing a positive change. From the beginning of 2017, Hanken will sign employment contracts with doctoral students instead of funding them through scholarships.

Due to the significance of the changes made, the self-assessment of the progress made in view of the HRS4R action plan was postponed to be conducted in the autumn semester 2017 instead of the spring semester.

### **HRS4R – Internal Review**

The working group has reviewed the original action plan and evaluated whether each listed action has been completed, is still in the implementation phase (ongoing) or if the action in questions is no longer considered relevant or has been altered. This review was based on the strengths and weaknesses identified within the framework of the Charter & Code. The HR unit administrated the work and summarized the analysis and the revised action plan.

The work with the new strategy and the new Personnel Instruction involved a great deal of participation from also teachers and researchers, as did the development of the new tenure track system. The analysis of Hanken’s operations and current situation in view of these new documents enabled to identify the main areas of development regarding the researchers working conditions and professional aspects.

The analysis also takes into account the results from the *Questionnaire on Well-Being at Work* which was carried out in October 2017. The survey was sent to both administrative and academic staff. The response rate for the academics staff was 62 %

A review of Hanken’s current situation and main priorities in the view of these four thematic will be presented next. The revised action plan will be presented in Chapter 3 and a plan for the implementation phase and the continued work will be described in Chapter 4.

### **Areas of Development under the Charter & Code**

The Charter & Code consists of 40 articles 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, the changes of the circumstances in which the university operates and strategic decisions which has 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.

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<sup>3</sup> Effective from 1 August, 2017.

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**

Hanken has updated its personnel instruction and now primarily recruits to clearly defined career paths for both assistant professors and lecturers. Clearly defined career paths have become important in the recruitment of both national and international top scholars as well as in trying to keep the faculty that already work at Hanken. The tenure track system includes two parallel career paths; a research-focused and a teaching-oriented career path. The main recruitment process will be the research-oriented career track. Implementing a new system creates the need for revised processes and guidelines to secure open, transparent and merit-based recruitment.

### **Working Conditions and Social Security**

The increased demand on work performance, academic qualifications and formal competence, has recreated the need for new guidelines and procedures to ascertain that the division of work both within the departments and between departments should be equal and based on job descriptions with the same opportunities for employees in the same position.

Appropriate procedures to deal with complaints and/or appeals of researchers are established and, and have been communicated throughout the university. Hanken should still seek to provide all employees with more comprehensive information on the existing procedures and instructions on the rights and obligations of both the employer and the employee. This especially concerns new staff and managers.

Hanken will sign 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 them with competencies and skills necessary to secure future employment, the university must provide enough support not only regarding their doctoral studies and dissertation, but also opportunities to participate in research groups, pedagogical training and teaching.

Affiliated researchers and doctoral contributing to Hanken's mission are a vital part of the Hanken community. The definition of rights and obligations of affiliated researchers and doctoral students with external funding is vital in order to maintain these positive forms of collaborations and the valuable international network created over the years.

### **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.

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 lies within the narrative above and is the base for the revision of the action plan. The revised action plan can be found below in Chapter 3. and the implementation process is described in chapter 4.

### **3. HRS4R Action Plan and OTM-R**

All actions included in the HRS4R Strategy have been listed and reviewed. All actions with the current status set as “Completed” or “Continuous” will be omitted from the revised final action plan since these are already an integral part of our processes. Activities with current status “Ongoing” are in the implementation phase. Activities with current status “Omitted” will be complemented with a comment on why the activity is no longer relevant. Altered or added activities will include also a comment clarifying this.

The complete list of actions is presented in *Appendix 1 HRS4R Action Plan 2017*.

The basis of Hanken’s new personnel instruction includes the principles of open, transparent and merit-based. The main recruitment process for academic positions will be the research-oriented career track. The most important qualifications are stated in the instruction for personnel, while more subject or position specific criteria are defined by a recruitment group. All criteria for any vacant position must be clearly stated in the advertisement and the process communicated to the applicants.

More information on the recruitment of researchers at Hanken and our tenure track system can be found on the Hanken web page. The OTM-R checklist is presented in *Appendix 2 OTM-R Checklist*.

### **4. Finalization and implementation**

The HR unit has been responsible of preparations for the internal review. The first step was to incorporate the concepts of the new strategy and the new personnel instruction into the plan. The main areas of development under the Charter&Code was defined based on these new documents. Through the results of the Questionnaire of well-being and by analysing the input from different working groups involved in the new strategy documents and personnel instruction, the actions regarded most important in regards to the academic staff was then defined within these four areas. The HRS4R working group got the material for comments and discussion.

When the working group has finalised the draft, presented to the institutional stakeholders for comments and feedback: the Management Group, the Consultation Committee and the Heads of Department. A workshop or learning café will be organised in early spring in case there is enough interest among the researchers.

When the before mentioned stakeholders have been given the opportunity to comment, the revised strategy will be modified accordingly and finalised and submitted to the European Commission.

Many of the actions included in the plan are already in the implementation phase. These will be monitored not only by the unit or department in charge, but also by the management since these have also been included in the internal performance agreement. Most of the added or altered preparations can also be found in the same agreements or are processes that are in line with our strategy and quality assurance policies.

The planning of the external review is planned to be carried out in the Spring 2020 and the preparations for this can commence in spring 2019 with a small internal review of the implementation so far. This review will be presented to the HRS4R working group who decides on the continued process. The HR unit will be responsible for the early preparations and contact with the European Commission. The continued implementation and a more detailed plan for preparations for the external review will then be conducted in the fall 2017 in accordance with the steering group’s decision on division of work and responsibilities.

*Please note that the revised HR strategy and Action Plan will be published upon completion of the internal assessment*

Appendix 2 OTM-R Checklist

Action	Timing	Respon-sible Unit	Target (and indicators)	Comments/Altered Action	Current status
<i>The RCR Guidelines of the Finnish Advisory Board on Research Integrity are to be included in the induction of new employees.</i>	<i>Autumn 2015</i>	<i>HR unit</i>	<i>Promoting ethical principles, professional responsibility and good practices in research</i>	<i>Research ethics</i>	<i>Completed</i>
<i>Academic Departments are encouraged to create platforms for the exchange of ideas and opinions on research ethics, professional responsibility and good practices in research.</i>	<i>Academic year 2015-2016</i>	<i>Heads of Departments</i>		<i>Hanken Research Day; Hanken Teaching Day; externally funded research groups consisting of researchers from various fields of research</i>	<i>Completed</i>
<i>Researchers are encouraged to participate in training on research ethics and responsible conduct of research.</i>	<i>Ongoing</i>	<i>Heads of Departments, HR, Centre for Research and International affairs</i>		<i>Hanken 2020 (long term strategy); Reserach Sub-Strategy; Hanken's Quality Policy; Social responsibility; Reserach Ethics</i>	<i>Completed/Continuous</i>
<i>All relevant information on the Hanken web should be published in Swedish and English in order avoid discriminating against employees on the basis of language. The same holds for other internal communication channels.</i>	<i>Spring 2015</i>	<i>Everyone providing information on the web, main responsibility remains with managers</i>		<i>Non-discrimination against language</i>	<i>Hanken's Quality Policy; Language Policy; international accreditations and national quality audit</i>

Action	Timing	Respon-sible Unit	Target (and indicators)	Comments/Altered Action	Current status
<p>a) Better disclosure of the selection process in advance to potential applicants.</p> <p>b) Better informing of applicants during the recruitment process.</p>	Academic Year 2017-2018	<p>a) HR</p> <p>b) Heads of Depart-ments</p>	Promoting a greater transparency in the appointment process.	Due to the new Personnel Instruction new material is being developed and uploaded to the web when completed	Ongoing
Review and clarification of existing practices to ensure all parties are aware of their rights and responsibilities.	Academic Year 2017-2018	HR		Internal process descriptions; continuous follow-up of the the recruitment process by HR	Ongoing
Applicants with rejected applications should be entitled to an assessment of their merits.	Spring 2015	Heads of Departments		Completed/Continuous	
A career development strategy for researchers at all stages will be drawn up within the framework of their human resources management.	Academic Year 2017-2018	Management, HR, Head of Departments	Career development strategy for researchers	Tenure Track System	Ongoing
A transparent process for how current employees can be transferred to the new tenure track system must be created.	Spring 2018-Autumn 2019	The Management Group, the Heads of Department, the Consultation committee, the HR unit		Personnel Instruction	Added

<i>Action</i>	<i>Timing</i>	<i>Respon-sible Unit</i>	<i>Target (and indicators)</i>	<i>Comments/Altered Action</i>	<i>Current status</i>
<i>Clear principles on the extent to which affiliated researchers and doctoral students with external funding are provided with resources and equipment in return for contributing to Hanken's mission.</i>	<i>ongoing</i>	<i>HR, Management Group</i>	<i>Development of research environment and procedures for complaints/appeals</i>	<i>The original action only considered employees that are provided equipment and resources based on the need.</i>	<i>Altered/Ongoing</i>
<i>Providing comprehensive information on existing processes and instructions on rights and obligations of the employer and employee, specifically those concerning conflicts and disputes.</i>	<i>Spring 2017</i>	<i>HR, Managers</i>		<i>Guidelines on Early Support, Reserach Ethics</i>	<i>Completed</i>
<i>a) Division of work load and tasks both within and across the departments should be equal and based on job descriptions corresponding to internal guidelines.  b) Same opportunities should be offered to employees working in the same position and have similar experience and abilities. The tasks should be clearly stated in the working plan.</i>	<i>Spring 2018- Autumn 2019</i>	<i>HR, the Management Group, Heads of Department, Heads of Discipline</i>		<i>The development of workplans and the follow up of division of work load is planned to start in the spring semester 2018 (including international benchmark).</i>	<i>Altered  Ongoing</i>

Action	Timing	Respon-sible Unit	Target (and indicators)	Comments/Altered Action	Current status
<p>a) All researchers should be given the opportunity to undertake professional development.</p> <p>b) 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.</p>	Ongoing	<p>a) HR</p> <p>b) Heads of Departments</p>	Training and professional development	Hanken 2020 (long term strategy), HR sub strategy, internal development discussions, work plans and division of work load	Completed/Continuous
Training on supervisory skills and management skills should be promoted. Especially researchers entering supervisory positions should be offered training and support.	Spring 2018-Autumn 2019	HR, Research Services		Altered	
Pedagogical training and support for digitalisation of course materials and teaching methods should be promoted and available to academic staff on all levels.	Academic year 2017-2018, then continuous	Teaching Lab, HR, IT Services		Added	
To ensure that the doctoral students' study progress follows expectations and to provide them with competencies and skills necessary to secure future employment Hanken should explore the possibilities to arrange pedagogical training, career services and mentorship for doctoral students.	Spring 2018-Autumn 2019	Research services (Forskarskolan), HR		Added	
The process for rewarding teaching should be revised in order to have proper incentives that support and motivate the continuing development of teaching.	Academic Year 2017-2018			Added/Ongoing	
The wellbeing and motivation of doctoral students should be mapped out in order to support their development and examination.	Spring 2018-Autumn 2019	Research services (Forskarskolan), HR		Added	



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)
<b>OTM-R system</b>					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	Yes completely	<a href="https://www.hanken.fi/en/about-hanken/working-hanken/job-opportunities/applications-and-selection-process">https://www.hanken.fi/en/about-hanken/working-hanken/job-opportunities/applications-and-selection-process</a>  OTM-R principles are also included in several documents including <ul style="list-style-type: none"> <li>- The Personnel Instructions</li> <li>- The HR Sub Strategy</li> <li>- HRS4R Strategy for Researcher</li> <li>- Gender Equality and Equality plan for Hanken 2016-2018</li> </ul>
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	Yes completely	<ul style="list-style-type: none"> <li>- The Personnel Instructions (valid from August 2017, published on the intranet in June, 2017)</li> <li>- Recruitment and Selection Process Descriptions</li> </ul>
3. Is everyone involved in the OTM-R process sufficiently trained in the area of OTM-R?	X	X	X	Yes substantially	<ul style="list-style-type: none"> <li>- Training and support for Heads of Department</li> </ul>

					- Designated HR staff supporting the recruitment group during the whole process and following up the different stages of the process
4. Do we make (sufficient) use of e-recruitment tools?	X	X		Yes completely	Web based recruitment database (Laura)
5. 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 <sup>4</sup> 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> . HR will do follow-ups of completed recruitments together with the Head of Department.
6. 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.

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<sup>4</sup> The Rector makes all final recruitment decisions. Therefore, the before mentioned are all considered advisory bodies in terms of the selection process.

7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	X	X	X	Yes substantially	The share of international applicants <sup>5</sup> was 59 % in 2016 for academic positions. In 2015 the share of international applicants was 64 % for academic positions.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	X	X	X	Yes substantially	The share of women applicants <sup>6</sup> for academic positions was 26 % in 2016. In 2015 the share of women applying for an academic position was 37 %.
9. 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 employees, occupational health care and other well-being benefits, monetary rewards for publications, teaching and successful applications for external research funding, etc.
10. 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

<sup>5</sup> "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.

<sup>6</sup> Applicants omitting this information in the application form has not been included in this number.

					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.
<b>Advertising and application phase</b>					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	X	X		Yes substantially	<ul style="list-style-type: none"> <li>- HR provided the Heads of Department with templates and checks the final version in line with rules and regulations</li> <li>- All positions are advertised internationally and several web based channels are used for each job listing</li> </ul>
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? <sup>7</sup>	X	X		Yes completely	<ul style="list-style-type: none"> <li>- The advertisement drafts corresponds to the toolkit</li> <li>- HR checks that all necessary information is mentioned</li> </ul>
13. 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
14. 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.

<sup>7</sup> 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://cdn1.euraxess.org/sites/default/files/policy\\_library/otm-r-finaldoc\\_0.pdf](https://cdn1.euraxess.org/sites/default/files/policy_library/otm-r-finaldoc_0.pdf)

15. Do we keep the administrative burden to a minimum for the candidate? <sup>8</sup>	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.
<b>Selection and evaluation phase</b>					
16. Do we have clear rules governing the appointment of selection committees? <sup>9</sup>		X	X	Yes Completely	There is a Rector's decision regarding the appointment of selection committees from September 2017. This practice is new and no statistics is therefore available. <sup>10</sup>
17. Do we have clear rules concerning the composition of selection committees?		X	X	Yes Completely	Rector's decision regarding the appointment of selection committees (09/2017).
18. Are the committees sufficiently gender balanced?		X	X	Yes Partially	The recruitment groups consists of all professors of the hiring department. 25 % of the professors at Hanken are women.
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a		X	X	Yes Substantially	The guidelines for selection on a general level can be found in the Personnel

<sup>8</sup> 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://cdn1.euraxess.org/sites/default/files/policy\\_library/otm-r-finaldoc\\_0.pdf](https://cdn1.euraxess.org/sites/default/files/policy_library/otm-r-finaldoc_0.pdf)

<sup>9</sup> 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://cdn1.euraxess.org/sites/default/files/policy\\_library/otm-r-finaldoc\\_0.pdf](https://cdn1.euraxess.org/sites/default/files/policy_library/otm-r-finaldoc_0.pdf)

<sup>10</sup> The rules governing other advisory bodies included in the recruitment process are included in the Rules of Procedure for the Administration and Rules of Procedure for Elections. There are separate decisions regarding the composition of tenure track committees.

way that leads to the best candidate being selected?					Instruction. Specific qualifications and merits for each open position is specified in the job advert. These are specifications are based on the Department's need in order to secure planned teaching and research activities.
<b>Appointment phase</b>					
20. 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)
21. 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. Possible statements from external experts are also available to candidates. Other candidates are provided feedback upon request.
22. Do we have an appropriate complaints mechanism in place?		X		Yes Sufficiently	Recruitment decisions are not appealable. Hanken's Gender Equality Committee has prepared a plan where the integration of equality principles in all activities are encouraged and monitored. Contact information to persons in key positions are also available on the web.
<b>Overall assessment</b>					
23. 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"> <li>- Annual personnel reports</li> <li>- Internaional ackreditations</li> <li>- Assessment and statistics of completed requitements</li> </ul>

					<ul style="list-style-type: none"><li>- The Ministry of Education and Culture's service on educational data (Vipunen)</li><li>- Internal competence assessments</li><li>- Tenure track evaluations</li></ul>
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