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Development and enhancement of processes in Human Resource Management at Faculty of Management University of Tampere

**Project HRMinHEI - Modernisation of Higher Education Institutions
through enhancement of Human Resources Management function**

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Editor:

Elias Pekkola

Co-authors:

Jussi Kivistö

Mikkö Mykkänen

The report has also greatly benefitted the work and input of the following: Head of Administration Sari Saastamoinen

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Process 1: Restructuring the personnel plan (henkilöstösuunnitelma)

Rationale for development of the process

HR function element related to the process presented:

HR strategy and planning *The purpose of this part of HRM is, first, to clearly formulate HR policies, goals, strategies and action plans based on the HE system national policy and HEI's strategy (its mission, vision, goals and strategies), and then to inspire and mobilize employees for the implementation of the organisation's strategic intent.*

The context of HR process development

-Faculties are the most important actors in HR-practises in University of Tampere. University of Tampere has centralized HR services but the most important decisions of recruitments and personnel structures are done in Faculty level. The faculty level personnel plan needs reconsidering and strategic direction. This proactive development process that will be finalized after a merger process and new orginazitional structure effective on 1.1.2019.

The process of developing the HR process

The personnel structure and planning has been traditionally based on the old structure of public posts of teachings personnel. However, universities have been autonomoud from Government personnel policies since 2010. This provides a strategic opportunity for universities and their constituencies to restructure their personnel planning.

The specific impact of the HR process

The impact of development will be seen only after the re structuring the new faculty after the merger. The new faculty will have a new regulatory status and new organizational structure as well as two new units (Industrial economics and knowledge management). It remains to be

The process recuiress mostly personnel resources and especially important has been the time and work allocation of Head of Administration Sari Saastamoinen who carries andministrative responsibility over the process. The other actors are dean and faculty council.

The impact of the HR process on the HEI

The restructuring of the personnel plan will provide a strategic dimension to faculty level personnel policies. It will also help the discussion in mergers process when two different personnel planning traditions are combined.

Process 2: Job descriptions of employee categories (tehtävien määrittely)

Rationale for development of the process

HR function element related to the process presented:

Job demands. *Strategic directions are translated into the concrete requirements for each position in the organizational structure. These requirements, usually documented in the job analyses or job systematization, include two major categories: the expected results and competences needed to achieve them. Results and competences are the criteria of success, which is the basis for subsequent HR processes: selecting the new and developing the existing employees.*

The context of HR process development

University of Tampere and Tampere university of Technology are in a process to be merged in 2019. This will entail personnel impacts and volatility to personnel planning. For that reasons it is important for current constituencies to have a clear position and understanding on their own needs of HR resources and competencies. This process development is also directly linked to the development of personnel plan. The job descriptions have direct impact on the personnel structure and vice versa.

The process of developing the HR process

After a legislative reform of Finnish University sector in 2010 the career system as well as the titles of academic employees have changed. Another important change in personnel policies have been the abolishment of legal divide into “budget funded teaching personnel” and “externally funded research personnel”. Thirdly, new legislation has made possible to establish tenure track positions. Regardless the fact those eight years the job descriptions are still partly based on an old HR-tradition.

The specific impact of the HR process

The development process concentrates on definition of the overall responsibilities of the basic personnel categories i.e. it do not cover individual job descriptions the categories are university teacher, university lecturer and tenure track professor. Below the identified challenges in job descriptions are listed under each category

a) university teacher

- Recruitment

University teachers are recruited for administrating disciplinary study programme and to provide teaching in bachelor level studies. However, the positions are at the same time meant for doctoral candidates whose main target is to finalise their

dissertation. In recruitment process, the recruiters are in difficult position in assessing the candidates and often forced to make the selection based only one set of competencies (administrative, research or teaching) depending on the other personnel in a study programme that often has only one university teacher.

- The content of the work

The content of the work creates an incentive trap for a person holding the position the better she/he does her teaching and administrative work the more she/he has problems in advancing his/her academic career. Research outputs and a doctoral degree are pre conditions to be selected to permanent positions.

- Contractual arrangement

According to Finnish legislation the work contract should be continuous if not other vice agreed. There is only limited number of legal conditions allowing fixed term contracts. In the case of University teachers, the argument for fixed term contract is the simultaneous doctoral studies as part of the work. If the position holders are not engaged in doctoral studies, their contract should be permanent. With current personnel structure, it would mean that there would be non-PhD holders in permanent positions that would create a another kind of an incentive trap. Another option would be changes the qualifications requirement to PhD-level. However, this is not financially possible.

b) tenure track professor

- Recruitment

Currently most of the recruitments are done in a traditional vacancy based method i.e. when professor retires his position is filled with a full professor. This has created several dead ends in careers as well as hindered the strategic development of the personnel. Tenure track recruitmes has made the organization more agile to response. However; the opening of tenure track position has challenged the traditional merit based assessment of candidates. Major difficulty is to compare the candidates between different career stage e.g. how to asses the best candidate to the level assistant professors against the best candidate to the career stage of a professor.

- The content of the work

The tenure track position challenge also the content of the position in which persons are recruited. Depending on the career stage, the persons have very different ambitions and qualifications however, the position comes with a certain set of (teaching) duties. The persons recruited to assistant and associate levels have a high pressure to publish and a risk is that the discipline is not developed.

- Contractual arrangement

Vacancy based model has made the personnel and financial planning predictable. The tenure track position provides a promise on career progression that makes the planning more difficult and highlights the accountability responsibility of employees.

The impact of the HR process on the HEI

The transparent and detailed description related to challenges of above mentioned positions makes the discussion on recruitments easier and provides partial answers to the challenges. The descriptions are relevant for approximatele 50 employees.

The process itself – forms, etc.

Process 3: Recruitment Communications (hakijaviestintä)

Rationale for development of the process

HR function element related to the process presented:

Recruitment and selection. *This process includes the recruitment of the pool of candidates through different channels, meaningful use of various selection methods and techniques, with respect for ethical and professional principles, and making the final choice based on the candidates' performance in the trial period.*

The context of HR process development

In pre-merger phase the university is employing several new talents as well as many of the current staff members are internally recruited to new positions. This creates a great demand on the recruitment communication. Recruitment communication has a significant impact on the building of new unit and organisational culture as well as maintaining the motivation.

The process of developing the HR process

In current situation, many recruitment processes are made under a time pressure. This has meant that many persons who have applied for positions but have not been elected to the positions have felt unfairness and dissatisfaction. In faculty level discussion it has become clear that the recruitment communication for non-selected candidates should be further developed and a process for it should be created.

The specific impact of the HR process

The successful implementation of good recruitment communication for non-selected internal candidates would have a significant impact on the working atmosphere and motivation as well as perceived fairness. The successful implementation of good recruitment communication for non-selected external candidates would help in building positive employer image/brand and reputation.

The impact of the HR process on the HEI

This process development has an important impact on the successful merger process, retention and building of a culture of the new university.

Process 4: Recruitment of Doctoral Candidates (Tohtoriopiskelijoiden valinta ja tohtorikoulutettavien rekrytointi)

Rationale for development of the process

HR function element related to the process presented:

HR special issues. *Vary from organization to organization, depending primarily on the characteristics of the workforce from different industries, as well as on historical and social circumstances of the development of the organization. Specifically, particular topics of HR may include HRM responses on issues such as occupational health and safety, social standards of employees, the balance of work and personal life, harassment at work, discrimination, abuse of alcohol and drugs in the workplace and other risk behaviours of employees, stress at work, and so on.*

The context of HR process development

Recruitment of PhD candidates is a complex combination of study administration and HR-practises. In Finland, like in many other countries, these two processes are not optimally integrated. In practice, full time studies require employment or a scholarship but only a minority of students can be courted with one or a nother.

The process of developing the HR process

In Finland, some universities have more integrated and centralised way of recruiting PhD candidates. The process of recruitment was decided to develop by benchmarking two other institutions: University of Turku and University of Eastern Finland.

The specific impact of the HR process

The benchmarking exercise has an important role to high light different option in organising the PhD recruitment. This is especially important after merger when the new practices are decided.

The impact of the HR process on the HEI

The benchmarking exercise highlights the strategic role of HR and the importance of integration of HR function line management as well as study administration processes.