

The Human Resource Report describes central elements, actions and key figures of Aalto University's personnel strategy.

Aalto University Human Resource Report 2012
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Foreword

The goal of Aalto University is to be one of the most desirable employers also internationally. The realization of this target took one step forward in 2012 as our Tenure Track professor career system attracted more than 2000 applicants all over the world. The internationalization is also supported by the Aalto University participation in "The Human Resource Strategy for Researchers"-program of the European Commission. As a result of this the University was awarded the "HR Excellence in Research" acknowledgement for being one of the forerunners in Europe, and as the first university in Finland.

The focus of the University was in executing personnel strategy objectives, especially through development in academic leadership, internationalization, and career systems. The career systems of Aalto University have been built to support the sustainable and goal-oriented development of the personnel. The most important strategic development item is the professors' career system which has now been deployed throughout the University. The success is proven by the fact that of the 159 tenure track positions which were established to the strategic areas of the University, 95 had been filled by the end of year 2012. Also the deployment of career systems for lecturers, other academic personnel and service organizations has been proceeding well.

In further developing the new leadership culture, the focus is on finding the right balance between collegiality and supervisory responsibility. Discussion on academic leadership has continued during the year in e.g. Aalto Leaders' Dialogue events, Aalto leadership development programs and management teams in different schools. On individual level supervisors are offered processes, tools and support which help in their daily leadership role. During 2012 specific focus has been directed towards e.g. development and support for performance management and rewarding of professors. Additionally, there is a modular portfolio of leadership development solutions for supervisors in different career phases.



Leadership is also an essential piece in wellbeing at work, to which the wellbeing at work network set up by Aalto has developed a shared model. Based on this model also occupational health care has been developed, where emphasis on preventive actions moved forward when compared to the previous year. In 2012 a personnel survey was conducted the second time. The average values describing personnel satisfaction were the same as the previous year and changes also in individual questions were small. A positive improvement was seen in questions measuring the possibility to focus on one's own key task. Similar pattern was detected in open feedback.

Multiculturalism and increase in international mobility can already be clearly seen in the operations of Aalto schools and departments. The amount of international personnel has grown in all schools and departments. Specific attention has been paid to the smoothness of recruitment processes and mobility support services. Aalto University has also worked actively to build cooperation in this area both with domestic and foreign universities.

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Personnel strategy

Aalto University is an inspiring working environment which offers its personnel interesting work and incentivized career systems. Personnel processes serve good leadership and high-quality research and teaching. As an employer the university aims at being one of the best, offering support for development, renewal and internationalization. In 2015 the open positions attract good applicants both from Finland and abroad. The career systems and the culture of leadership in Aalto will be considered as benchmarks in the academic world. Personnel satisfaction towards Aalto as an employer will rise, thus resulting in increase in Aalto academic productivity.

Development of leadership and culture

- Developing academic and service leadership through supporting supervisors in everyday management
- Planning, executing and monitoring preventive actions to support personnel commitment and wellbeing
- Creating culture and team spirit based on the university values

Renewal of organizations and career systems

- Transition to common ways of working and cooperation between organizations
- Robust decision-making culture and management system which is based on discussion and involvement
- Introducing, developing and supporting motivating career systems

Development of world class competence

- Supporting world class research and teaching competence of academic personnel
- Growing the change agility and courage of the whole organization
- Adding interdisciplinary and artistic competence through supporting networking

Smooth HR processes

- Building international recruitment and placement processes to attract top level experts
- Deploying and supporting career planning throughout the organization by means of organized target setting and development discussion practices
- Developing incentives for monetary and non-monetary rewarding

The values of Aalto University

1. Passion for exploration
2. Freedom to be creative and critical
3. Courage to influence and excel
4. Responsibility to accept, care and inspire
5. Integrity, openness and equality

HR Excellence in Research acknowledgement

Aalto University participates in “the Human Resources Strategy for Researchers” program of the European Commission. The goal of the program is to support the realization of researchers’ European charter and researcher recruitment regulation in European universities. Aalto University is committed to these principles (the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers). Being part of the project is one aspect in the implementation of Aalto University personnel strategy.

During 2012 Aalto University was awarded the “HR Excellence in Research” acknowledgement from the European Commission, being the first Finnish university to receive it. Aalto University wishes to be an active player in making Finland and Europe to become a labor market for researchers which is attractive, open and relying on sustainable development principles.



Additional information

- Presentation of the Human Resource Strategy for Researchers project: ec.europa.eu/euraxess/index.cfm/rights/strategy4Researcher (ec.europa.eu)
- Execution of the Human Resource Strategy for Researchers project in Aalto University:
- www.aalto.fi/en/about/careers/the_human_resources_strategy_for_researchers/ (aalto.fi)

Culture and values

The people at Aalto University represent new kind of academic culture where ways of doing research, teaching, and learning are developed together based on organizational values. Collegial leadership is in the very core when building this type of new culture. The tradition of critical discussion in an academic organization is emphasized in collegiality; in this type of an environment leadership is often about enabling dialogue - argumentation and listening - so that the best possible solutions are found together in different situations. On the other hand leadership is also about taking responsibility in situations where collegial processes produce no results.

Aalto Leaders' Dialogue

In 2012 the president, vice-presidents as well as other academic and service leaders discussed topical themes and good academic leadership in particular, in Aalto Leaders' Dialogue (ALD) events. During the year two events were organized, one of which was a one-day event, and the other one lasting two days. Approx. 70 leaders from around Aalto University participated in both events.

Welcome to Aalto

Two induction sessions for new employees were organized in 2012, with about 110 new Aalto employees participating. These events offered the participants the possibility to create networks across Aalto, while simultaneously receiving information on university objectives, tasks, values and core functions. In addition to the shared induction sessions, schools and departments invested time and effort in induction as well. Induction materials and processes were developed further to address the specific needs of different target groups.



Equality

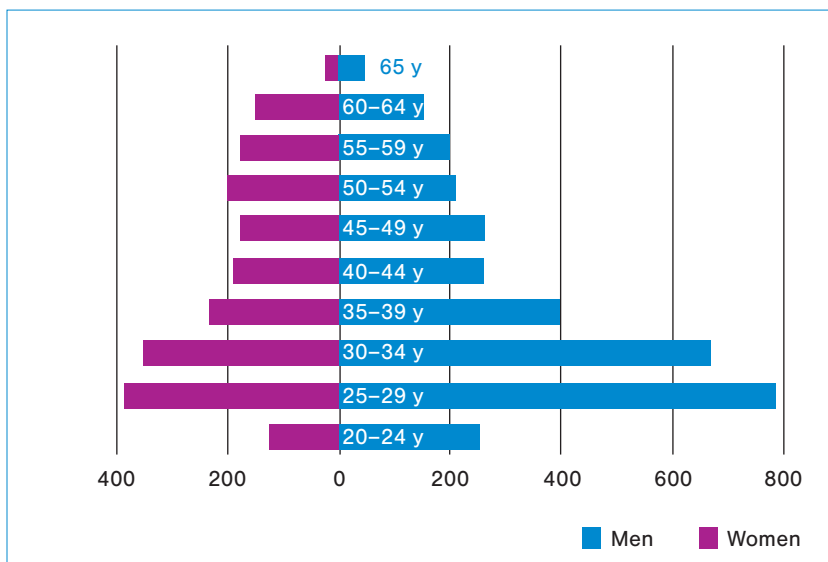
A goal of Aalto University is to offer equal working environment where both employees and students are treated equally regardless of gender, job position or different backgrounds. A common goal is that a good working atmosphere prevails. The work done around equality themes does its share in advancing the sustainable social and cultural development.

The work done for promoting equality in Aalto University is supported by active planning and consistent organizing. The work is guided by the Aalto University equality plan, which is based on university strategy and values, together with an action plan that is annually updated.

The work done on equality promotion topics is coordinated by the equality committee which started its work in June 2012. The committee consists of representatives from all Aalto University schools, and includes both student and expert members.

The gender distribution is affected by the relatively high number of males in the technical field

Age and gender distribution



Leadership development

The main goal of leadership development is to support the creation of an academic leadership culture that supports the University's strategy. In this type of a development process it is essential to link individual level and organization level development activities together. On the organizational level the focus is especially on enabling active dialogue; the new kind of leadership culture can only be constructed through cooperation. In the core of the dialogue are the leadership principles defined by Aalto academic and service leaders. On individual level, supervisors are offered concrete processes, tools, and support that enable daily leadership in line with the principles which have been defined together. To support supervisors, there is also a comprehensive leadership development portfolio. It offers suitable solutions for both new and more experienced supervisors. The development solutions have been built so that they are as timely as possible and enable effective learning on the job. Examples of tailored solutions are individual coaching and management team development process.

Strategic Leadership

- Recommended external programs
- Executive coaching and mentoring
- Strategic Leader programme
- Management Team development support
- Aalto Leaders' Dialogue

Academic leadership

- Tenure Track support
- Support for educational leadership
- Future Research Leaders programme

Service Leadership

- Service Leader programme
- Aalto Service Leaders' Dialogue

Project leadership

- Research funding and projects
- Project management basics
- Leading International Research Projects programme

People and team leadership

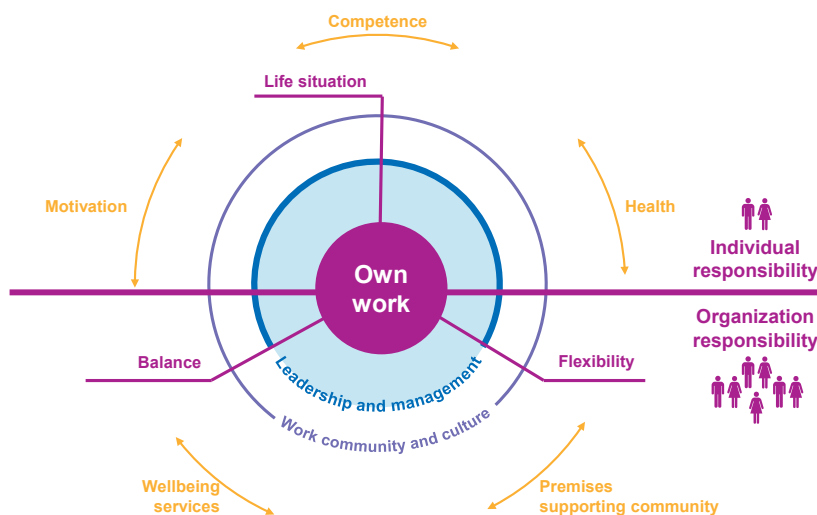
- Team development support
- Aalto people processes and tools: resourcing, development, rewarding, well-being and change
- Mentoring
- Coaching
- 360° Feedback and Individual Development Planning
- Leadership Training

Wellbeing at work

At Aalto University, we address wellbeing holistically and the goal is to be an internationally known and benchmarked university also in the field of wellbeing at work. To develop wellbeing practices, a 'wellbeing at work' network was formed in 2012 consisting of representatives from schools and university level. The Aalto circle of wellbeing at work was developed to describe wellbeing holistically and to provide a shared model that can be used across Aalto. The circle brings together all the different elements of wellbeing and emphasizes their interdependence. The circle also reminds that the fundamental responsibility of wellbeing lies with the employee. Additionally, the life situation and the balance between working life and personal life have a crucial effect, and the organization can assist in those by offering flexibility in different forms. Aalto also aims at promoting wellbeing at work by offering support to all Aalto employees and their supervisors particularly through preventative actions.

To reach the goals of wellbeing at work, it is essential to continue developing the cooperation with and among Aalto partners in different areas. The purpose of this cooperation is to offer seamless wellbeing related services to Aalto employees and supervisors. A joint workshop for selected partners was organized in autumn 2012 to kick off the co-operation.

Aalto circle of wellbeing at work



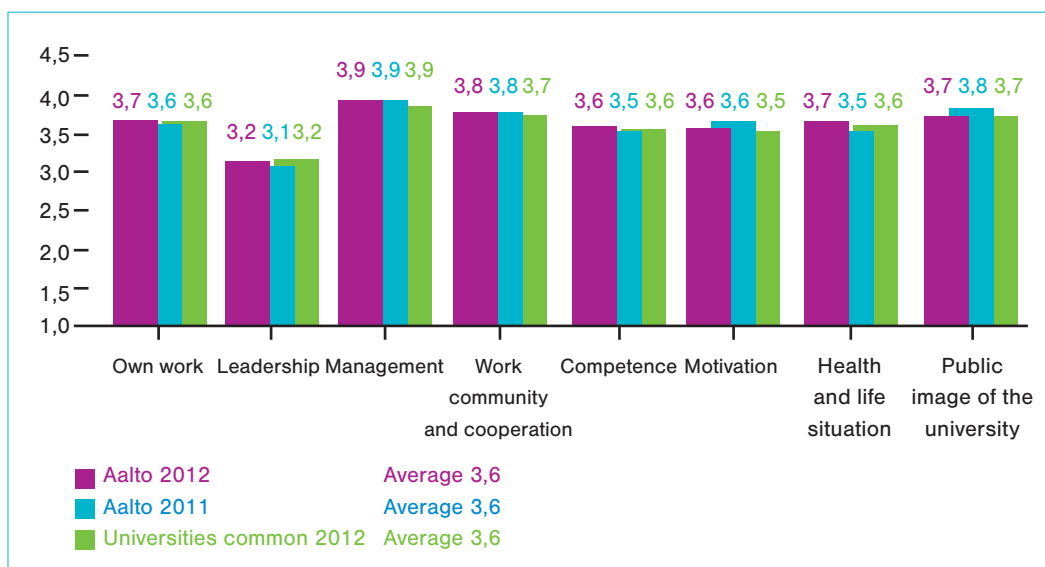
Satisfaction at work

A personnel survey covering the whole university was conducted in September 2012. The average for the personnel satisfaction at work was on the same level as in the previous survey conducted the year before, and changes within individual questions were also small. However, a positive increase was detected in questions measuring how people felt about their ability to focus on their own core tasks. People also stated in the written feedback that they felt the impact of the changes decreasing.

Feedback sessions were organized during autumn in schools, departments and shared units. The management team and the board handled the feedback received in the sessions, and based on that decided to focus especially on two topics: firstly in clarifying the management system, increasing transparency in decision-making and making the community participation in decision preparation more systematic, and secondly, supporting the deployment and consequent changes in the personnel structure.



Personnel satisfaction



Sports

The operation of the exercise service organization UniSport shared by Aalto University and the University of Helsinki was started on September 1, 2011. Since the beginning of autumn semester 2011 students and personnel have had access to a uniform exercise service concept on six campuses, including Otaniemi, Töölö, the center campus of the University of Helsinki, Kumpula, Meilahti and Viikki. High-quality and easily accessible exercise services are perceived as a significant factor in wellbeing. With UniSport, the students and personnel of Aalto have access to a wide selection of exercising; altogether 68 different sports. During 2012 the customer base of UniSport rose steadily, the user rate was 32% for both personnel and students. The target is to have 39% rate for personnel and 40% for students by 2016.

Wellbeing in Aalto -week

The Wellbeing in Aalto –week was organized again in the autumn of 2012. The actors within Aalto healthcare and wellbeing were introduced, and employees were reminded of the importance of exercise, healthy food and rest and. During the week it was possible to familiarize oneself with UniSport offering, exercise breaks, lectures and campus-specific wellbeing days.

Occupational healthcare

The provider of Aalto University occupational healthcare services is Suomen Terveystalo Oy. In 2012, for instance the following actions were executed: Influenza vaccinations in the whole Aalto, one resource asset group on Otaniemi campus, and an AaltoVoimala pilot for academic and service organization managers. The resource asset group convened five times at Otaniemi campus and it was directed to all personnel groups. In the AaltoVoimala the focus was e.g. in maintaining the physical and mental assets of people working in supervisory roles.

The focus in occupational healthcare has been moving towards preventive care. So far the emphasis is still in treatment of illness (63%), but the percentage of preventive care has grown when compared to earlier.

Absences due to illness and occupational accidents

The accruals of absences due to illness can be followed up with full-time-equivalent distribution. The figure is only approximate, because particularly those people on total working hours often arrange their work so that there is no need to prepare notifications of illness. Most of illness absences are 1-3 day absences, constituting 76% of all illness absences. The percentage of over 10 day absences was somewhat under 7%. In 2012 there were slightly fewer long illness absences than the previous year.

The number of occupational accidents at the working place was a bit higher than in 2011.

The main reasons for accidents:

- Falling to the ground 37%
- Sudden physical stress 14%
- Losing control of equipment 11%
- Stepping on a sharp object 13%

Safety at work and workplace inspections in 2012

Safety at work in Aalto University aims at achieving healthy and safe working conditions for its personnel and students. Work safety activities are based on legislation on work safety and work safety supervision, together with Aalto internal agreement on work safety cooperation. The main areas of work safety are risk management, workplace inspections, improvement of ergonomics and the development of healthy working environment.

In 2012, nine workplace inspections were carried out (ten in 2011) in cooperation with occupational health care and HR. The inspection includes risk analysis, a workplace visit together with work safety personnel, and a TyöOptimi questionnaire assessing the working ability by occupational health care. For selected age groups and groups selected based on the questionnaire, physical examinations are performed. As a summary, occupational health care prepares a report including workplace specific change and action suggestions. The feedback is always discussed with the management and personnel of respective units and it is one of the tools used in the management of wellbeing at work.

Development of research and teaching competence

The strength of multidisciplinary Aalto is based on cooperation, deep discipline-specific knowledge and competence. Research and teaching work in itself gives academic personnel the opportunity to continuous learning and updating one's own competence. Research and teaching are excellent ways of learning something new. In addition to substance competence on one's own field, research project know-how and pedagogical competence are key factors in reaching the strategic goals of Aalto research and teaching. During 2012 project management courses have been arranged for the personnel, along with information sessions and training on how to acquire funding and lead research projects. Teaching competence has been addressed through offering diverse training in university pedagogy. Events and activities where researchers, teachers and education developers from different fields have had the opportunity to meet and network have been organized to support the creation of a learning culture built on creativity and interaction.

Competence development in figures in 2012

Research and teaching competence support	Events	Participants
Project management principles and funding acquisition support	16	630
Pedagogical development	35	631
Leadership development		
Leadership development programmes	16	384
Coaching	6	72
Mentoring		25 pairs
360 assessments	97	97
Other professional competence development		
Induction	2	110
Service mindset	3	54
Communication and language courses	18	265
IT courses	10	81

Competence development (70-20-10)

One of the pre-requisites for the success of the University is the solid competence and motivation of the whole personnel. The focus in 2012 has been on Aalto-level development of the strategically crucial competence areas. In addition to the leadership and academic competence areas mentioned above, an essential area for development is service mindset. Additionally, both academic and service organizations need to develop competences in networking, cooperation, internationalization and. One key aspect in all development programmes is to offer the participants an opportunity to network with colleagues from different parts of the organization.

The target of competence development is to support solutions which combine Aalto University strategic competence needs with individual learning needs and motivation. During 2012 specific attention has been paid to linking competence development with Aalto career systems; this encourages all Aalto people to reflect on their own competences and their personal short and longer term development.

Competence development in its entirety is based on utilizing multiple learning methods and development solutions, and this is described through the 70/20/10 model. Most of the learning takes place on the job through one's own experience (70%). On the job learning can be achieved for example by means of wider responsibilities, projects and problem solving situations. In addition to on the job learning, other important ways of developing one's own competence are learning from others (20%), including for instance coaching and mentoring, and more formal training (10%), like the training programmes and courses offered by Aalto.

Competence development focus areas

Leadership and supervisory work

Leadership development portfolio: Strategic, academic, service and project management, together with people and team development solutions.

Academic competence

- Pedagogical leadership support & pedagogical training
- Support for Tenure Track
- Research funding and projects
- Coaching

Professional service competence

- Own training by service functions
- Customer service training
- Presentation and negotiation skills training

Common competences

- Cultural competence included in numerous Aalto courses, HERA training
- Language and communications training
- IT training: Programs and systems

Internationalization

Internationalization plays a key role in Aalto strategy, and multiculturalism of our work community together with the increase in international mobility can already be clearly seen in the everyday life of Aalto schools and departments. The flow of international recruitments has been continuously improved through clarifying the processes and creating meaningful procedures to support personnel career advancement and development. Active international recruitment particularly within academic positions has increased the amount of international personnel in all Aalto schools also in 2012. In the positions in service functions the share of international personnel has increased as well.

- At the end of 2012 the percentage of international personnel was 16%
- In 2012 two thirds of the applicants for the filled Tenure Track professorships and Professor of Practice positions were international
- 30% of the professors nominated were foreigners

Successful international recruitments require smooth operation from mobility support services. During 2012 the building of support for arriving and settling down in Finland has been continued with e.g. the Aalto Family Program which includes not only the electronic information package, but also information and networking sessions to employees and their families, plus e.g. Finnish language courses. The support services are offered in schools and unit level, to be able to bring them as close as possible to the people needing them. The mobility support competences of service personnel have been boosted with training events and public official expert visits. Additionally, Aalto has worked actively in the network of Finnish universities' international personnel affairs.

To strengthen attractiveness, networking and knowledge about Finland, we offer our personnel information, support and opportunities to network:

- Family Program to support the settling of foreign employees and their families
- Aalto International Staff Facebook pages to promote informal networking
- Family Friend program: Finnish host families for international employees
- Win Winter event: Wintry activities for international employees and their families in organizations based in Otaniemi area (in cooperation with VTT and OIN)
- Meet and Greet event for international staff
- Experiencing Finland series: Practical knowledge about Finland bi-annually (in cooperation with the University of Helsinki)
- Aalto Club activities: Networking events for Finnish and foreign employees and their families, including e.g. trekking in Nuuksio, Christmas concert, guided tour in Helsinki and visit to the Parliament of Finland

Performance management

One of the most crucial performance management tools for supervisors is the regularly conducted development discussions. The purpose of the discussion held at least once a year is to set individual targets to support the implementation of Aalto strategy, to assess achievements and to create a development plan. Hence the development discussion is a tool for communicating strategy and goals on individual level, building a shared view on future career aspirations of each person in the organization including related targets for work and competence development, and for giving and receiving feedback.

Satisfaction with development discussions can also be seen in the personnel survey. In the survey conducted in 2012, for example the clarity of one's own work targets and regularly held development discussions were among the ten best questions in response averages.

The goal of performance management is to:

- Ensure working according to Aalto University strategy
- Evaluate achievement of targets from the ending period and ensure two-way feedback
- Agree on targets for everyone for the next period
- Consider career aspirations, and assess competences and development opportunities

Rewarding

Continuous development or rewarding is also one essential goal in Aalto University. Aalto payroll system is based on the collective labor agreement of universities and, in the case of academic personnel, on a locally negotiated agreement. Uniform and transparent non-monetary rewarding also plays an important role from personnel motivation point of view. As non-monetary rewarding means the university offers its personnel e.g. flexible working hours, opportunities to develop oneself, attractive career paths, inexpensive and wide selection of exercise services, plus the possibility to enjoy affordable lunch.

During 2012 rewarding was developed especially for professors. Last year the development and deployment of an incentive system for professors was introduced, also taking into account the metrics of the new funding model. Additionally, the rewarding based on long career was clarified during 2012.

Rewarding and communication and processes on rewarding will be developed also in the future for all personnel groups in Aalto.

Career systems

The solid competence and motivation of Aalto personnel are the prerequisites for the success of the university. The career systems of Aalto have been built to support a long-term and target-oriented development of the personnel. Career systems support the development of personnel competences and assist in career advancement. Aalto University provides career systems for professors, (university) lecturers, other academic personnel and Aalto service personnel.

Professors career system (tenure track)

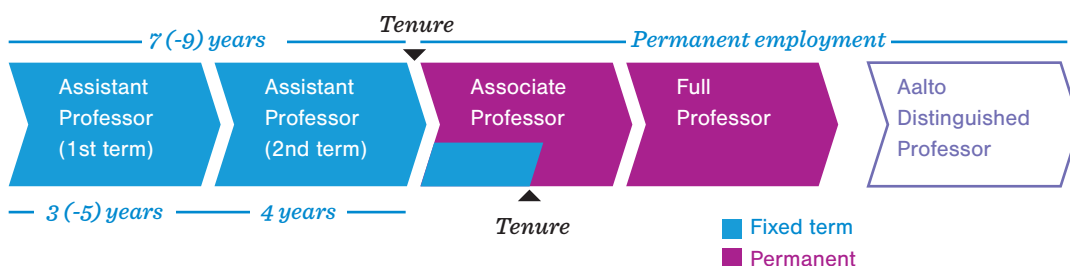
The professor career system (tenure track) was the most important strategic development object of the university in 2012. It has been widely deployed throughout the university. Of the 159 tenure track positions opened in strategic areas, a total of 95 had been filled by the end of 2012. Of the professors recruited so far, 21 per cent have been female.

At the end of 2012 a decision was made that 40 new tenure track positions will be opened. This will raise the number of positions in Aalto University schools to almost two hundred, leading to active recruitment of new professors also in upcoming years.

The growing international recognition of Aalto University research and teaching supports the success of tenure track recruitments, which have been proceeding in an international spirit. In 2012 over two thousand applicants showed their interest for the open tenure track and Professor of Practice positions. Two thirds of all applicants have had an international background and 30 per cent of the new professors nominated are foreign.

Tenure track career system

- Offers young researchers a clear career path towards permanent professorship
- Offers better opportunities for active recruitment domestically and internationally
- Recruiting to tenure track career system directs university activities for a long time
- A vital part of university funding is directed through professorships



Additional academic tasks

Additional academic tasks secure the long-term planning of teaching and research, and sufficient mobility of researchers. The career systems of academic personnel and additional personnel services built to support the staff enable goal-directed career planning. Career coaching, mentoring and other competence development solutions have been linked with career advancement. In Aalto University the deployment of career systems also enables and furthers the development of the personnel structure.

The progress with academic career systems deployment

- The focus of academic personnel is gradually shifted towards tenure track professors and postdoctoral researchers
- Selected departments will also use university teacher positions
- Target is to have academic career systems fully deployed by 2020

Service career system

The target of Aalto University service career system is

- Attract the best professionals to service jobs
- Enable continuous development on the job and learning

The service career system is based on job profiles which all involve three development stages. Movement from one stage to the next depends on results and growth of competence and experience.

The target of the service career system is to support both employee competence development and the renewal and development of the service organization. During 2012 the service career system was deployed in almost all Aalto University service functions.

Service career model

Solid knowledge of the basics of the field and deep knowledge of an area or broad-based knowledge (could include also leadership responsibilities, e.g. team leader/supervisor/content manager), readiness and willingness to share one's knowledge.

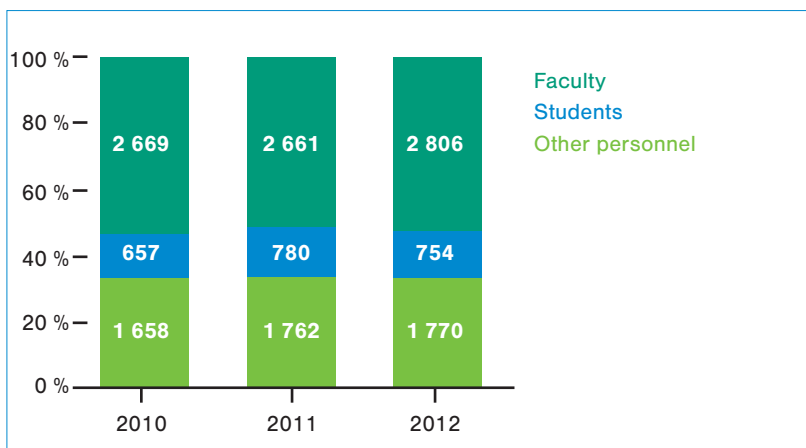
Competent employee, an expert in his/her field: Broader knowledge of the field and the capability to develop working processes, also maintaining competence development activities and continuous learning.

Competent employee: The capability to perform all the duties and responsibilities of the position and the ability to be active in competence development matters.

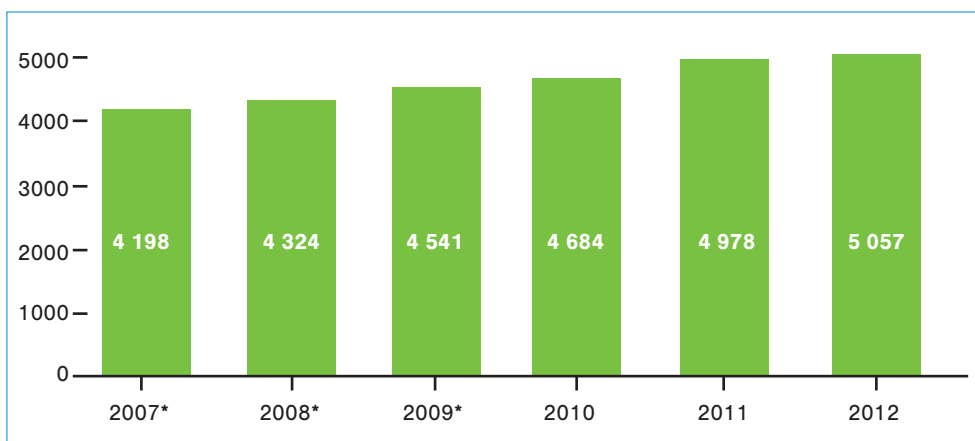
Personnel structure

During 2012 Aalto University employed 7538 people, contributing to the total of 5057 full-time-equivalents. At the end of the year the number of employees was 5330, which was 2,4% more than at the end of the previous year.

Number of employees

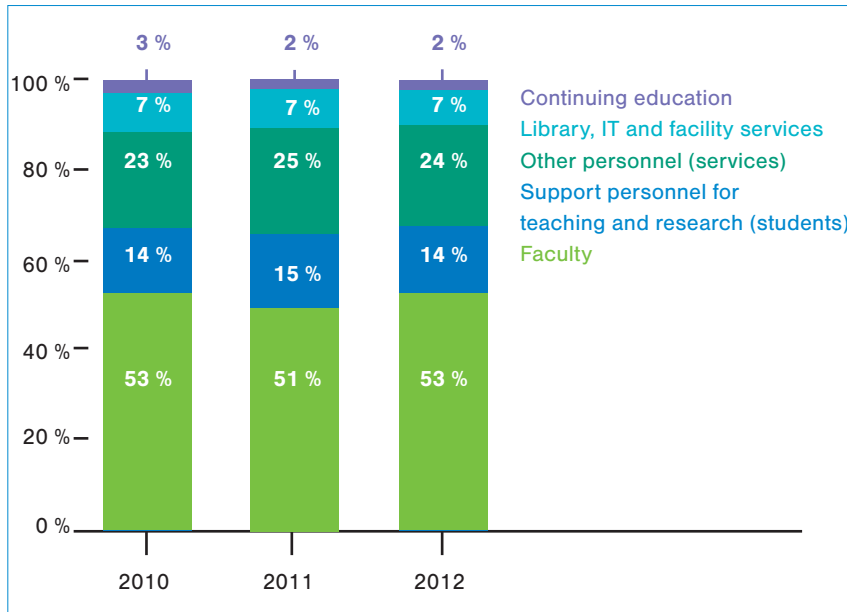


Number of full-time-equivalents



The figures of 2007-2009 (marked with an asterisk) are approximates based on combined numbers of Helsinki University of Technology, Helsinki School of Economics and School of Arts and Design. The information is based on KOTA reporting.

Personnel structure

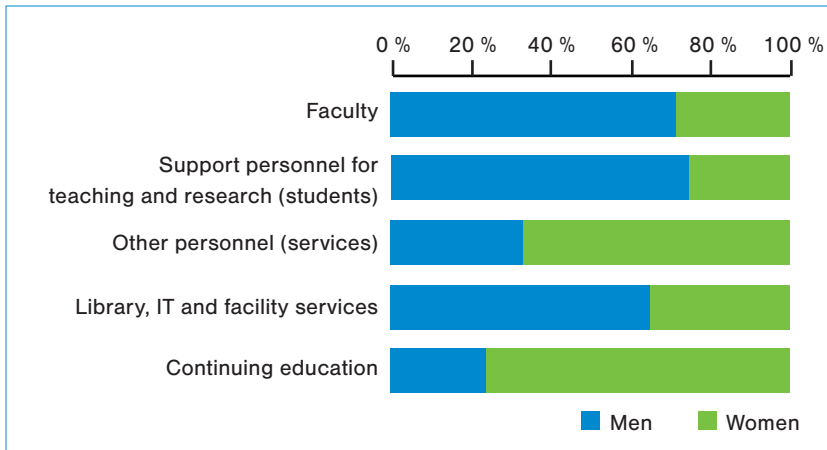


Age and gender distribution

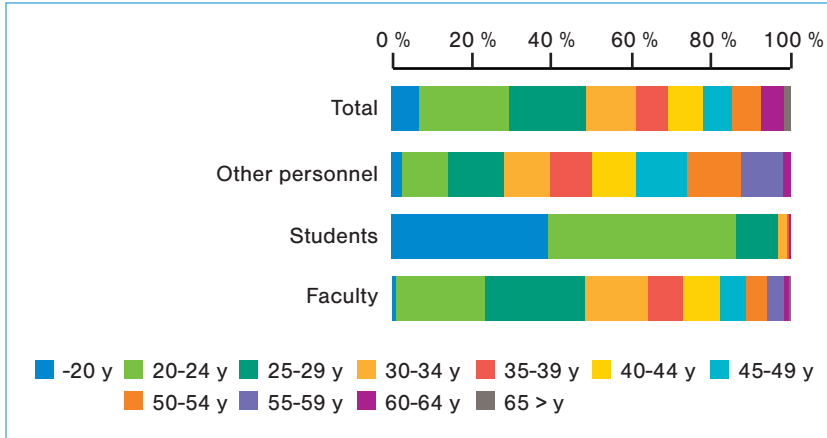
The average age of employees was 38 years. The average age of permanent employees was 47 years, while for fixed-term personnel the corresponding number was 33 years. The age structure of the university is affected especially by the number of fixed-term young people in support functions for teaching and research.

The share of women of the whole personnel was 38%. This figure is affected by technical fields where the portion of women is lower than the average.

Gender distribution by personnel groups

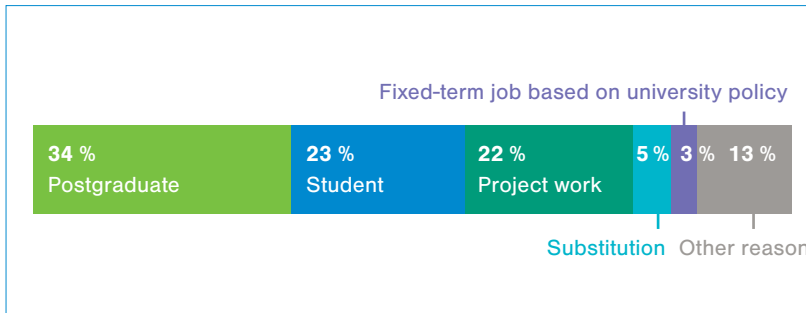


Age distribution by personnel groups

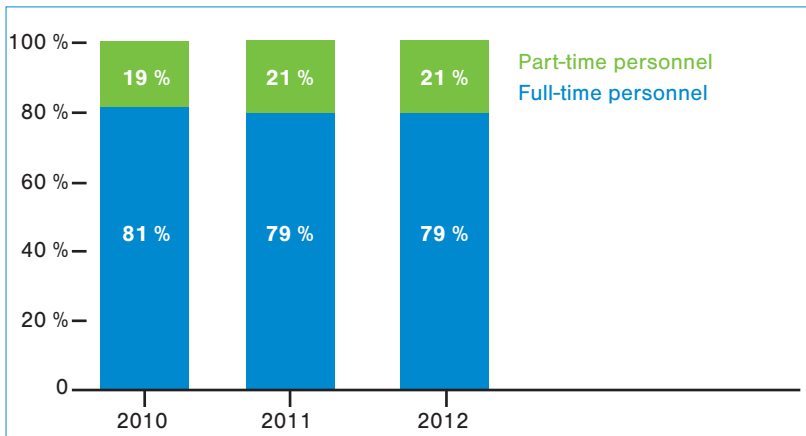


Employment structure

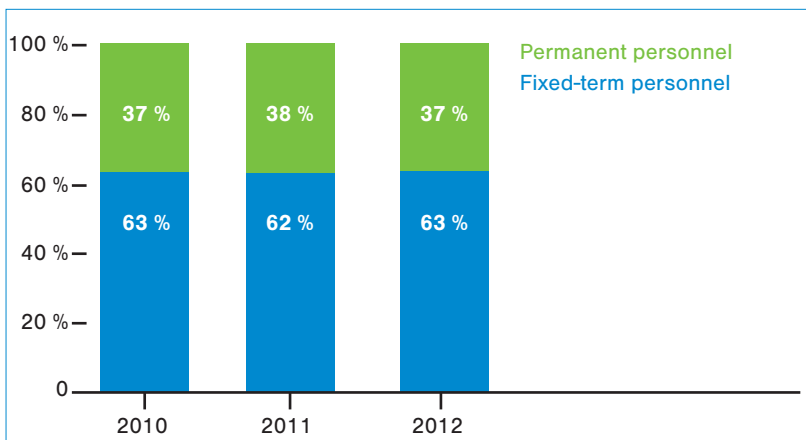
Reasons for fixed-term



Share of part-time work



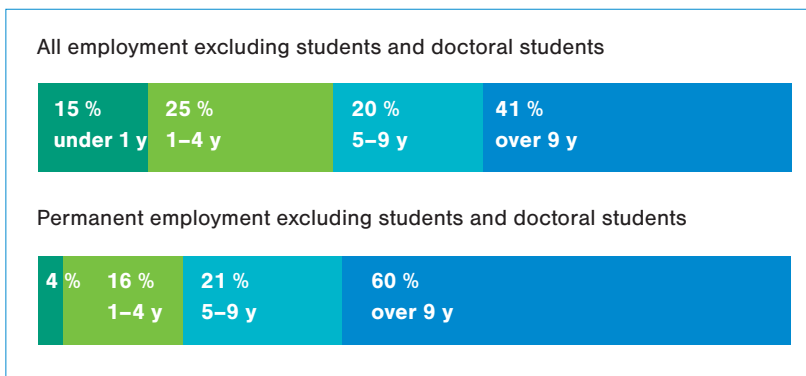
Share of fixed-term employment



Personnel turnover rate

In 2012 a total of 121 persons started in permanent employment at Aalto. 117 permanent employments ended, 46 of which retired. The average retirement age was 64,6 years.

Duration of employment



Retirement

There were 388 employees (7,3% of personnel) over 60 years at the end of 2012. The projection is that within the next five years about 16% of the permanent personnel will retire.

Retirement forecast by personnel groups

