



HR EXCELLENCE IN RESEARCH

HRS4R INTERNAL REVIEW 2022 & ACTION PLAN 2022



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ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

Internal Review 2022: Ethical and professional aspects

Strengths and weaknesses of the current practice

Strengths

The strengths identified by research staff in the staff survey on wellbeing in 2021 (later referred to as 'wellbeing survey') and in the doctoral student survey show that researchers find their working tasks interesting and challenging; they have sufficient influence over their duties, work involves creativity, and one's own competence can be used efficiently. Most researchers find that their essential job tasks are appreciated at the university. These strengths are the same as in the 2019 review.

The researchers' opportunity to get familiar with research ethical questions was reviewed good in 2019 self-assessment of research ethics and it has been further improved. JYU is committed, as before, to the national guidelines on responsible conduct of research and procedures for handling allegations of misconduct in Finland, issued by the Finnish National Board on Research Integrity (TENK). By signing the San Francisco Declaration on Research Assessment (DORA), the university commits to the responsible assessment of research and researchers. In the external evaluation of the services for complementary funding projects in 2021, the research ethics services was assessed as a strength.

JYU provides regular ethical training to research staff at all stages of the research career, including researchers on grant. Ethical advice and training related to research funding applications has been provided from 2019 onwards as a pioneer in Finland. In addition, doctoral researchers must complete a compulsory course in research ethics.

In the mid-term research evaluation 2021, good practices for supporting publishing were highlighted by faculties. The publication profile has been strengthened by encouraging and supporting writing as well as formulating a publishing strategy.

JYU strives for open science, defining its open science policy in its strategy and publishing policy (conducted 2020). In 2019, the Ministry of Education and Culture assessed the openness of operating cultures at Finnish universities, according to which openness at JYU is at the highest possible level. The preliminary results of the 2022 assessment indicate that JYU has remained at the highest level. The curricula of doctoral programmes have included compulsory studies in open science since 2020. JYU's scientific publications have systematically been parallel published in JYU's digital repository JYX since 2016. Furthermore, in spring 2020, JYU was the first Finnish university to implement as the widespread collection and publication of metadata of all research datasets.

JYU ensures that researchers receive adequate training, advice and guidance on data protection and security. JYU provides researchers with initial training and online courses, including a final exam on data protection and information security required of all JYU researchers.

Weaknesses

Career advancement opportunities and induction to duties received lower than average scores in the surveys and can be regarded as weaknesses. Career advancement possibilities have been noted as a weakness in the previous HRS4R internal review as well, and the action is in progress.

Research staff's time available for research varies between the Faculties and both professors and senior researchers feel they have too little time for research. The academic orientation of researchers takes place in academic units. There is a need for uniform guidelines on what needs to be taken into account in research ethics orientation. A support service for services will also be designed.

The development of a university-specific Research Integrity Promotion Plan, as recommended by the European Commission, will require concrete measures in the coming years.

Remarks
<p>A key objective of the JYU Research development programme 2019–2030 is to ensure that researchers adopt the practices of responsible science – research ethics, data protection and security – and master the working methods of open science.</p> <p>The faculties have presented several good practices to support research activities in the mid-term evaluation of research. For example, early career researchers' publication is supported with a policy of joint authorship with senior researchers and with providing training. Publishing has been addressed in development discussions, which have emphasised the importance of high-quality international publishing, set individual goals for publishing, and aimed to make a change in mindsets towards publishing more in international journals alongside publishing in national languages.</p> <p>In order to ensure adequate time for writing publications, writing time has been allocated in work plans. In addition, efforts were made to organise periods, during which researchers have no other work tasks and thus would be able to focus on writing. Interactions, which facilitate the exchange of ideas, knowledge and methods among researchers, have been used as a way to increase productivity. Financial support has been provided in the form of allocating strategic funding to cover the costs of open access publishing and language editing.</p> <p>Research ethics have been systematically developed based on the results of the self-assessment conducted in 2019:</p> <ul style="list-style-type: none"> • The Ethics Committee is now sufficiently resourced, and the work relates to the activities of the Research Council. Ethics review processes and advisory services have been improved, leading to significantly shorter processing times. • The research ethics webpages, including guidelines, have been fully revised in 2019 based on the renewed instructions of TENK. • The process for investigating breaches of good scientific practice has been clarified and responsibilities and division of labour agreed. • Training in research ethics has been increased and systematised and the Methodology Centre for Human Sciences annually provides training in research ethics for researchers at different stages of their careers. The Ethics Committee provides several research ethics training sessions for JYU staff each year. In addition, faculties provide discipline-specific training in research ethics and researchers receive regular training on the ethical requirements of research funders. • Communication on research ethics to the community has been significantly improved. <p>JYU policy on responsible assessment of research and researchers is in preparation and it is planned to be approved in 2023. This policy will be prepared together with the researchers.</p>

2022 ACTION PLAN: Ethical and professional aspects

A05 Development of Research Integrity Promotion Plan		
Action 5 The development of a university-specific Research Integrity Promotion Plan, as recommended by the European Commission	Timing 2021–2024	Connection to JYU strategy Action contributes to the main strategic goal 2 of the Research Development Programme: Researchers' competence and the quality of research develop continuously
GAP Principle(s) 2. Ethical principles 3. Professional responsibility 4. Professional attitude 7. Good practice in research	Responsible Unit Research and Innovation Services	Indicators/Target(s) Research Integrity Promotion Plan developed (Yes/No)

RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

Internal Review 2022: Recruitment and selection

Strengths and weaknesses of the current practice

Strengths
<p>The national quality management system audit team found evidence that the recruitment of staff at the University of Jyväskylä is based on guidelines of open, transparent and merit-based recruitment. All essential matters related to the positions are visible for applicants in the call for applications, and qualification requirements for positions are also publicly available online. A comprehensive comparison of merits is made for applicants, and they are treated equally throughout the selection process, following the principles of the JYU Equality Plan. JYU has committed to follow the principles of the DORA declaration and the recommendations for the responsible evaluation of a researcher in Finland. By signing the Agreement on Reforming Research Assessment (ERA), JYU agrees that there is a need to reform research assessment practices.</p> <p>The University of Jyväskylä has clear processes and guidelines in recruiting and selecting staff. The University continues to use electronic recruitment software, which facilitates managing recruitments and works well from the applicants' perspective. Teaching competence in the recruitment process is professionally assessed by a qualified pool of members assigned for the task.</p> <p>The researcher tenure track career model has been described openly, the criteria for progressing in one's career has been defined and researchers know the assessment criteria in advance.</p>
Weaknesses
<p>The researchers who have passed the phase of doctoral training, excluding professors, often feel more than others do that the university is not an attractive expert community. Moreover, they are also clearly more often planning to move to another Finnish university or other organisation or consider other career options.</p> <p>Even though recruitment is viewed as being implemented according to the OTM-R principles, the national audit team stated that the follow-up and review procedures of the implementation of open recruitment should be improved. The recruitment feedback system and the time-consuming recruitment process are under development. Both will be enhanced when the new digital recruitment system is taken into use. Even though administrative and general orientation has been improved, the orientation to the work itself can still be seen as a weakness. One faculty has already piloted a more in-depth orientation, including a departmental and safety orientation.</p>
Remarks
<p>The JYU recruitment process has been described along with the HR guidelines for staff and managers updated and provided in the intranet. A website focusing on academic career of the researchers has been created.</p> <p>A new administrative service, the HR Partner network, which focuses on serving the management and recruitment of the faculties, has been launched. In addition, the monitoring of recruitments and career development have been systematized with digitalized services and Power BI reporting portal in tenure track and other researcher positions. All the mentioned development actions and the systematic and united recruitment processes which are soon to be launched at every faculty have and will further reduce the workload of leading researchers (R3–R4 levels).</p>

Due to the development of recruitment processes, the length of the recruitment process has been reduced. The renewal of titles has progressed, for example the titles of doctoral researcher, staff scientist and senior university lecturer have been introduced.

Together with updating the tenure track system a community for tenure track researchers has been formed. This community works as an internal network that has regular meetings to address the work-related issues and develop them together with the coordination of the HR.

ACTION PLAN 2022: Recruitment and selection

A07 Responsible researcher evaluation		
Action 7 The principles of responsible researcher evaluation at JYU, especially at the tenure track level in recruitment and evaluation, will be defined and implemented.	Timing 2022-2027	Connection to JYU strategy Action contributes to the main strategic goal 1 of the Research Development Programme: <i>Motivating and attractive research careers</i> Action contributes to the main strategic goal 1 of the University Community Development Programme: <i>Working for JYU: Unity, equality and the JYU identity</i>
GAP Principle(s) 11. Evaluation/appraisal systems 12. Recruitment 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code)	Responsible Unit HR Services Open Science Centre Research and Innovation Services	Indicators/Target(s) The evaluation process is defined including criteria and objectives of the evaluation, materials used in evaluation, selection and guidance of experts (Yes/No) The defined evaluation process has been introduced and adopted (Yes/No) Guidelines in the recommendations of Responsible Assessment of Researchers (TSV/SA), DORA, ERA as well as Code of Conduct for the Recruitment of Researchers (Code) – OTM-R are implemented (Yes/No) The researcher is involved in their evaluation process (Yes/No)
A08 Defining and Clarifying Career Paths		
Action 8 Defining and clarifying researcher and teaching career paths	Timing 2022-2027	Connection to JYU strategy Action contributes to the main strategic goal 1 of the Research Development Programme: <i>Motivating and attractive research careers</i> Action contributes to the main strategic goal 1 of the University Community Development Programme: <i>Working for JYU: Unity, equality and the JYU identity</i>
GAP Principle(s) 12. Recruitment 13. Recruitment (Code) 15. Transparency (Code) 16. Judging merit (Code)	Responsible Unit HR Services	Indicators/Target(s) Career paths defined and clarified (Yes/No) Career paths communicated at JYU (Yes/No) Career paths described in supervisor training (Yes/No) <i>'I have the opportunity to advance in my career laterally (more varied tasks) or vertically (more demanding tasks), if I want'</i> (statement in Wellbeing survey),

21 Postdoctoral appointments (Code) 28. Career development		Growing target value
A09 Developing Recruitment: Streamlining and speeding processes		
Action 9 Developing recruitment: Streamlining and speeding the processes. Recruitment feedback, length of recruitment process and recruitment follow-up procedures will be improved in the new digital recruitment system. OTM-R needs to be updated.	Timing 2022–2027	Connection to JYU strategy Action contributes to the main strategic goal 1 of the Research Development Programme: <i>Motivating and attractive research careers</i> Action contributes to the main strategic goal 1 of the University Community Development Programme: <i>Working for JYU: Unity, equality and the JYU identity</i>
12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 16. Judging merit (Code) 37. Supervision and managerial duties 40. Supervision	Responsible Unit HR Services	Indicators/Target(s) Candidate experience of new recruitments: how did we do on candidate experience => target level 3.9 (2021/ 3.5 and 2020 3.0) Recruitment process in place in the Vasara workflow up to employment contracts (Yes/No) Recruitment process in Vasara implemented in all JYU departments (Yes/No) Acquisition of new recruitment system (Yes/No) Feedback on recruitments (rejected and accepted applicants) (Yes/No) Number and quality of international applicants (shortlisted applicants) (Yes/No) Duration of the recruitment process (time used per recruitment) (Yes/No) Diversity of recruitments (clear guidance on non-discriminatory recruitment) (Yes/No) Analyses of recruitment marketing data (channels) (Yes/No) OTM-R updated (Yes/No)

WORKING CONDITIONS AND PRACTICES

Internal Review 2022: Working conditions

Strengths and weaknesses of the current practice

Strengths
<p>According to the wellbeing survey, the strengths of the working conditions are interesting and challenging tasks, the opportunity to use one's skills in one's work, sufficient competence to handle work tasks and clear goals at work. The researchers feel that impartiality and fairness are strengths in managerial work. Compared to the respective surveys from 2017 and 2019, the same strengths exist.</p> <p>The national quality management system audit team found evidence that the University of Jyväskylä systematically and extensively supports the well-being and equality of staff through instructions, management and managerial training, as well as through the work of development groups and committees. In addition, staff awareness of the connections of their own work to the objectives of the university is actively supported at various levels of the university.</p> <p>The Finnish labour legislation as such guarantees appropriate working conditions including standing, rights and duties of an employee and for the terms of employment. In addition to statutory occupational health care for its employees, JYU provides a wider range of occupational health services, such as medical care.</p> <p>Finnish legislation sets the minimum framework for how to engage personnel in the decision making. Additionally, JYU offers a multitude of possibilities for the inclusion of all personnel groups in decision-making. These include faculty councils, university-, faculty- and department-level development groups, as well as staff meetings.</p> <p>In order to support equality, JYU reviews salary equality regularly, every two years. These reviews show that the salary system seems to be working fairly.</p> <p>JYU international staff services receive good feedback on services for international researchers who are entering and settling into the university. Part of the services is also the support offered to the whole family in adapting and settling in Jyväskylä and society.</p>
Weaknesses
<p>Weaknesses are related to workload, the opportunity to advance in one's career and the handling of difficult issues. The wellbeing survey results indicate that many researchers do not have enough time to carry out their duties during working hours, the work is considered mentally exhausting, recovery from work is challenging and changes in work affect their ability to cope at work. Additionally, the ability to influence the university's decision-making through the existing channels of influence is seen to be low. Workload and handling difficult issues were also considered weaknesses in the previous internal review.</p> <p>There are mechanisms for monitoring the progress of doctoral researchers towards the completion of a doctoral degree. However, the opportunities for career guidance are rather limited and rely heavily on the expertise of dissertation supervisors. The equal support for international researchers would require that all the guidelines and handbooks be available in English.</p>
Remarks

In the mid-term research evaluation 2021, one of the goals in several development plans of the faculties was to create and maintain an organisational culture characterized by, among other things, equality with all its dimensions, the consideration of multilingualism, the smooth integration of newcomers at all researcher career levels, a sense of community, good internal communication, and leadership.

The supply of wellbeing services at JYU has been increased and provided in a coherent form on the JYU intranet. In addition, JYU has described and communicated the expected professional and social behaviours in the Code of Conduct and in the principles of JYU at Work: appropriate behaviour in the work community. Related to these, procedures on how to give early support and how to handle difficult situations have been clarified and given detailed instructions. The HR principles and guidelines for supervisors have been harmonised and compiled as an HR handbook for supervisors. These procedures support the operational culture of JYU and everyone's wellbeing.

The status of grant researchers was widely discussed during the site visit in 2019. Since then, the opinions and needs of grant researchers were studied and a development action plan was created. A handbook for grant researchers describes the services and practical procedures. Since 2021, a part-time employment contract can be made for grant researchers who have received external competitive grants.

The research services are developed systematically. Digital research services are developed in collaboration with researchers and the digitalization of research services are supported by a reference group of researchers. Digitalization of research support enables the researchers to focus on research instead of administrative duties. In addition, the new tenure track system includes starting and follow-up discussions that aim to provide career advice. Researchers on the tenure track are annually asked for their opinions on development actions.

Employee retention is enhanced by offering new benefits. For example, international staff, including doctoral researchers, receive settling money to help them integrate into the community.

ACTION PLAN 2022: Working conditions

A01 Employment-related benefits		
ACTION 1 The availability of certain employment-related benefits to the university community members with different statuses are decided and communicated.	Timing 2022-2023	Connection to JYU strategy Action contributes to the main strategic goal 1 of the University Community Development Programme: <i>Working for JYU: Unity, equality and the JYU identity</i>
GAP Principle(s) 10. Non discrimination 23. Research environment 24. Working conditions	Responsible Unit HR Services	Indicators/Target(s) Benefits available for different researcher groups are decided and communicated (Yes partly) Survey on health care services done (Yes - No) Decision on the possible new services made based on the survey on health care services (Yes - No) Possible new services launched (Yes - No)
A03 Implementation: Appropriate working behavior and Early caring models		
Action 3 Updating and implementation of appropriate working behaviour guidelines and Early Caring model	Timing 2021-2023	Connection to JYU strategy Action contributes to the main strategic goal 1 of the University Community Development Programme: <i>Working for JYU: Unity, equality and the JYU identity</i>

GAP Principle(s) 5. Contractual and legal obligations 24. Working conditions 37. Supervision and managerial duties 40. Supervision	Responsible Unit HR Services	Indicators/Target(s) Guidelines and procedures for appropriate working behaviour updated (Yes) Training of guidelines for appropriate working behaviour given (Yes) Guidelines of Early Caring model updated (Yes) Training of guidelines of Early Caring model given (Yes) 'We discuss difficult matters, and we also work them out' (statement in Wellbeing survey), growing target value
A04 Processes and support: Hybrid campus, multilocational and remote working		
Action 4 Creating new ways of working on a Hybrid-campus, multilocational working environment and remote working	Timing 2021–2023	Connection to JYU strategy Action contributes to the main strategic goal 1 of the University Community Development Programme: <i>Working for JYU: Unity, equality and the JYU identity</i> Action contributes to the main strategic goal 2 of the Digital Development Programme: <i>JYU has a high-quality and flexible digital research environment</i> Action contributes to the main strategic goal 3 of the Research Development Programme: <i>High-quality research services and research infrastructure</i> Action contributes to the main strategic goal 1 of the Campus Development Programme: <i>A campus for new knowledge and diverse activities</i>
HRS4R GAP Principle(s) 23. Research Environment 24. Working conditions	Responsible Unit Digital Services HR Services	Indicators/Target(s) Digital tools for remote work adopted (Yes) Training for using digital tools offered (Yes) Guidelines for flexible working (in-office, remote work) created and adopted (Yes) Review on remote work possibilities abroad completed (Yes/No) Decision made based on the review (Yes/No) The use of 'Research for JYU mobile' application extended to three new application areas (Yes/No)
A10 Improvement of Employee Experience: Systematic Orientation		
Action 6 Creating university-level principles for work plans in order to harmonise work plan procedures and implementing the work plan system renewal.	Timing 2022–2024	Connection to JYU strategy Action contributes to the main strategic goal 1 of the University Community Development Programme: <i>Working for JYU: Unity, equality and the JYU identity</i>
GAP Principle(s) 1. Research freedom 3. Professional responsibility 4. Professional attitude 37. Supervision and managerial duties	Responsible Unit HR Services	Indicators/Target(s) University-level principles created and implemented (Yes/No) The new work plan system has been put into operation. (Yes/No) Analysis on the content of work plans has been made (teaching, research and societal interaction) (Yes/No)

A06 Working plans: principles and system renewal.		
Action 10 Improvement of employee experience. Systematic orientation to every employee including administrative and faculty-level orientation. Exit-survey to improve the working environment to be launched to find out what the reasons are for researchers to leave the university.	Timing 2022–2023	Connection to JYU strategy Action contributes to the main strategic goal 1 of the Research Development Programme: <i>Motivating and attractive research careers</i> Action contributes to the main strategic goal 1 of the University Community Development Programme: <i>Working for JYU: Unity, equality and the JYU identity</i>
GAP Principle(s) 7. Good practice in research 24. Working conditions 37. Supervision and managerial duties 40. Supervision	Responsible Unit HR Services	Indicators/Target(s) All new employees are familiarised with the university community (Yes/No) The introduction process (on-boarding process) will be in place in all units (Yes/No) The orientation process will include administrative and faculty/unit level orientation as well as security and ethical issues (Yes/No) Exit surveys adopted as a systematic method (Yes/No) ‘Introduction to my current work tasks has been handled well’ (statement in Wellbeing survey), Growing target value Orientation Course in Moodle completed % (orientation completed per persons with new employment contracts) Decreasing number of accidents at work
A12 Integration to JYU community		
Action 12 Improving the support for international staff members to work and to integrate in the university community by means of adding opportunities to learn Finnish language within their own faculty. Simultaneously the Finnish-speaking staff will develop as they work in a multicultural working environment and equality in communication will be improved.	Timing 2022–Fall 2024	Connection to JYU strategy Action contributes to the main strategic goal 1 of the Research Development Programme: <i>Motivating and attractive research careers</i> Action contributes to the main strategic goal 1 of the University Community Development Programme: <i>Working for JYU: Unity, equality and the JYU identity</i>
GAP Principle(s) 10. Non-discrimination 24. Working conditions	Responsible Unit Centre for Multilingual Academic Communication, HR Services	Indicators/Target(s) Development and piloting of a new Finnish course for staff. The course includes elements of community building to increase the sense of belonging (Yes) Assessment of the pilot course and future recommendations (Yes) Planning of the next steps for providing new learning opportunities in Finnish (Yes/No) Increasing awareness of learning opportunities and courses where staff can develop their Finnish skills (Yes/No) JYU language policy renewed (Yes/No) ‘Equality and diversity are achieved in our unit’ (statement in Wellbeing survey): Growing target value
A13 Balancing job demands and resources.		

<p>Action 13 Finding means to balance job demands and job resources at researcher career levels 2-3</p>	<p>Timing 2023-Fall 2024</p>	<p>Connection to JYU strategy Action contributes to the main strategic goal 1 of the Research Development Programme: <i>Motivating and attractive research careers</i> Action contributes to the main strategic goal 1 of the University Community Development Programme: <i>Working for JYU: Unity, equality and the JYU identity</i></p>
<p>GAP Principle(s) 24. Working conditions</p>	<p>Responsible Unit HR Services</p>	<p>Indicators/Target(s) Survey on job demands and resources implemented (Yes/No) Actions decided and implemented based on the survey result (Yes/No) Plan for supervisors training and coaching for the impact of job demands and resources on the sense of work proficiency drawn up (Yes/No) Job demands section in the Wellbeing survey (research career levels 2 and 3): Growing target value 'My supervisor pays attention to my workload and my ability to cope' (statement in Wellbeing survey), Growing target value</p>

RESEARCH CAREERS AND TALENT DEVELOPMENT

Internal Review 2022: Training and development

Strengths and weaknesses of the current practice

Strengths

Based on the national quality management system audit, JYU has effective procedures for identifying the skills development needs of staff and supporting the development of staff competences. In order to support the development of JYU staff, employees and their supervisors hold an annual goal discussion. In these discussions, employee goals of the previous period are reviewed, new ones are set and competence development needs and wellbeing at work are reviewed. Employees also have the opportunity to give feedback to their supervisors.

As the research mid-term research evaluation showed, support for professional development can be seen as a way to increase not only the researchers' skills and knowledge but also their wellbeing and advance their career development. The reviewers found that training topics at JYU included publishing, research ethics, open science, research methods, leadership, and digital skills. Internal mentorship programmes were created to support the professional development of tenure track researchers and other researchers. In addition to the formal training, informal learning opportunities were offered, such as co-supervision, co-publishing, collaborative research projects, and teaching with a more experienced researcher.

The staff survey on wellbeing in 2021 supports this as well. It showed that the researchers are able to use their competence at work and they have sufficient competence to take care of their working tasks. Work has clear goals and the opportunities to develop one's own competence are good. The R4 researchers (professors, academy professors, research professors, research directors) reported that they can advance their career either vertically or laterally. Supervisors encourage the researchers to make suggestions, take responsibility and develop the work. They also take into consideration that people are different, and they are seen as impartial and fair leaders.

A survey for grant researchers shows strengths similar to those for employed researchers. The grant researchers think they have interesting and challenging tasks, they can use their own competences efficiently in the research they are doing, no harassment or other inappropriate behaviour was experienced, while their supervisors are viewed as impartial and fair, give enough feedback and take into account that people are different.

Weaknesses

One noted weakness was that researchers other than the R4 researchers feel they do not have the opportunity to advance their career either laterally or vertically. Supervisors could give more feedback to researchers at level R2.

Even though the supervision document of doctoral training and the follow-up group of doctoral researchers have been recognised as good practices, there are further development needs in the implementation of supervision documents and follow-up groups. The training possibilities in English should be more extensive. In addition, the multicultural skills training in the process of being made more systematic.

The grant researchers felt that orientation to the working community and working principles should be improved. They felt work was quite often mentally exhausting. In addition, they felt the following should be improved: dealing with difficult issues, sharing information and knowledge, meeting procedures, competition between individuals, and supporting the development of research competence, changes at work as well as work-life balance.

Remarks
<p>JYU has as its goal to be a capable, creative, and healthy university community in which all members have an understanding of their role as part of the university community, the ability and will to develop their competences and an understanding of their role for fostering their personal wellbeing as well as the wellbeing of the community. Appropriate competence is a key asset for the success and wellbeing of the JYU university community.</p> <p>Good leadership is one of the third cornerstones in the HR-related strategy development programme. In order to meet the requirements of good leadership, major efforts and several actions have been put in place which can be seen as a strength. The actions taken are training for leading groups and leaders, in-depth induction for the new academic managers, the created principles of good leadership, the JYULead training programme arranged as a systematic programme aiming to provide skills and tools for leaders to grow as a coaching and mentoring leader. One tool is one-to-one discussions between the supervisor and co-worker. A handbook for leaders as well as regular meetings and regular bulletins help the leaders in their challenging task.</p> <p>Researchers at all stages of their careers, including grant researchers, are offered a wide range of training, and mentoring to update and develop their skills. For example, there are transferable skills studies especially designed to strengthen the research and communication skills of the doctoral researchers. The information regarding competence development can now be found on the intranet in a coherent format from strategic competences to different ways of developing competences. Here as well, a digitalised application helps the researchers find and register for suitable training.</p>

ACTION PLAN 2022: Training and development

A02 Developing Leadership		
<p>Action 2 Developing leadership: providing training and orientation as well as different support for leaders. Leadership competencies at different research career levels will be defined.</p>	<p>Timing 2019-2023</p>	<p>Connection to JYU strategy Action contributes to the main strategic goal 3 of the University Community Development Programme: <i>Leading JYU: Leadership that creates inspiration and innovations</i></p>
<p>GAP Principle(s) 24. Working conditions 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision</p>	<p>Responsible Unit HR Services</p>	<p>Indicators/Target(s) Principles for good leadership designed and launched (Yes) Orientation to new academic leaders provided (Yes) JYU Lead training programme planned (Yes) JYU Lead training programme systematised (No) Coaching and mentoring offered for supervisors (Yes) Training for leading groups offered (Yes) Handbook for supervisors created and updated regularly (Yes) Leadership competences are defined for each step of the research career (No) Opportunities to develop leadership competencies are offered on each step of the research career (No)</p>
A11 JYU Mentoring system		

<p>Action 11 To plan and introduce JYU Mentoring system to support skills development and career planning at all levels of the research career.</p> <p>The goal of the mentoring system will support the development of trans-disciplinary thinking. The identification of multiple career paths contributes to a better transfer of knowledge to society. Career development and psychosocial development of actors.</p>	<p>Timing 2022-2024</p>	<p>Connection to JYU strategy Action contributes to the main strategic goal 1 of the Research Development Programme: <i>Motivating and attractive research careers</i> Action contributes to the main strategic goal 1 of the University Community Development Programme: <i>Working for JYU: Unity, equality and the JYU identity</i></p>
<p>GAP Principle(s) 28. Career development 30. Access to career advice 38. Continuing professional development 39. Access to research training and continuous development</p>	<p>Responsible Unit HR Services</p>	<p>Indicators/Target(s) JYU mentoring model planned (Yes/No) JYU mentoring model in use (Yes/No) 'I have the opportunity to advance in my career laterally (more varied tasks) or vertically (more demanding tasks), if I want' (statement in Wellbeing survey), Growing target value</p>