# HR Excellence in Research

# Human Resources Strategy for Researchers

# Action Plan 2026-2028

# LUT University

Version history

| Action plan version | Validity | Approved by LUT | HRS4R label granted |
|---|---|---|---|
| Action plan I | 2013 – 2015 | Oct 2013 | Nov 2013 |
| Action plan II | 2016 – 2018 | Sep 2015 | Nov 2015 |
| Action plan III | 2019 – 2021 | Nov 2018 | |
| Action Plan III | 2019 – 2021 | Sep 2019 revised | Nov 2019 |
| Action Plan IV | 2022 - 2025 | Oct 2022 | Mar 2023 |
| Action Plan V | 2026 - 2028 | Mar 2026 | |
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# 1. Introduction

Lappeenranta–Lahti University of Technology LUT applied for the Human Resources Strategy for Researchers (HRS4R) label in the 4th cohort in 2013, and the label was granted on 6 November 2013 based on the university's Action Plan to improve researchers' employment relationships, working conditions and research environment. Since receiving the award, LUT has actively and systematically monitored its progress and set new development targets, as documented throughout this report. This document compiles all actions, objectives, and implementation measures carried out since the launch of LUT's HRS4R process in 2013 and presents the newest actions planned for 2026–2028.

Although LUT's HR policy already aligns well with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, and although Finnish legislation and the national collective agreement set high standards for university employers, the HRS4R framework has helped highlight specific aspects of researchers' employment that warrant further attention. Since obtaining the HRS4R label, researcher-focused human resource development has become increasingly significant at LUT. The improvement of HR practices is a continuous process that extends beyond the HRS4R work itself, supporting the performance and well-being of the entire university community. The Charter and Code have provided a strong and structured framework for monitoring LUT's HR practices and identifying areas for development.

Over the years, LUT has substantially benefited from its commitment to the HRS4R process. This is evident in the increasing ambition of LUT's Action Plans and the strengthened internal cooperation between units supporting researchers' working conditions. Researchers are more actively involved in the university's internal decision-making bodies and development projects. The external review and site visit conducted in 2019 offered valuable insights and encouraged LUT to continue enhancing its position as a high-quality working environment for researchers. The evaluation confirmed that LUT provides an excellent foundation for conducting research.

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|---|---|
| Autumn 2012 | • Internal decision on taking part in HRS4R process |
| 1/2023 | • Letter of Endorsement |
| 4/2013 | • Gap Analysis |
| 6/2013 | • Action Plan 2013-2015 |
| 11/2013 | • HR Excellence in Research - Award |
| 12/2015 | • Internal review for interim assessment & Action Plan 2016-2018 - Accepted |
| 12/2018 | • Internal review for award renewal & Action Plan 2019-2021 & OTM-R Policy - Accepted |
| 5/2019 | • Site visit for award renewal |
| 11/2019 | • Revised internal review & Action Plan 2019-2021; renewal accepted |
| 11/2023 | • Internal review for renewal assessment & Action Plan 2022-2025 - Accepted |
| 3/2026 | • Internal review for renewal assessment & Action Plan 2026-2028 - Submitted |

Picture 1. LUT HRS4R – Human Recourse Strategy for Researchers timeline

# 2. Implementation and monitoring of HR Excellence in Research @ LUT

The implementation of the HR Excellence in Research principles and the university's HRS4R Action Plans is overseen by the Steering Committee for Quality and Sustainability Management Systems at LUT, referred to in this document as the HRS4R Steering Committee.

At the operational level, the HRS4R working group coordinates the process, monitors the progress of each action, and reports regularly to the HRS4R Steering Committee and university management. LUT ensures strong institutional commitment to HRS4R objectives by integrating the actions into the university's strategic management and development processes. This alignment ensures continuity, resource allocation, and organizational commitment to implementation. As a result, the HRS4R actions form a natural part of the development of LUT's core processes.

Responsibility for implementing the actions is distributed across several organizational units, which collaborate with relevant internal and external stakeholders. These units are responsible for communication, stakeholder engagement, and the practical execution of actions.

LUT uses several well-established feedback mechanisms - including staff surveys, questionnaires and other feedback channels - to ensure that the views of researchers and other employees are heard and incorporated into development work. Researchers are represented in multiple decision-making bodies and work groups, such as LUT Board, University Collegium, Academic Councils, Steering Group of Sustainability and Quality Management, LUT Culture Ambassadors, Researcher unions' representatives in dialogue meeting, and Ethics Committee for Human Science. This ensures that researchers have a meaningful role in influencing policies, decisions, and the overall development of the university.

# 3. Strengths and weaknesses of the current practices by internal review

The strengths and weaknesses analysis was conducted third time by the end of 2025 to get the overall picture of the current situation of practices and processes, since the previous analysis was done in 2022 and 2018. The strengths identified in 2018 and 2022 are still LUT 's strengths, but new ones were identified too. The same applies with weaknesses; new weaknesses were identified; however, good progress has been made to tackle the identified weaknesses in 2018 and 2022. The analysis of strengths and weaknesses presented in this document is a shortened summary of the analysis presented in the Internal review.

## 3.2. Ethical and professional aspects

### Strengths:

LUT University demonstrates a strong commitment to ethical and professional conduct, adhering firmly to the national TENK guidelines and embedding ethics into researcher education through training, information sessions, and integrated course content. Dedicated Research Integrity Advisors and a clear misconduct handling process ensure confidential and accessible support. The establishment of the Human Sciences Ethics Committee in 2025 further strengthens ethical review and fosters internal dialogue.

Open science practices are supported through a joint LUT–LAB OS steering group, a shared Open science policy, and a solid culture of open publishing. Data management support is expanding through coordinated guidance and training.

Equality, non-discrimination and diveritys outcomes are consistently positive. Surveys indicate an open, equal, and inclusive work environment, with more than 70% of employees reporting equal treatment regardless of background or identity. Harassment guidelines, regular monitoring, and strong gender balance among junior researchers reinforce this culture.

### Weaknesses:

Coordination between research-support units — including ethics, research integrity, OS, data management, and research infrastructure — requires improvement to provide more cohesive services. Rapidly evolving technologies and legal frameworks generate complex ethical challenges, highlighting the need for more role-specific and up-to-date training.

Open science practices remain uneven across the university, and limited resourcing slows development in areas such as open peer review, open methodologies, citizen science, and open infrastructures.

In DEI, deeper and more regular training is needed; supervisors require enhanced competence, accessibility needs attention, and an open discussion culture should be encouraged. Gender imbalance persists at the post-doctoral level, particularly in engineering and technology fields.

## 3.3. Recruitment and selection

### Strengths:

LUT University has harmonized and strengthened recruitment practices, ensuring transparency and equality through comprehensive university wide guidelines. Clear processes for needs assessment, advertisement, selection, and onboarding promote consistency. HR's enhanced coordinating role has improved communication and support for applicants and supervisors. Standardized interview practices and structured templates support responsible evaluation, while bilingual onboarding fosters integration of international staff.

Employer attractiveness has increased through redesigned job advertisements, updated career pages, and greater international visibility. Tenure track recruitment has improved transparency through enhanced monitoring of expert evaluations and the possibility for applicants to comment on external reviews. The adjunct professor nomination process has also been streamlined, improving clarity, processing times, and data protection. Support for junior researchers is strengthened by the Doctoral School and ongoing improvements to doctoral education.

### Weaknesses:

Recruitment remains multiphase and lengthy. Further digitalization - including updated recruitment systems and automated tenure track processes - is needed to improve efficiency and applicant experience. International visibility is still insufficient, requiring stronger global employer branding.

Career paths outside the tenure track lack clarity, particularly teaching oriented pathways. Communication on career models and support mechanisms should be improved, and monitoring of junior researchers' progress further systematized.

Full implementation of CoARA principles requires a finalized institutional action plan. Supervisors' recruitment skills also need strengthening through targeted training on diversity, equality, internationalization, and responsible assessment.

## 3.4. Working conditions

### Strengths:

LUT University offers a supportive working environment with high-quality facilities and strong flexibility. Researchers benefit from adjustable working hours, remote work options, and a culture that promotes work–life balance. Feedback mechanisms — including annual development discussions, anonymous channels, whistleblowing tools, and regular surveys — support continuous improvement.

Employee survey results (2025) indicate strong professional growth opportunities, supported by career models. Employee experience surveys highlight meaningful work, organizational stability, international atmosphere, and flexible arrangements as key strengths.

Participation in institutional decision-making is well established through the LUT Board, Univerity Collegium, Academic Councils, sustainability groups, doctoral forums, ethics committees, and various researcher representative bodies. Internationalization has progressed strongly, evidenced by increased international researchers, mobility, projects, and funding. The Doctoral School enhances working conditions through supervisor training, peer mentoring, and regular support activities.

### Weaknesses:

Workload-related mental strain is a significant challenge. Frequent interruptions, insufficient time for core tasks, and recovery difficulties have reduced work ability and job satisfaction. Work–life balance remains a concern for many researchers.

Knowledge sharing between units is insufficient, hindering collaboration and strategic research management. Onboarding practices require improvement, as some researchers lack adequate support in new roles.

Organizational culture assessments indicate a need to shift from a result driven “compete” culture to a more people oriented “collaborate” culture. Teaching staff require strengthened pedagogical competencies in response to increasing student diversity and expanding online/hybrid instruction.

In doctoral education, curricula, supervision practices, orientation, and progress monitoring require development. Sustaining a strong research community also demands further investments in laboratories, equipment, technical expertise, and partnerships.

## 3.5. Training and development

### Strengths:

LUT University supports staff development through extensive training offerings covering scientific, pedagogical, language, digital, safety, and communication skills. Employees may allocate working hours to independent study. Training is available in Finnish and English, both on-site and online, with systematic feedback collection. The four-level tenure track system provides criteria for progression in researcher’s career.

Annual development discussions identify competence needs and support career planning. Junior researchers benefit from tailored guidance to prepare for postdoctoral careers. Leadership training is supported through a comprehensive program combining theory, coaching, and peer learning. Teaching quality is strengthened through pedagogical and digital skills training, university pedagogy programs, and dedicated support services.

Doctoral education renewal aims to enhance competencies and employability. Internationality is supported through bilingual communication and Finnish language courses that help international researchers integrate into Fininsh society.

### Weaknesses:

Wellbeing at work surveys indicate challenges such as high workload, unclear roles, and dissatisfaction with rewards, all affecting development opportunities and career progress, which need to

take into account in coming years. Pedagogical support needs expansion due to increasing internationalization, heterogeneous student groups, and emerging demands such as AI-driven teaching practices.

Finnish language courses currently end at pre-intermediate level; more advanced options are needed. Mentoring is available but limited to junior researchers and should be expanded to all academic staff.

Orientation processes require continuous updating based on feedback, and onboarding for junior researchers in particular needs more structured practices to ensure role clarity and adequate early-stage support.

# 4. Action Plans

LUT has prepared five Action plans since 2013 and the latest being the Action Plan V for 2026-2028. Two first action plans are separate documents each and can be found on LUT's HRS4R webpage. This version of Action Plan however contains the summaries of four previous Action plans, and the newest for years 2026-2028. The action plans presented here are arranged from the newest to the oldest.

The responsibility for implementation of each action is defined and shared with different organizational units at LUT. The HRS4R working group coordinates the overall implementation of HRS4R strategy and reports to the steering committee of HRS4R. If the working group acknowledges any discrepancy in the implementation, the issue will be discussed with the people responsible for actions and in the committee meetings, if necessary.

HRS4R working group regularly monitors the progress of implementation of planned actions and documents the findings in the working groups' own digital workplace. People in charge of implementing the actions are regularly contacted by the working group members and information on the current state of implementation is shared.

The progress is measured by the targets / indicators set in the action plans. The progress on each action will be checked from different sources and documented on a shared template at least once a year by the working group members. In addition, all feedback channels and surveys applied at LUT are used to monitor the impact of actions.

## 4.1 Action Plan V for 2026-2028

The Action Plan V for 2026-2028 was approved by the steering group in March 2026. LUT University's Action Plan V for 2026–2028 introduces 22 new actions aimed at strengthening responsible research, improving staff experience, and supporting an inclusive and forward-looking academic community. The plan focuses on ethical research practices, working conditions, professional development, career structures, and transparent recruitment, and is grounded in the university's updated strategies. The strengths and weaknesses analysis of current practices (presented in chapter 3.), which was conducted before drafting the action plan, gave valuable information on current situation and helped to define the new actions as well.

The university will enhance **responsible research** by offering regular training on emerging ethical issues, providing tailored ethics guidance for specific researcher groups, and including a compulsory

research ethics course in all doctoral programmes. Data stewardship will be strengthened by involving researchers more closely in data management support, and open science will be advanced through streamlined parallel publishing processes and improved Rights Retention Strategy practices.

To **improve equality, inclusion and well-being**, LUT will identify best practices in diversity, equity, inclusion and belonging and prepare a new university-wide action plan. Onboarding for staff and doctoral students will be renewed, while a new well-being toolbox and supervisor training will support workplace well-being. Integration services for international staff will be expanded to improve belonging, retention and overall employee experience.

The university will develop its **organizational culture** based on assessment conducted 2025 and invest in laboratories, equipment, and technical expertise to strengthen research infrastructures and support national and international collaboration.

**Career development** will be supported through a competence management model, succession planning, and clearer, more transparent career paths for both tenure track and non-tenure researchers and teaching staff. Researcher mobility will be promoted through new partnerships, incentives, and strengthened collaboration opportunities across career stages. An extended mentoring model will offer support to all academic staff.

**Recruitment and leadership practices** will be improved through a renewed recruitment system, updated assessment criteria aligned with CoARA principles, and training supervisors in responsible recruitment. Leadership development programmes will help strengthen supervisory skills, measured through participation rates and staff feedback.

**Teaching quality** will be supported with systematic training in pedagogy, language skills, digital tools, and the responsible use of artificial intelligence, with improved student feedback serving as a key indicator.

Table 1. Action Plan V for 2026-2028.

| **PLANNED ACTIONS 2026-2028** | **GAP PRINCIPLE** | **TIMING (at least by year's quarter/semester)** | **RESPONSIBLE UNIT** | **Indicator(s) / Target(s)** | **CURRENT STATUS** |
|---|---|---|---|---|---|
| Developing and delivering regular training sessions on emerging ethical issues in research, and creating tailored guidelines and training sessions on research ethics for specific target groups | Ethical principles<br><br>Professional responsibility & attitude<br><br>Accountability to employer, funder or public, private organizations and to society | Q4/2027 | Research Services | <u>Target:</u><br>Enhance the competences of researchers in ethics and research integrity.<br><br><u>Indicators:</u><br>Number of training sessions organized annually; Number of participants in trainings | New action |

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| | Good practice in research<br><br>Relation with supervisors | | | | |
| Nominating data stewards in units to act as supporting personnel in data management issues | Professional responsibility & attitude<br>Good practice in research<br>Dissemination, exploitation of results | Q4/2028 | Support (IT; Legal; Research Services; Library); Schools | Target:<br>Providing more organized data management services for LUT researchers<br><br>Indicator:<br>Number of active data stewards in units | New action |
| Streamlining the parallel publishing process and Rights Retention Strategy (RRS) actions development | Good practice in research<br><br>Dissemination, exploitation of results | Q2/2026 | Library; IT | Target:<br>Enhance efficiency of parallel publishing processes<br><br>Indicator:<br>The amount of parallel published publication | New action |
| Identifying best practices in diversity, equity, inclusion and belonging matters and creatating an action plan | Non-discrimination<br><br>Gender balance | Q4/2027 | HR | Target:<br>Improve staff experience of Diversity, Equity, Inclusion and Belonging at LUT<br><br>Indicators:<br>Diversity, Equity, Inclusion and Belonging index in biannual staff well-being survey | New action |
| Developing a course on research ethics as a compulsory part of doctoral studies | Ethical principles<br><br>Professional responsibility & attitude<br><br>Good practice in research | Q3/2026 | LUT Doctoral School | Target:<br>Ensure all doctoral students have sufficient ethical competences<br><br>Indicator:<br>Research Ethics course included in LUT doctoral programmes' structure | New action |
| Renewing the onboarding process of both employees and doctoral students | Working conditions, Continuing professional development | Q1/2026 | HR, Doctoral School | Target:<br>Strengthen the integration of new employees and doctoral students to LUT academic community<br><br>Indicator:<br>Participant feedback on onboarding | New action |

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| Creating a toolbox and course of actions to support well-being at work, and providing tools and training for supervisors to support employee's well-being at work | Working conditions, Research environment, Supervision and managerial duties | Q1-Q2/2026 | HR | Target:<br>To increase the well-being of employees, and to reduce the absenteeism rate<br><br>Indicator:<br>Toolbox created and communicated, Well-being index, absenteeism rate | New action |
| Developing the welcoming and integration services for international employees | Working conditions | Q1-Q2/2027 | HR | Target:<br>To ensure better employee experience and feeling of belonging to the LUT community<br><br>Indicator:<br>Retention rate and well-being index of international employees | New action |
| Building a competence management model to identify strategic and key competences | Career development | Q1-Q2/2026 | Management, HR | Target: To systematically develop the competences of LUT employees.<br><br>Indicator:<br>Competence management model designed and implemented | New action |
| Building and implementing succession planning model to identify critical positions and develop personal development plans | Career development | Q3-Q4/2026 | Management, HR | Target:<br>To ensure continuity in critical positions and support the next in line candidates.<br><br>Indicator:<br>Succession plan model designed and implemented. | New action |
| Conducting annual check-ups and discussions on gender balance in researcher positions with schools | Gender balance | Q1/2026 | HR, Schools | Target:<br>Raise awareness and improve gender balance in research positions<br><br>Indicator:<br>Gender balance statistics of researcher positions | New action |
| Developing LUT organization culture based on the results of organizational culture assessment | Working conditions | Q1-Q4/2026 | HR Vice rector, HR, LUT culture ambassadors | Target:<br>To foster a positive workplace culture that enhances work satisfaction and the well-being of employees<br><br>Indicator:<br>LUT staff workplace culture index in biannual staff well-being survey | New action |
| Developing LUT laboratories, equipment, technical know-how, and other resources<br>towards solid research infrastructures | Research environment | Q2/2027 | Provost, Deans, Heads of departments, University Services | Target:<br>To ensure the resilience and adaptation of LUT research infrastructures in relation to recognized research needs and strategic goals, to connect local | New action |

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| | | | | infrastructures to national and international infrastructure development.<br><br>Indicator:<br>LUT Research infrastructures' description published internally in the LUT intranet, usage of the description.<br>LUT Research infrastructures presented in national database, research.fi. | |
| Clarifying and developing researcher exchange opportunities on different career stages, providind institutional partnerships and incentives that connect researchers with relevant universities and research groups, promoting collaboration and networking of researchers with academic, industry and other relevant partners | Value of mobility, Career development | Q3/2027-Q2/2028 | Rector, Provost, Deans, Growth Director, Heads of Departments, University Services | Target:<br>To increase the impact and quality of LUT research activities and the competences of LUT researchers<br><br>Indicator:<br>The share of internationally co-authored papers and international researcher mobility | New action |
| Renewal of the recruitment system to improve transparency and applicant experience | Recruitment and selection | Q2/2026 | HR | Target:<br>To improve the overall applicant experience and strengthen the transparency of the recruitment, streamline workflows, and enable pre-onboarding functionalities, and to improve applicant communication.<br><br>Indicator:<br>The new recruitment system implemented, applicant experience score. | New Action |
| Reviewing and developing researcher assessment criteria, tools, and processes according to CoARA commitments | Selection, Transparency, Judging merit | Q3-Q4/2027 | HR and CoARA team and schools, deans and provost | Target:<br>To ensure a more transparent and consistent researcher evaluation process.<br><br>Indicator:<br>Evaluation principles updated, number of trainings for supervisors and evaluators, applicant feedback | New action |
| Providing recruitment trainings for supervisors | Recruitment and selection | Q4/2026-Q4/2027 | HR | Target:<br>To ensure consistent, high quality and responsible recruitment practices and strengthen supervisors' competence in diversity, equality and transparent evaluation | New action |

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| | Supervision and managerial duties | | | Indicator:<br>Supervisor participation in recruitment trainings, and a first-year attrition rate of new hires | |
| Developing and clarifying the existing tenure-track and non-tenure researcher and teaching staff career models | Recruitment and selection<br><br>Continuing professional development<br><br>Recognition of profession | Q4/2027-Q4/2028 | Provost, HR, Schools | Target:<br>Ensure defined progression criteria and development opportunities in all researcher and teaching staff career models.<br><br>Indicator:<br>Revised career models implemented | New Action |
| Extending mentoring model to all academic staff | Continuing professional development | Q3/2027 | Provost, Deans, HR | Target: To strengthen, maintain, develop and share competences and skills of academic staff to succeed in research<br><br>Indicator: Mentoring model implemented | New action |
| Successful completion of leadership program and creating a process to ensure leadership skills of new supervisors | Supervision and managerial duties, Continuing professional development | Q2/2027 | HR, Schools | Target:<br>To improve supervisors leaderships skills at all levels of the organization<br><br>Indicator:<br>Participant number in leadership training,<br>direct supervisor satisfaction index in staff well-being survey | New action |
| Supporting the development of teaching skills by providing systematic training opportunities | Teaching, Continuing professional development | Q3-Q4/2027 | Study Services, Language Centre, IT, HR | Target:<br>To ensure pedagogical and language skills, effective use of teaching technologies and artificial intelligence of research and teaching staff<br><br>Indicator:<br>Number of participants in trainings, improved student feedback | New action |
| Commencing new education and research related bodies to increase researchers' involvement in decision making processes at university level | Participation in decision-making bodies | Q1/2026 | Provost, Director of Study Affairs | Target:<br>Implementation of new forums: education leadership forum, doctoral education leadership forum, professor forum to systematize communication between researchers and administration.<br><br>Indicator:<br>Assessment of impact of new forums made by the provost | New action |

Like earlier, responsibility of implementing Action Plan 2026-2028 is distributed to several organizational units at LUT working together with the relevant internal and external stakeholders. The HRS4R working group will continue monitoring regularly the progress of implementation together with the people or units in charge of actions. All LUT feedback channels and employee surveys are used to monitor the impact of actions. The HRS4R working group continues reporting the progress to the HRS4R steering committee, which role is to define and monitor the broader targets for the HRS4R strategy.

## 4.2. Action Plan IV for 2022-2025

The Action Plan IV for 2022-2025 was approved by LUT administration in October 2022. The focus of Action Plan 2022-2025 was on developing the recruitment processes, working conditions and equality, especially from the point of view of LUT international researchers, and supporting researchers to commercialize their research results, and increasing the awareness of research ethic issues.

The Action Plan included 24 actions addressing seventeen different gap principles: Working conditions, Research environment, Contractual and legal obligations, Supervision, Relation with supervisors, Gender balance, Non-discrimination, Complaints/appeal, Continuing professional development, Recruitment, Transparency, Selection, Ethical principles, Good practice in research, Professional responsibility, Professional attitude, and Accountability.

The actions were derived from LUT's strategic actions plans, HRS4R gap analysis, the internal audit and the employee well-being survey conducted in late 2021. The strengths and weaknesses analysis was conducted before drafting the action plan giving valuable information on current situation and helped to define the action

The responsibility of implementation of actions was distributed to several organizational units at LUT working together with the relevant internal and external stakeholders. The extended HRS4R working group will monitor the progress of implementation regularly together with the people or units in charge of actions. All LUT feedback channels are used to monitor the impact of actions. The HRS4R working group continues reporting the progress to the HRS4R steering committee, which role is to define and monitor the broader targets for the HRS4R strategy.

LUT has successfully advanced the key actions outlined in its HRS4R Action Plan for 2022–2025. All measures have been completed, and many have become established, continuous practices supporting researchers and staff.

**Career development and supervision** were strengthened through mentoring for doctoral students and the launch of a peer mentoring programme for doctoral supervisors. Support for international staff improved, with new orientation materials, webinars and a broad programme of leisure and integration activities.

**Working conditions** were enhanced through improved IT support, expanded digitalisation training, and renewal of the university intranet. Work ability indicators were defined and are now regularly monitored to support early identification of well-being risks.

LUT advanced **equality and non-discrimination** by launching an online training course, updating procedures for addressing inappropriate behaviour, and integrating diversity, equality and inclusion monitoring into employee well-being surveys.

In the area of **research ethics**, LUT published updated ethics information on its external website, organised regular ethics information sessions, and aligned processes with national ethical review guidelines.

Improvements in **recruitment transparency** included updates to processes for applicant statements, a renewed docent nomination procedure, and first steps have been made in integrating CoARA principles into recruitment and career advancement.

Finally, LUT strengthened **innovation and research commercialisation** support through regular pitch training, investor events and the LUT Storming research club, which promotes idea generation and collaboration.

Overall, LUT has made strong and systematic progress in developing an open, supportive, and responsible research environment aligned with the principles of the European Charter for Researchers and the Code of Conduct.

The table 2. below summarizes the actions for 2022-2025, action specific targets and indicators, responsibilities, timing, and the respective principle in Charter & Code for Researchers.

Table 2. Action Plan IV for 2022-2025

| ACTIONS 2022-2025 | GAP PRINCIPLE(S) | TIMING | RESPONSIBLE UNIT | INDICATOR(S) / TARGET(S) | CURRENT STATUS |
|---|---|---|---|---|---|
| **To create mentoring programme for doctoral students** | Career development | Spring 2019 | LUT Doctoral School | Target: To support the career development and employability of doctoral students<br><br>Indicator: Number of active mentor-actor pairs starting per year, and feedback from mentors and actors | Completed |
| **To improve the understanding of international employees on the content and conditions of a work contract.** | Working conditions; Contractual and legal obligations | Spring semester 2023 | HR, Supervisors | Target: Avoid misunderstanding of rights and liabilities of employee and employer<br><br>Indicator: Number of cases and contacts regarding misunderstanding situations | Completed |
| **To develop work ability management by creating monitoring system and by defining indicators to follow-up and predict work ability risks** | Working conditions | Autumn semester 2024 | HR, Management | Target: Identify and manage disability risks of researchers<br><br>Indicator: Monitoring indicators are in place and used to gather information to support work ability management | Completed |
| **To create an orientation/initiation programme for new supervisors** | Supervision | Autumn semester 2025 | HR | Target: To ensure the employees receive equal supervision and induction to their work. | Completed |

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| | | | | Indicator: Number of supervisors participated on the programme, feedback from monthly employee mood tracker, orientation feedback from new employees | |
| **To develop an online course on equality and non-discrimination issues for new employees/all employees** | Gender balance; Non-discrimination | Autumn semester 2023 | HR | Target: To ensure equal and non-discriminating organizational culture.<br><br>Indicator: Number of new employees passed the online course, the feedback based on employee well-being surveys | Completed |
| **Monitoring metrics for the implementation of the Equality and non-discrimination plan** | Non-discrimination | Autumn semester 2022 | HR | Target: Monitor and understand how gender equality and non-discrimination issues are evolving at LUT.<br><br>Indicator: Monitoring metrics are in use and followed regularly | Completed |
| **To renew the guidelines and procedure of handling inappropriate behaviour** | Complaints/appeal; Non-discrimination | Autumn semester 2022 | Occupational Safety Committee, HR | Target: Cases of harassment and inappropriate behaviour are handled by equal procedure.<br><br>Indicator: The number of cases handled | Completed |
| **To implement a whistle blower system** | Complaints/appeal | in year 2023 (or as soon as the national legislation on whistle blower has been approved in Finland) | Legal Services, Management Services | Target: To provide employees or anybody a tool to inform confidentially about misuses and to get protection if needed.<br><br>Indicator: Number of cases reported and handled. | Completed |
| **Develop leisure time programme/activities for international employees and their families** | Working conditions | Spring semester 2023 | HR | Target: Improving the well-being and integration of international employees into LUT and surrounding communities<br><br>Indicator: Results of employee surveys. | Completed |
| **Renewing LUT intranet** | Working conditions | Spring semester 2023 | Management Services | Target: Enhance internal communication by improving usability of intranet; Intranet is the main media of internal communication<br><br>Indicator: The renewed Intranet published, user feedback | Completed |
| **To improve IT support for deployment of new IT systems and remote working conditions** | Working conditions; Research environment | Year 2023-2024 | IT services | Target: Same IT systems and software on both campuses, well-functioning remote connections to support the blended work policy | Completed |

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| | | | | Indicator: Customer satisfaction survey on University Services | |
| **Implementing digitalization according to LUT's digitalization strategy by organizing trainings and support services** | Working conditions; Research environment | Year 2023-2024 | IT, Digital Learning Support | Target: Increase competences to implement digitalization in work<br><br>Indicator: Number of organized trainings and number of participants | Completed |
| **To organize "Research to Business" sessions for postgraduate students and researchers** | Continuing professional development | Spring semester 2023 | LUT Green Campus Open | Target: Increase awareness and competences of creating new business from research and commercialize ideas<br><br>Indicator: Number of patents, invention disclosures, spin-offs and start-ups | Completed |
| **To organize events for researchers related to pitching and sparring of research ideas, identifying business opportunities and external evaluation** | Continuing professional development | Spring semester 2023 | LUT Green Campus Open | Target: Deepen knowledge and skills of the commercialization of a research idea<br><br>Indicator: Number of patents, invention disclosures spin-offs and start-ups | Completed |
| **To set up an internal researchers' club "LUT Storming" for junior researchers and doctoral students to support generating new research ideas and commercialization of research results** | Continuing professional development | Spring semester 2022 | LUT Green Campus Open | Target: To generate new research ideas and commercialization of research results<br><br>Indicator: Number of patents, invention disclosures spin-offs and start-ups | Completed |
| **To create new ways to strengthen induction process by providing e.g. online orientation courses, mentoring, peer support for new recruitments** | Working conditions; Continuing professional development | Spring 2025 | HR, Schools | Target: To improve the onboarding of new hires to work at LUT community<br><br>Indicator:<br>New employees' feedback on induction process | Completed |
| **Develop the process and make instructions for applicants to make a response to expert statement** | Recruitment Transparency | Spring 2023 | HR, Legal Services | Target: To improve the juridic position of the applicant, if the merits are misinterpreted or unduly found disqualified in the expert statement<br><br>Indicator: Number of responses | Completed |
| **To develop an applicant experience feedback system to the e-recruitment system** | Recruitment Selection | Autumn semester 2022 | HR | Target: To improve applicant experience and enhance employer reputation by developing recruitment process<br><br>Indicator: Applicant experience measured in the e-recruitment system | Completed |

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| **To streamline the nomination process of docent in order to get more competent supervisors for final theses** | Recruitment Selection | Autumn semester 2022 | HR | Target: To increase transparency of docent nomination process, and to ease the nomination of assistant professor in tenure-track to docent in order to increase the number of examiners of Master's theses<br><br>Indicator: Number of docents | Completed |
| **Develop ethics-related issues on LUT external pages** | Ethical principles; Good practice in research | Spring 2023 | Research services, Legal Services, Media Services | Target: to increase the visibility and findability of LUT ethical guidelines, instructions and processes for researchers (both internal and external)<br><br>Indicators: Web page on research ethics is published Process and principles of application for research permit and preliminary ethical review is developed / updated and published at external web pages | Completed |
| **To develop introduction/orientation course or process to Research Ethics for new employees** | Ethical principles; Professional responsibility & attitude; Good practice in research; Accountability | Autumn 2023 | Research services; HR | Target: Increase awareness of researchers of ethical issues, guidelines and processes at LUT<br><br>Indicator: number of participants in the introduction; number of research misconduct cases | Completed |
| **To create and offer information sessions on various aspects of ethics for different target groups (researchers, supervisors, doctoral students)** | Ethical principles; Professional responsibility & attitude; Good practice in research | Continuous process starting from Spring 2024 | Research services | Target: Increase awareness of researchers of ethical issues in their own research and support available<br><br>Indicator: Number of info sessions per year, number of attendants in the info sessions | Completed |
| **LUT guidelines for the responsible conduct of research updated** | Ethical principles; Good practice in research | Spring semester 2025 | Vice-Rector for Research | Target: Improve internal support of researchers with regard to responsible conduct of research<br><br>Indicator: Published updated guidelines | Changed: Internal guidelines are not needed. LUT committed to national guidelines. |
| **Renewing LUT Code of Conduct** | Ethical principles; Good practice in research | Spring semester 2022 | Management Services | Target: To update the Code of Conduct to match current demands<br><br>Indicator: Code of Conduct has been communicated to all staff | Completed |
| **Implementing the principles of DORA declaration in recruitment and advancement in researcher career** | Recruitment | 2023-2024 | Vice-rector for research, Management Services, HR | Target: Increasing equality and transparency in researcher recruitment and career<br><br>Indicator: Renewed guidelines of recruitment process applied in LUT | Completed |

## 4.3. Action Plan III for 2019-2021

The Action Plan III for 2019-21 was approved by LUT administration in November 2018. After the external site visit in May 2019 and by the recommendation of the external assessors, targets and indicators of each action were revised; made clearer and measurable. The revised Action Plan 2019-222 was published in September 2019. It included eleven actions addressing thirteen different gap principles: dissemination, exploitation of results, professional responsibility, public engagement, accountability, evaluation/ appraisal systems, co-authorship, transparency, career development, access to career advice, value of mobility, access to research training and continuous development, and supervision. The focus of actions was on strengthening the research impact of LUT and career development of researchers.

The actions were integral with LUT's strategic management; thus, they have been included in developing the university's basic processes. The strong connection between LUT strategic action plans, which were under the mid-term evaluation and updated in the spring 2018, and HRS4R action plans ensured the resource allocation and commitment to implementation. Analysis of strength and weaknesses of current practices gave valuable information and helped to define the new actions.

Responsibility of implementation of actions was distributed to several organizational units at LUT working together with the relevant internal and external stakeholders. HRS4R working group monitored the progress of implementation regularly together with the people or units in charge of actions.

In 2019 the composition of working group was extended to representatives of people responsible for each thematic group of principles. The HRS4R working group continued reporting the progress to the HRS4R steering committee, which role is also to define the broader targets for the HRS4R strategy. Actions and their implementation were discussed also in the Steering Committee of LUT Doctoral School.

All the planned eleven actions have been completed, either as planned, or with minor alterations, or actions continue. Developing open science, research data management and parallel publishing have been the focus of the LUT Academic Library. As a result of development work, LUT achieved the highest maturity level in open science in the evaluation of the Finnish Ministry of Education and Culture in 2020. Research Services have strengthened the support for researchers applying international competed funding by offering training, individual coaching, and assistance in grant writing. Mentoring programme for doctoral students is waiting for the full implementation as the covid pandemic has prevented mentor-actor pairings and face-to-face meetings for two years.

Table 3 below summarizes the actions for 2019-2021, action specific targets and indicators, responsibilities, timing and the respective principle in Charter & Code for Researchers.

Table 3. Action Plan III for 2019-2021

| PLANNED ACTIONS 2019-2020 | GAP PRINCIPLE(S) | TIMING | RESPONSIBLE UNIT | INDICATOR(S) / TARGET(S) | CURRENT STATUS |
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| **Supporting science communication of researchers** | Dissemination, exploitation of results | Autumn semester 2019 | Communication & Marketing, researchers | Target: To increase the impact of LUT research<br><br>Indicator: Visibility of LUT's researchers' activities in traditional | Completed |

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| **Strengthening the implementation of Open Science procedures by informing, guiding and supporting researchers** | Professional responsibility, Public engagement | Spring semester 2019 | Academic library, research services, researchers | Target: To receive the highest maturity level of openness in the activities of research organizations by 2020<br><br>Indicator: Evaluation of openness in the activities of research organizations by the Finnish Ministry of Education and Culture | Completed |
| **Development of research data management: tools, procedures and instructions on managing and opening research data** | Accountability | Spring semester 2019 | Academic library, ICT-services, researchers | Target: To increase number of stored datasets and openly published research data<br><br>Indicator: Number of openly published research data in various services | Completed |
| **Development of automated process for parallel publishing: tools, procedures and instructions** | Dissemination, exploitation of results | Spring semester 2019 | Academic library, ICT-services, researchers | Target: To increase amount of open access publications by increasing number of parallel published research publications<br><br>Indicator: Number of parallel published research publications | Completed |
| **Developing exit interview procedure of leaving staff: to receive new type of feedback and utilize it in developing working conditions** | Evaluation/ appraisal systems | Spring semester 2019 | Management services | Target: Majority of exiting employees fill the exit questionnaire<br><br>Indicator: Number of responses of exiting employees | Completed |
| **Revision and developing of LUT website of recruitment and marketing and communication of employer brand** | Transparency (Code) | Autumn semester 2020 | HR unit and Media services | Target: To improve LUT employer brand and recruitment communication<br>Indicator: Number of applicants in open research positions | Completed |
| **To create mentoring programme for doctoral students** | Career development | Spring semester 2019 | LUT Doctoral School | Target: To support the career development and employability of doctoral students<br><br>Indicator: Number of active mentor-actor pairs starting per year, and feedback from mentors and actors | Completed |
| **To develop an online course in career planning for doctoral students (Find Your Career self-study platform)** | Career development, Access to career advice | Spring semester 2020 | Study services | Target: To support career and employability skills of doctoral students<br><br>Indicator: Employment rate and quality of employment of graduate doctoral students. Number of doctoral students employed by industry. | Completed |

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| **To create action plans for international strategic partnerships to promote research and teaching co-operation, co-authoring and staff mobility** | Career development, Value of mobility , Co-authorship | Spring semester 2020 | Management services | Target: To increase internationalization and research impact of LUT<br><br>Indicator: Mobility of incoming and outgoing researchers and teachers to/from strategic partners, co-authored publications, degree programmes with strategic partners | Completed |
| **To support the most suitable researchers applying highly valued competed research funding** | Access to research training and continuous development | Spring semester 2020 | Research services | Target: To increase the number of successful funding applications<br><br>Indicator: Evidence on systematic support delivered (trained personnel), amount of highly valued competed research funding | Completed |
| **To provide personalized orientation and coaching to supervisors** | Supervision | Spring semester 2020 | Dean/Head of department, HR services, Management services | Target: To increase employees' satisfaction on leadership and management of work<br><br>Indicator: Employees' satisfaction indicators of Great Place to Work surveys | Completed |

## 4.4. Action Plan II for 2016-2018

The HRS4R Action Plan II for 2016-2018, summarized in the table below, was done in the autumn 2015. The actions selected for the second action plan derived from the university level strategic action plans which were just renewed before the internal assessment and revision of the HRS4R Action Plan. The action plan included 12 actions concentrating in six gap principles: good practice in science, dissemination, exploitation of results, funding and salaries, supervision and managerial duties, evaluation/appraisal systems, and teaching.

Most of the actions were completed by the internal assessment executed in the autumn 2018, but there were some actions still in progress, and one action which the university management decided to postpone till 2019. Some of the actions still in progress have been extended to the next HRS4R Action Plan III. All the actions in progress will be monitored as part of continuing HRS4R process.

Table 4. Action Plan II for 2016-2018

| ACTIONS 2016-2018 | GAP PRINCIPLE(S) | TIMING | RESPONSIBLE UNIT | INDICATOR(S) / TARGET (S) | CURRENT STATUS |
|---|---|---|---|---|---|
| **Commitment to Open Science** | Good practice in research | Spring semester 2016 | Performance Guidance unit and Information Services, Academic library, researchers | Target: To provide instructions and support services to researchers according to LUT's rector's decision on commitment to open science and open access publications | Completed |

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| | Dissemination, exploitation of results | | | Indicator: Instructions available on LUT webpages, support service personnel nominated to help researchers | |
| **Visibility of research results in social media** | Dissemination, exploitation of results | Autumn semester 2015 → | Media Services, researchers | Target: To provide instructions and training for researchers on communicating about research activities and results on social media<br><br>Indicator: Instructions available on LUT intranet, one training session organized for researchers | Completed |
| **To renew the policy of remuneration of active publishers** | Funding and salaries | Spring semester 2016 → | LUT Management | Target: To increase the quantity and quality of research publications<br><br>Indicator: Number and impact of research publications | Completed |
| **Support for innovations and commercialization** | Dissemination, exploitation of results | Spring semester 2016 → | Green Campus Open, School of Engineering Science(Entrepreneurial university) | Target: To be the first university in Finland to qualify the OECD criteria for entrepreneurial university.<br>Implementation of EU's HEInnovative tool and criteria of OECD, arrange courses/training on entrepreneurship.<br><br>Indicator: OECD's HEInnovative assessment | Completed |
| **Improving managerial and leadership skills** | Supervision and managerial duties | Spring semester 2016 | HR | Target: To provide orientation and mentoring for new supervisors<br><br>Indicator: Reports of Great Place to Work -surveys, and 360 degree assessment | Completed |
| **Renewal of leadership training** | Supervision and managerial duties | Autumn semester 2016 | HR | Target: To renew the leadership training scheme<br><br>Indicator: Feedback on the supervisor training program | Completed |
| **Guidance training for doctoral students' supervisors** | Supervision and managerial duties | Autumn semester 2016 | LUT Doctoral School, Research services, HR | Target: To arrange regularly guidance training for doctoral students' supervisors<br><br>Indicator: Feedback on guidance and supervision given by doctoral students, feedback on training sessions from participants | Completed |
| **Introduce an evaluation matrix for assessment of performance of teaching staff** | Evaluation / appraisal systems | Autumn semester 2015 | HR, Heads of academic units, supervisors of academic staff | Target: To support development of teaching skills and competences of teaching staff. | Completed |

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| | | | | Indicator: New instructions published and applied in career advancement of teaching staff | |
| **Evaluation of LUT research activities (RAE)** | Evaluation / appraisal systems | Autumn semester 2017 | Vice president of research | Target: To support the strategic management and development of LUT research activities.<br><br>Indicator: Quality and impact (external research funding, citations and publications) of LUT research activities | Completed |
| **Systematized utilization of the feedback on external funding applications** | Evaluation / appraisal systems | Spring semester 2016 → | Research Services (previously Pre-grant Services) | Target: To increase the number of successful funding applications<br><br>Indicator: Amount of external research funding | Completed |
| **Renewal of university pedagogy training** | Teaching | Autumn semester 2015 | Vice president of education, Student services | Target: To develop pedagogical skills of teaching staff<br><br>Indicator: Students' course feedback, participants' feedback from training, number of participants in trainings | Completed |
| **Implementing product management to all degree programs** | Teaching | Spring semester 2016 → | Vice president of education | Target: To improve the quality and attractiveness of degree education<br><br>Indicator: Degree programme development demonstrated by input, process and output indicators | Completed |

## 4.5 Action Plan I for 2013-2015

The actions selected for the first HRS4R Action Plan were based on the findings of thorough GAP analysis done in the initial phase in 2012. The three most critical development targets were selected in to the action plan: 1) recruitment in order to develop the transparency and openness of recruitment practices, 2) the orientation of new employees (induction) in order to improve the new employees' understanding about institutional regulations, practices and employee benefits concerning working conditions and 3) complaints/appeals in order to provide better feedback mechanism tools for employees to influence their work and working conditions.

The implementation of the actions was assessed internally at the end of 2015, when the first internal review was submitted. The responsibilities, scheduling, indicators, measures and current status by each action are summarized in the table below. All the actions were completed by the internal assessment in the autumn 2015. The details of the assessment of actions are documented in the second Action Plan, which is available on LUT's HRS4R webpage.

Table 5. Action Plan I for 2013-2015

| ACTIONS 2013-2015 | GAP Principle | TIMING | RESPONSIBLE UNIT | INDICATOR(S)/TARGET(S) | CURRENT STATUS |
|---|---|---|---|---|---|
| **Internal instructions of recruitment** | Recruitment Recruitment (Code) | Spring semester 2014 | HR, Quality System Manager | Target: To standardize LUT recruitment processes: e.g. to publish new instructions for recruitment on LUT intranet and deliver them to recruiting managers, and to implement tenure track system in research positions<br><br>Indicator: Similar recruitment processes are used in all units, tenure track system is in place. | Completed |
| **Recruitment criteria** | Selection (Code) Judging merit (Code) | Autumn semester 2014 | Tenure Track Committee, Quality System Manager | Target: Selection to tenure tack positions and advancement in tenure track are based on defined recruitment and advancement criteria.<br><br>Indicator: Tenure track recruitment and advancement criteria published on LUT intranet and in open position advertisements | Completed |
| **Recruitment process and communications** | Recruitment (Code) Transparency (Code) | Autumn semester 2013 | HR | Target: To renew recruitment process and applicant communications; e.g. to publish open research positions internationally, to use an electronic recruitment system to facilitate applicant communication.<br><br>Indicator: Number of research positions published in EURAXESS, number of international applicants | Completed |
| **To renew orientation (initiation / induction) of new employees** | Working conditions | Starting from autumn semester 2013 | HR | Target: New orientation routines and schedules implemented<br><br>Indicator: Number of participants in orientation sessions, feedback of participants | Completed |
| **Development discussions** | Evaluation/ appraisal systems | Year 2014-2015 | HR Development Director | Target: To increase the amount of development discussions between employees and supervisors/managers and constructive feedback<br><br>Indicator: Number of documented development discussions in HR system | Completed |

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| **Work safety trustee: to collect and publish coherent information on work safety trustees on intranet** | Complains / appeals | Autumn semester 2014 | HR, Work Safety Trustee, Quality System Manager, Intra Team | Target: To enhance the awareness of services of work safety trustees<br><br>Indicator: Feedback from employees | Completed |
| **Feedback channel** | Complains / appeals | Autumn semester 2014 | HR, Quality System Manager, Intra Team | Target: A working feedback channel available on intranet, open feedback channel and process in use<br><br>Indicator: Number of feedback received and replied monthly | Completed |

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