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Reforming Academic Careers 2: The example of the University of Eastern Finland

The University of Eastern Finland (UEF)



- One of the largest universities in Finland
- Ranked among the best in the world in several fields
- A multidisciplinary university, teaching in more than 100 major subjects.
- Campuses are located in Joensuu and Kuopio.
- We are home to approximately 15,500 degree students and 2,600 members of staff.

The UEF (Since 2010) Career Models

Support systems:

- Human Resources Model
- Recruitment Development, HR Plan

Career Models:

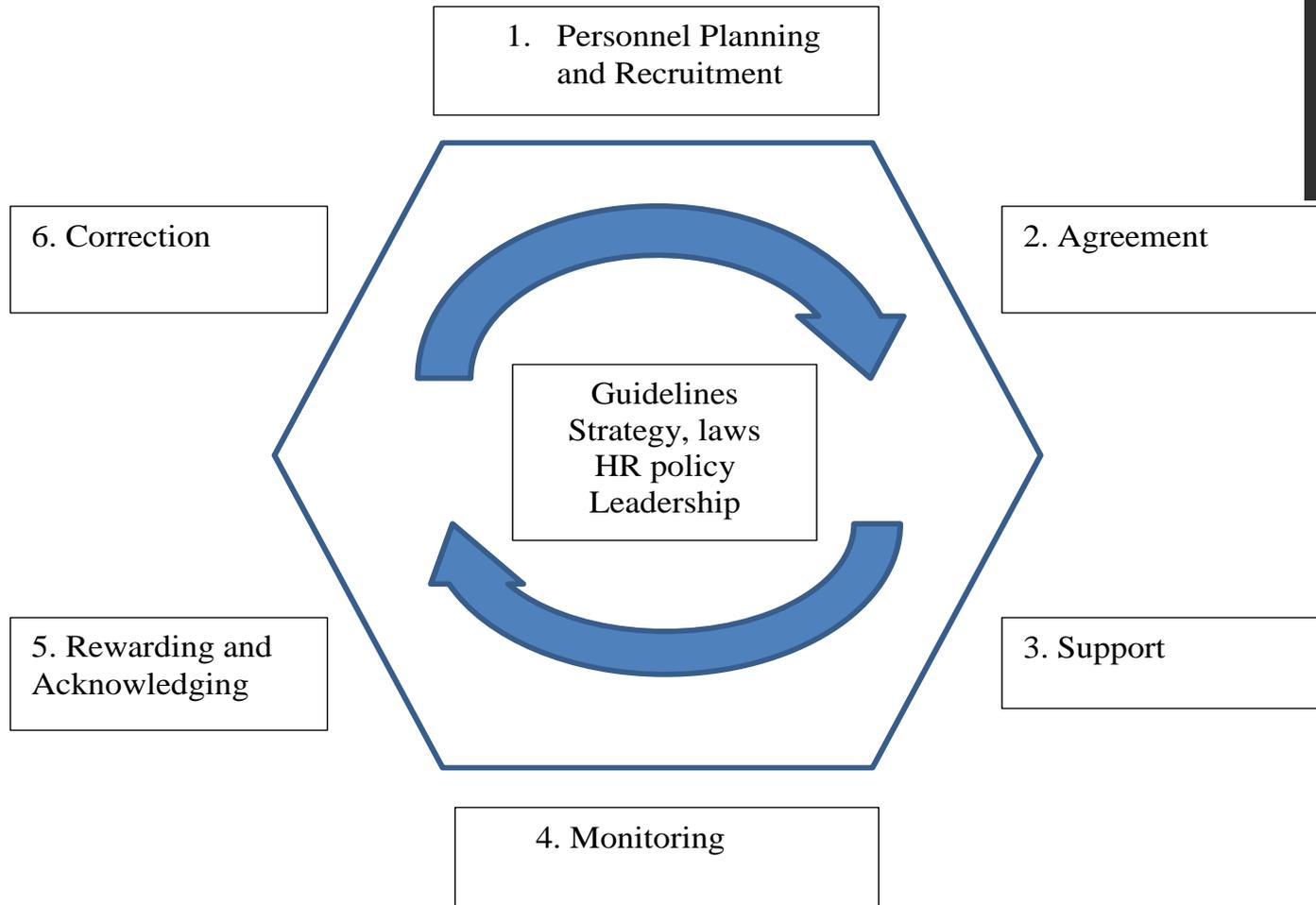
1. Four Stage Career Model (since 2010)
2. Tenure Track (Since 2011)
3. Salary System, Specified Criteria (Since 2013)
4. Career Model, Teachers (Since 2018)

Human Resources Model

Figure 1. Human Resources model



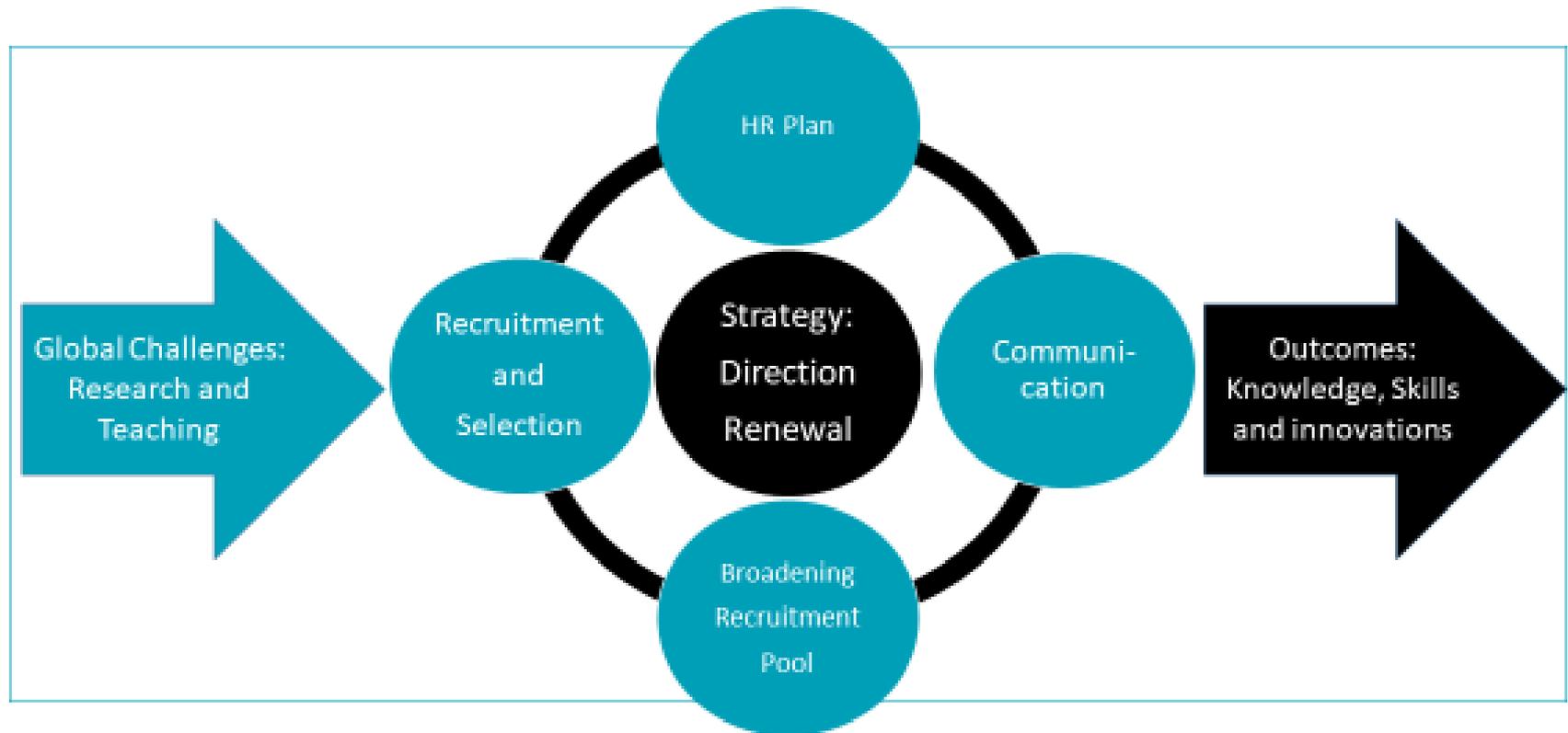
UNIVERSITY OF
EASTERN FINLAND



Sources: Kekäle, J. (2015) A human resources model supporting academic excellence. *Tertiary Education and Management* 21(2).

Kekäle, J. (2017) Human Resource Management, Higher Education. *Encyclopedia of International Higher Education Systems and Institutions*

UEF HR PLAN and RECRUITMENT



Recruitment Development Project Since 2015

- Frequent discussions in leadership group and among leaders + two rounds in our four faculties, etc

The UEF Career Models

1. UEF Four-Stage Career Model



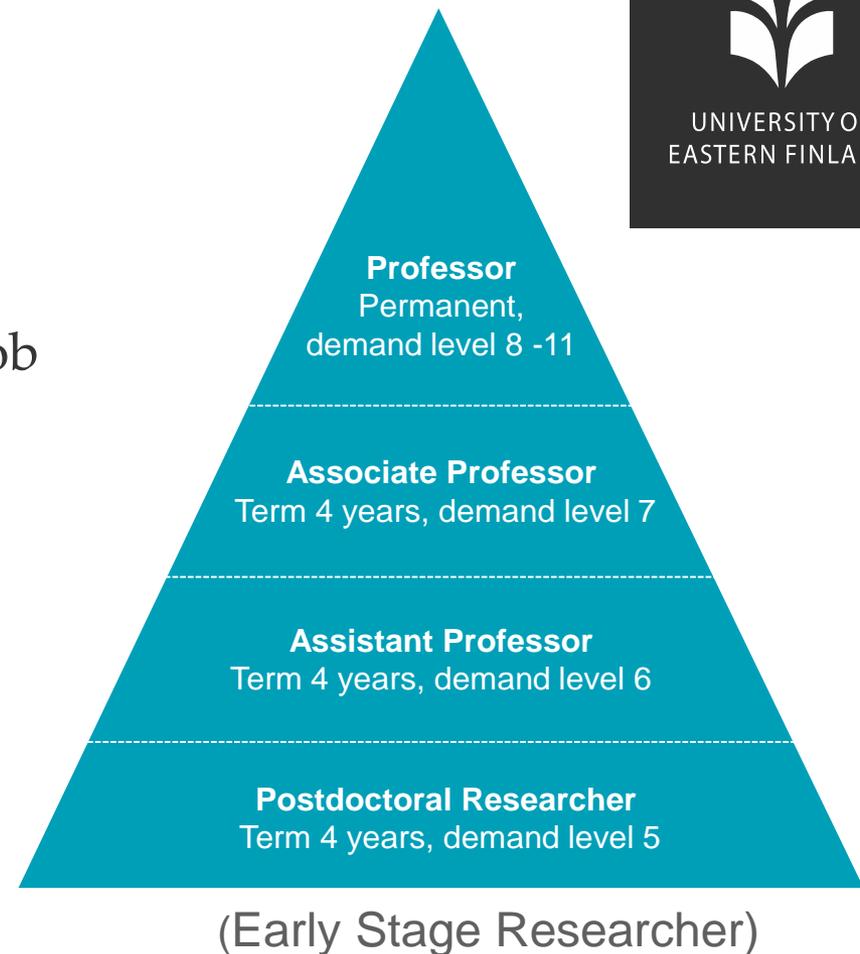
<p><u>Stage 1</u> Early Stage Researcher</p> <ul style="list-style-type: none"> • 4-year term (as a rule) • Fixed term 	<p>University Teacher (exceptionally)</p> <ul style="list-style-type: none"> • Permanent (as a rule)
<p><u>Stage 2</u> Postdoctoral Researcher</p> <ul style="list-style-type: none"> • 2-3-year terms, max. 2 • Fixed term 	<p>University Lecturer</p> <ul style="list-style-type: none"> • Permanent as a rule <p>Clinical Lecturer</p> <ul style="list-style-type: none"> • Fixed term (5 years) or permanent <p>Senior University Lecturer Permanent as a rule</p>
<p><u>Stage 3</u> Senior Researcher</p> <ul style="list-style-type: none"> • Fixed term (5 + 5 years) or permanent (Academy Research Fellow) • Fixed term 	
<p><u>Stage 4</u> Professor</p> <ul style="list-style-type: none"> • Permanent as a rule (Academy Professor) • Fixed term 	<p><u>Other titles relating to the career model:</u></p> <ul style="list-style-type: none"> -Research Assistant -Project Researcher -Research Director

2. UEF Tenure Track



Selection criteria:

- Results / criteria relating to the job demand level
- Funding framework
- Strategic HR plan



UEF Tenure Track and Four-Stage Career Model



Tenure Track – “speed lane”

- Professor, demand level 8-11
- Associate Professor, demand level 7
- Assistant Professor, demand level 6*
- Postdoctoral Researcher, demand level 5*
(Early Stage Researcher)

* = the Finnish professional title includes the specification: (Tenure Track)

Four-stage research career model – “main road”

- Professor, demand level 8-11
- Senior Researcher / University Lecturer, demand level 6-7 (+ Senior UL, 7+)
- Postdoctoral Researcher / University Lecturer, demand level 5
- Early Stage Researcher demand Level 1-4
- Other possible titles include: University Teacher level 4-5; Project Researcher, etc.

3. Salary System /Teachers' and Researchers Specified Criteria for Job Demand Levels



- On the basis of National Collective Bargaining Agreement
- Based on Job Requirements (Demand Levels) and Personal Performance
- Local agreement: Job Demand Levels at the UEF.
- Basic Salary Job Demand Levels from 2 to 11:
 - Demand Levels 2-4: Early Stage Researchers.
 - Roughly 2.200 – 3.700 e/month (job requirement and performance)
 - Demand Level 5: Postdoctoral Researcher / Senior Lecturer
 - Roughly 3000 – 4.700 e/month
 - Demand Levels 6-7: Senior Researcher / Senior Lecturer
 - Roughly 3.700 - 6.200 e/month
 - Demand Levels 8-11: Professors
 - Roughly 5.200 – 11.300 e/month

An Example of Specified Criteria, Demand Level 3



Level 3

Early Stage Researcher

1/3 of the dissertation project has been completed.

An article-based dissertation, alternatively either:

- a) 1/3 of the postgraduate studies have been completed + one of the publications relating to the dissertation has been submitted *or*
- b) 1/3 of the postgraduate studies have been completed and the majority of the extensive research material has been collected independently *or*
- c) 2/3 of the postgraduate studies have been completed.

A monograph, alternatively either:

4. Teachers' Career Model



Senior University Lecturer

Special Requirements,
Demand Level 7 +

University Lecturer

Doctor Degree, Demand level 5-7

University Teacher

Master's Degree, Demand Level 4-5

Requirements for Senior University Lecturer:

- Systematic development of teaching 5 + years, documents
- Excellent teaching portfolio + feedback
- Pedagogical training
- Research merits connected to teaching
- Awards

Thank You!

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