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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:

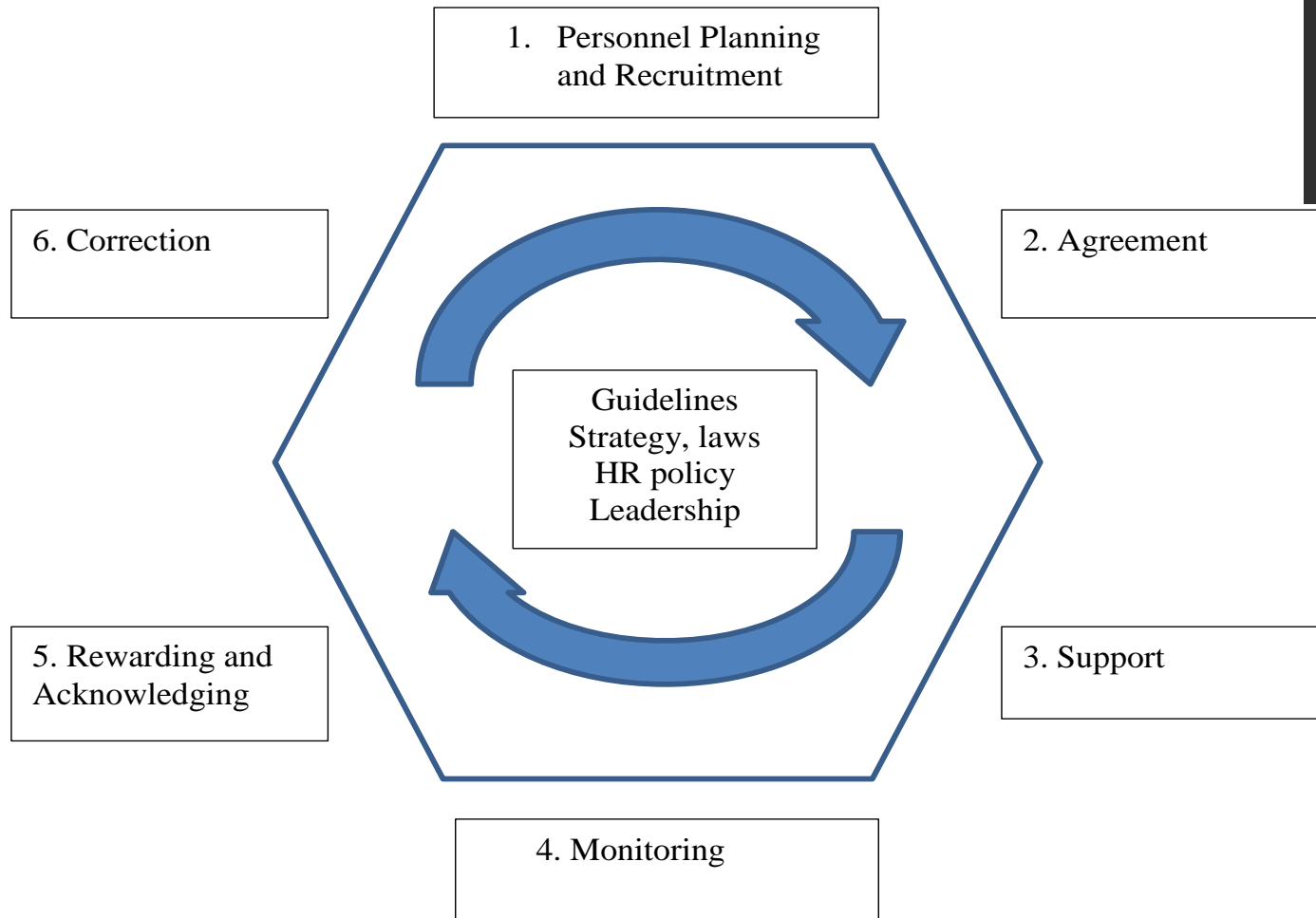
1. Four Stage Career Model (since 2010)
2. Tenure Track (Since 2011)
3. Salary System, Specified Criteria (Since 2013)
4. Career Model, Teachers (Since 2018)

# Human Resources Model

Figure 1. Human Resources model



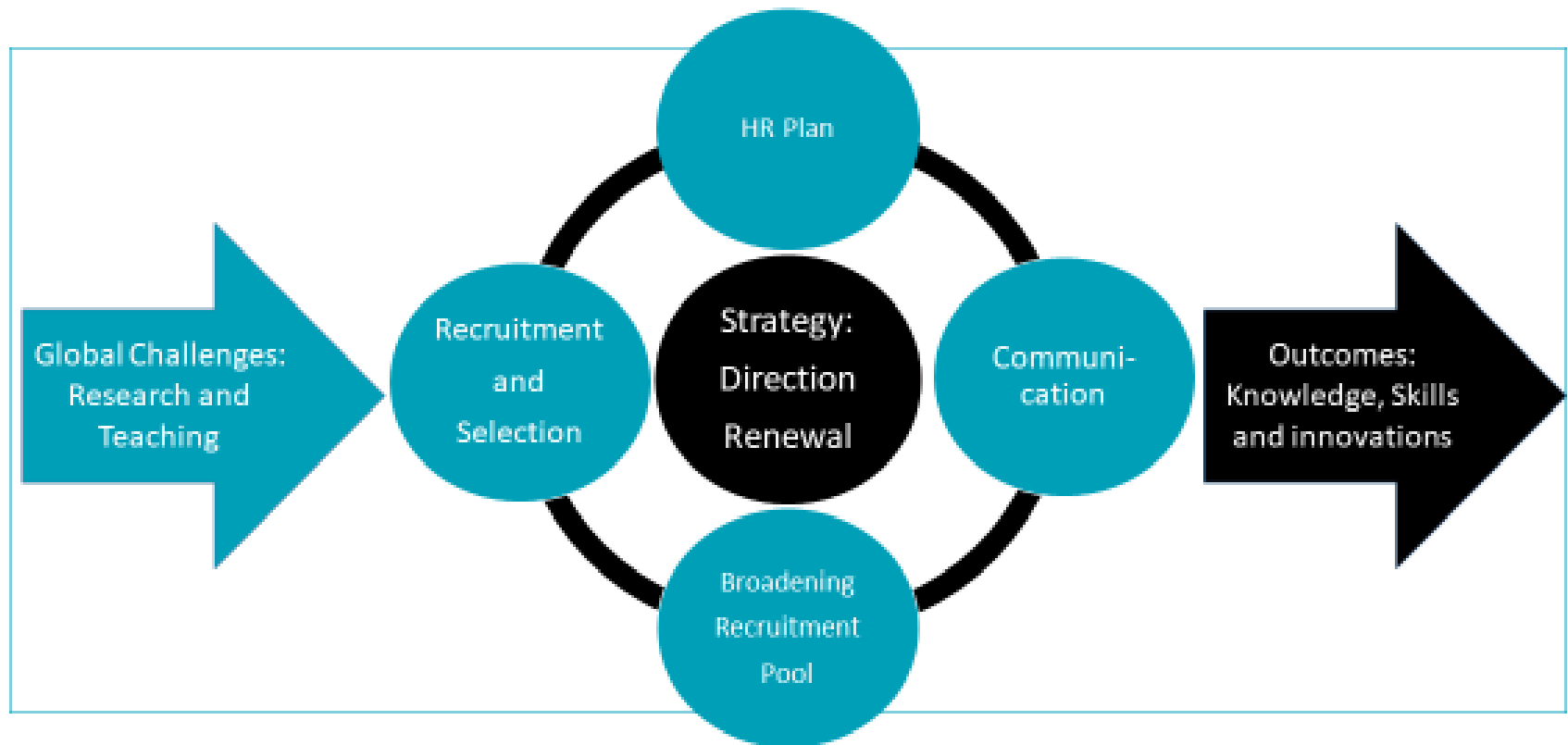
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Sources: Kekäle, J. (2015) A human resources model supporting academic excellence. *Tertiary Education and Management* 21(2).

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

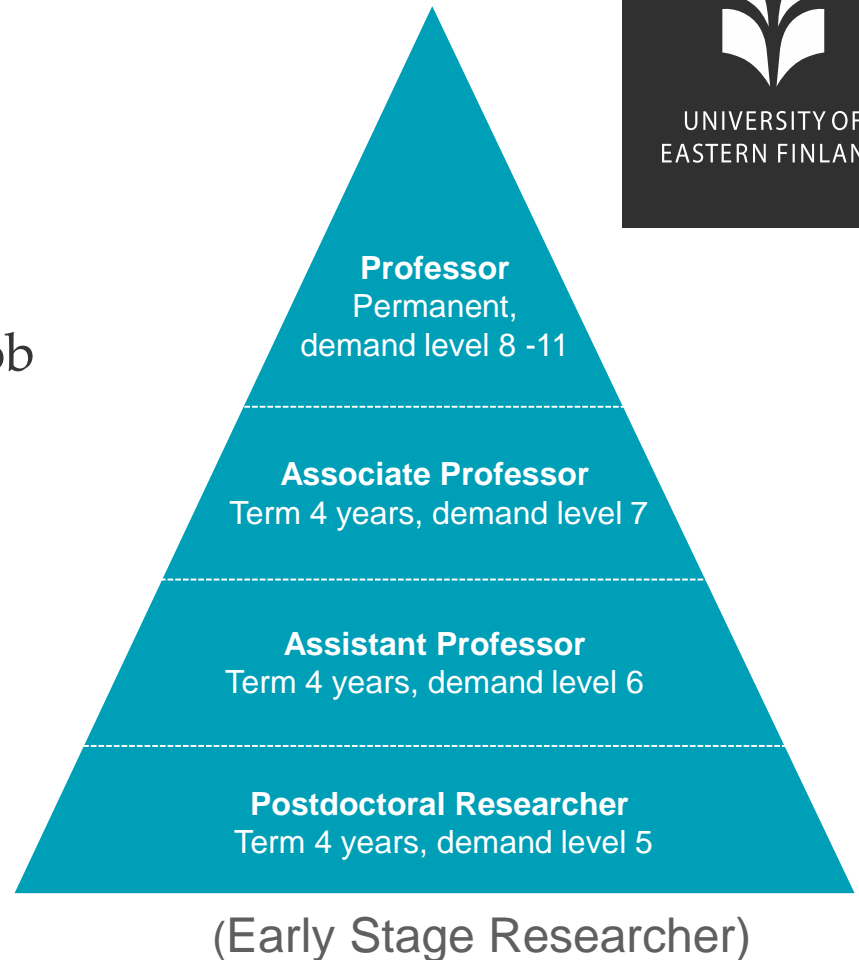


|   |   |
|---|---|
| <u>Stage 1</u><br>Early Stage Researcher <ul style="list-style-type: none"> <li>• 4-year term (as a rule)</li> <li>• Fixed term</li> </ul>                                    | University Teacher<br>(exceptionally) <ul style="list-style-type: none"> <li>• Permanent (as a rule)</li>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

## 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



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- 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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