Enabling game changers

Professional Services @Aalto

CESAER Task Force HR
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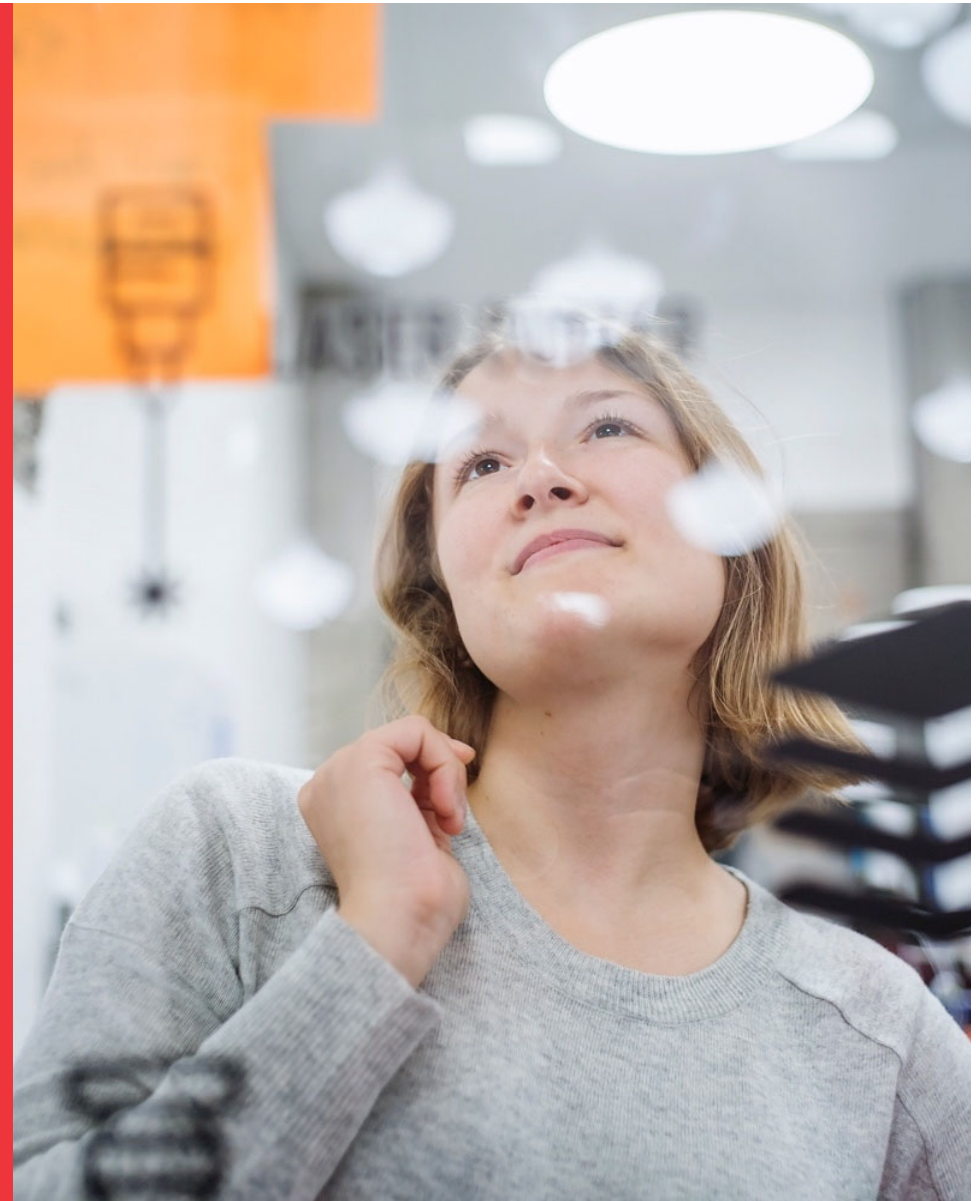
Merger of three leading Finnish universities

1849 — Helsinki University of Technology

1871 — University of Art and Design Helsinki

1911 — Helsinki School of Economics

Aalto University 2010

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Aalto University

- **A multidisciplinary community of bold thinkers where science and art meet technology and business**

- **Committed to identifying and solving grand societal challenges and building an innovative future**
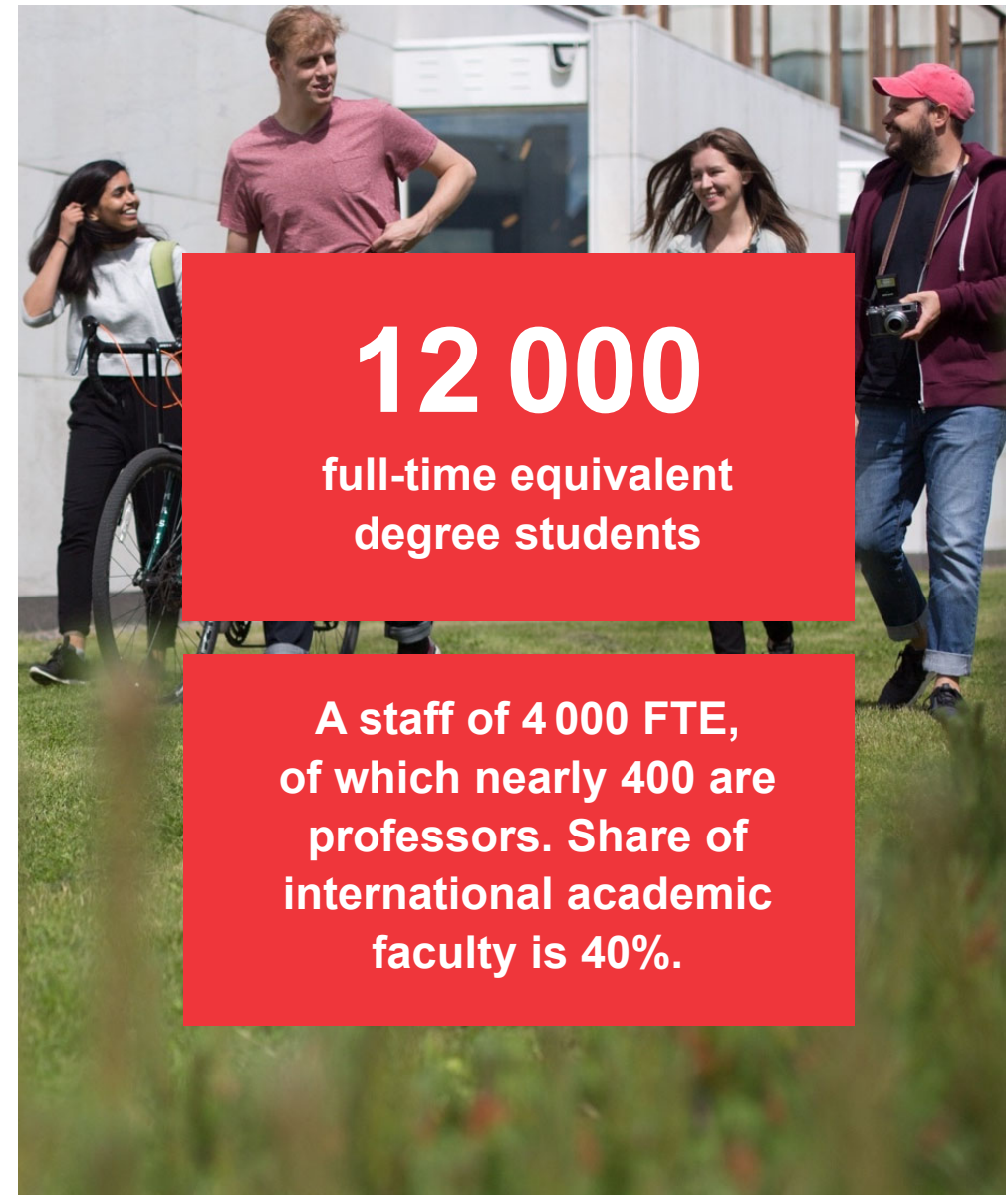
A diverse community

In 2018, our students graduated with:

263 doctoral degrees,

1 628 master's degrees,

1 218 bachelor's degrees,

290 graduates from the MBA and EMBA programmes

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12 000

full-time equivalent degree students

A staff of 4 000 FTE, of which nearly 400 are professors. Share of international academic faculty is 40%.

Research and artistic excellence

From 2010:

+250%

ERC-funded projects

From 2010:

+56%

international peer-reviewed articles in scientific journals

Fashion program:

5th

in the world

Students in the *Hyères* final 6 years in a row

From 2010:

+43%

doctoral degrees

From 2010:

+81%

competitive research funding

Art & design education:

7th

in the world

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Professional Services

- 1200 employees

- An integral element in the university success

- Integrated on the university level and at the same time very close to research and education in the Schools and Departments
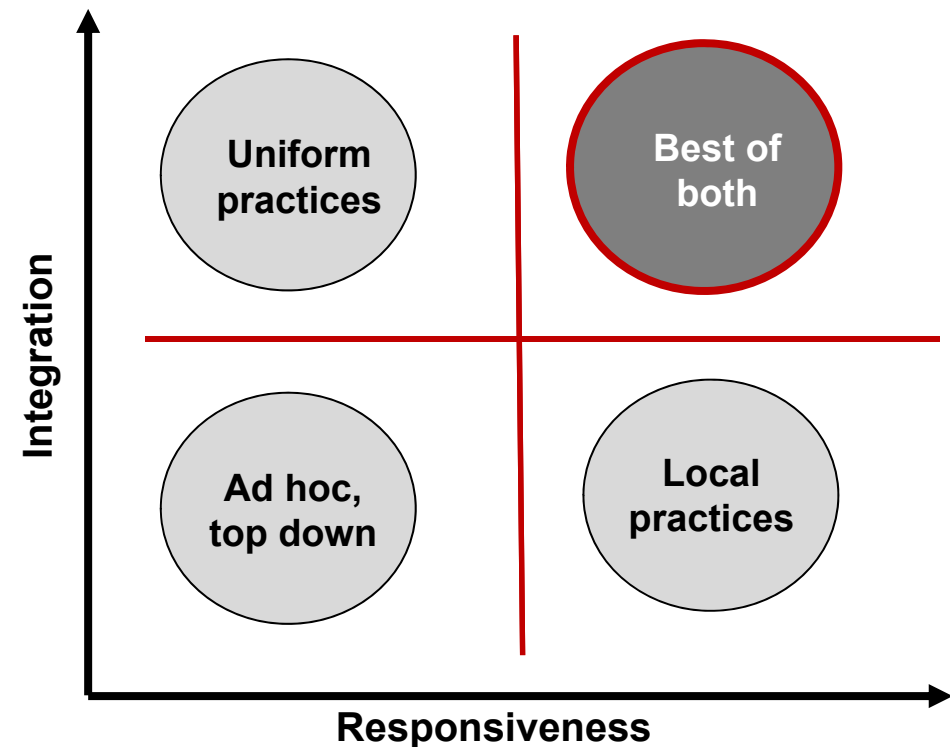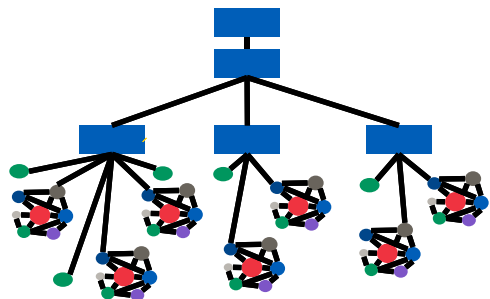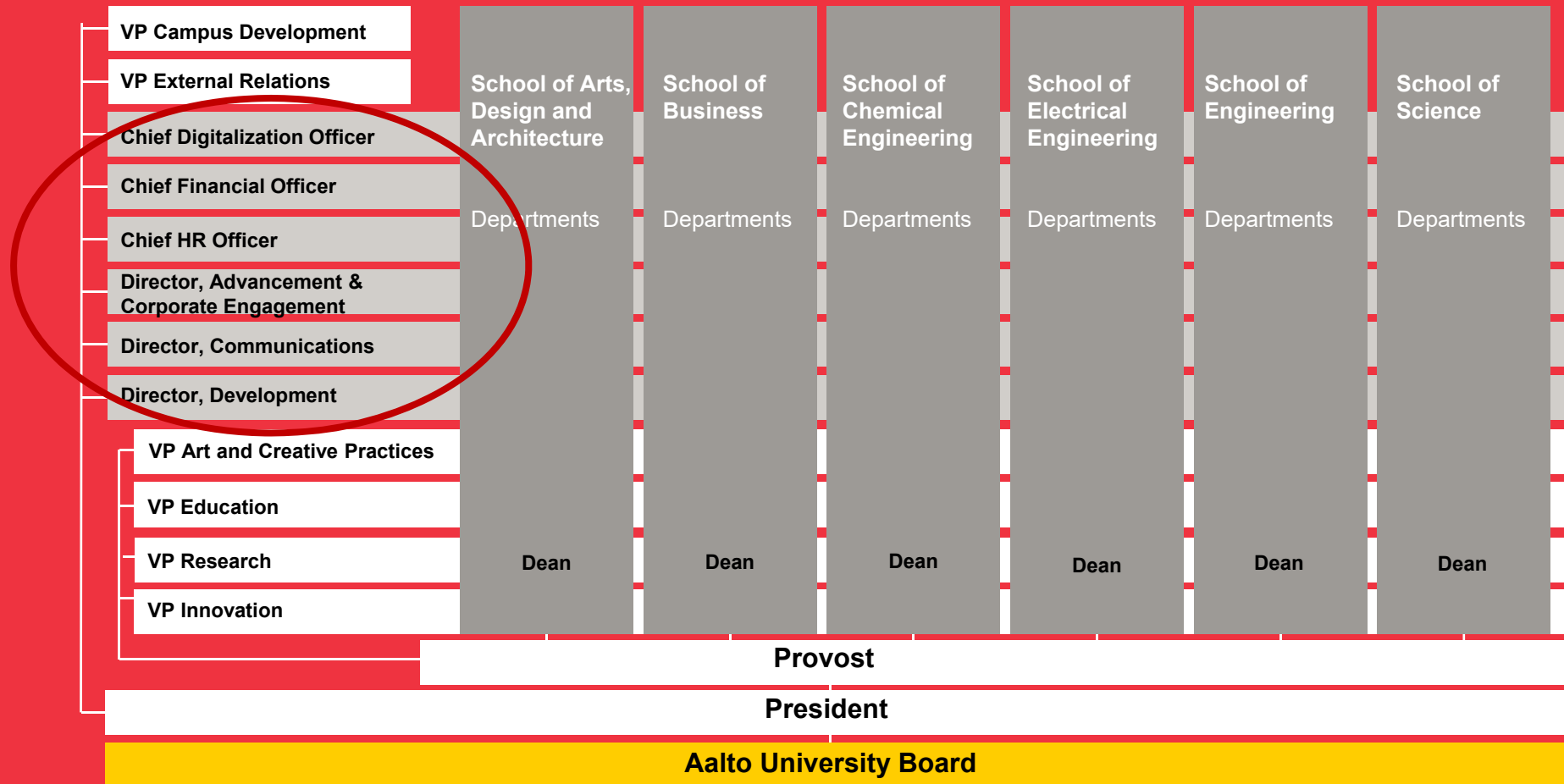
The global vs. local dilemma

Two types of pressures:
1. **Needs of the whole**
2. **Needs of the different parts**

→ **Typically different, often conflicting and contradictory**

Integration (vertical axis)

Responsiveness (horizontal axis)

- Uniform practices
- Best of both
- Ad hoc, top down
- Local practices

Leadership Structure

	School of Arts, Design and Architecture	School of Business	School of Chemical Engineering	School of Electrical Engineering	School of Engineering	School of Science
VP Campus Development						
VP External Relations						
Chief Digitalization Officer						
Chief Financial Officer	Departments	Departments	Departments	Departments	Departments	Departments
Chief HR Officer						
Director, Advancement & Corporate Engagement						
Director, Communications						
Director, Development						
VP Art and Creative Practices						
VP Education						
VP Research	Dean	Dean	Dean	Dean	Dean	Dean
VP Innovation						

Provost

President

Aalto University Board

Professional services evolution

2010-17

From administration and policy adherence to **enabling** world class research and education

2017 =>

Digitalization and new ways of working

Digital Aalto Program

Requires acquiring new skills and learning new ways of working

➤ **Grow in the job**

➤ **Grow with the job**

➤ **Grow the job**

Career development

➢ **Horizontal mobility encouraged**

➢ **Widening job scope through acquiring new skills**

➢ **Vertical mobility options somewhat limited due to flat org structure**

Career self-reliance: Employee on the driver's seat

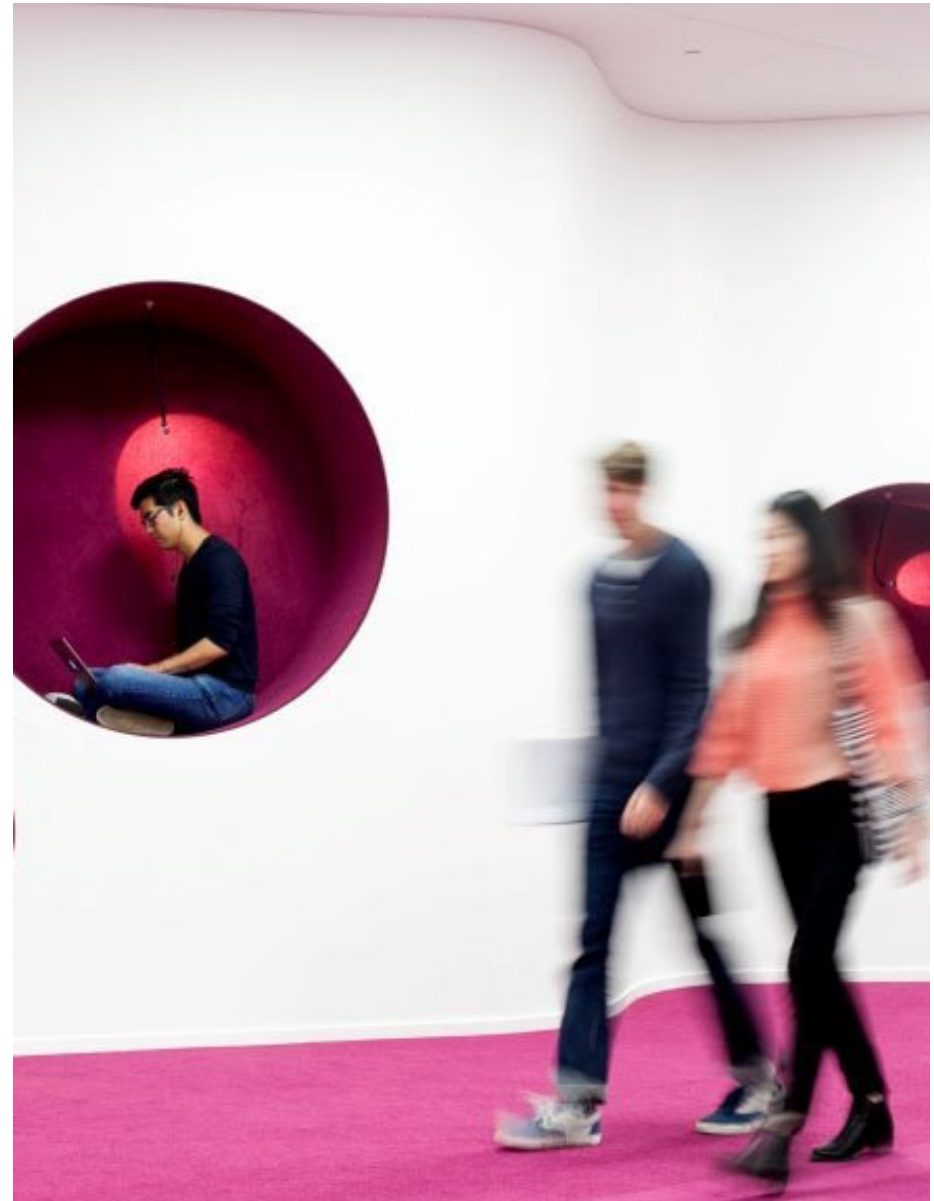# Competence development

Based on the 70/20/10 model:

- 70% of learning takes place on the job (e.g. projects, job rotation)

- 20% is learning from others (e.g. mentoring, coaching)

- 10% is learning in formal settings (training courses, conferences)

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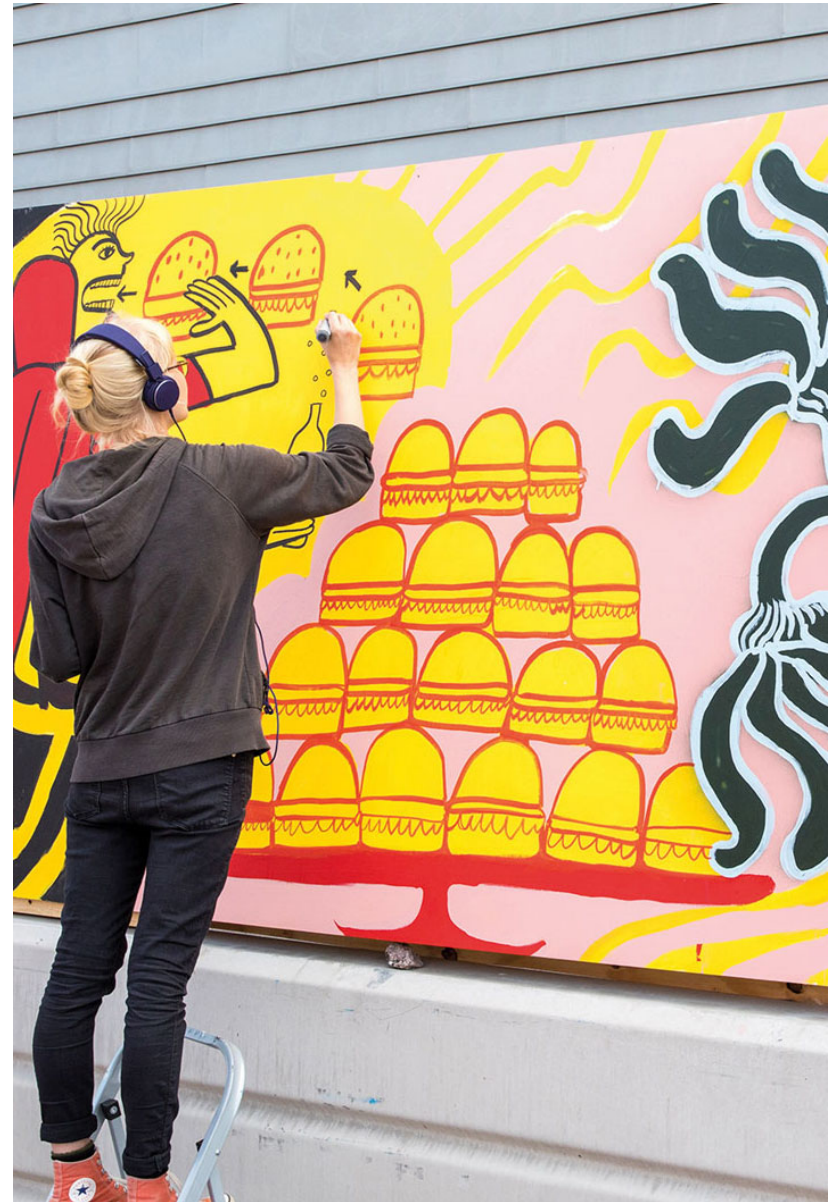
Job rotation

Job rotation is an integral part of Aalto career and competence development

- Fixed term, usually 6-12 months

- Underlying job remains (same or similar)

- Title, job grade and salary follow the rotation role (underlying salary may be kept, if higher than in the rotation job)

- Headcount is included in the current unit's HC. Inactive position remains in the sending unit.

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Why is job rotation important?

✓ Competence develoment for individuals and organizations

✓ Motivates and engages employees by providing new challenges

✓ Opportunity to flexibly belance short term peaks or lack of resources

✓ Strengthens cooperation and understanding between services

✓ Sharing good practices across unit boundaries

Unit perspective
"We need help with acutely high work load"
"It'll be difficult to find a good substitute externally for a fixed term need."

Employee perspective
"I need a change and want to learn something new."

Aalto perspective
"World class competence and engaged staff"
"Purposeful allocation of recources"

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Job rotation

Within functions
Example: 25% of HR people rotated within a year (5/18-5/19)

Between functions
Examples: CHEM Learning Services Mgr to HR Mgr in Aalto Real Estate company, F&C controller to Learning Services

Outside Aalto
Pilot: HRD Specialist to Finland's Broadcasting Company for 5 m
Public sector: Director of Int'l Affairs to China for a MEC assignment

Longer visits abroad
Common with academic staff
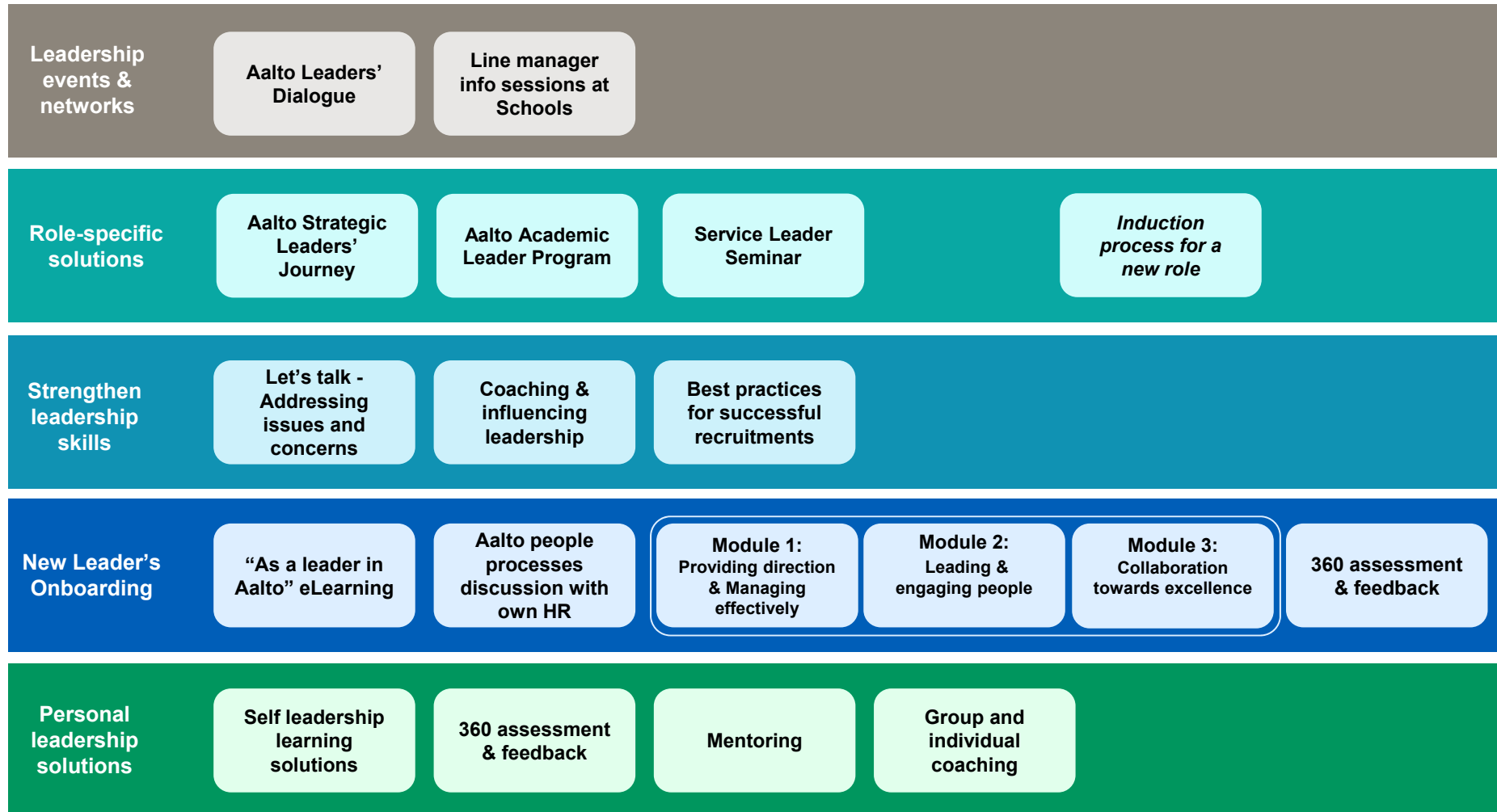Looking for piloting partners for professional services

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Leadership Development

- **Employees are encouraged to develop towards leadership roles**

- **Joint programs for academic and services leaders from first line manager trainings to strategic leadership programs**

- **Service leader seminars**

- **Mentoring, coaching, shadowing**

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Leadership Development Portfolio

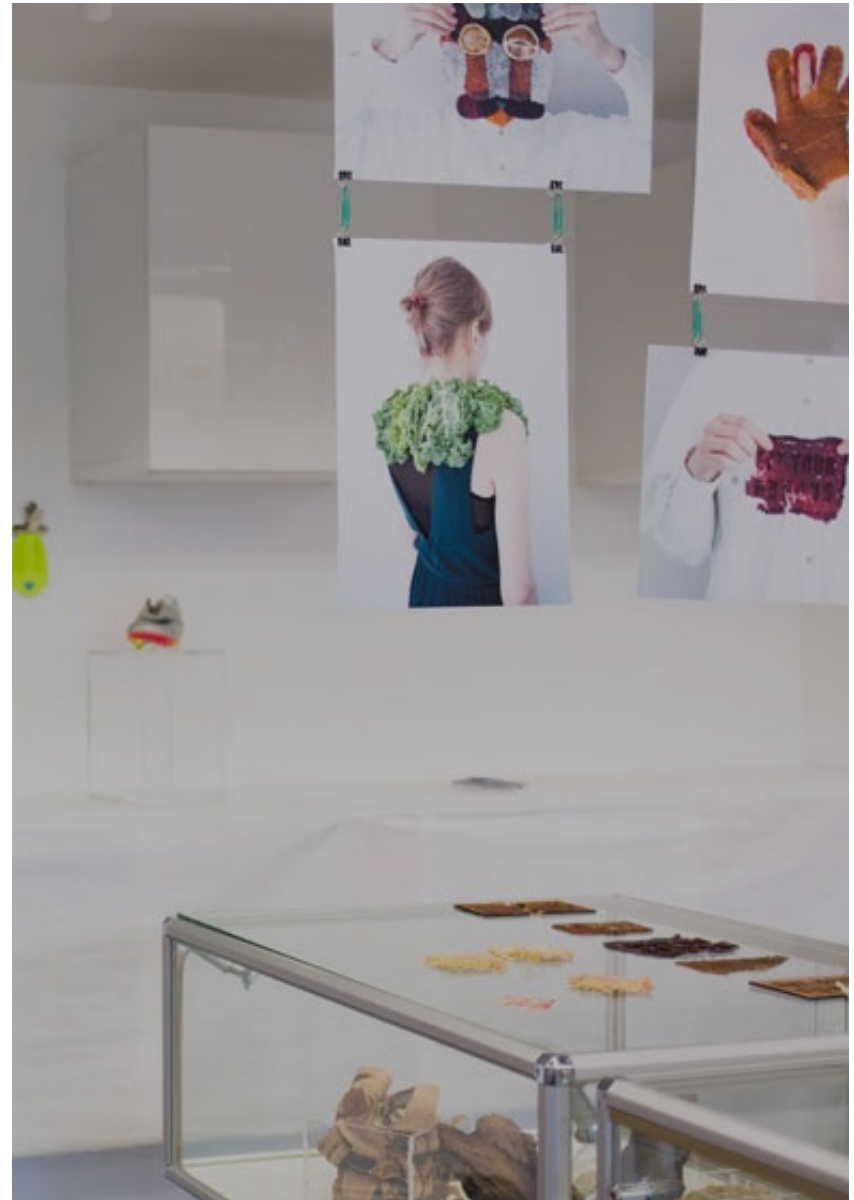| **Leadership events & networks**	Aalto Leaders' Dialogue	Line manager info sessions at Schools			
Role-specific solutions	Aalto Strategic Leaders' Journey	Aalto Academic Leader Program	Service Leader Seminar	*Induction process for a new role*	
Strengthen leadership skills	Let's talk - Addressing issues and concerns	Coaching & influencing leadership	Best practices for successful recruitments		
New Leader's Onboarding	"As a leader in Aalto" eLearning	Aalto people processes discussion with own HR	Module 1: Providing direction & Managing effectively	Module 2: Leading & engaging people	Module 3: Collaboration towards excellence	360 assessment & feedback
Personal leadership solutions	Self leadership learning solutions	360 assessment & feedback	Mentoring	Group and individual coaching	

Discussion topics

1. How to encourage cross-functional mobility

2. How to establish cross-university job rotations

3. How to establish cross-university mentoring/ coaching/peer coaching programs

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Discussion Instructions

1. Discuss your topic in your small group

2. Find 1-2 concrete ideas that could be piloted in the fall

3. Document your ideas on a flip chart/pin board

(20 min in total for 1-3)

4. Share with the large group (2 min + brief comments from others)

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