



3/16: DIVERSE AND INCLUSIVE WORK COMMUNITIES IN HIGHER EDUCATION: HOW TO GET THERE?



UNIVERSITY OF HELSINKI



Aalto University



UNIVERSITY OF OULU

Spring Forum for Higher Education Institutions
4 May 2023, Aalto University, Espoo

WHAT WILL BE DISCUSSED TODAY?

- International recruitment in higher education institutions (HEI's): where are we now and where do we want to get to?
Marika Antikainen, University of Helsinki
- Developing language training for staff in cross-institutional collaboration
Noora Helkiö, Aalto University
- University of Oulu's approach: Provide support and create awareness
Monika Luukkonen & David Delahunty, University of Oulu



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EMPLOYER BRANDING



A hand holding a string of warm white fairy lights against a twilight sky over water. The lights are out of focus, creating a bokeh effect. The background is a soft, dark blue gradient.

LEADING BY EXAMPLE

WHAT DO YOU THINK?



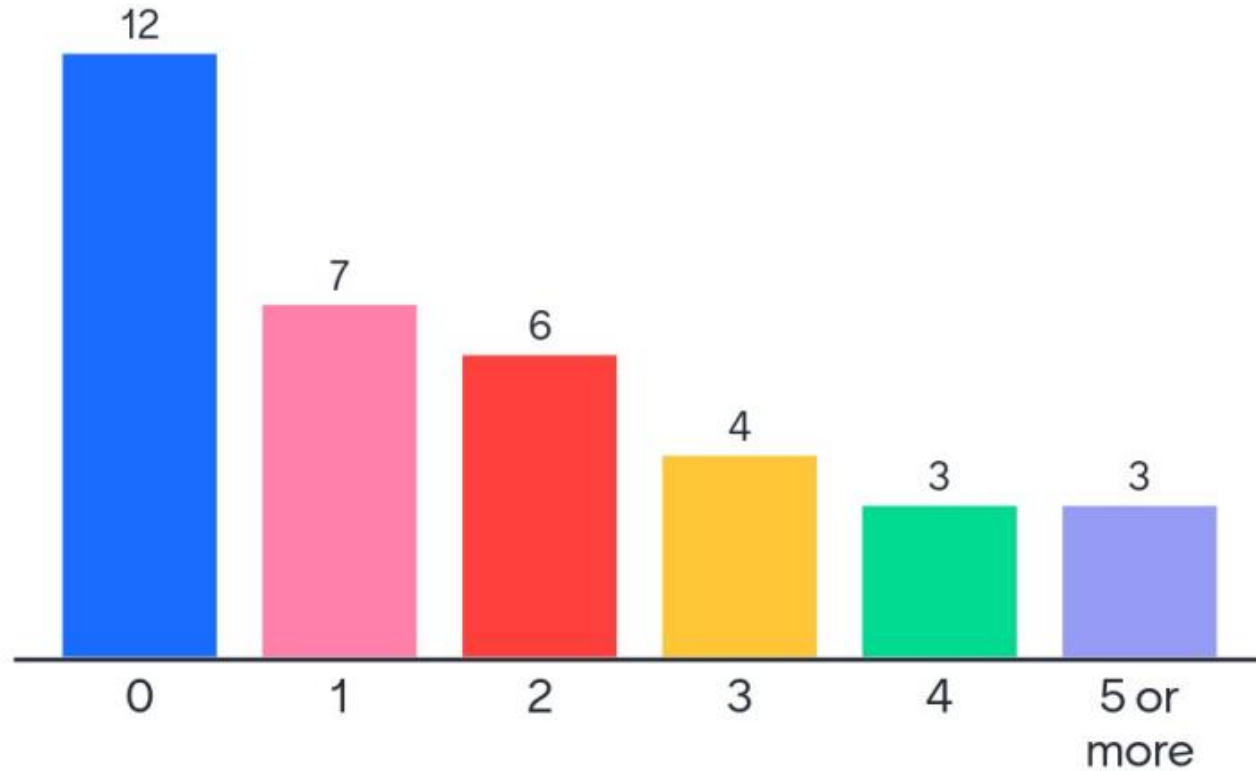
SURVEY ON MENTI

- Go to the website [menti.com](https://www.menti.com)
- Type the code [8115 4293](https://www.menti.com/join/81154293)



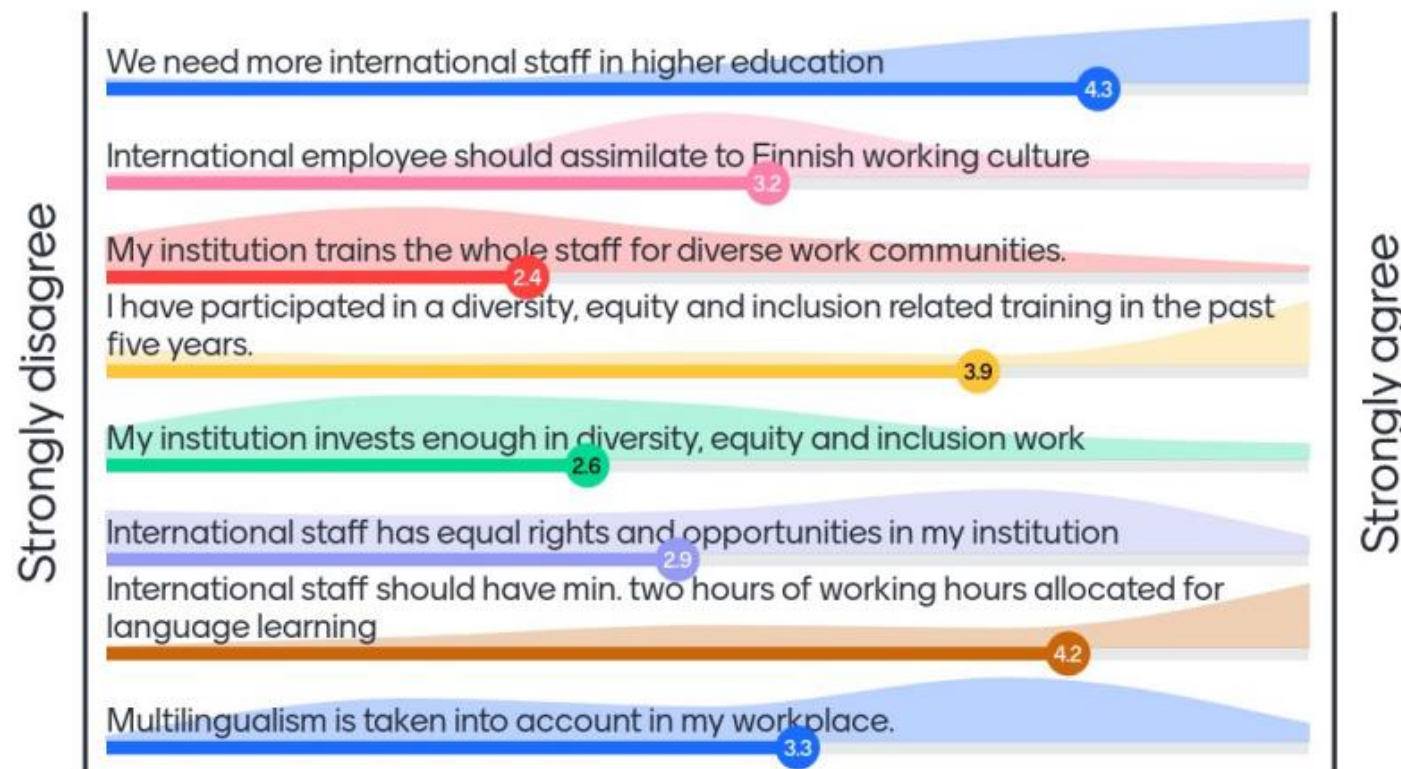


How many international staff members do you have in your closest team?





What do you think of the following statements?





INTERNATIONAL RECRUITMENT IN HEI'S: WHERE ARE WE NOW AND WHERE DO WE WANT TO GET TO?



KAVOT - DEVELOPING INTERNATIONAL RECRUITMENT

- Project International Expertise for Work Communities (KAVOT, 2023-2024)
- AKKE funding by the Helsinki-Uusimaa Regional Council

Subproject of the University of Helsinki



An international recruitment model for higher education institutions, incl. materials



Operational culture that promotes diversity in recruitment



ACTIVITIES IN KAVOT

Surveys

- To map out institutional practices, policies and services
- To map out day-to-day practices in recruitment

03-04/2023

Workshops

- To work on the needs and goals of the international recruitment model
- To share good practices

04-05/2023

Design & piloting

- To develop the model
- To pilot the model in the University of Helsinki
- To develop support materials

05/2023 →

Scaling

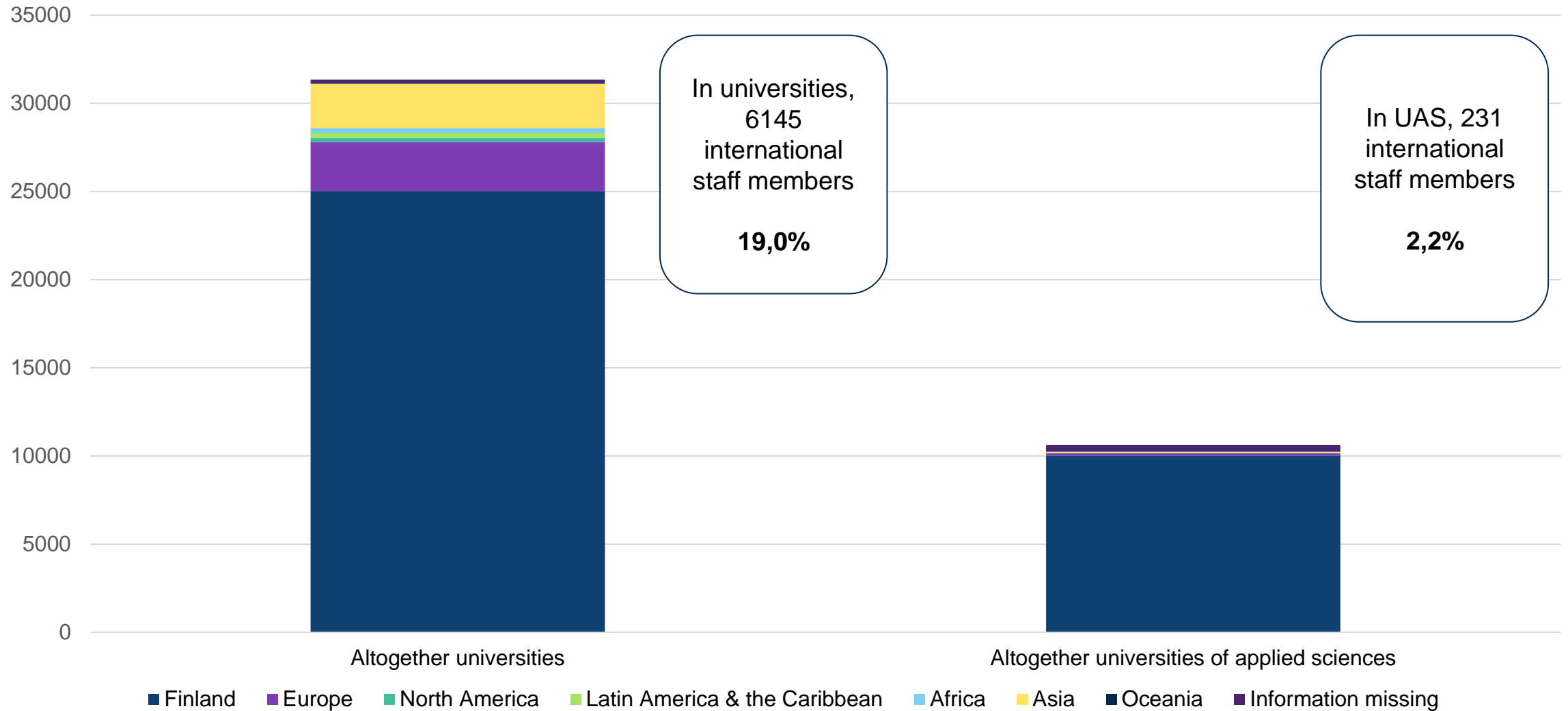
- To share the model and learnings to other HEI's (workshops)
- To start pilots in other HEI's

02-03/2024 →



STAFF ALTOGETHER IN FINNISH HEI'S

(Source: Vipunen, 2022)



(Including training schools in universities, excluding part-time staff and staff as a purchase service)



TWO SURVEYS FOR SERVICE DESIGN STAGE

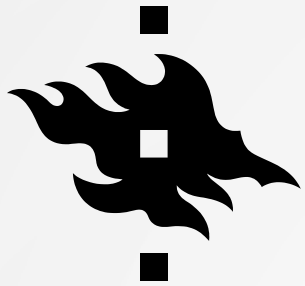
Sent to the HR departments of 10 HEI's in the Helsinki region and to 9 universities in the Finnish Academic Mobility (FAMO) network for comparison

1. Institutional survey (15-30 March 2023)

- One respondent per institution
- Mapping services, policies and practices on an institutional level
- Response rate 74% (14 respondents), mainly universities

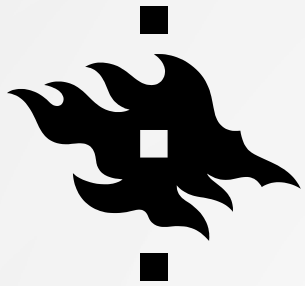
2. Survey to recruiting managers/supervisors and other staff involved in the recruitment process (15 March – 21 April 2023)

- Several respondents per institution possible
- Mapping practices, experiences and needs in the day-to-day recruitment work
- 29 respondents mainly from universities and mainly involved in academic staff recruitment



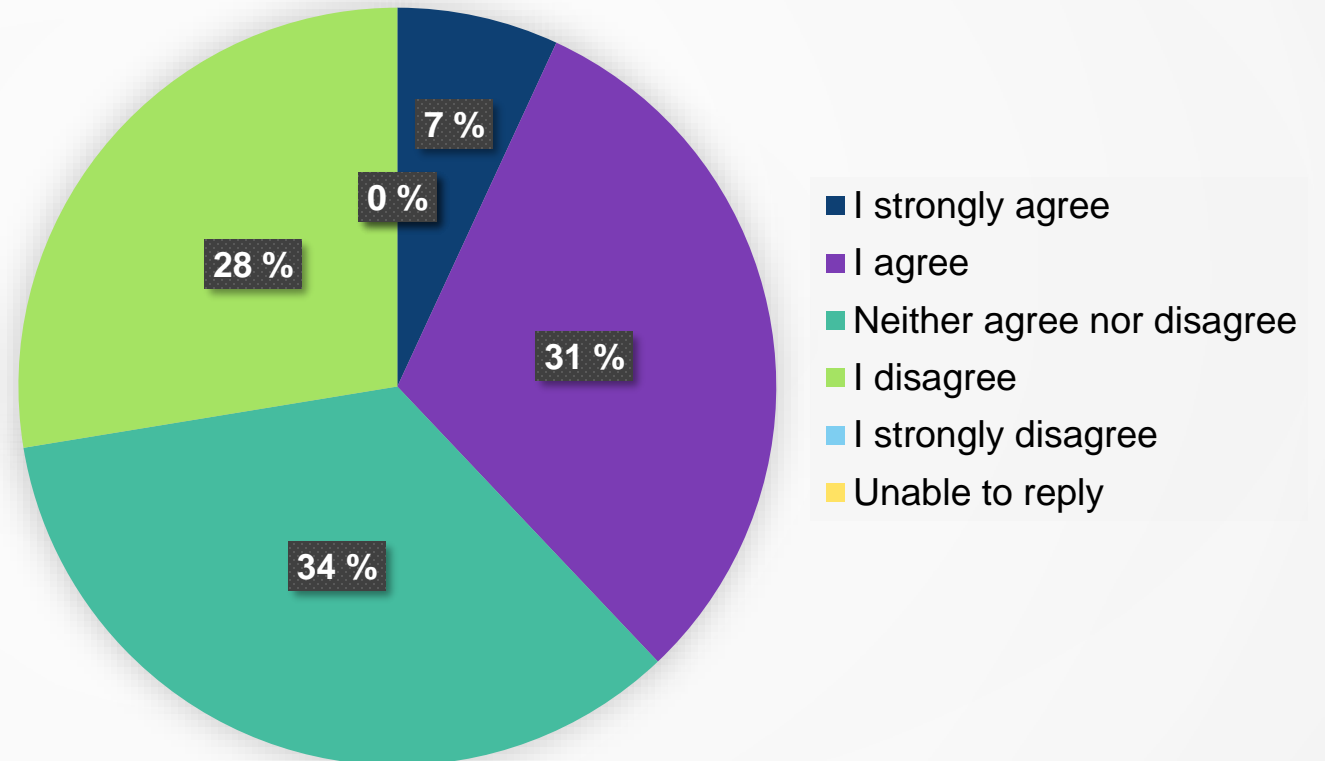
Institutional survey: **COMMITMENT TO DEVELOP IS HIGH**

86% have the goal to
both increase the number of international staff and
develop services for them in the strategy



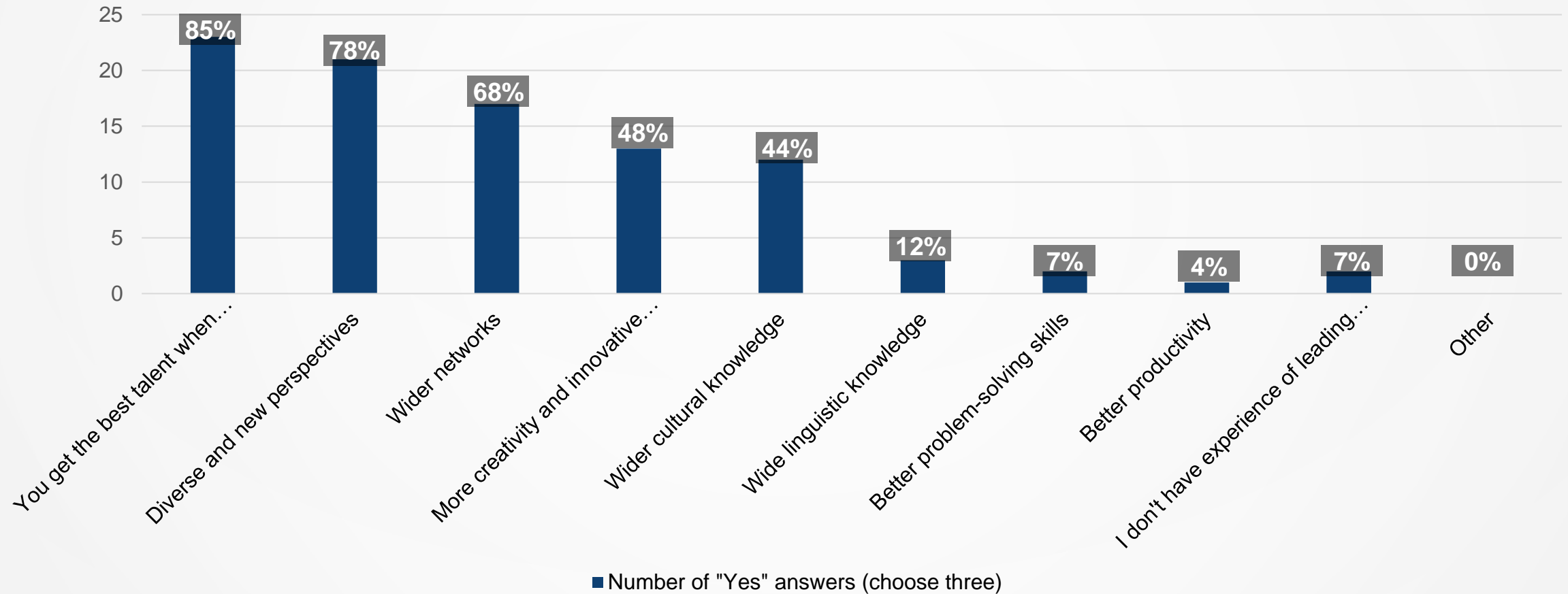
Recruiters' survey: TALENT SHORTAGE

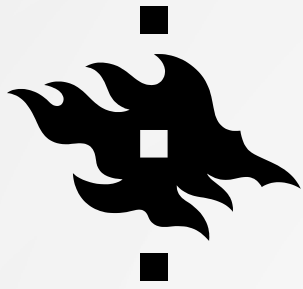
"In my field of work, it is easy to get good candidates for the open positions."





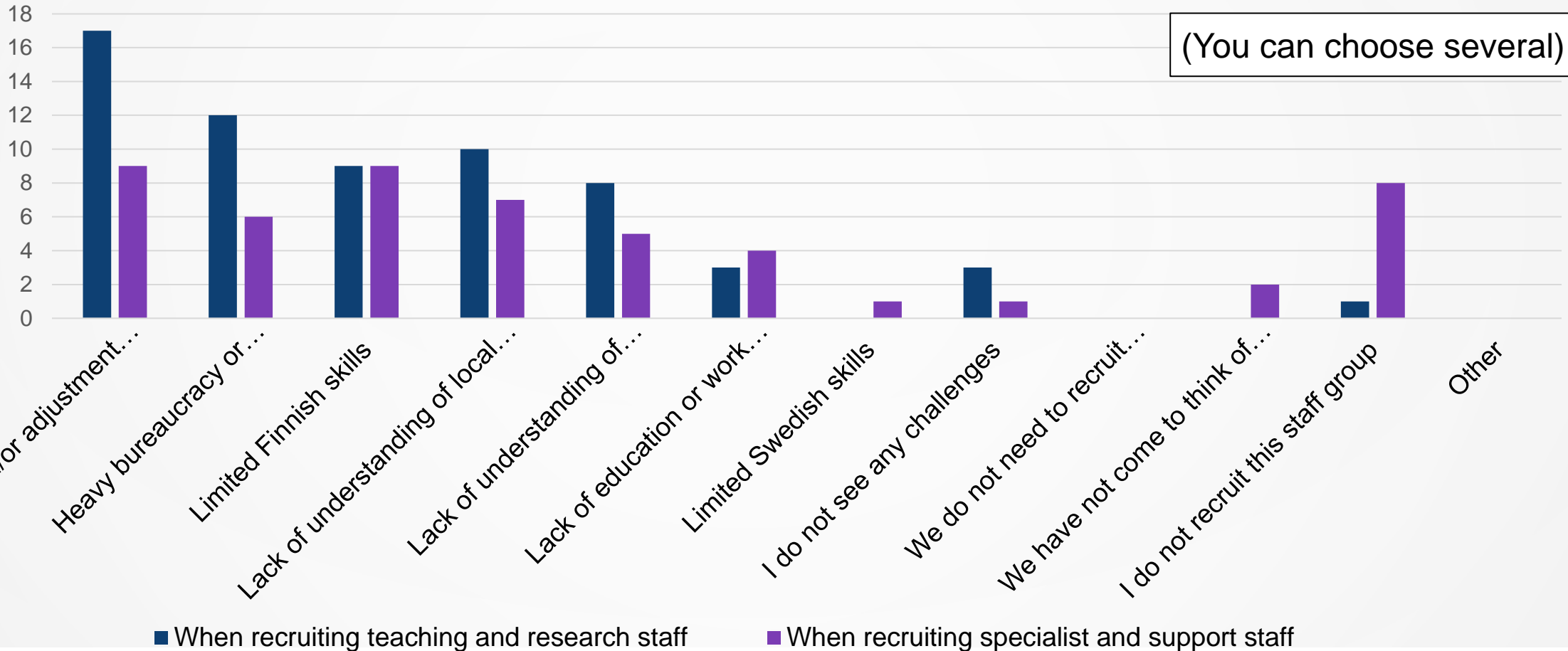
Recruiters' survey: ADDED VALUE AND BENEFITS OF CULTURALLY DIVERSE TEAMS





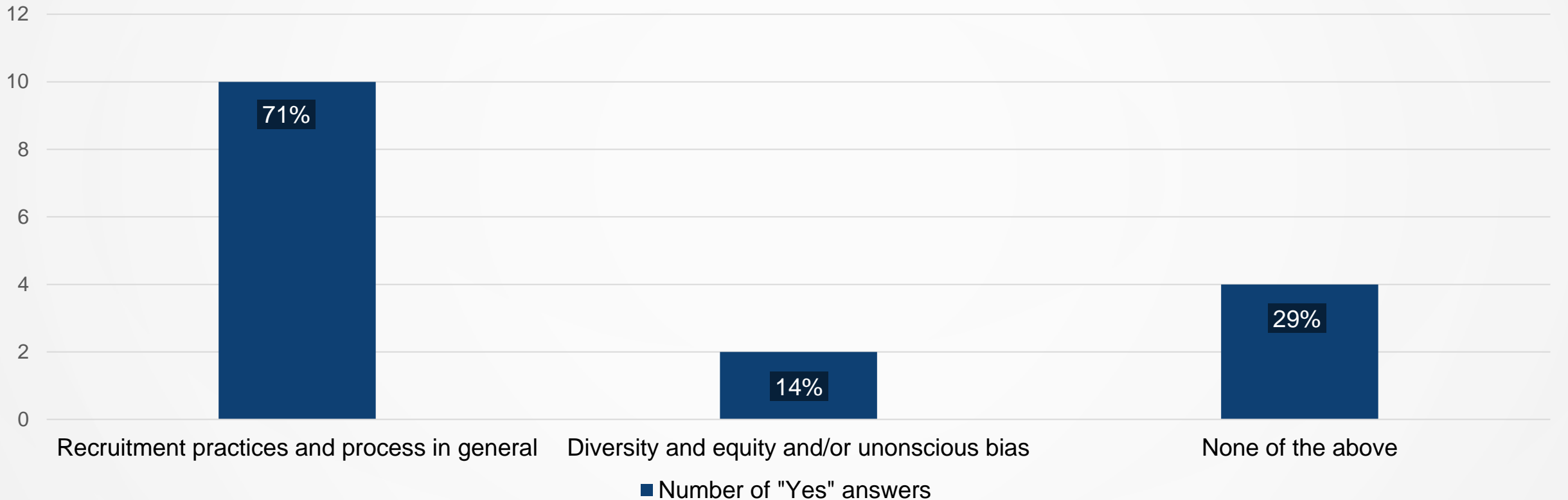
Recruiters' survey: REASONS TO HESITATE: CONSIDERED RISKS AND CHALLENGES

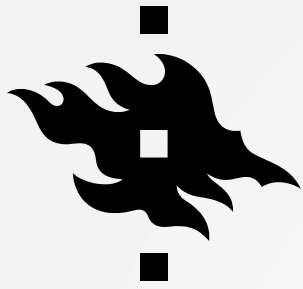
(You can choose several)





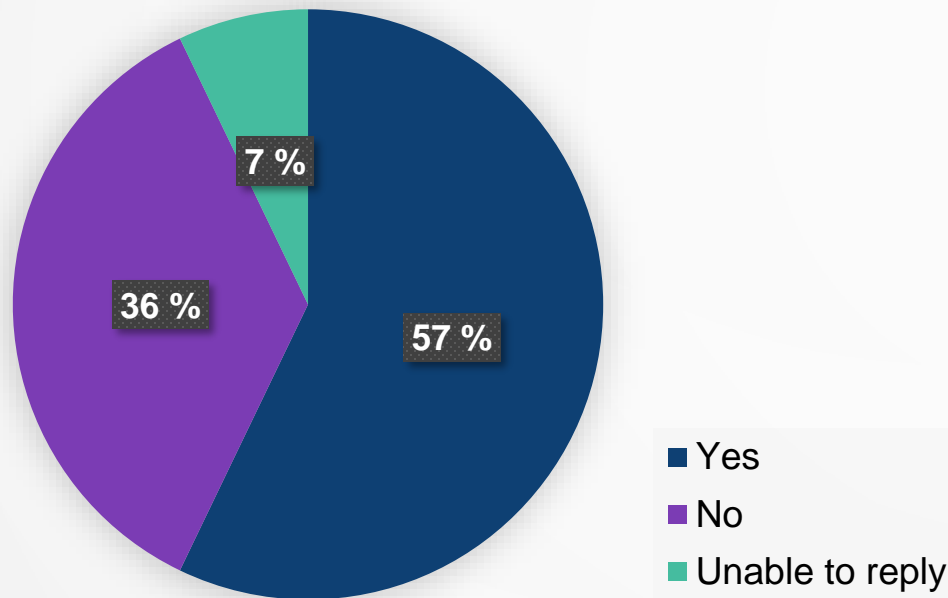
Institutional survey: TRAININGS FOR RECRUITING MANAGERS AND OTHERS INVOLVED IN RECRUITMENT



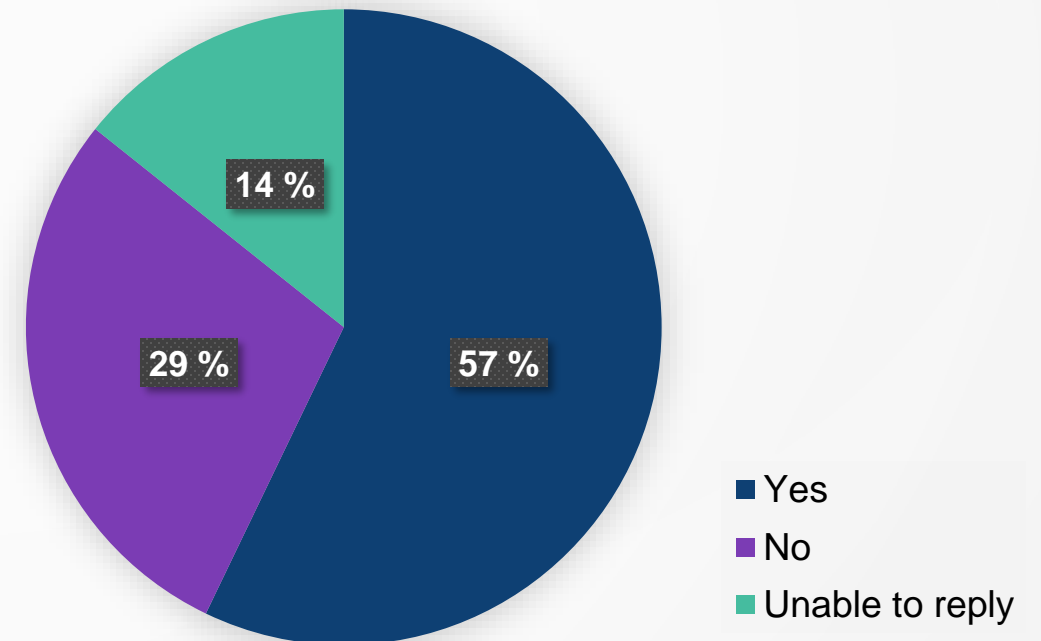


Institutional survey: SUPPORT FOR DIVERSE WORK COMMUNITIES

Diversity, equity and inclusion related
training for all staff



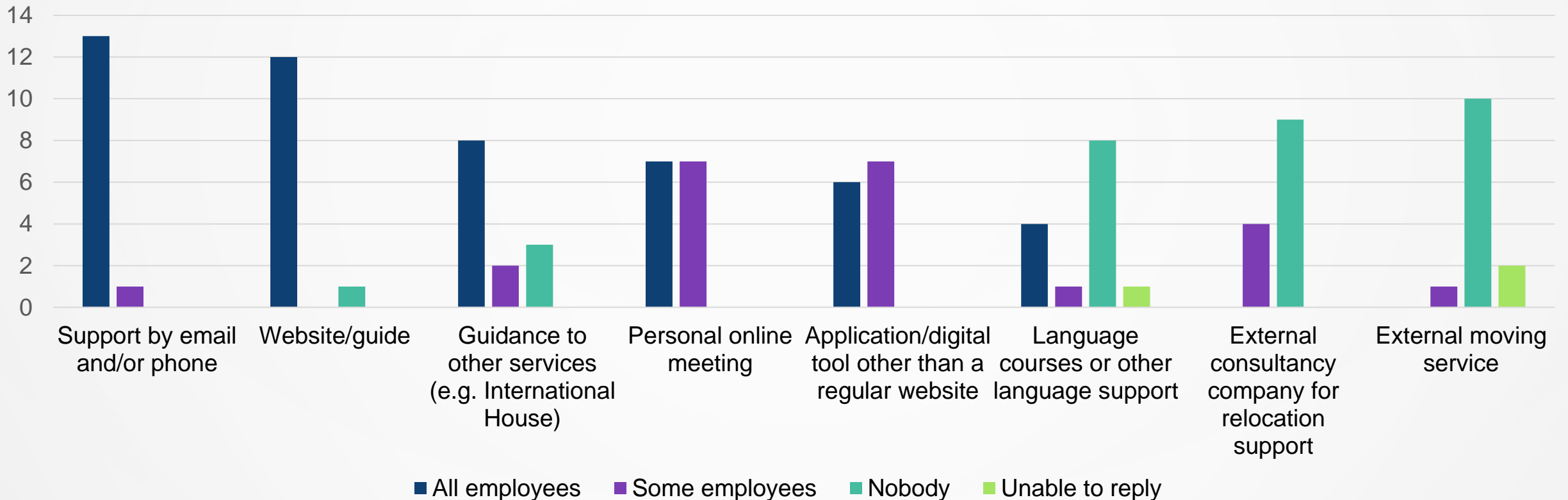
Policy or strategy for using multiple languages
in our university/UAS community

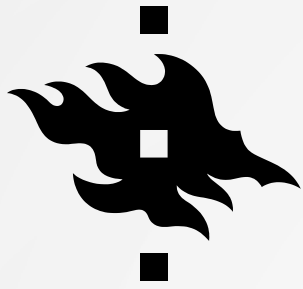




Institutional survey: SERVICES BEFORE ARRIVAL

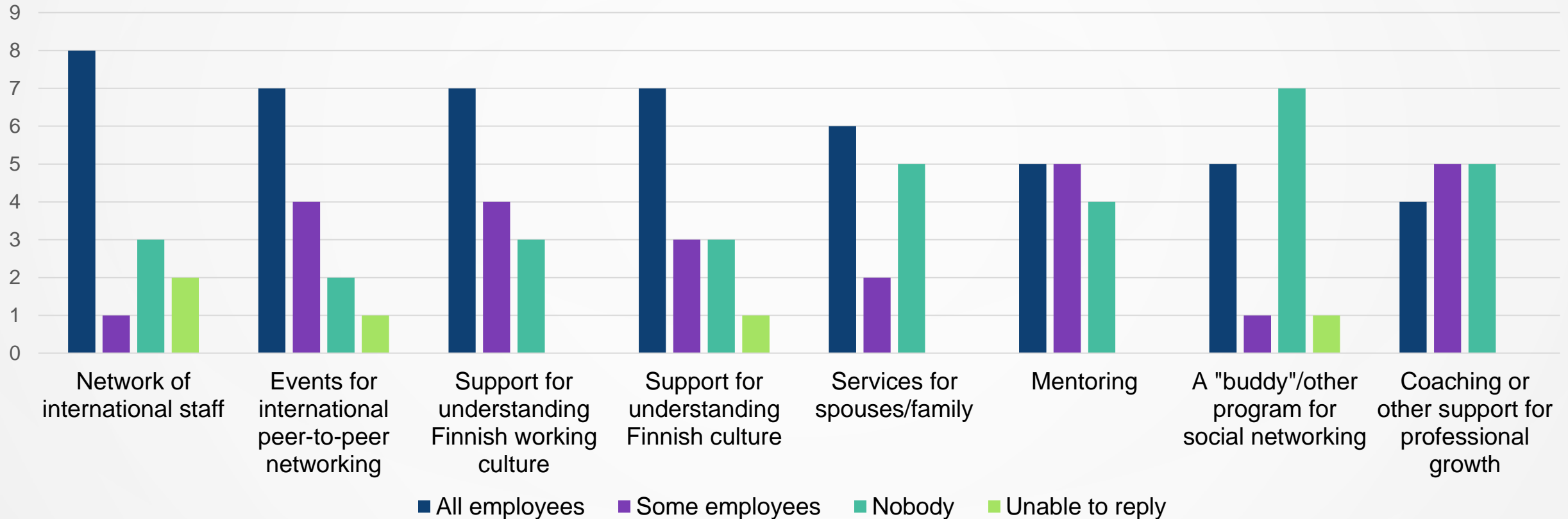
"Before arrival to Finland, we provide our international employees the opportunity to utilise the following services to support relocation to Finland"





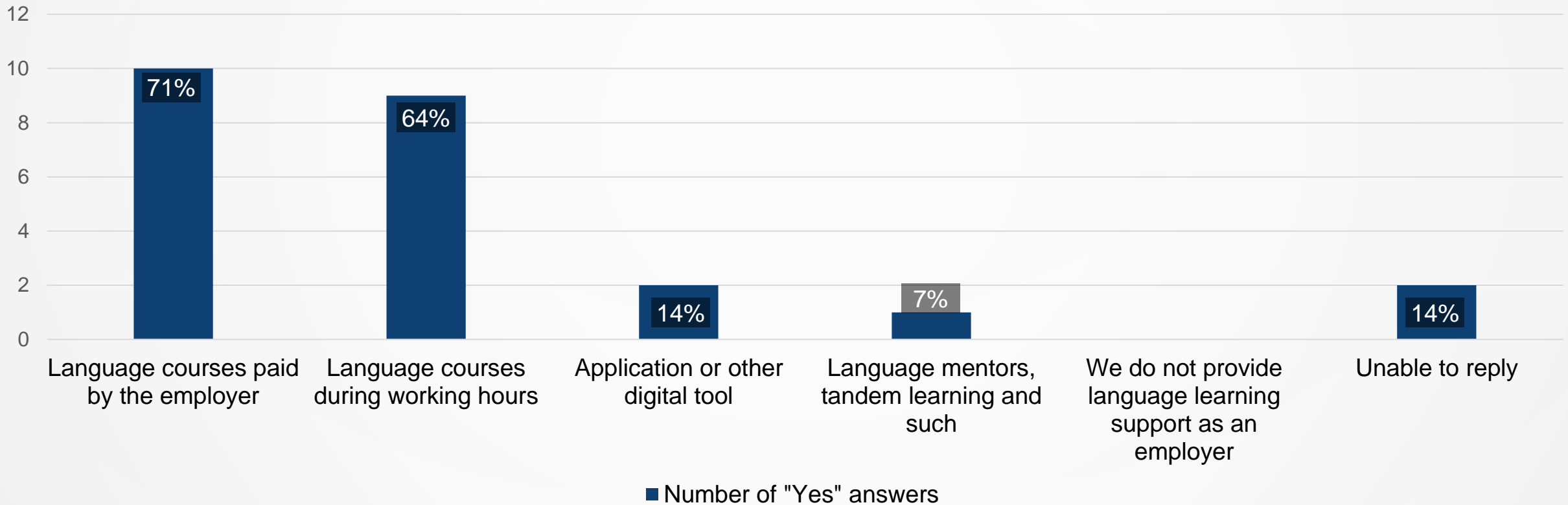
Institutional survey: SERVICES AFTER ARRIVAL

"After arrival to Finland, we provide our international employees the opportunity to utilise the following services for networking and integration"



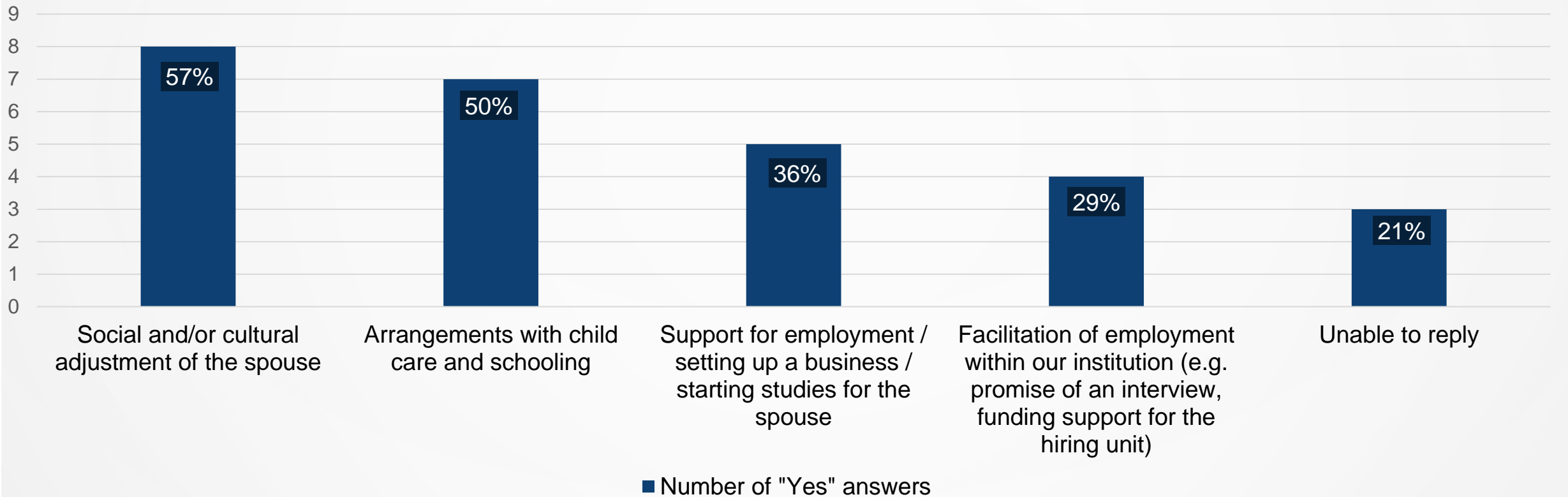


Institutional survey: OPPORTUNITY TO DEVELOP FINNISH/SWEDISH SKILLS



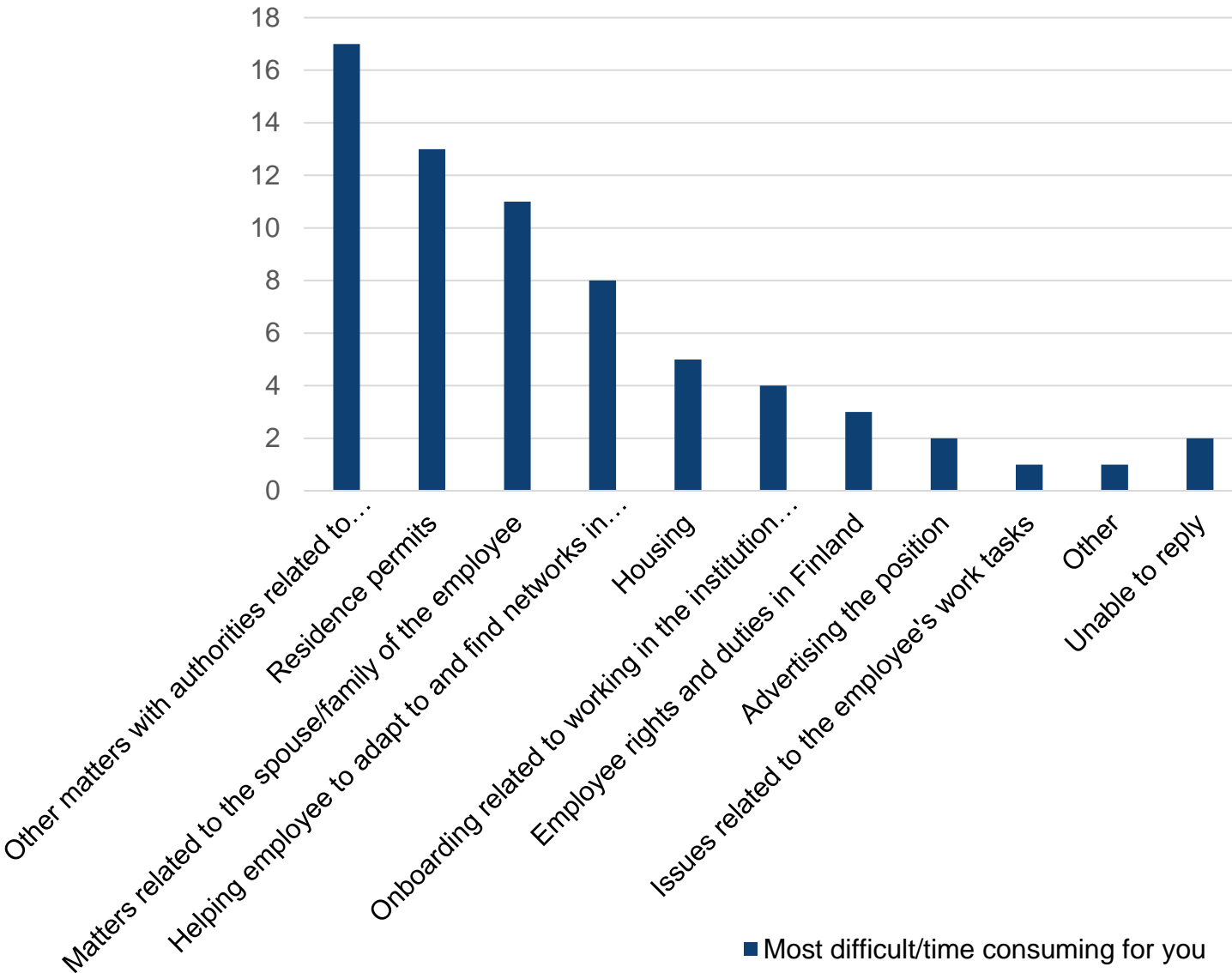


Institutional survey: SERVICES FOR FAMILY



Recruiters' survey: CHALLENGING TOPICS

For the respondent (choose three):



For the international employee (open comments):

Taxation, social security, bank account, residence permits, registration of municipality, DVV

Spouse and family support

Appointments needed for official matters

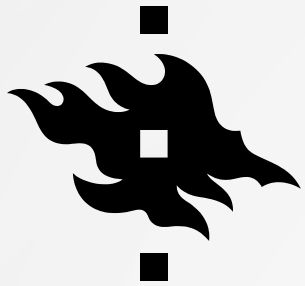
Climate

Housing, high living costs

The sheer amount of diverse things

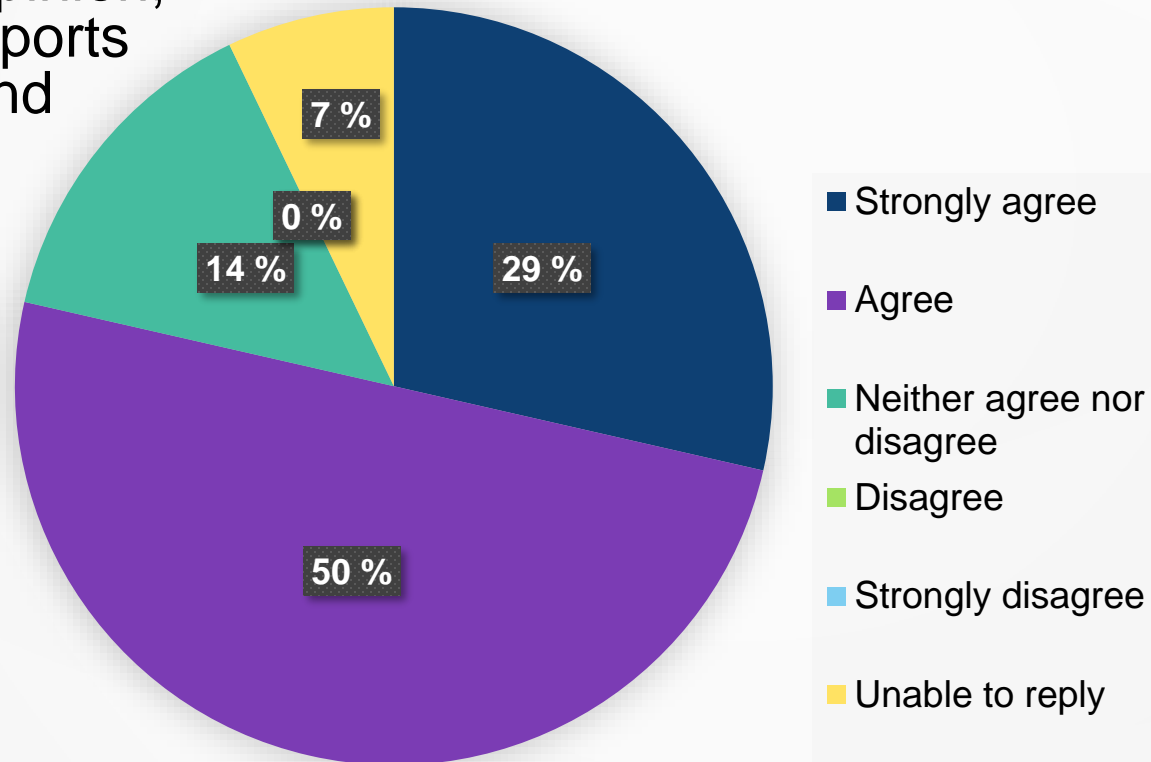
Difficulty to attract good candidates: short contracts, no remote work possibility, low salaries

Depending on culture, different things



Institutional survey: PERSONAL VIEW ON SUPPORT FOR DEI

”In my personal opinion,
our institution supports
diversity, equity and
inclusion work”



KOTAMO report
(2022):

We still have a
great deal of work
to do in promoting
gender equality
and ethnic
diversity.

A photograph of three people standing in front of a wall made of vertical wooden slats. On the left, a woman with dark hair pulled back, wearing a red short-sleeved top and grey pants, stands on a dark wooden staircase. In the center, a bald man with a beard, wearing a dark brown sweater and blue jeans, stands with his hands at his sides. On the right, a woman with long blonde hair, wearing a blue sweater and blue jeans, is sitting on a wooden ledge, looking upwards and to the right. The text "THANK YOU!" is overlaid in large white letters across the center of the image.

THANK YOU!

**HELSINGIN YLIOPISTO
HELSINGFORS UNIVERSITET
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Further enquiries: Marika Antikainen, Project Manager,
University of Helsinki: marika.antikainen@helsinki.fi



Developing language training for staff in cross-institutional collaboration



Noora Helkiö
Aalto University

Kielibuusti project – Boosting the learning of Finnish and Swedish

- Solutions to international talents' language learning needs
- Goal is to support integration and advancement in career through better proficiency in the domestic languages
- The project runs 2021-2024
- Target groups:
 - international degree students
 - international talents working in Finland
 - language teachers
 - companies employing international talents
 - career counsellors

Cross-institutional Finnish language studies 1/2

- Challenges in teaching Finnish for faculty and staff in universities
 - Not enough participants to start courses
 - Often mainly beginners' level Finnish courses offered
 - Participants are busy: difficult to attend regular classes
 - Need for tailored courses and flexibility
 - Surviving with English only

Cross-institutional Finnish language studies 2/2

- Solution: a tailored course path in Finnish for staff and faculty
- Pilot cooperation between Aalto University, the University of Helsinki, and University of the Arts Helsinki launched in autumn 2022
 - All courses open to staff members of the three universities
 - Teaching responsibility is shared
 - Participation quotas per university
 - Enrolment using the enrolment system of your own university

Courses offered in autumn 2023

- In general
 - 1-3 implementations per course
 - 16-32 participants per course
 - Course meetings are mainly online
- Courses
 - Basic Finnish 1 (CEFR: 0/A1)
 - Basic Finnish 2 (CEFR: A1)
 - More Finnish 1 (CEFR: A2)
 - Polish your Finnish 1 (CEFR: A2/B1)
 - Ajankohtaisia asioita (CEFR: B1)
 - Kirjoituskurssi edistyneille suomenoppijoille (CEFR: B2/C1)
 - Suullisia taitoja edistyneille suomenoppijoille (CEFR: B2)

Course design 1/2

- Courses last mainly 10-12 weeks
- Flexibility: each week one online lesson (90 minutes) and one small-group lesson (90 minutes)
- Courses are structured around **topics** and **situations** relevant to the participants
 - Use of authentic material
 - Activities in class are linked to situations outside the classroom

Course design 2/2

- Learning is seen as a social action in which **learner agency** is emphasized
 - Learning the language and learning to be a language learner
 - Active role of the student throughout the course
- “TTT-malli”: relevant topics and situations, focus on the learner
- Small group meetings are a central part of the course concept – activities in the course are designed to support participation in real life situations outside the classroom

Finding out students' needs when the course begins

Noora Helkiö + 6 • 1mo

What would you like to learn in the Finnish language for Beginners course?

Practicing Finnish

1mo
In markets and shopping places, they easily answer in English instead of Finnish :) That's why this course is the only place to practice

Add comment

Understanding basic forms of everyday spoken language

Add comment

Basic descriptions of our own work/research

Add comment

Basic instructions for students in courses

Add comment

Buying tickets/going to the cinema or theater. Discussing after.

Add comment

Interactions at the dog park

Add comment

Suggestion of Finnish music (with Finnish lyrics) to listen to

Add comment

Everyday life situations

4
Noora Helkiö 1mo
EXAMPLE: small talk on campus

1mo
It would be great to learn some basic sentences and useful words to help with our weekly grocery shopping. Thank you.

1mo
I want to learn enough to understand the news headlines on the screens on the metro

1mo
We would like to understand and get interaction with others in Finnish.

Add comment

An introduction to Finnish grammar

1
Anonymous 1mo
Agree!

Add comment

Plurals

Add comment

Finnish environment

1
Anonymous 1mo
Make small talks about the Finnish weather

Add comment

Aiming to learn the basic Finnish language. So I can communicate in Finnish to express any situations.

Add comment

Understanding people around us speaking Finnish

Add comment

Telling about myself and/or others

Add comment

University as a working place

1
Anonymous 1mo
Conversations with colleagues/ understanding simple conversations between others

Add comment

Aspects of Finnish culture

2
Anonymous 1mo
Greetings for different festivals or occasions

1mo
Understand the mentality behind Finnish culture

Add comment

Small talk and social etiquette/communication culture

3
Anonymous 1mo
Make small talks about the weather

Anonymous 1mo
Talk about how the weekend was

Anonymous 1mo
Agree!

Add comment

My surroundings

1
Anonymous 1mo
Learning words for everyday items/ places in the city

Add comment

Something else, what?

2
Noora Helkiö 1mo
E.g. language learning strategies

Anonymous 1mo
How to offer help, like how to offer to hold the door.

Add comment

An example of a small group activity

Small group activity Report

What we covered:

- Practicing on greetings styles
- Practicing on the numbers
- Practicing on common phrases that we can use in cafe, shop etc.
- We discussed what we expect from this course
 - We would like to understand and get interaction with others in Finnish.
 - Practicing Finnish In markets and shopping places, they easily answer in English instead of Finnish :) That's why this course is the only place to practice
 - Understand the mentality behind Finnish culture
- Tasks were quite in line with the purpose. Practicing numbers were useful but they were in written form, not the spoken as we've seen in the course.

Small-group task: Do the small-group tasks and submit your report before our next session.

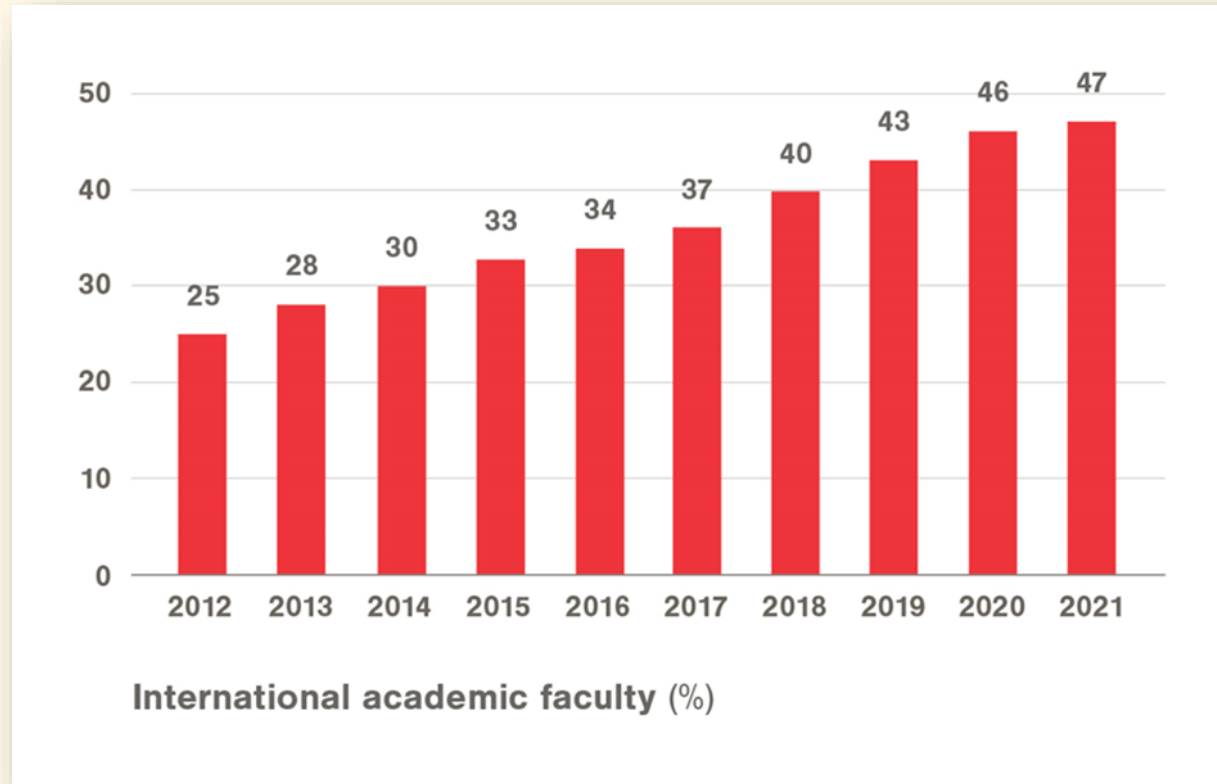
"I like the way this course is constructed. Working in small groups encourages us to invest more time in learning and helps us to discuss questions that may come up during learning."

Benefits of cross-institutional learning and teaching

- Courses are tailored specifically to staff
- More course options with different schedules at different levels
- Being part of the Finnish higher education community
 - Communication and support among peers
 - Practice and sense of community
- Co-teaching provides an opportunity for professional development: teachers benefit from the exchange of ideas on teaching, learning and curriculum

“The small groups worked good in my opinion. I was very lucky to get people from different cultural backgrounds, so it became a fun hour every week to learn Finnish.”

International academic faculty (%) at the Aalto University



<https://www.aalto.fi/en/aalto-university/key-figures-of-2021-and-reports>

University-level support of learning Finnish / Swedish

- Information on learning opportunities
- Practices in multilingualism
 - Supports wellbeing of the work community
- Work plans
 - To support the time and dedication to learn domestic languages
- Learning a language is a community effort

Kiitos!



Diverse and inclusive work communities in higher education: how to get there?

**Our approach: Provide support and
create awareness**

University of Oulu

David Delahunty, Monika Luukkonen

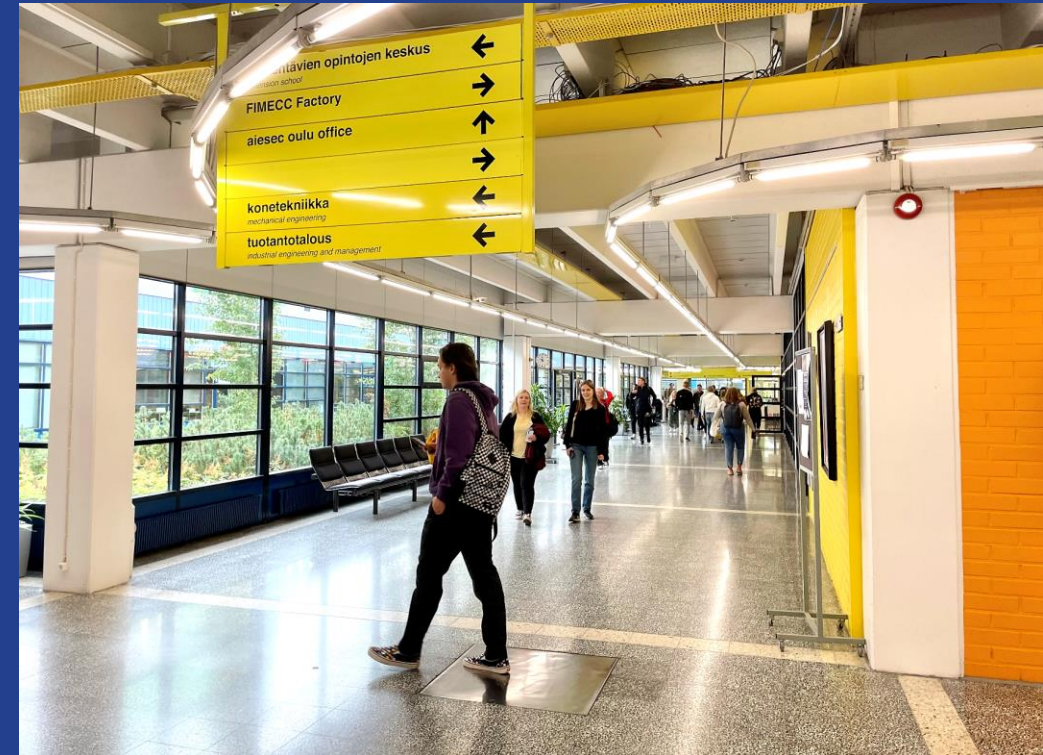
4.5.2023





Creating awareness of the "unwritten" rules of Finnish culture and working life

- There is an increased focus on recruiting more and more international professionals.
- In Finnish culture and working culture, it is often **assumed** that people know the "unwritten" rules and policies of working and living in Finland. This is generally not the case.
- Induction processes don't usually cover these essential aspects of working and/or living in Finland.
- International staff need more support in being aware of and understanding these rules and expectations.





Creating awareness of the "unwritten" rules of Finnish culture and working life

- At the University of Oulu, through our "Welcome to Finland" staff training (on Finnish society, working life, and cultural communications) and working in multicultural team training, we aim to provide international employees and people working in international teams with information regarding these topics.
- Additionally, Finnish language learning for international staff requires a firm policy (e.g. how many hours out of your working hours you can use, flexible ways of learning the language, using many languages in work)
- In addition to a job, international recruits (and their families) also need to have a life. (We aim to provide support and information about hobbies, schools, and other support services that are available in the Oulu region.)





Working in multicultural teams (training)



- 2-3-hour training for international teams at the University of Oulu
- Overview of cultural theories (Hall, Hofstede, and Lewis)
- Multicultural meeting styles – how do they mix with the Finnish meeting style?
- Understanding the concept of culture shock
- What makes a successful team?
- How to encourage understanding in multicultural teams?
- Psychological safety + Diversity = High performance
- Biases – we all have them. What to do about them?



University of Oulu's offering for international staff

- Welcome to Finland training (three training sessions offered twice a year, autumn and spring):
 - Welcome to Finland: Finnish culture and life in Oulu
 - Welcome to Finland: Finnish working life
 - Welcome to Finland: Finnish work culture and communication
- Working in multicultural teams (training)
- New staff pop-up events (twice a year)
- Arctic Advisors (weekly)
- Buddy Programme
- Spouse Programme





Thank you!

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QUESTIONS AND DISCUSSION

A row of red theater seats in a cinema. The seats are arranged in a perspective view, receding into the background. In the foreground, two seats are occupied with movie theater snacks: a red and white striped popcorn bucket filled with popcorn sits on the seat cushion, and a brown paper cup with a white straw is placed in the black cup holder on the armrest. The lighting is soft, highlighting the texture of the seats and the snacks.



THANK YOU!

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