

Facts about VTT

VTT Technical Research Centre of Finland Ltd established in 1942, is the leading research and technology company in the Nordic countries. VTT has a national mandate in Finland. We use our research and knowledge to provide expert services for our domestic and international customers and partners. We are a non-profit organisation with a mainly project-based operational model. We serve more than 1,100 companies and 250 public organisations in Finland and abroad.

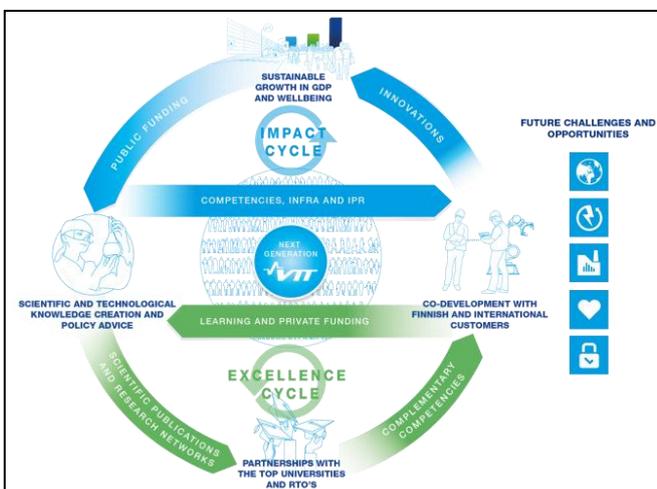
We have 75 years' experience supporting our clients' growth with top-level research and science-based results. We develop new smart technologies, profitable solutions and innovation services. We cooperate according to our [mission](#) with our customers to produce technology for business and build success and well-being for the benefit of society.

We use 4,000,000 hours of brainpower a year to develop new technological solutions. The benefit our stakeholders gain from this spearhead research comes when we work with them to create new products, production processes, methods, and services. VTT ensures efficient utilisation of science and technology with the aid of broad international cooperation and networking. At VTT researchers solve challenges together with customers and partners from around the world. VTT offers an encouraging and innovative work environment, brilliant colleagues and various career paths.

VTT has been granted an [ISO9001:2008 certificate](#), and our environmental system is certified in accordance with [ISO14001:2004](#). VTT is part of Finland's innovation system and operates under the mandate of the Ministry of Employment and the Economy. VTT reports [corporate responsibility](#) according to GRI G3 guidelines.

VTT Strategy 2016-2020

In spring 2016, as a response to the changes in innovation landscape, VTT initiated a novel kind of bottom-up strategy process together with its 2200 employees, management, customers, and partners. The process started from a situation analysis of VTT and the operational environment. All VTT teams (app. 100) were asked for input on four key issues: growth potential, improved customer collaboration, innovation ecosystem and new sources of income, and the next generation VTT. Five Task Forces from across VTT (app. 50 persons) analysed the input, made customer testing, and formulated recommendations on strategic choices for VTT. Strategy team from VTT's Leadership team guided the process and made crystallisations out from the recommendations. [Link to VTT Strategy page](#)



ENSURING IMPACT FROM OUR WORK

1. We work in a challenge-driven way to solve the current and future challenges of our customers and society.
2. We formulate our research agenda based on future market growth opportunities ("lighthouses") for our customers and society.
3. We co-develop with customers according to differentiated service models matching the customer needs.
4. We proactively bring different customers and partners together around ambitious innovation initiatives.



ENSURING EXCELLENCE IN OUR WORK

5. We continuously evaluate the impact of our work to learn and improve.
6. We lead through substance to ensure excellence and continuous development of our people and competencies.
7. We work with leading international customers and partners to develop further our competencies and identify new growth opportunities.
8. We invest in excellence through funding from multiple public and private sources.



VTT's strategy is based on the idea of creating impact through scientific and technological excellence. Eight strategic choices were made. First, for creating impact, we focus on helping our customers and society by solving the current and future challenges that matter the most. Scientific and technological excellence in our work is a necessity in order to create the world-class impact.

In summary, the eight strategic choices emphasize VTT's position as an engine for technology-based growth. Our impact is created together with customers and is based on excellence in science and technology. We are proactive in driving ambitious innovation initiatives. Our people, their development and their wellbeing are at the core of the next generation VTT. We take action through our strategy to increase both our impact and our scientific and technological excellence during 2016-2020.

In the strategy two of the eight strategic choices are directly guiding this Human Resources Strategy for Researchers. The topics are "We continuously evaluate the impact of our work to learn and improve" and "We lead through substance to ensure excellence and continuous development of our people and competences".

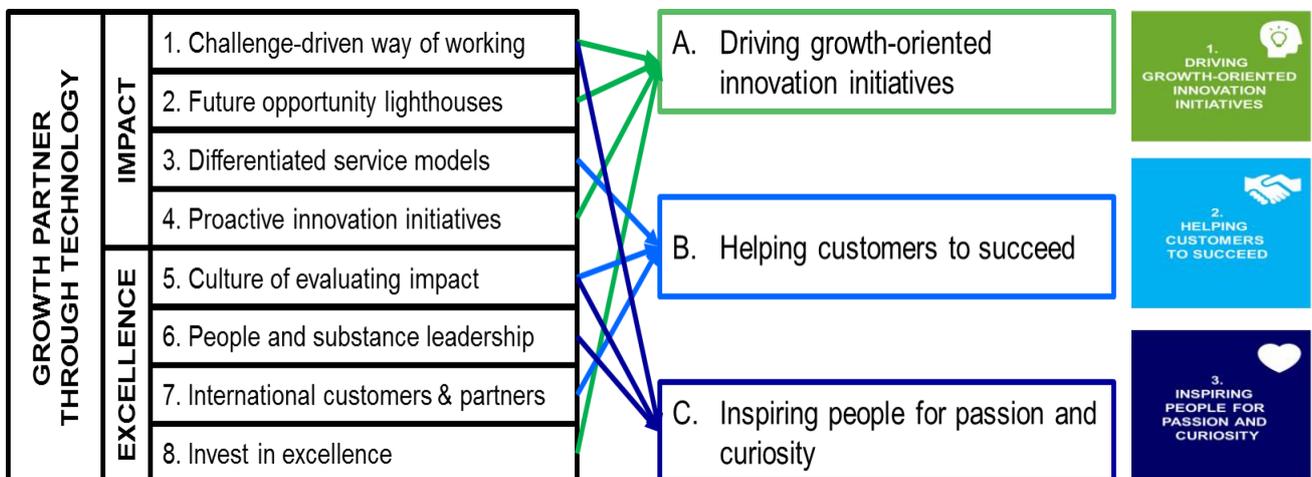
Some aspects of the strategy require both uniform implementation throughout VTT as well as require piloting to define the right practical concept. This we do in implementation programmes targeting both Impact and Excellence. The implementation program that is on the basis of this HRS4R and action plan is People and Substance leadership. The aim of the implementation program is "We continuously enhance leadership, substance and competence excellence at VTT. We define a VTT level learning framework to describe and lead these."

Approach of people and substance leadership program

To ensure the excellent quality and continuous development of VTT's People we will develop, through great leadership, our working environment and spirit that encourage employees towards customer orientation, collaboration, innovation and interesting career choices/jobs in all phases of employment. To emphasize employee wellbeing as one of the key success factors at VTT.

The key topic is the development and evaluation of leadership development programs taking into consideration business' and leaders' different needs and roles. It is also important to describe and sharpen competence development and development paths. Streamlining of the HR management processes will be done as one development topic. All this development is done alignment with other development programs from the strategy.

For the year of 2017 three targets were selected at VTT level with 3 to 4 concrete actions and measures. Each of the targets has elements from at least three different strategic choices. For this HRS4R the most relevant actions are from the target "Inspiring people for passion and curiosity".



The actions to be taken in the target of Inspiring people for passion and curiosity we select the team as a core of our development action. We develop working ways, which increase positive spirit through simplifying processes and by supporting leadership skills. We clarify roles and responsibilities for a solid base for future excellence. By implementing Lean we reduce complexity and also enhance each VTT'er to increase their own responsibilities for a successful VTT.

Creating the Human Resources Strategy for Researchers

All ready prior to the strategy work a gap analysis of VTT's existing rules and practices and [The European Charter for Researchers](#) and [Code of Conduct \(for Recruitment\)](#) was started. The analysis was done in three different work groups together with HR, researchers, work safety organization and managers and union representative. Each work group discussed relevant topics and the results were recorded to the gap analysis table. During the gap analysis phase, we utilized also the material of our previous annual employee questionnaires and other internal and public VTT reports.

After the ground work with HR a workshop was organized for research area manager, research team leaders, researchers and specialist to discuss the topics of the gap analysis and the required actions. The gap analysis document was also shared in an internal workspace for the workshop attendees to continue the discussion for three weeks prior to the finalisation of this document. On the final stage the required actions were synchronized to the same schedule as the actions in VTT strategy. More detailed description of the gap analysis process is in annex 1.

This HRS4R is based on the VTT Strategy 2016-2020 and combined with the gap analysis described above and in annex 1 (internal publication). The main emphasis of this strategy is to explain in more detail the actions that will be taken to make sure that the strategic choices will be implemented to everyday working life of VTT researchers. The ethical and professional causes on the gap analysis are covered in our [Code of Conduct](#), [Mode of operations](#) and our [Values and principles](#).

Action plan

Four development areas are chosen for the action plan of HRS4R. Each of the areas has topics for long term and short term development. The actions are linked to the topics in the gap analysis with the relevant clause number. We will also continue to strengthen our practices that we have identified as our strengths.

To support **people and substance leadership** we redefine responsibilities at teams and research areas in Q2/17. We will redefine how the different roles and responsibilities in research will best support the development of people and substance. (Reference clauses 36, 37, 40 Owner CTO)

VTT leadership programs provide time, space and tools to learn from the best practices and identify next generation leaders. The program is recommended also to scientific experts and leaders, who have no official management role. New identified practices and tools for successful leadership are piloted Q2/17 and the best practices will be taken into everyday use starting Q3/17. (Reference clauses 36, 37 Owner HRD, implementation, Team leaders)

We support **good flow and well-being in everyday work** by taking into use dynamically the simple guiding principles for VTT's ways of working instead of current detailed instruction manuals. The use of common sense is encouraged as long as the guiding principles are followed. We all will continue to lead by example and take immediate actions if we come across unethical behaviour. To know how well we have succeeded we will follow the Buy-in and usage of guiding principles. (Reference clauses 10, 39 Owner CFO)

Having the possibility to concentrate on the main work that has a meaning increases wellbeing. This is why the ways of working are simplified through LEAN projects on decided topics to reduce the amount of bureaucracy. First LEAN Kaizen projects ended Q4/16 and new projects start when needed. This action point is measured in end of each quarter by number of successfully implemented LEAN projects and reduction of lead times/waste. (Reference clauses depend on the selected project, Owner CFO)

Occupational wellbeing is ensured and followed-up through individual and team discussions (annually Q1 and Q3). We will use the new tools and numeric reports we create in Q1/17 from our wellbeing portal. We will continuously follow-up the chosen wellbeing indicators and take active care of the individuals indicating to fall into the risk area. (Reference clauses 24, 34 Owner HRD)

Talent Management plays a vital role when we navigate towards the targets set by VTT Lighthouses (future challenges and opportunities). We want to know what competences are needed by 2020. To define the competences and to find where there is a mismatch between competences, each team and research area develops roadmaps for key competences (by Q2/17) and talent management (in Q3/17). The talent management includes succession planning and job rotation. (Reference clauses 25, 28, 30, 36, 38, 39 Owner HRD)

We will continuously improve knowledge sharing and learning by building and boosting required internal and external networks. We understand that some of the expertise that we should utilize in the projects is and should be outside of VTT. This will lead to bigger and more multidisciplinary projects with improved customer impact. (Reference clauses 8, 9, 21, 38 Owners EVP of Business Areas)

Improve projects', teams' and research areas' impact by applying in Q1/17 new impact evaluation practices and tools that promotes continuous learning and development of activities. The new impact, excellence and people KPIs are implemented during 2017 and they measure mainly at project, research team and individual level. Current and renewed Q1/17 financial KPIs are measured mainly at VTT, BA and RA level, not on team or individual level. (Reference clauses 11, 22, 26 Owner Strategy Manager)

Recruiting the right researchers is the key to our future success. We need to have sufficient visibility with our strong brand in our target audience. To continuously communicate openly what it is like to work at VTT, what is our employment value proposition and how we value mobility we will be more successful in getting the suitable candidates. (Reference clauses 12, 29 Owner HR Services)

Our recruiting process is already open and public and we clearly state what kind of competence and skills we need. We communicate openly to the applicants the schedule and on what stage of the process we are. HR has a significant role in the selection phase of the researchers. (Reference clauses 13, 14, 15, 16, 29 Owner HR Services)

When VTT researchers are planning to do research abroad, we give them strong support in the project proposal and mobility-executing phase. We also give our new researchers from abroad relocation assistance according to our relocation guideline (renewed annually Q2). We will continuously follow the updates in the laws of different nations and requirements from officials. (Reference clauses 18, 29 Owner HR Mobility)

With our LEAN-development program (Q4/16-Q1/17) "The new person's arrival to VTT" we will make it possible for the new person to focus on research work as early as possible. Updated induction program (Q3/17) covers also our ethical norms (Reference clauses 2, 3, 26, 40 Owner HR Services)