

SuHAMK CoARAb Project:

“Strengthening the Qualitative Criteria for the
Researcher Assessment at Häme University of
Applied Sciences.”

The new qualitative evaluation criteria to be used in the Principal Research
Scientist Assessment at Häme University of Applied Sciences.

By Veera Joro & Nina Heikkilä

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SuHAMK CoARAb Project

This document has been created as part of the SuHAMK CoARAb project at Häme University of Applied Sciences. The SuHAMK CoARAb project is part of the CoARA Cascade Boost Funding and funded by the European Union.

This 1-year EU funded project aims to develop new effective qualitative researcher evaluation criteria which will be mapped into HAMK's existing principal research scientist evaluation processes. The new qualitative researcher evaluation criteria support the recognition of diverse researcher skills and different researcher career paths, enhances HAMK's research quality and promotes transparency and accountability in the researcher evaluation processes. Strong collaboration with HAMK's principal research scientists, principal research scientist supervisors, the researcher evaluation team and other relevant HAMK personnel have helped identify the new qualitative evaluation criteria in this document. A new sustainable evaluation framework will be developed around these new criteria and comprehensive training on their active utilization will be provided to relevant HAMK personnel.

The New Qualitative Evaluation Criteria

Over 80% of relevant HAMK personnel have participated in a range of fieldwork, including surveys, semi-structured interviews and workshops to help identify and develop the new qualitative evaluation criteria for principal research scientists. The new criteria have been divided into different themes, to help with coherency. However, some of the criteria can be captured through multiple tools and can be used to highlight different researcher skills and experience. Whilst researcher evaluation criteria have been focused upon, qualitative evaluation criteria for research have also been considered.

New Tools and Processes

New tools for both processes have also been developed to help the evaluators effectively identify and use the new evaluation criteria during the evaluation. The new criteria will be first integrated into HAMK principal research scientist recruitment process and tenure track evaluation process. Both processes have been modified, and new tools have been developed to enable the effective use of the new qualitative evaluation criteria. These new tools alongside the newly developed recruitment and tenure track evaluation processes will be published later. An overview of the tools is, however, provided below.

Recruitment Process	Tenure Track Process
Stage 1 of Recruitment TENK CV- HAMK modified template <ul style="list-style-type: none"> ➤ Applicants will provide a TENK CV with extra information needing to be added to some sections. Instructions and the modified template are provided. 	RUN EU PLUS SELF-ASSESSMENT TOOL <ul style="list-style-type: none"> ➤ Researchers will need to conduct a self-assessment using the online tool mentioned above. This will be conducted during the 1st, 2nd and 3rd evaluation stages. The self- assessment will be discussed with the supervisor.
LIST OF PUBLICATIONS <ul style="list-style-type: none"> ➤ Applicants will provide an up-to-date list of publications. 	RESEARCH PLAN <ul style="list-style-type: none"> ➤ The researchers will conduct a clear research plan with their respective

	supervisors at the 1 st evaluation stage. A progress overview will be conducted at the 2 nd evaluation stage and new objectives outlined. A final overview of the research plan and its successful implementation will be conducted at the 3 rd stage evaluation.
HAMK RESEARCH PLAN TEMPLATE <ul style="list-style-type: none"> ➤ Applicants will provide a HAMK appropriate research plan. A template of the research plan will be provided 	HAMKHÄKKI COMPETENCE WEBS <ul style="list-style-type: none"> ➤ A spiderweb diagram will be created for each researcher plotting their current competence levels at the 1st evaluation stage. Needed career development support will be arranged accordingly. This will continue to be adjusted at the 2nd evaluation stage and a final overview of progress will be conducted at the 3rd evaluation stage.
Stage 2 of Recruitment	TENK CV
INTERVIEW PREPARATION TEMPLATE <ul style="list-style-type: none"> ➤ Applicants will fill in an interview preparation template which contains certain interview questions. This will be sent to the recruiters and/or evaluators prior to the interview. Instructions and the template will be provided. 	<ul style="list-style-type: none"> ➤ Amendments to the TENK CV need to be made during the tenure track process. The progress made to the TENK CV will then be evaluated at the 3rd evaluation stage.
RESEARCH PLAN PRESENTATION <ul style="list-style-type: none"> ➤ Applicants will be asked to conduct a 10-minute research plan presentation at the interview. Instructions for the presentations, including important focus points, will be provided to the applicants. 	LIST OF PUBLICATIONS <ul style="list-style-type: none"> ➤ Amendments to the list of publications need to be made during the tenure track process. The progress made to the list of publications will then be evaluated at the 3rd evaluation stage.
IDEAL RESEARCH TEMPLATE <ul style="list-style-type: none"> ➤ Applicants will be asked to describe and explain their ideal research proposal. This exercise is purely imaginary but helps to highlight applicant's innovative motivations and skills. 	

Research, Development, Innovation, Pedagogical & Other Competencies (RDIP&C)

The tables below contain the qualitative evaluation criteria which will be used to evaluate Principal Research Scientists at HAMK. These criteria will be used to identify experience and skills in five different areas, **research, development, innovation, pedagogy** and **other competencies**. However, some of the criteria can be used to highlight skills and/or experience in more than one of the areas and may thus appear more than once.

Whilst quantitative criteria will still be used in order to capture the extent of the skills and experience the researcher possesses (e.g. how many awards, patents, publications, development projects have the researcher accomplished), it will be the qualitative criteria which will be used to identify the quality of these skills and experiences and also highlight the researchers future potential.

Whilst all five areas are important, during the **recruitment process** Principal Research Scientists will be **primarily evaluated** upon their skills, experience and potential in the area of **development** and are required to have **experience working with the business industry**.

During the **tenure track** evaluation process, the Principal Research Scientist will be **supported** in developing the necessary **skills and experience** needed in **research, development, innovation, pedagogy** and **other competencies**.

Below the new qualitative evaluation **criteria** are listed, alongside a **description** of how the criteria should be used in the evaluation, and in which evaluation **process**, and through which **tools**, the criteria need to be identified.

Research Criteria

The criteria below will be used to capture the skills, experiences and competencies of researchers in research itself. Whilst quantitative data will be used to highlight the extent of experience the researcher has in the research field, the qualitative criteria below will showcase the range and quality of that experience and/or skills and help highlight the researcher's future potential.

Peer-Reviewed Publications		
Criteria	Description	Process & Tool/s
Variation of role in authorship	<ul style="list-style-type: none"> ➤ Desirable to see varying roles in authorship. ➤ Here it is important to recognize the importance of being able to work in multiple author teams and take on different roles as needed. 	Recruitment & Tenure Track Evaluation TENK CV (HAMK specific modified version)
Open access publishing	<ul style="list-style-type: none"> ➤ Desirable to see open access being promoted in research publications. ➤ This is desirable but needs to be approached with caution. Open access publishing is not always easy and has only been promoted in recent years. This is a desirable criterion but not a deciding factor. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version) ➤ List of Publications
Variation in transdisciplinary, interdisciplinary, multidisciplinary and specialization of published research	<ul style="list-style-type: none"> ➤ Desirable to see a variation in both specialization and transdisciplinary. ➤ Here as HAMK is strategically moving towards the transdisciplinary approach so transdisciplinary is important. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Variation of publication collaborations	<ul style="list-style-type: none"> ➤ Desirable to see variation of authorship collaborations (with different authors) ➤ Here a variation of authors is desirable. ➤ Seeing that the applicant can cooperate with different authors and in different sized collaborations. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version) ➤ List of Publications

Relevant Research Field Experience		
Criteria	Description	Process & Tool/s

Practical experience in research field	<ul style="list-style-type: none"> ➤ Desirable to see relevant work experience within researcher roles or have research related duties. ➤ Here it is important to recognize other relevant positions or other work experience. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Ability to recognize appropriate tools, theoretical frameworks, analysis methods	<ul style="list-style-type: none"> ➤ Desirable to see that applicant can justify the use of these analysis methods, tools, theoretical frameworks. ➤ Desirable to see flexibility and consider others etc. 	Recruitment <ul style="list-style-type: none"> ➤ Research Plan Presentation,
Consideration for research ethics	<ul style="list-style-type: none"> ➤ Desirable to see acknowledgement of ethics in the research plan. ➤ Desirable to see appropriate ethical measures being considered depending on the type of project pursued. ➤ Desirable to see ability to justify use of different methods, tools and frameworks about ethics. 	Recruitment <ul style="list-style-type: none"> ➤ Research Plan Presentation,
Consideration of regional, national, and/or international strategies	<ul style="list-style-type: none"> ➤ Chance for the researcher to showcase how their previous work, research or projects support their current research plan or the wider strategies of HAMK. ➤ Desirable to see connections with HAMK's research fields, agenda and strategies. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan,
Suitability with HAMK strategy and/or education units	<ul style="list-style-type: none"> ➤ Chance for the researcher to showcase how their previous work, research or projects support their current research plan or the wider strategies of HAMK. ➤ Desirable to see connections with HAMK's research fields, agenda and strategies. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan
Competence in funding planning	<ul style="list-style-type: none"> ➤ Chance for the researcher to show that they are aware they need to apply for funding. ➤ Chance for the researcher to show that they can identify relevant funding sources. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan,

Understanding of Research Impact		
Criteria	Description	Process & Tool/s
Appropriateness of research methods, tools,	<ul style="list-style-type: none"> ➤ Depending on the type of research to be conducted and the research field being used, the supervisor is responsible for 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan,

and theoretical frameworks used	<p>providing feedback on the planned use of research methods, tools and frameworks.</p> <ul style="list-style-type: none"> ➤ Important for the principal research scientist to understand the pros and cons of their proposed research methods, tools and frameworks and have a clear understanding of any alterations needed to be made. 	
Value added of research methods, tools and theoretical frameworks used	<ul style="list-style-type: none"> ➤ Depending on the type of research to be conducted and the research field being used, the supervisor must provide feedback on how novel or innovative these are. ➤ Important for the principal research scientist to understand what 'new' or 'added value' their proposed. ➤ New methods, tool and frameworks provide and have a clear understanding of any alterations needing to be made. 	<p>Recruitment & Tenure Track Evaluation</p> <ul style="list-style-type: none"> ➤ Research Plan,
<p>Research field impact:</p> <p>Extent of research dissemination in research related and/or academic circles</p>	<ul style="list-style-type: none"> ➤ Identify which networks and platforms are relevant to the research. ➤ Upcoming events, conferences and webinars. ➤ Plan what different dissemination methods will be used. ➤ Principal Research Scientists should understand where they will network and share their research. ➤ Know which events etc. are coming up so they can plan their research dissemination accordingly. ➤ Have a plan on which dissemination methods will be used and when. 	<p>Recruitment & Tenure Track Evaluation</p> <ul style="list-style-type: none"> ➤ Research Plan
<p>Research field impact:</p> <p>Use of transdisciplinary approaches</p>	<ul style="list-style-type: none"> ➤ Discuss the relevance of transdisciplinary and specialization in research. ➤ Through which methods can an transdisciplinary approach be utilized and when. ➤ Which researchers, partners and/or other collaborators from different research fields could be contacted. ➤ Adoption of tools, research methods, and frameworks from different research fields. ➤ Principal Research Scientists should have an understanding how transdisciplinary approaches could be incorporated into the research. 	<p>Recruitment & Tenure Track Evaluation</p> <ul style="list-style-type: none"> ➤ Research Plan

	<ul style="list-style-type: none"> ➤ Have a clear justification for the use of transdisciplinary approaches in the research and when. ➤ Understand the researchers, partners, collaborators, tools, methods, frameworks which could be used and who to contact. 	
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Effective Completion of Research

The adoption of the criteria below will be discussed during the tenure track process between the Principal Research Scientist and their supervisor. The successful adoption of these into the Principal Research Scientists research will then be evaluated at the final tenure track evaluation stage.

Criteria	Description	Process & Tool/s
Objectives and aims achieved	<ul style="list-style-type: none"> ➤ Discuss which objectives and aims will be achieved, when, how and measured through what tools ➤ Principal research scientists should have a clear plan for how they will achieve their objectives and aims 	Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan
Project completed in accordance with timeline	<ul style="list-style-type: none"> ➤ Plan an initial timeline for the conduction of the research ➤ Principal research scientists should have a clear timetable and plan for the research 	Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan
Justification of discrepancies and/or changes in agreed upon research plan	<ul style="list-style-type: none"> ➤ Discuss potential fallbacks etc. which may need to be considered ➤ Principal research scientists should have a clear understanding of potential fallbacks in the research ➤ Be able to plan for these in advance 	Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan

Development Criteria

The criteria used to identify skills and competencies in development will be crucial for Principal Research Scientists. Principal Research Scientists will require a good level of understanding and demonstrated ability in the criteria listed below. Quantitative criteria such as the amount or extent of development project experience, stakeholder collaboration and funding received will continue to play an important role. However, the qualitative criteria will highlight the quality of their researchers' accomplishments and future potential.

Experience in Applied Research

Criteria	Description	Process & Tool/s
Variation of different	<ul style="list-style-type: none"> ➤ Desirable to see that researchers have been involved in various development projects. 	Recruitment & Tenure Track Evaluation

development projects (especially involving the business industry).	<ul style="list-style-type: none"> ➤ Development projects either involving or being implemented for businesses is vital. ➤ Here researchers experience in applied development projects is important and special attention is given to projects involving the business industry. 	<ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Variation of role and contribution in different development projects (especially involving the business industry).	<ul style="list-style-type: none"> ➤ Desirable to see that researchers have experience in different roles in development projects. ➤ A variation of roles indicates flexibility and experience in the entire applied project process. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Variation of stakeholders in applied research projects	<ul style="list-style-type: none"> ➤ Desirable to see variation in different types of stakeholders used and incorporated into the research. ➤ Here the variation in stakeholders is important. The extent to which these stakeholders have been included can be further explored at the 2nd stage of recruitment. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Transdisciplinary approach (use of multiple researchers, disciplines, partners etc.)	<ul style="list-style-type: none"> ➤ Desirable to see a variation in both specialization and transdisciplinary. ➤ Here as HAMK is strategically moving towards the transdisciplinary approach so transdisciplinary is important. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)

Funding Applications		
Criteria	Description	Process & Tool/s
Variation of role	<ul style="list-style-type: none"> ➤ Desirable to see variation of roles in funding applications, ➤ Good to see different experiences in writing funding applications, ➤ Here, it is desirable to see that researchers have a variation in experience in completing funding applications. This is important for senior researchers 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Variation of funding sources applied to	<ul style="list-style-type: none"> ➤ Desirable to see a variation of different funding sources applied to, ➤ Here it is important to see that the researcher is willing and able to apply to different funders 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)

Quality of funding applications	<ul style="list-style-type: none"> ➤ It is desirable to see that researchers can complete good quality funding applications. ➤ Here it is important to see a good amount of funding applications which have received good feedback. This can include both successful and unsuccessful applications. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
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Teamwork and Collaboration Skills		
Criteria	Description	Process & Tool/s
Variation of project collaborations with the business industry, academic institutions, government and civil society.	<ul style="list-style-type: none"> ➤ Desirable to see variation of collaborations. ➤ Here collaboration with the business industry is vital. ➤ Variation of collaborations within each project is also important. ➤ A transdisciplinary approach is favoured. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Variation of stakeholder collaborations with the business industry, academic institutions, government and civil society.	<ul style="list-style-type: none"> ➤ Desirable to see variation in the types of stakeholders collaborated with. ➤ Variation of stakeholders in each project (business industry, academic institutions, government, civil society) is also important. ➤ A transdisciplinary approach is favoured. ➤ Here the amount and variance in stakeholder collaboration is important. ➤ The extent and quality of stakeholder collaboration can be further explored at the 2nd stage of recruitment. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Demonstrated experience in teamwork in previous work experience	<ul style="list-style-type: none"> ➤ Desirable to see teamwork as a key duty or role in previous work experience, ➤ Here other work experience where teamwork or collaboration with partners and stakeholders is important. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)

Stakeholder Inclusion		
Criteria	Description	Process & Tool/s
Stakeholder benefit of	<ul style="list-style-type: none"> ➤ Desirable to see that stakeholders have practically benefited from the projects. 	Recruitment

research and/or project	<ul style="list-style-type: none"> ➤ This can be displayed in the stakeholders adopting proposals or services developed in the project, or from reviews and feedback from the stakeholders involved. 	<ul style="list-style-type: none"> ➤ Research Plan Presentation, Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan
Practical adoption of research, knowledge, service etc. by stakeholders	<ul style="list-style-type: none"> ➤ Desirable to see that projects, research etc. have been physically and practically adopted. ➤ A way to demonstrate that there have been practical benefits of projects and research to stakeholders. 	Recruitment <ul style="list-style-type: none"> ➤ Pre-Interview Template,
Inclusion of stakeholders in research and/or project	<ul style="list-style-type: none"> ➤ Desirable to see high stakeholder involvement and inclusion in practical research projects. ➤ desirable to see positive stakeholder feedback and reviews. 	Recruitment <ul style="list-style-type: none"> ➤ Research Plan Presentation, ➤ Pre-Interview Preparation Template Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan

Innovation Criteria

Innovation criteria are arguably difficult to measure qualitatively. Whilst achievements such as awards, patents and other formal recognition highlight a researcher's actual achievements in innovation, these may not be appropriate in all fields and/or for earlier researcher career stages. Below, the skills associated with innovation are instead focused upon. Whilst actual achievements continue to be recognized, consideration is also given for those researchers who showcase great potential in innovative thinking. The criteria have been designed to help capture innovative nature within researchers.

Collaboration Skills <i>(flexibility to collaborate and communicate with different people for different purposes)</i>		
Criteria	Description	Process & Tool/s
Demonstrated ability to be flexible: Variation of authorship collaborations	<ul style="list-style-type: none"> ➤ Desirable to see variation of collaborations (with different authors). ➤ Here a variation of authors is desirable. Seeing that the applicant can cooperate with different authors and in different sized collaborations. ➤ This is especially important when there is a more senior researcher in question. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Demonstrated ability to work in teams:	<ul style="list-style-type: none"> ➤ Desirable to see varying roles in authorship. ➤ Here it is important to recognize the importance of being able to work in 	Recruitment & Tenure Track Evaluation

Variation of role in authorship	multiple author teams and take on different roles as needed.	➤ TENK CV (HAMK specific modified version)
Demonstrated ability to be flexible: Variation of transdisciplinary collaborations	<ul style="list-style-type: none"> ➤ Desirable to see transdisciplinary collaboration. ➤ Here transdisciplinary is important as is the variety of transdisciplinary experience. This can be further explored in the 2nd stage of the recruitment. 	Recruitment & Tenure Track Evaluation ➤ TENK CV (HAMK specific modified version)
Demonstrated ability to work in teams: Variation of role in applied research	<ul style="list-style-type: none"> ➤ Desirable to see variation of roles especially for senior researchers. ➤ Here a variation of the role is desirable, especially if we are concerned with a senior researcher. 	Recruitment & Tenure Track Evaluation ➤ TENK CV (HAMK specific modified version)
Demonstrated ability to be flexible: Variation of development project collaborations	<ul style="list-style-type: none"> ➤ Desirable to see variation of collaborations (with different authors). ➤ Here a variation of authors is desirable. Seeing that the applicant can cooperate with different authors and in different sized collaborations. ➤ This is especially important when there is a more senior researcher in question. 	Recruitment & Tenure Track Evaluation ➤ TENK CV (HAMK specific modified version)

Problem-Solving Skills (<i>demonstrated ability to provide solutions to real problems and to real stakeholders</i>)		
Criteria	Description	Process & Tool/s
Demonstrated problem-solving skills through experience in development projects and/or similar professional experience/roles	<ul style="list-style-type: none"> ➤ Desirable to see that researchers have experience with working on development projects and solving problems for stakeholders. ➤ Other professional experience and/or roles where problem solving for employers or clients are also recognized. ➤ Here practical problem-solving experience is valued and can be highlighted through development projects or other professional experience. 	Recruitment & Tenure Track Evaluation ➤ TENK CV (HAMK specific modified version)
Variation in stakeholders and/clients when looking at development	<ul style="list-style-type: none"> ➤ Desirable to see that researchers can solve problems and provide solutions in different scenarios and environments. ➤ Here variation is important and demonstrates researchers' ability to problem-solve holistically. 	Recruitment & Tenure Track Evaluation ➤ TENK CV (HAMK specific modified version)

projects or similar roles		
Evidence of positive stakeholder impact (stakeholders have adopted proposals or solutions, provided feedback, other formal recognition).	<ul style="list-style-type: none"> ➤ Desirable to see that researchers have provided positive solutions in their development projects or other professional roles to stakeholders and/or clients. ➤ Desirable to see that there has been real impact and solutions have been adopted or their impact recognized through other formal means. ➤ Here real impact is recognized. Providing winning solutions, having positive feedback, stakeholders adopting project outputs, employment, awards etc. will be recognized. 	Recruitment <ul style="list-style-type: none"> ➤ Pre-Interview Preparation Template

Activeness In Field <i>(up to date and active with relevant networks and events)</i>		
Criteria	Description	Process & Tool/s
Continued activeness in applied projects	<ul style="list-style-type: none"> ➤ It is desirable to see activeness in conducting applied research. ➤ However, it is important to consider career breaks and employment in other duties ➤ For senior researchers this is also very important. ➤ Here it is desirable to see consistent and recent experience with conducting applied research. More senior researchers will be expected. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Activeness in funding applications	<ul style="list-style-type: none"> ➤ Desirable to see consistency in funding applications, ➤ Here it is important to see that funding applications or grant applications have been consistently or recently applied for. Recent experience is valuable but needs to be considered alongside other professional experience or career breaks 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Activeness in research authorship	<ul style="list-style-type: none"> ➤ It is important to see activeness in publishing and that there are no 'unexplained' gaps in publishing. ➤ For senior researchers this is also very important. ➤ Here, seeing consistency is important. However, it is important to consider career breaks or employment in other professions. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)

	However, it is desirable to see that their publishing is consistent and steady	
Activeness in field events and networks	<ul style="list-style-type: none"> ➤ Desirable to see researchers continuing to participate in field relevant events and networking opportunities. ➤ Here, it is important for researchers to continue to be active members in relevant networks and attend field relevant events. This suggests they are up to date with the field. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)

Wider Social Impact <i>(ability to apply research and problem solving in a deeper context)</i>		
Criteria	Description	Process & Tool/s
Consideration of regional, national, and/or international strategies	<ul style="list-style-type: none"> ➤ Chance for the researcher to showcase how their previous work, research or projects support their current research plan or the wider strategies of HAMK. ➤ Desirable to see connections with HAMK's research fields, agenda and strategies 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan,
Consideration of HAMK study units and/or courses in research plan	<ul style="list-style-type: none"> ➤ Discuss how HAMK studies could be utilized in the project, ➤ Relevant study units or new study units which could be incorporated, ➤ Use of students from which study units, ➤ Which lectures to contact ➤ Research scientists should have an understanding on how HAMK study units could be incorporated ➤ Start planning on the extent of engagement and at which stages of the research ➤ Know which lecturers to contact 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan
Consideration of HAMK research strategy and organization objectives in research plan	<ul style="list-style-type: none"> ➤ Discuss how the research can be incorporated into HAMK strategies, organizational frameworks, policies etc. ➤ Principal research scientists should know the relevant HAMK strategies, organizational frameworks, policies etc. which their research could be incorporated into. ➤ Plan how this would be done and at which stages of the project. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan

Creativity (<i>willingness and motivation to experiment and take risks</i>)		
Criteria	Description	Process & Tool/s
Ability to envision new possibilities and ideas	<ul style="list-style-type: none"> ➤ Desirable for researchers to be able to think outside of the box and envision new opportunities. ➤ Here it is important to recognize a researcher's motivation and desire to conduct groundbreaking or innovative research. 	Recruitment <ul style="list-style-type: none"> ➤ Ideal Research Proposal
Willingness to try new approaches	<ul style="list-style-type: none"> ➤ Desirable to see that researchers experiment with different methods, frameworks, tools, collaborations etc. ➤ Here it is important to recognize that researchers have a desire to experiment and try new ideas. 	Recruitment <ul style="list-style-type: none"> ➤ Ideal Research Proposal
Open to taking calculated risks	<ul style="list-style-type: none"> ➤ Desirable to see that researchers can ground and justify their motivation for new ideas and approaches. ➤ Here it is important to recognize researchers want to take calculated and well thought out risks. Justification and grounds for their ideas and approaches are key. 	Recruitment <ul style="list-style-type: none"> ➤ Ideal Research Proposal

Pedagogical Criteria

Principal Research Scientists are required to also integrate research with education, especially within HAMK itself. Integrating research may consist of conducting teaching, designing study units, collaborating with students or lecturers, or utilising study units to innovate research ideas and solutions. The criteria below help to capture the pedagogical skills and experiences of the researchers. These can be further developed during the tenure track process.

Pedagogical Communication Skills		
Criteria	Description	Process & Tool/s
Preparation of educational materials	<ul style="list-style-type: none"> ➤ Desirable to see a leading role in creating these marketing and pitching materials, ➤ Here it is important to see that researchers have different roles and experiences in preparing marketing and pitching materials. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Experience in facilitation	<ul style="list-style-type: none"> ➤ Desirable to see that researchers have experience in facilitating different events, workshops, lectures, etc. 	Recruitment & Tenure Track Evaluation

activities and/roles	<ul style="list-style-type: none"> ➤ Here it is important to recognize the involvement researchers have in facilitating meetings, teaching sessions, workshops etc. 	<ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Experience in teaching activities and/roles	<ul style="list-style-type: none"> ➤ Desirable to see that researchers have experience in teaching and/or have pedagogical qualifications and training. ➤ Here it is important to recognize the experience researchers have in teaching roles, and/or training. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Variation in teaching audiences	<ul style="list-style-type: none"> ➤ Desirable to see that researchers have experience in teaching different types of audiences. ➤ Here it is important to recognize the experience researchers have in teaching different types of groups. E.G. students, members of the public, policy makers, business employees etc. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)

Pedagogical Collaboration		
Criteria	Description	Process & Tool/s
Experience designing and developing study units	<ul style="list-style-type: none"> ➤ It is desirable to see that researchers have experience in developing study units. ➤ Here involvement in designing or developing study units at academic institutions is recognized. ➤ Variation in role and contribution is also important. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Experience in pedagogical collaboration projects	<ul style="list-style-type: none"> ➤ It is desirable to see that the researcher has been involved in combining development projects and pedagogical development. ➤ Here recognition of involvement in specific development project centred around education or the researcher actively integrating development projects into pedagogical studies. (e.g. incorporating students, study units). 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Collaboration with educational professionals, lecturers, etc.	<ul style="list-style-type: none"> ➤ Desirable to see that researchers have collaborated with professionals from the educational field. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)

Integrating study units into research projects	<ul style="list-style-type: none"> ➤ Desirable to see that researchers have experience in integrating study units into research projects, ➤ Here recognition of any form of integration (using research results in study units, building study units around research, integrating study unit findings into research, utilizing students in research projects etc.) is important. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Development of learning methods and tools	<ul style="list-style-type: none"> ➤ Desirable to see researchers have experience or be involved in developing tools and learning methods. ➤ Here variation of role is desirable as is the target audience and purpose. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Development of teaching	<ul style="list-style-type: none"> ➤ Desirable to see that researchers have participated in workshops, webinars, design jams, or in research which revolves around developing the education and/or teaching field. ➤ Here the activeness of researchers in contributing their time and expertise to help develop education is recognized. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
HAMK impact: Engagement with study units and/or courses	<ul style="list-style-type: none"> ➤ Discuss how HAMK studies could be utilized in the project. ➤ Relevant study units or new study units which could be incorporated. ➤ Use of students from which study units. ➤ Which lectures to contact. ➤ Research scientists should have an understanding on how HAMK study units could be incorporated. ➤ Start planning on the extent of engagement and at which stages of the research. ➤ Know which lecturers to contact. 	Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan

Peer Recognition in Pedagogical Field		
Criteria	Description	Process & Tool/s
Awards or nominations related to teaching	<ul style="list-style-type: none"> ➤ Desirable to see researchers recognized in the pedagogical field by their own peers. ➤ Here any awards, nominations or any other special recognition is considered. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)

Invitations or experience as guest lecturer, speaker etc. at events related to pedagogy	<ul style="list-style-type: none"> ➤ Desirable to see researchers invited as speakers or lecturers at different events related to pedagogy. ➤ Here any invitations to events where the researcher has been asked to speak, teach present, etc. will be considered. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Invitation as to perform as an 'expert' in media, workshops, webinars etc. related to pedagogy	<ul style="list-style-type: none"> ➤ Desirable to see researchers being asked on media broadcasts, podcasts, etc. as experts in the pedagogy field. ➤ Here any invitation and experience is recognized. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)

Other Competencies

Principal Research Scientists at HAMK also require skills and experience within other competence areas. The duties of Principal Research Scientists include leading and managing research groups, and conducting research in accordance with the vision, strategy and objectives of HAMK.

Leadership Skills and Experience		
Criteria	Description	Process & Tool/s
Experience in leadership roles	<ul style="list-style-type: none"> ➤ Desirable to see leadership experience in various roles, ➤ Here it is desirable to see leadership in researcher concentrated roles, but all leadership roles are important 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Participation in leadership courses	<ul style="list-style-type: none"> ➤ If researchers do not have active leadership experience, training courses are desirable to see, ➤ Here, all courses and training in leadership are important but especially for those who do not have as much leadership experience. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Demonstrates similar leadership values and understanding of duties as organization	<ul style="list-style-type: none"> ➤ Desirable to see similar values and attitudes towards leadership roles and duties as the organization 	Recruitment <ul style="list-style-type: none"> ➤ Pre-Interview Template,

Peer Impact Skills		
Criteria	Description	Process & Tool/s
Experience in providing peer review, on research, funding applications, projects etc.	<ul style="list-style-type: none"> ➤ Desirable to see researchers have experience in the practice of peer review. ➤ Here it is important to recognize experience in peer review practices and experiences. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)

Mentoring and Supervision Skills		
Criteria	Description	Tool/s
Experience in supervision and/or mentoring roles	<ul style="list-style-type: none"> ➤ Desirable to see researchers have experience in supervision or mentoring ➤ Here it is important to primarily consider mentoring experience in research related roles, but all mentoring duties and responsibilities should be considered. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Demonstrates similar supervisory values and understanding of duties as organization	<ul style="list-style-type: none"> ➤ Desirable to see the researcher have similar values to the organization. 	Recruitment <ul style="list-style-type: none"> ➤ Pre-Interview Template,

Similar Values to Organisation		
Criteria	Description	Tool/s
Demonstrates willingness to incorporate in transdisciplinary and recognizes its importance,	<ul style="list-style-type: none"> ➤ Desirable to see willingness and flexibility to work with an transdisciplinary approach, ➤ Desirable to see ability to justify the use of transdisciplinary and/or specialization. 	Recruitment <ul style="list-style-type: none"> ➤ Pre-Interview Template
Demonstrates similar teamwork values and expected duties as organization	<ul style="list-style-type: none"> ➤ Desirable to see the researcher have similar values to the organization. ➤ Desirable to see that researchers understand that they will not conduct research alone and will be required to work with other researchers, partners and stakeholders. 	Recruitment <ul style="list-style-type: none"> ➤ Pre-Interview Template

Demonstrates similar leadership values and understanding of expected duties as organization	<ul style="list-style-type: none"> ➤ Desirable to see the researcher have similar values to the organization. ➤ Desirable to see that researchers understand that they will have a leadership position within their research group and this also includes delegation and wanting to ensure that the research group itself succeeds. 	Recruitment <ul style="list-style-type: none"> ➤ Pre-Interview Template
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Communication & Dissemination Skills		
Criteria	Description	Process & Tool/s
Extent of research dissemination	<ul style="list-style-type: none"> ➤ Desirable to see that research has been communicated via different channels (e.g. peer-reviewed journals, mass media, radio, social media, policy briefs, community events etc.) and to different audiences. ➤ Desirable to see the promotion of open access channels and dissemination methods. ➤ Here it is desirable to see that different dissemination methods, channels and platforms are familiar. The more variation the better. Again, more should be expected from senior researchers. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version).
Variation of communication platforms used	<ul style="list-style-type: none"> ➤ Desirable to see a variation of platforms being used to disseminate results, research and outputs. ➤ Desirable to see different 'audiences' being targeted through different platforms, with special attention to the business industry. ➤ Live communication is especially important. ➤ Here it is important to see that researchers are familiar with different forms of dissemination platforms and when to utilise them. ➤ Knowledge and use of platforms relevant to the business industry is especially important. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version) Recruitment <ul style="list-style-type: none"> ➤ Pre-Interview Preparation Template
Variation of languages used	<ul style="list-style-type: none"> ➤ Desirable to see projects, research and results being disseminated in languages of relevant audiences. ➤ English is important to reach wider audiences. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)

	<ul style="list-style-type: none"> ➤ Here it is desirable to see that English is used but also that the language of the stakeholders or audiences is used. This can be further explored in the 2nd stage of recruitment. 	
Variation of target audiences (the business industry, academic field, government and civil society).	<ul style="list-style-type: none"> ➤ Desirable to see a variety of target audiences to which dissemination activities have been prepared and designed for. ➤ Experience with the business industry is especially important. ➤ Here it is important to see that researchers can disseminate information to different types of audiences, 	<p>Recruitment & Tenure Track Evaluation</p> <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version) <p>Recruitment</p> <ul style="list-style-type: none"> ➤ Pre-Interview Preparation Template
Open access to research	<ul style="list-style-type: none"> ➤ Desirable to see open access being promoted. ➤ This is desirable but needs to be approached with caution. Open access publishing is not always easy and has only been promoted in recent years. This is a desirable criterion but not a deciding factor. 	<p>Recruitment & Tenure Track Evaluation</p> <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Variation in mediums used to present research and data	<ul style="list-style-type: none"> ➤ Desirable to see a variation in the different materials and mediums which have been used to disseminate research. ➤ Here it is important to see variation in different types of forms which research has been communicated. 	<p>Recruitment & Tenure Track Evaluation</p> <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Preparation of marketing and pitching material	<ul style="list-style-type: none"> ➤ Desirable to see a leading role in creating these marketing and pitching materials, ➤ Here it is important to see that researchers have different roles and experiences in preparing marketing and pitching materials 	<p>Recruitment & Tenure Track Evaluation</p> <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Variation of stakeholder collaborations with the business industry, academic institutions, government and civil society .	<ul style="list-style-type: none"> ➤ Desirable to see variation in the types of stakeholders collaborated with. ➤ Variation of stakeholders in each project (business industry, academic institutions, government, civil society) is also important. ➤ A transdisciplinary approach is favoured. ➤ Here the amount and variance in stakeholder collaboration is important. 	<p>Recruitment & Tenure Track Evaluation</p> <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version) <p>Recruitment</p> <p>HAMK Pre-interview template</p>

	<ul style="list-style-type: none"> ➤ The extent and quality of stakeholder collaboration can be further explored at the 2nd stage of recruitment. 	
Variation in stakeholder (esp. business industry stakeholder) interaction, esp. face-to-face interaction	<ul style="list-style-type: none"> ➤ Desirable to see variation in how stakeholders have been interacted with. ➤ Desirable to see face-to-face contact with stakeholders and live presence at events. ➤ Here experience with the live, face-to-face interaction with business industry stakeholders is most important. 	Recruitment <ul style="list-style-type: none"> ➤ HAMK Pre-interview template

Adoption of Open Science Practices

The adoption of the criteria below will be discussed during the tenure track process between the Principal Research Scientist and their supervisor. The successful adoption of these into the Principal Research Scientists research will then be evaluated at the final tenure track evaluation stage.

Criteria	Description	Process & Tool/s
Open access publication and research dissemination	<ul style="list-style-type: none"> ➤ Discuss or identify open access journals, research platforms, and channels which would support open public access. ➤ Discuss the options with the principal research scientist, if HAMK has any affiliations with directories especially in the applied field which would allow open access, whilst also avoiding the publishers APC charge. ➤ Identify the most relevant options. ➤ Principal Research Scientists should understand which open access journals and platforms they should target when disseminating research. ➤ Able to justify the use of non-open access research dissemination. 	Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan
Open data sharing	<ul style="list-style-type: none"> ➤ Discuss the potential of sharing data. ➤ Identify which data is sharable and which needs to remain confidential. ➤ Principal Research Scientists should consider which aspects of the data can be shared, how and when. ➤ Which aspects need to remain confidential and be able to justify this. 	Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan
Open methods	<ul style="list-style-type: none"> ➤ Discuss the potential of sharing methods used. 	Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan

	<ul style="list-style-type: none"> ➤ Identify if there are methods which need to remain confidential. ➤ Principal Research Scientists should consider which methods can be shared, how and when. ➤ Which aspects need to remain confidential and be able to justify this. 	
Sharing with society members and businesses	<ul style="list-style-type: none"> ➤ Discuss how research can be accessible to society members, organisation, businesses etc. ➤ Which events and dissemination platforms can be used and when. ➤ How does the communication style need to be altered for different audiences. ➤ Principal Research Scientists should understand how the research can be disseminated to reach societal members. ➤ Understanding of how communication needs to be conducted for societal members. 	<p>Tenure Track Evaluation</p> <ul style="list-style-type: none"> ➤ Research Plan
Open educational resources	<ul style="list-style-type: none"> ➤ Discuss the relevance of creating educational materials from the research. ➤ Discuss how these would be made open access. ➤ Principal Research Scientists should understand if the creation of educational materials can be incorporated into the research. ➤ How can these materials be made accessible and free and through which platforms. 	<p>Tenure Track Evaluation</p> <ul style="list-style-type: none"> ➤ Research Plan

Peer Recognition		
Criteria	Description	Process & Tool/s
Awards, nominations, special mentions etc. in the business industry field	<ul style="list-style-type: none"> ➤ Desirable to see that researchers are recognized by peers in relevant fields. ➤ Here any awards, nominations and special mentions from relevant fields, peers, or positions will be recognised. 	<p>Recruitment & Tenure Track Evaluation</p> <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Guest speaker invitations to events,	<ul style="list-style-type: none"> ➤ Desirable to see that researchers are recognized by peers in relevant fields. 	Recruitment & Tenure Track Evaluation

conferences, webinars, etc. in the business industry field	<ul style="list-style-type: none"> ➤ Here any invitations as guest or key speakers at relevant events will be recognised. 	<ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Specialist or expert job titles in the business industry field	<ul style="list-style-type: none"> ➤ Desirable to see that researchers are recognized by peers in relevant fields. ➤ Here any specialist or expert job titles will be recognised. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)

Networking Skills		
Criteria	Description	Process & Tool/s
Extent of existing networks (in the business industry, academic institutions, government and civil society).	<ul style="list-style-type: none"> ➤ Desirable to see that the researcher have a variation of memberships and existing networks. ➤ Here it is especially important to recognize networks in the business industry. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Experience in networking roles	<ul style="list-style-type: none"> ➤ Desirable to see that in previous employments, researchers have been in roles and have experience in networking duties. ➤ Here it is important to recognize the different networking experience they have even if it is not research related. 	Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ TENK CV (HAMK specific modified version)
Experience in face-to-face networking (attending live events, knowledge of upcoming events etc.)	<ul style="list-style-type: none"> ➤ Desirable to see that the researchers have experience in networking and communicating with stakeholders in live/face-to-face contexts. ➤ Here it is important to recognise that researchers have experience in speaking and networking at live events and have the confidence and skills to interact with stakeholders in face-to-face contexts. 	Recruitment & Tenure Track Evaluation TENK CV (HAMK specific modified version)
Ability to recognize appropriate collaboration networks	<ul style="list-style-type: none"> ➤ In recruitment, desirable to see the applicant understand their need to network and establish collaboration. ➤ Desirable to see applicants aware of where this networking needs to take place and/or how best to approach collaboration with stakeholders. ➤ Here it is vital that researchers understand that they need to establish 	Recruitment <ul style="list-style-type: none"> ➤ Research Plan Presentation, Recruitment & Tenure Track Evaluation <ul style="list-style-type: none"> ➤ Research Plan

	<p>contact and networks with the business industry.</p> <p>➤ In the tenure track evaluation, the Principal Research Scientist and their supervisor will discuss and set objectives for identifying and accessing relevant network. The extent to which this has been achieved will then be evaluated during the final 3rd tenure track evaluation stage.</p>	
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