



Work Community Development Plan 2026: Personnel and Education plan 2026 incl. Gender Equality Plan

1 INTRODUCTION

The Pyhäjärvi Institute Foundation prepares an annually updated personnel and training plan. The staffing plan includes the current job functions of the Institute and a plan for possible recruitments. The plan shall include guidelines for the use of different forms of employment, the development of professional skills of staff, an equality plan, and means of supporting work capacity.

The human resources planning will define the quantitative and qualitative staffing needs of the Institute's strategy and activities, i.e. it will seek to anticipate and respond to the future skills needs of the staff. As a result of proactive human resources planning, recruitment and skills needs for the coming years are produced. Human resources planning is first and foremost about planning measures and preparing for the changes in human resources required to meet operational needs.

On the basis of the human resources and education plan, the annual operational and financial planning will answer questions such as:

- how to anticipate changes in activities
- what kind of staff we will need in the future for the different activities
- how we will take advantage of the development of staff skills and job design as and when activities evolve and change
- how we can make the right recruitments to secure specific skills
- how to ensure the transfer of tacit knowledge to new employees

2 NUMBER AND STRUCTURE OF PERSONNEL

The Institute employs 36 people, of whom 26 are permanent (22 full-time, 4 part-time), and ten are temporary. In addition, there are trainees at the Pyhäjärvi Institute.

The majority of the employment contracts at the Pyhäjärvi Institute are of indefinite duration. As a rule, these contracts are of long duration (more than 10 years).

Fixed-term contracts are used according to the needs of the Pyhäjärvi Institute. However, fixed-term contracts can only be concluded in situations specifically provided for by law.

The grounds for fixed-term employment may include:

1. the nature of the assignment (e.g. temporary project, seasonal work)
2. the substitution of a person who is permanently occupying the post,
3. a justified reason relating to the organization of the performance of the duties (e.g. a person recruited from employment funds), or
4. a personal request.

Table 1. List of personnel tasks/type

Function	Required Level of Education
Specialist	University degree (University or University of Applied Sciences)
Development Manager	Postgraduate degree
Head of Administration	Postgraduate degree
Content Director	Postgraduate degree
Designer	University degree
Executive Director	Doctoral degree
Office Secretary	Post-secondary vocational qualification

3 USE OF WORKING TIME

As a rule, the Pyhäjärvi Institute uses regular working hours. It is flexible and there are daily flexible working hours. Separate guidelines have been drawn up)

The Pyhäjärvi Institute makes extensive use of teleworking and multi-location in its expert work. A separate guideline has been drawn up.

In principle, the Pyhäjärvi Institute has a positive attitude towards flexible working time arrangements, e.g. part-time work, provided that the arrangements can be made in such a way that the basic tasks can be carried out (e.g. substitute arrangements or rearrangement of work tasks). Part-time staff is covered by normal competence development measures.

4 AN EQUAL AND EQUITABLE WORKING COMMUNITY

The Pyhäjärvi Institute Foundation is an equal opportunities employer. Equality is seen as equality between people in all situations. Any difference based on gender, age, or any other possible reason will not be used as a basis for decision-making. An equality mapping exercise has been prepared for a joint staff meeting in January 2025.

Table 2. Equality mapping 2025.

Subject	Yes	Maybe	No
Are women and men equally represented in the different positions at the Pyhäjärvi Institute?	x		
Are both women and men recruited to the organisation?	x		
Is gender a selection criterion in recruitment?			x
Is there a gender-related obstacle to reconciling work and family life (e.g. use of family leave)?			x
Is there any known gender-related harassment in the workplace?			x

As part of the analysis of the gender situation, a breakdown of the positioning of women and men in different jobs should be made. To summarise, there are women and men in both specialist and managerial/leadership positions, with no particular emphasis on either gender.

Table 3. Ranking of women and men in different positions.

Task	Women	Men
Specialist	17	11
Head of Administration	-	1
Development Manager	1	2
Content Director		1
Executive Director	1	-
Designer	1	-
Office Secretary	1	-

There is no statistical difference between the pay of women and men in professional positions. Nor can any gender differences be found in the salaries of managers or directors. In determining pay, the demanding nature of the job and the skills required of the person are decisive criteria. The remuneration of other staff is determined by the Executive Director and that of the Executive Director by the Institute's Board of Directors.

5 DEVELOPING THE WORK COMMUNITY AND SKILLS

In the development of the work community, the objectives set out in the Pyhäjärvi Institute's strategy guide the selected targets. Attention will be paid both to the development of content in the various scientific and professional fields and general competencies such as project management skills.

The number of staff will also vary according to the scale of activities. The current plans foresee an increase in the number of staff. Recruitments will be made in particular for expert posts in areas where additional expertise is needed at the Pyhäjärvi Institute.

Development discussions will be held at least annually to review each person's aspirations for their development and will be encouraged throughout the year. The staff has access to comprehensive occupational health care services to support their ability to work, as well as a well-being and exercise allowance for their well-being. A well-functioning work community is based on expertise, trust, ambition, and enthusiasm to explore, develop and innovate.

The personnel and education plan is updated annually as part of the operational and financial planning.