



Koulutusneuvoston kokous

Aika: tiistai 11.12.2018 klo 10:00-11:36, kokouksen jälkeen lounas yhdessä koulutuksen johtoryhmän kanssa Saalastinsalissa

Paikka: Linnanmaan kampus, Saalastinsali

Läsnä:

Helka-Liisa Hentilä, koulutusrehtori, koulutusneuvoston puheenjohtaja

Sabine Grasz, yliopisto-opettaja

Antti Niemi, yliopistotutkija

Lloyd Ruddock, professori

Raija Lähdesmäki, tutkijatohtori

Henrik Hedberg, yliopisto-opettaja

Jari Laru, yliopistonlehtori

Matti Alatalo, professori

Pauliina Ulkuniemi, professori

~~Nita Mäenpää, OYY~~

David Delahunty, OYY

Muut

Vesa-Matti Sarenius, johtaja, koulutuspalvelut, sihteeri

Tiina Strand, koulutuspoliittinen asiantuntija, OYY (puhe- ja läsnäolo-oikeus)

Asiat

1. Kokouksen laillisuus ja päätösvaltaisuus

Oulun yliopiston johtosäännön 23.11.2015 17 §: Hallintoelin on päätösvaltainen, kun puheenjohtaja mukaan luettuna vähintään puolet jäsenistä on läsnä.

Oulun yliopiston johtosäännön 23.11.2015 18 §: Kutsu monijäsenisen hallintoelimen kokoukseen on lähetettävä viimeistään kolme arkipäivää ennen kokousta, ellei hallintoelin ole osaltaan toisin päättänyt.

Kutsu kokoukseen oli julkaistu Oulun yliopiston intranet Notiossa 4.12.2018. Kokouksessa oli läsnä johtosäännön edellyttämä määrä jäseniä.

Oulun yliopisto

PL 8000

90014 Oulun yliopisto

oulu.yliopisto @ oulu.fi

Puh 0294 480 000

Fax 08 344 064

www.oulu.fi

Päätös: Todettiin kokous lailliseksi ja päätösvaltaiseksi.

2. Esityslistan hyväksyminen

Esityslista noudattaa 4.12.2018 Notiossa julkaistun kokouskutsun asialistamuotoa.

Päätös: Hyväksyttiin esityslista.

3. Koulutusrehtorin katsaus

Koulutusneuvosto käy läpi koulutuksen ajankohtaiset asiat (liite 1 § 3).

Päätös: Koulutusneuvosto kävi läpi koulutuksen ajankohtaiset asiat.

4. Strategiahankkeiden 2018 toteuma

Koulutusneuvosto käy läpi koulutuksen strategiarahan toteuman (liite 1 § 4).

Päätös: Koulutusneuvosto kävi läpi strategiarahan toteuman 30.11. mennessä.

5. Strategiahankkeiden OuLUMA, DIGIT ja maisterivaiheen omaopettajat toimintakatsaus

Koulutusneuvosto käy läpi strategiahankkeiden OuLUMA, DIGIT ja maisterivaiheen omaopettajatoiminnan tilannekatsaukset (liite 1 § 5, 2 § 5 ja 3 § 5).

Päätös: Koulutusneuvosto kävi läpi strategiahankkeiden tilannekatsauksen.

6. Yliopiston strategian päivittäminen

Koulutusneuvosto käy läpi tilannekatsauksen yliopiston strategian päivittämisen tilanteesta (liite 1 § 6).

Päätös: Koulutusneuvosto kävi läpi tilannekatsauksen yliopiston strategian päivittämisen tilanteesta. Koulutusneuvosto pitää tärkeänä kansainvälisten opiskelijoiden ja henkilökunnan integroitumiseen ja osallistamiseen tähtääviä toimenpiteitä. Koulutusneuvoston mielestä strategian vaikuttavuuden vuoksi on tärkeää, että toimenpiteet priorisoidaan.

7. Muut asiat

Palautteen tilanne

Palautejärjestelmän tilanne tällä hetkellä:

Palauteprosentti 14,54% (vuosi 2017-2018: 13,51%)

Opintojaksot, joille ei ole annettu lainkaan palautetta 71 (vuosi 2017-2018: 450)

Paras palauteprosentti logopedian tutkinto-ohjelma (20,95%)



Koulutuksen raportointi

Microsoft BI -raportointialusta on auennut osoitteessa <https://raportointi oulu.fi/> ja sieltä löytyvät tällä hetkellä esimerkiksi koulutuksen tunnusluvut. Lisää tietoa raportoinnista löytyy Notiosta: <https://notio oulu.fi/fi/ohjeet/Sivut/Raportointiportaali.aspx> .

Universum Talent Research 2018

Liitteenä Universumin urakyselyn tulokset Oulun yliopiston osalta (liite 7 § 1).

Päätös: Koulutusneuvosto merkitsi muut asiat tiedoksi. Koulutusneuvosto on huolissaan opintojaksopalautteen alhaisesta käyttöasteesta.

8. Kokouksen päättäminen

Puheenjohtaja päätti kokouksen klo 11:36.

Puheenjohtaja

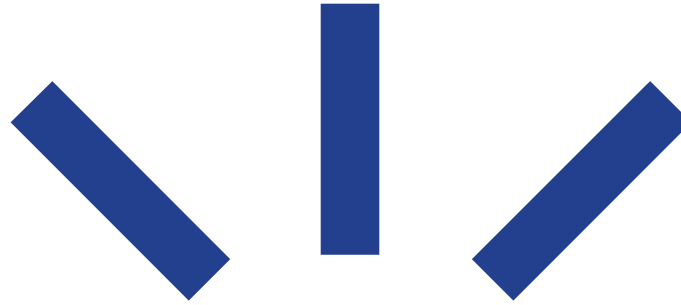
11.12.2018 Helka-Liisa Hentilä

Helka-Liisa Hentilä

Sihteeri

11.12.2018 Vesa-Matti Sarenius

Vesa-Matti Sarenius



Ajankohtaiskatsaus

Koulutusrehtori Helka-Liisa Hentilä

11.12.2018



Korkeakoulujen johton päivät, LUT 27.-28.11.

- Päivitetty osaamiseen perustuva Suomen menestysstrategia
opetusministeri Sanni Grahn-Laasonen, opetus- ja kulttuuriministeriö
- Maailman nopea muutos haastaa korkeakouluja
- Tavoitteena kansainvälisesti kilpailukykyiset korkeakoulut vrt. Visio 2030
- Ikäluokkien pieneminen: mitä vaikutuksia asialla on koulutusjärjestelmään? -> seuraavan 20 vuoden aikana tapahtuu iso muutos myös korkeakoulukentässä
- Työn murros ja nopea muutos nostaa osaamisvaatimuksia -> JO ratkaisuna
- Verotuksen, rakenteiden ja sosiaaliturvan uudistaminen tarpeen, jotta JO onnistuu
- Jatkuvan oppimisen reformi: lainsäädäntö ja rahoitusmalli tällä kaudella valmiiksi
- Tutkimusrahoitus: Flagship-säätiö
- Voimavarojen kokoaminen niillä aloilla, joilla on potentiaali kansainväliseen läpimurtoon
- Tutkimuksen resurssien kasvattaminen: yritystukien purkaminen
- EUI tarjoaa mahdollisuuden korkeakoulutuksen kansainvälistymiseen, OKM tukee mielellään pyrkimyksiä
- Kansainvälisyyden lisääntyminen: tulee houkutella Suomeen lahjakkaita nuoria ja osaavaa työvoimaa, asian oltava seuraavan hallituksen agendalla
- Oleskelulupakäytännöt kuntoon
- **Kaikkiin tutkintoihin tulisi sisältyä kansainvälistymisjakso**



OKM:n strategia- rahapäätös (26.11.), jatkuva oppiminen

- OY:lle yht. 4,0 milj. euroa (2019: 0,7 milj. eur ja 2020: 3,3 milj. euroa)
- Jatkuvan oppimisen strategiarahoituksen yliopistokohtaisessa kohdentumisessa on huomioitu seuraavat toimenpiteet:
- Alueellinen, eri toimijoiden alustamaiselle yhteistyölle rakentuva toimintakokonaisuus tukemaan pitkäjänteisen jatkuvan oppimisen toimintamallin kehittämistä, tarjonnan ja palvelujen konseptointia, markkinoimista ja tiedottamista sekä avoimen korkeakoulutuksen tarjonnan monipuolistamista ja syventämistä.
- Jatkuvan oppimisen uudet palvelukokonaisuudet ja alustat: Kytkeytyminen erityisesti jatkuvan oppimisen tarjonnan ja oppimisympäristöjen kehittämisessä yliopistojen ja opetus- ja kulttuuriministeriön väliseen jatkuvan oppimisen yhteiskehittämis- ja vaikuttamisprosessiin.
- Tekoälyosaaminen, robotiikka ja syventävä ICT-osaaminen: FITech jatkuvan oppimisen tarjonnan kehittämisalustana
- Sosiaali- ja terveysalan uudistuva osaaminen: Yhteistyö SOTE-alan koulutuksen kehittämisessä
- *OKM:n erityisavustushakemusten päätös liittyen jatkuvan oppimisen koulutustarjontaan osajapuala-aloilla (dl 9.11.) ratkeaa joulukuussa -> OY eteneminen, kun molemmat päätökset ovat tiedossa*



Rahoitusmalli

- OKM on lähettänyt rahoitusmalliasetuksen pikaisella aikataululla lausunolle
- Vrt. rahoitusmallityöryhmän ehdotus:
- https://minedu.fi/artikkeli/-/asset_publisher/vision-valmisteluryhmasittaa-uudistuksia-korkeakoulujen-rahoitukseen-ja-ohjaukseen
- OY tulee lausunnossaan ottamaan kantaa mm. siihen, että tuotantotalous ja biologia tulisi sijoittaa saman kategoriaan muun tekniikan ja luonnontieteen kanssa



Kv-liikkuvuus-tilastoja

- Faktaa Express –julkaisu, jonka tilastot koskevat vuotta 2017 ja ovat peräisin Vipunen-tilastopalvelusta.
- Tarkastelun pääpaino on pidemmissä eli vähintään 3 kuukautta kestävässä ulkomaanjaksoissa ja mukana ovat sekä Suomesta ulkomaanjaksolle lähteneet että Suomeen tulleet opiskelijat.
- [Faktaa Express 8A/2018: Tilastoja korkeakouluopiskelijoiden ulkomaanjaksoista 2017](#)
- Tilastot osoittavat, että suomalaisten korkeakoulujen opiskelijat tekivät nyt selvästi vähemmän ulkomaanjaksoja kuin vuotta aikaisemmin.
- Pudotusta edelliseen vuoteen oli miltei 10 % ja se koski sekä ammattikorkeakoulujen että yliopistojen opiskelijoita.
- Suomeen ulkomaanjaksolle tulleiden opiskelijoiden määrä sen sijaan kasvoi hieman.
- 2/3 suomalaisista korkeakouluista lähtevistä opiskelijoista suuntaa jaksolleen Eurooppaan.
- Eurooppa painottuu Suomeen tulevissa opiskelijoissa vielä vahvemmin, sillä vain neljäsosa tästä joukosta tulee muista maanosista.
- EU:n Erasmus+ -ohjelman merkitys on entistä suurempi liikkuvuuden rahoittamisessa: sen tuella tehtiin 58 % Suomesta lähtevien ja 75 % tänne tulevien opiskelijoiden ulkomaanjaksoista.
- Tilastoja suomalaisten korkeakoulujen ulkomaalaisista tutkinto-opiskelijoista julkaistaan joulukuun puolivälissä ilmestyvässä Faktaa Express 9A/2018 -julkaisussa.



Raportointi

- Koulutuksen BI-raportteja on saatu Notioon.
- Kts: <https://raportointi oulu.fi>
- Education -> alatabeissa pääsee katsomaan tarkemmin. Tutkinto-ohjelman voi valita eri sivujen degree programme -valikosta.
- Vielä on paljon kehitystyötä, kehitystarvetta, raportteja tulossa, jne., mutta jotakin, kuten tutkinnot, jo löytyy.



Havaittua ja iso huoli

- OY:n yhteenlaskettu tutkintotulos 2018 laskee sekä kandi- että maisteritutkinnoissa.
- Vain osa tiedekunnista saavuttaa aiempien vuosien tason ja/tai asetetut tavoitteet
- Miksi tulos jää alemmalle tasolle?
- Mitä toimia tulisi käynnistää, jotta vuonna 2019 tilannetta voidaan paikata?



Ylemmät korkeakoulututkinnot						
Ohjauksen ala 2017 ->	2015	2016	2017	Arvio 2018 28.11.2018	Tavoitteet 2017-20	16-18
Lääketieteet	169	184	151	166	145	167
Terveys- ja hyvinvointialat	42	61	49	47	47	52
Kasvatusalat	223	255	200	215	250	223
Taiteet ja kulttuurialat sekä humanistiset alat	155	179	170	156	150	168
Yhteiskuntatieteet ja palvelualat*	37	36	40	39	30	38
Kauppa, hallinto ja oikeustieteet	165	202	193	173	170	189
Luonnontieteet	137	136	167	138	190	147
Tietojenkäsittely ja tietoliikenne sekä tekniikan alat**	317	392	362	334	435	362
Oulun yliopisto yhteensä	1245	1445	1332	1268	1467	1348
Alemmat korkeakoulututkinnot						
Oulun yliopisto yhteensä	1438	1273	1255	1156	1290	1228



Alemmat korkeakoulututkinnot 2018 OKM:n ohjauksen aloilla.

Lähde: Pertti Tikkanen 5.12.2018, perustuen SISU-raporttiin 27.11. ja koulutuspäälliköiden sen pohjalta tekemään ennusteeseen vuoden 2018 tuloksesta

Tietotarpeita: vertailu aiempiin vuosiin, läpäisy tiedot, vertailu tavoitteisiin

OKM ohjauksen alat	27.11.2018 SISU			Arvio koko vuosi 2018		
	Alemmat	Ylemmät	Tohtorit	Alemmat	Ylemmät	Tohtorit
Lääketieteet LTK		165	49		166	55
Lääketieteet BMTK			9			11
Terveys- ja hyvinvointialat	79	42	5	81	47	6
Kasvatusalat	226	189	5	250	215	6
Taiteet ja kulttuurialat sekä humanistiset alat	163	137	9	174	156	13
Yhteiskuntatieteet ja palvelualat HuTK	4	10	1	6	11	1
Yhteiskuntatieteet ja palvelualat OyKKK	1	12	1	5	28	1
Kauppa, hallinto ja oikeustieteet	171	177	6	186	173	8
Luonnontieteet LuTK	106	89	21	126	103	30
Luonnontieteet BMTK	12	17	7	13	18	8
Luonnontieteet TTK	33	15	3	41	17	5
Tietojenkäsittely ja tietoliikenne sekä tekniikan alat TTK	188	183	13	199	215	21
Tietojenkäsittely ja tietoliikenne sekä tekniikan alat TST	64	101	32	75	119	34
	1047	1137	161	1156	1268	199



OULUN YLIOPISTO

Koulutuksen strategiaraha 2018
Kokonaisrahoitus 670.000 euroa

Tammi-marraskuu 2018 (tilanne 10.12.2018, marraskuun kirjanpito vielä auki)

Kustannuslaji	Tilaisuus	24500941	24500942	24500943	24500944	24500945	24500946	24500947	24500948	24500949	Kokonaistulos
	Koulutustarjonnan vetovoima	Opintojen sujuvuuden edistäminen	Opiskelu ympäristöjen modernisaatio	Opiskelukokemuksen kansainvälistäminen	Koulutuksen ja työelämän vuorovaikutus	Tohtorikoulutuksen tehostaminen	Focus kesäkoulu	Vieraskieliset verkko-opintojaksot	Avoimen tarjonnan kehittäminen		
	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR
Rahoituspäätökset	80 000	105 000	179 000	74 000	22 000	60 000	78 700	25 000	46 300		670 000
301005 Strateginen erillis	73 333	96 250	164 083	67 833	20 166	55 000	72 141	22 916	42 441		614 163
400000 KuukausipalkatVak				-220							-220
400300 Tuntiovetus	-2 346										-2 346
400350 Tuntipalkat	-2 037						-455		-158		-2 650
400600 Muut palkkiot			-300								-300
400900 Lomarahat	-47		-842								-890
400920 Vuosilomakorvaukset	-113										-113
400999 Muut henkilöstökulut	0		0				0				0
401200 Eläkemaksut, VaEL					-34						-34
401201 EläkemPalkkiotVaEL	-27		-178							-274	-479
401210 EläkemPalkkiotTyEL	-819						-85				-905
401230 Sotu					-2						-2
401240 Sotu palkkiot	-39		-10				-4		-1		-54
401250 TyötapRyhmäVakMaksut				-1							-1
401260 TyötapatVakPalkkiot	-11		-3					-1	0		-16
401270 TyöttömVakMaksut					-4						-4
401271 TyöttömVakPalkkiot	-82		-21					-8	-3		-114
401299 Muut henkilöstökSivu	0		0				0				0
Muut henkilöstökulut	-5 522	0	-1 354	-261	0	0					-7 136
430500 Rakennusmateriaalit							-377				-377
430800 ATK-laitteet					-1 125						-1 125
431100 MuutPienhankinnat	-171		-436								-607
432200 ElintarvikkeetUuomat	-45				-17					-64	-127
432400 Mainosmateriaalit			-64								-64
432600 MuutAineetTavarat	-296	-2 271	-666				-45		-50		-3 329
433000 Painatuspalvelut			-216						-375		-591
433700 Ravitsemispaalvelut	-1 974		-1 062	-722					-72		-3 830
434000 Kuljetus ja muuttopa	-446										-446
434160 Rakennustekniset työt							-8 065				-8 065
434500 Atk-käyttöpalvelut		-2 800									-2 800
434600 Muu atk-ylläpito	-512										-512
434700 Koulutuspalvelut		-4 696									-4 696
434800 AsiantutkimPalvelut	-17 750	-8 687									-26 437
434810 Käännöspalvelut										-251	-251
435600 Muut palvelut	-91		-600								-691
436600 PäivarahatAteriakorv	-916		-1 294	-1 098		-84	-103				-3 495
436700 Matkustuspalvelut	-3 693		-4 489	-8 907		-1 500	-2 271	-47			-20 906
436800 Km-korvaukset	-749		-51			-5	-26				-831
436810 OsallMaksutHlö	-90						-152	-450			-692
436820 MuuKonfOsallMaksut				-1 523							-1 523
436900 Muut matkakulut	-96		-48	-109		-4					-257
437100 Työkorvaukset									-2 000		-2 000
437900 Muut apurahat						-1 000					-1 000
438600 Muut painetut kirjat	-121										-121
439000 Muu tietoaineisto										-800	-800
439200 Muut lis. ja patentit							-500				-500
439700 OsallMaksutHlö			-720								-720
439800 KoulPalvelutHlö		-11 781						-300			-12 081
442760 Yhteistoimikulukorv						-6 166					-6 166
970100 Kohdistetut työpalk.	-29 840	-8 488	-29 187					-31 529	-21 362	-21 862	-142 268
970110 Kohdistetut henkilös	-6 469	-1 840	-5 397					-6 010	-4 280	-4 338	-28 335
970200 Perusrahoitus, budj.		-5 000									-5 000
Kokonaistulos	4 551	50 686	118 499	54 072	13 000	53 407	22 764	-3 224	12 629	326 385	



Oulun yliopiston LUMA-keskus 2018

Jouni Pursiainen, johtaja, Sari Harmoinen, varajohtaja,
Kati Kyllönen, suunnittelija, Merja Vaaramaa, suunnittelija.



YLEISTÄ

- LUMA-keskus saa rahoituksensa Oulun yliopistolta ja LUMA-keskus Suomen valtakunnallisesta tehtävästä (2017-20).
- Valtakunnallisen tehtävän painotuksia ovat mm. tiedeluokat, nuorille suunnatut tiedekasvatusaktiviteetit, tutkimus ja opettajankoulutuksen kehittäminen
- Oulun yliopisto on opiskelijavalinnassaan LUMA-aineiden osaajista hyvin riippuvainen

VAIKUTTAVUUS

- Oulun LUMA-keskuksen sivuilla on tänä vuonna ollut 126000 katselukertaa. Facebookissa OuLUMAn kahdella eri sivulla on seuraajia 162+192. Muiden tapahtumien osallistujamääriä on esitetty suluissa.
- Tasa-arvoraportilla Naisjärjestöjen keskusliitolle (100 Tasa-arvotekoa), Yle Oulun ja Ylioppilaslehden haastatteluilla sekä useilla esitelmillä on myös saavutettu suuri määrä ihmisiä.

LUKIOYHTEISTYÖ

- Tiedekasvatusta koskevasta yhteistyöstä on sovittu Oulun kaupungin kanssa. Sama konsepti koskee myös lukioyhteistyötä laajemmin. LUMA-keskus on tässä työssä mukana



Oulun yliopiston LUMA-keskus 2018



OMA TUTKIMUSTYÖ

- AVAIN-ryhmä tuottaa (useassa hankkeessa) tutkimustietoa, jota on hyödynnetty mm. opiskelijavalintojen kehittämisessä. Tästä työstä saatiin Teknologiateollisuuden tunnustuspalkintokin.
- Tietoisuutta yläkoulun valintojen ja lukion ainevalintojen merkityksestä ja yliopiston tarjoamista mahdollisuuksista edistetään viestinnällä monille eri kohderyhmille, osana lukioyhteistyötä.
- Opiskelijavalintojen kehittäminen –hankkeen kautta olimme mukana todistusvalinnan 2020 kehittämisessä.

OPETTAJIEN TÄYDENNYSKOULUTUSTA

- Opettajankoulutuksessa pyritään vahvistamaan tiedekasvatuksen näkökulmaa esimerkiksi Luma-Suomi verkostossa tuotettujen verkkokurssien kautta.
- Toteutettu täydennyskoulutuspaketteja mm. LUMA-Suomi ohjelman puitteissa, esimerkkejä: Abitti-ohjelmat biologian sähköisissä ylioppilaskirjoituksissa (30), ViLLE- (36) ja GeoGebra (20) -koulutus, Oulun lukioiden aineryhmäiltapäivä, LUMATIikka-hanke (30), Uudistuvat valinnat, vahvistuva yhteistyö –keskustelutilaisuus (170), Vesi: luonnontieteitä ja teknologioita –koulutus (15), Vesimittaukset ja Metsästä mikroskoopille –koulutus (20) ja Kiertotalous osaksi opetusta –koulutus (20).



Oulun yliopiston LUMA-keskus 2018



**LUMA-KESKUS
SUOMI**

START

- Pohjois-Pohjanmaan ja Kainuun StarT-aluefestivaalit järjestettiin Tiedekeskus Tietomaassa 22.3.2018.
- 30 StarT-projektiä toteuttanutta lasta ja nuorta sekä 10 aikuista (opettajaa, lasten ohjaajaa)

TIEDE- JA TEKNOLOGIALUOKAT

- Oulun yliopiston LUMA-keskus on ollut mukana suunnittelemassa ja järjestämässä koululaisryhmien ohjelmallisia vierailuja Oulun yliopistolle. Esimerkiksi MyTech –ohjelman puitteissa. Kohteina mm. FabLab sekä fysiikan, kemian ja matematiikan tutkimus
- Esimerkkejä: Suomen Diakoniaopiston lastenohjaajien matematiikan kurssi (17), Taivalkosken ja Pudasjärven lukiolaisryhmä (47), Teuvo Pakkalan koulun 5A-luokka (31), Keminmaan lukion ryhmä (43) ja Pateniemen koulun 9.-luokkalaiset (44)
- Kohti korkeakouluopintoja -kurssi (SUJUVA –hanke)

KERHOT, KILPAILUT, VALMENNUKSET

- Monenlaista koululaisia innostavaa ja osaamista vahvistavaa LUMA-toimintaa.
- Kerhotoimintaa: MatikkaPysäkki, Tiedepaja eskareille (30), 7-luokkalaisten matematiikkakilpailu (alkukilpailu 878) ja Tiedeteatteri (470)
- Koulutusta: Lukustartti pitkän matematiikan kirjoittajille (90), matematiikan kesäkurssit lukiolaisille ja yleisöluento (James Grime, 270)

Digit-strategiahankkeen toimintakatsaus 2018

Jyri Kononen
Paula Vaskuri
Tiina Vertanen

DIGIT-toimintaa 2018 1/2

- Opettajan digipeda-osaamisen, hankintojen, tuen ja koulutusten ydinmallin työstäminen
- digipeda@helpdesk.fi -servari, 241 tukipyyntöä 5.12.2018 mennessä
- Toteutettuja koulutuksia
 - Office 365 opetuskäyttö (2x 2 pv)
 - GSuite (2 pv)
 - Digipeda-verkkokurssi (Kehitä ja kokeile opetuksen digitaitojasi, 5 op, 09 - 11 / 2018)
 - Opettajan aamuherätykset (7 x 4 t)
 - Videon pedagoginen käyttö -työpaja (2 x 4 t)
- Konsultointeja yksiköille ja opettajille (noin 15 tapaamista)

DIGIT-toimintaa 2018 2/2

- Oppimisympäristöjen katselmoinnit
 - **Moodle, joka valittiin ja jonka kehittämisen ja tuen organisoitumiseen on jo lähdetty**
 - MoodleRooms
 - ItsLearning
 - Priima
- Opetushenkilökunnan välineistön parantaminen yhteistyössä TH:n kanssa
 - läppäreitä 40 kpl
 - puhelimia, suojakuoria ja muistikortteja 143 kpl
 - kuulokemikrofoneja noin 200 settiä
 - tuplanäyttöjä 250 kpl
 - videokokousettejä tutkinto-ohjelmiin yli 20 (menossa vielä)

Digituutoriverkosto

- Digituutoriverkostossa on 27 opetusalan tehtävissä toimivaa jäsentä. Ryhmään osallistuminen on vapaaehtoista
- Ryhmä on kokoontunut noin 2 kertaa/lukukausi
 - Tapaamisissa käsitellään ajankohtaisia opetukseen digitalisaatioon liittyviä isompia ja pienempiä asioita, yksiköiden kuulumisia, tarpeita, toiveita, ilmiöitä
- Lisäksi sähköpostilista, jossa tiedotusta ja keskustelua sekä digipedavinkkailua
- Aktiivinen rooli myös digitaalisten oppimisympäristöjen testauksessa ja katselmoinnissa keväällä 2018
- Ryhmä on toiminut vuosina 2017 - 2018
- Digituutori/mentoritoimintaa kehittävä työpaja pidettiin Peda-forum-päivillä Turussa elokuussa 2018 neljän korkeakoulun yhteistyössä

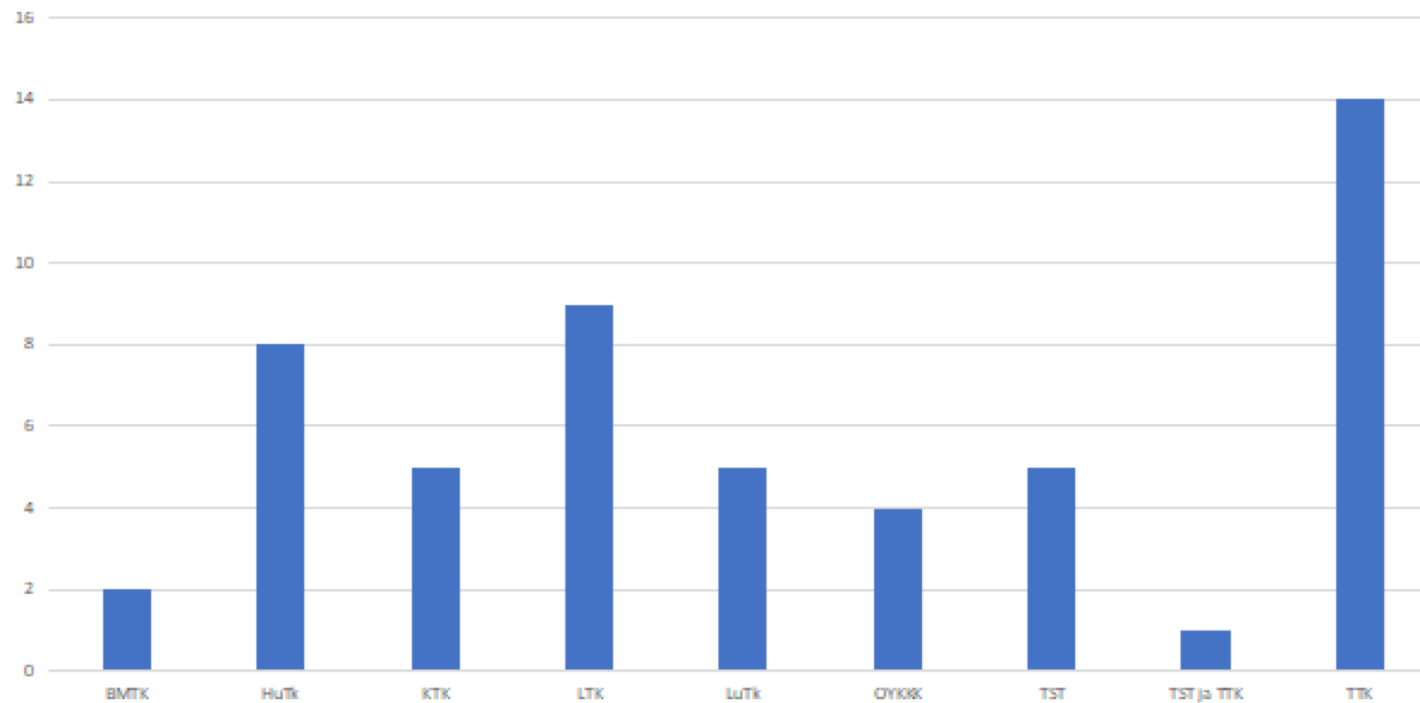
Digipedavinkki (toiminta kehitetty digituutoriverkostossa 2017)

- julkaisutiheys n. 1 vinkki/viikko (lukuun ottamatta loma-aikoja)
- Sivustolla on käytössä analytiikka (20.2. - 4.12.2018)
 - Eri käyttäjiä 1463
 - Sivujen katselukerrat yht. 6625



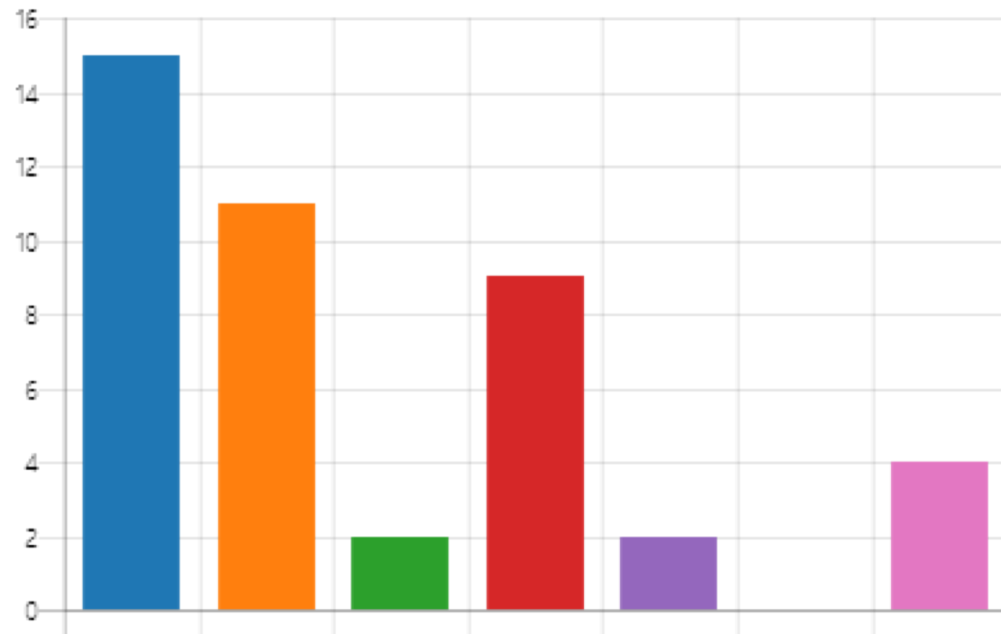
Digipedagogisten menetelmien kehittämisen strategiahankkeiden tuki ja koordinointi 2018

Digipeda-kehityshankkeet tiedekunnittain



Digipedagogisten menetelmien
kehittämisen strategiahankkeen tyyppi /
Type of the Project

- Verkkokurssi 16
- Monimuoto-opetus 13
- Videomateriaali 2
- Muu digitaalinen oppimateriaali 13
- Sähköinen tentti 2
- Tehtävä 0
- Jokin muu 7



Strategiahankkeissa käytetyt työkalut ja sovellukset

- 0365
- Moodle-oppimisympäristö
- Padlet
- Noppa
- Exam
- Slack viestinnässä
- GSuite-työkalut monipuolisesti
- PyMOL (ilmainen molekyylien tarkastelu- ja analysointiohjelma)
- Powerpoint and its video recording capabilities
- Angular (angular.io) and Bootstrap (getbootstrap.com) for App on the client (either web browser or mobile browser)
- Java for student/course/teacher/enrolment management
- C++ for the simulation component
- Outlook
- V-lab, ja sähköisiä lukumateriaaleja haettiin usealta eri taholta
- Screencast-o-matic
- Powtoon
- Quizlet
- Socrative
- Software and Tools: GitHub, JUnit, JAVA Jdk, Eclipse for JAVA Development
- Vimeo
- iMovie
- Vensim -simulointiohjelmisto
- Forio -epicenter käyttöliittymän suunnittelutyökalu
- YouTuben kautta jaetut opetusvideoleikkeet
- Vimma-palvelut
- Answer garden
- Optima
- Virtuaalimikroskooppi PahtXL
- Palaute Oulu Finna (library online resources)
- Flinga
- FaceBook
- WhatsApp.
- Powtoon-piirrostyökalu
- Quizlet-ohjelma sanaston opetteluun,
- Skype
- Matlab-työkalut online-kurssien toteuttamiseen
- Arkeologian GIS-menetelmät
- NVivo
- Kielipankin korppi -työkalut
- Office Mix (now standard in PowerPoint)
- Mindmup (gradun miellekartta)
- Doodle
- 360-kamera, virtuaalikamera
- Vimeo
- Digitaalinen 3D järjestelmäkamera ja siihen liittyvä välineistö



Maisterivaiheen omaopettajatoiminta

Koonnut Kaisa Karhu

Opiskelun tuki



Maisterivaiheen omaopettaja-toiminta

(koottu omaopettajayhdyshenkilöiden vastauksista)

- Maisterivaiheeseen on saatu suurimmaksi osaksi omaopettajat. Joissain oli ongelmia saada päättyvälle vuodelle, mutta tulevalle kyllä
- Monilla tutkinto-ohjelmilla kandivaiheen omaopettajat jatkavat maisterivaiheeseen
- Maisterivaiheen omaopettajatoiminta on yleensä toiminut ja opiskelijat ovat olleet jopa sitoutuneempia toimintaan kuin kandivaiheessa. Joissakin tutkinto-ohjelmissa maisterivaiheen omaopettajuus toiminut kandivaihetta paremmin, homogeenisemmat ryhmät ja opiskeluvaiheen haasteet ja vaiheet paremmin hallinnassa. Joissakin tutkinto-ohjelmissa koetaan, että maisterivaiheessa ei ole niin paljon ohjaustarvetta kuin kandivaiheessa
- Omaopettajuutta on myös integroituna opetukseen
- Lisäresurssia on käytetty mm. maisterivaiheen omaopettajatoiminnan kehittämiseen, esim. LTK – Tuudo sovellus omaopettajan ryhmäohjauksen tueksi, KTK – kehittäjäomaopettajatoiminta, työkaluja ja toimintamalleja ohjauksen tueksi



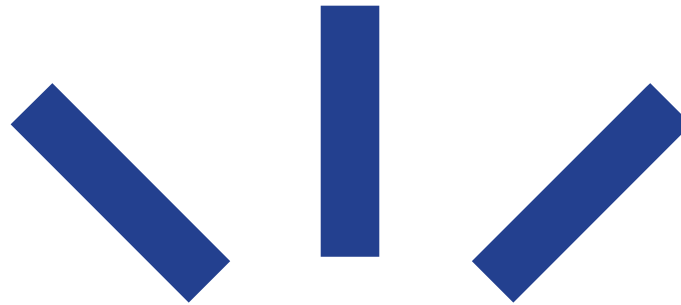
Maisterivaiheen omaopettaja- toiminta

- Koetut haasteet:
 - Monta opiskelijaryhmää vedettävänä – kuormittavuus
 - Ulkomaalaisten opiskelijoiden ohjaaminen, mutta maisterivaiheen omaopettajuus tuonut uutta buustia
 - Uuteen malliin tottuminen
 - Opettajien vaihtuvuus
 - Saada opiskelijat tekemään graduja – tähän on tosin jo toimenpiteitä mietitty
 - Puute suomenkielisestä omaopettajaehdokkaista
 - Opintoneuvonta keskitetty koulutussuunnittelijalle, joka tuntee tuntee EU-direktiivin kukaiset säädökset hyvin



Maisterivaiheen omaopettaja- koulutus

- Syksyllä 2017 järjestettiin kaksi koulutusta, yksi suomeksi (19 osallistujaa) ja yksi englanniksi (10 osallistujaa)
- Kouluttajina olivat Tiina Kemppainen, suunnittelija ja Pia Partanen, opintopsykologi
- Kevään 2018 koulutus peruttiin vähäisen osallistujamäärän takia, koulutus olisi ollut englanniksi
- Koulutus rakennettiin niin, että omaopettajat saisivat konkreettisia toimintamalleja ohjaustyöhön. Aiheina:
 - Opettajan tehtävät ja miten ne näkyvät maisterivaiheen omaopettajatoiminnassa
 - Opinnäytetyön aloittaminen ja prosessiohjaus
 - Työelämäkysymykset
- Tyytyväisiä oltiin seuraaviin:
 - Motivaatio ja sitoutuminen
 - Ajanhallinnan tukeminen
 - Työelämänäkökulma
 - Opinnäytetyöskentelyn aktivointi jo ensimmäisenä vuonna ja sen liittäminen osaksi muita maisterikursseja – kokonaisuuden liittäminen yhteen
- Lisää tietoa toivottiin Sisu –raporttien hyödyntämiseen osana opintojen sujuvuuden seurantaan – käytäntö, miten raportteja saa, yms. Teknistä tukea



Strategiapäivitys

Koulutusrehtori Helka-Liisa Hentilä

11.12.2018



Taustaa

- Oulun yliopiston strategia on laadittu ajalle 2016-2020
- OY:n hallitus on iltakoulussaan 5.11. käsitellyt strategian päivittämistarvetta
- OY:n johtoryhmä on käsitellyt asiaa 8.11. pidetyssä työpajassa, mukana oli myös OYY:n edustus
- Tämän jälkeen hallintojohtaja on pyytänyt kommentteja tiedekunnilta, palveluyksiköiltä ja OYY:lta, dl 30.11.
- Hallitus päättää päivitystarpeesta 12.12. kokouksessaan
- Tässä KN kokouksessa käsitellään ja käydään keskustelua tiedossa olevista ehdotuksista koulutuksen strategisen hankekokonaisuuden (SH 4: Laadukas koulutus elämän eri tilanteisiin - kehittämiskohteet) toimenpiteiden päivittämiseksi



SH4

Laadukas koulutus elämän eri tilanteisiin – perusteluja ja arvolupauksia

- 1) Koulutustarjonnan vetovoiman parantaminen on avain OY:n rekrytointipohjan pitävyyteen sekä tutkintokoulutuksen ja jatkuvan oppimisen koulutustarjonnan jatkuvaan kehittämiseen
- 2) Opintojen sujuvuuden ja läpäisyn edistäminen takaa määrääjassa suoritettut tutkinnot
- 3) Pedagoginen kehittäminen sekä oppimisympäristöjen modernisaatio ja digitalisaatio edistää oppimista, opiskelijalähtöisyyttä ja laadukasta opiskelukokemusta sekä mahdollistaa koulutuksen osien tarjoamisen myös muille kuin tutkinto-opiskelijoille
- 4) Opiskelukokemuksen kansainvälistäminen vahvistaa opiskelijoiden monikulttuurisuustaitoja, edistää kansainvälisten opiskelijoiden integroitumista ja auttaa lunastamaan lupauksemme tarttua globaalihaasteisiin uusien osaajien kouluttamisella
- 5) Koulutuksen ja työelämän välisen vuorovaikutuksen lisääminen edistää tutkinnon suorittaneiden työllistymistä ja työuran aikaista osaamisen uudistamista (jatkuva oppiminen)
- 6) Tohtorikoulutuksen tehostaminen modernisoi tutkijakoulutusta, parantaa ohjausta ja tiivistää valmistumisaikoja



SH4 Laadukas koulutus elämän eri tilanteisiin - kehittämiskohteet 2019-2020

Koulutustarjonnan vetovoiman parantaminen on avain OY:n rekrytointipohjan pitävyyteen sekä tutkintokoulutuksen ja jatkuvan oppimisen koulutustarjonnan jatkuvaan kehittämiseen:

- koulu- ja lukioyhteistyö sekä kurkistuskurssit
- opiskelijavalintojen uudistaminen ja avoimen väyläopinnot 2020
- ns. jatkuva haku kv-ohjelmiin
- OY:n profiili esiin maisteriohjelmissa
- koulutettavien määrän lisääminen (avoin yo, JO)
- opiskelijavalintojen ja koulutuksen suunnittelun, toteutuksen ja johtamisen riittävä tuki



SH4

Laadukas koulutus elämän eri tilanteisiin - kehittämiskohteet 2019-2020

Opintojen sujuvuuden ja läpäisyn edistäminen takaa määrääjassa suoritettut tutkinnot:

- modulaariset OPS-rakenteet, monipuolinen sivuaine- ja kesäopintotarjonta (ml. yhteistyöopinnot OAMK ja muut)
- systemaattinen omaopettajatoiminta ja muu opintojen ohjaus (ml. riittävä opintopsykologiresurssi)
- oppimisanalytiikka opiskelun ja ohjaamisen tueksi
- opinnäytetyöprosessin tehostaminen ja opinnäytetöiden ohjauksen parantaminen
- palautteen antaminen ja kerääminen osaksi opetusta ja oppimista
- erityinen huomio kv-opiskelijoiden tutkintojen läpäisyyn



SH4 Laadukas koulutus elämän eri tilanteisiin - kehittämiskohteet 2019-2020

Pedagoginen kehittäminen sekä oppimisympäristöjen modernisaatio ja digitalisaatio edistää oppimista, opiskelijälähtöisyyttä ja laadukasta opiskelukokemusta sekä mahdollistaa koulutuksen osien tarjoamisen myös muille kuin tutkinto-opiskelijoille:

- lisää YPE-koulutettuja opettajia (5 op FI/ENG)
- lisää monimuoto- ja verkko-opintoja ja oppimateriaaleja
- uusi digioppimisympäristö (Moodle) käyttöön



SH4

Laadukas koulutus elämän eri tilanteisiin - kehittämiskohteet 2019-2020

*Opiskelukokemuksen
kansainvälistäminen vahvistaa
opiskelijoiden monikulttuurisuustaitoja,
edistää kansainvälisten opiskelijoiden
integroitumista ja auttaa lunastamaan
lupauksemme tarttua globaalihaasteisiin
uusien osaajien kouluttamisella:*

- kv-opiskelijoiden integraation edistäminen yliopistoyhteisöön jo opintojen alusta lähtien
- kv-tutkinto-ohjelmien tarjonnan ja sisältöjen kehittäminen
- kv-opiskelijoiden työllistymisen parantaminen esimerkiksi uraohjausta parantamalla
- monipuolinen kieliopintotarjonta
- kv-vaihtokohteiden laadullinen tarkastelu



SH4 Laadukas koulutus elämän eri tilanteisiin - kehittämiskohteet 2019-2020

Koulutuksen ja työelämän välisen vuorovaikutuksen lisääminen edistää tutkinnon suorittaneiden työllistymistä ja työuran aikaista osaamisen uudistamista:

- jatkuvan oppimisen tarjonnan laajentaminen (modulaarinen OPS, avoimen yliopiston tarjonta)
- opiskelijoiden työelämäpalvelut kuntoon ja uraohjaus osaksi omaopettajatoimintaa
- yrittäjyyden sivuaineopinnot



SH4 Laadukas koulutus elämän eri tilanteisiin - kehittämiskohteet 2019-2020

Tohtorikoulutuksen tehostaminen modernisoi tutkijakoulutusta, parantaa ohjausta ja tiivistää valmistumisaikoja:

- valmiustaito-opinnot verkko-opinnoiksi
- vierailijoiden ohella myös omat professorit mukaan yhteisille kursseille opetusta antamaan
- osa-aikaisten tohtoriopiskelijoiden aseman selkeyttäminen
- ”tohtorikoulutus 2020”



Lisäksi:

Uusi arvolupaus- ehdotus

- *Tuemme koulutuksen kautta kiinnostusta monitieteisyyteen ja toisten tieteenalojen arvostukseen*



**OULUN
YLIOPISTO**

Universum Talent Research 2018

Partner Report | University of Oulu
Finnish Edition | Students | All main fields of study



universum
career test

Agenda

- 1 INTRODUCTION**
- 2 EMPLOYABILITY & TALENT PROFILE**
- 3 UNIVERSITY BRAND PERCEPTION**
- 4 COMMUNICATION**
- 5 CAREER & EMPLOYER PREFERENCES**
- 6 APPENDIX**

Agenda

1

INTRODUCTION

This chapter presents general information on:

- **How Universum works**
- **How you can use this report**
- **The target groups covered in this report**

Who We Are

A full service Employer Branding partner

Taking clients from identifying challenges, to engaging talent, to measuring success.

Please visit our [website](#)
for further information & news.



Helping the world's leading organizations strengthen their Employer Brands for close to 30 years.



Thought leaders in Employer Branding, publishing content on C-suite level subjects.



Serving more than 1 700 clients globally, including Fortune 100 companies.



Surveying more than 1 million career-seekers, partnering with thousands of universities and organizations.



Present in 60 countries with regional offices in New York City, Paris, Shanghai, Singapore and Stockholm.



Our Employer Branding content is published yearly in renowned media, e.g. WSJ, CNN, Le Monde, BusinessWeek.

Top media cover our insights

As the global leader in Employer Branding, Universum is a trusted source for insights and employer rankings among the top media outlets around the world.

Our Most Attractive Employer Rankings and talent research, based on more than 1 million students and professionals globally, are covered annually and generate massive interest among career-seekers and employers alike.

“There’s an endless appetite for those stories and I really like when we can rely on Universum...”

– Kathryn Dill, Forbes

“Very happy...traffic this year so far is double last year's, and the social push has been strong. Package is still showing up in our top 50 URLs of the day report. Thanks for another great year...!”

– Gabrielle Solomon, CNNMoney

Global Media Partner



National Media Partners



Making headlines across the globe

Featured in prominent global media with reach in the millions



“How the Best Global Employers Convince Workers to Join and Stay”
[HBR](#)



“Are you a doer or a manager?”
[The Economist](#)



“World’s Top Employers for New Grads”
[CNN Money](#)



“These are 2017’s most attractive employers for students”
[World Economic Forum](#)



“Employees From All Generations Want This One Thing From Employers”
[Entrepreneur](#)



“Awareness vs. Differentiation: It’s Time for Organizations to Distinguish Their Employer Brand”
[Forbes](#)



“Gen Y: One size does not fit all at the office”
[BBC](#)

Media coverage in over 60 countries

This report helps you to...

UNDERSTAND

...your talents' career preferences & expectations

IDENTIFY

...your talents' readiness for their professional lives

ATTRACT

...relevant employers to cooperate with you

MANAGE

...your brand perception & attractiveness

Connecting Talent with the Future



Universum is the global leader in the field of employer branding and talent research. Through our market research, consulting and media solutions we aim to close the gap between the expectations of employers and talent, as well as support Higher Education Institutions in their roles.

Our unique insights into the recruitment challenges of employers and the dynamics of the talent market, help colleges and universities worldwide.

Learn more: <https://universumglobal.com/university-partners/>

Target groups

THE QUESTIONNAIRE

- Created with over **25 years of experience**, extensive research within HR, focus groups and communication with our clients talents.
- Global perspective - local insight.
- Conducted via an **online survey**. The online link was distributed via university and talent-networks, communities, the Universum Panel and different local and global partners.

RESPONDENTS

- **Students** at higher educational institutions
- **Professionals** with an academic degree
- **Non-academics**

Main Field of Study	Your students	All students
Business	117	3 261
Engineering	6	1 694
Health/Medicine	79	1 090
Humanities/Liberal Arts/Education	246	2 480
IT	17	687
Law	0	449
Natural Sciences	318	941

NUMBER OF RESPONDENTS

Your students **783**

All students **10 602**



FIELD PERIOD

November 2017 - April 2018



Total number of respondents in the survey

10 602

General profile



Your students



TOP CAREER GOALS

1. To be dedicated to a cause or to feel that I am serving a greater good
2. To have work/life balance
3. To be secure or stable in my job



ATTRACTIVE UNIVERSITY ATTRIBUTES

1. Friendly and open environment
2. Quality and variety of courses
3. High rank within its field



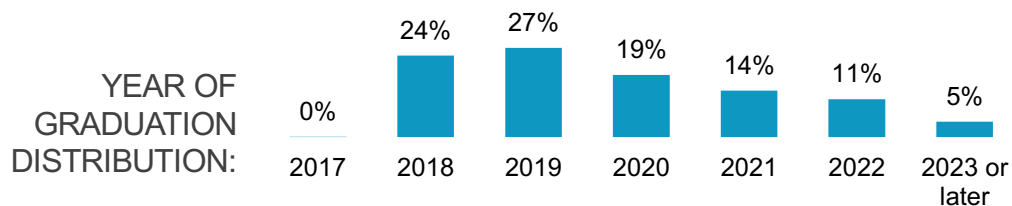
STRONGEST SOFT SKILLS

1. Reliability
2. Responsibility
3. Integrity



PREFERRED EMPLOYER ATTRIBUTES

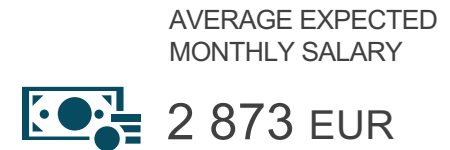
1. Variety of assignments
2. A friendly work environment
3. Competitive base salary



AVERAGE AGE (years)

25,0

General profile



All students



TOP CAREER GOALS

1. To have work/life balance
2. To be dedicated to a cause or to feel that I am serving a greater good
3. To be secure or stable in my job



ATTRACTIVE UNIVERSITY ATTRIBUTES

1. Friendly and open environment
2. Quality and variety of courses
3. High rank within its field



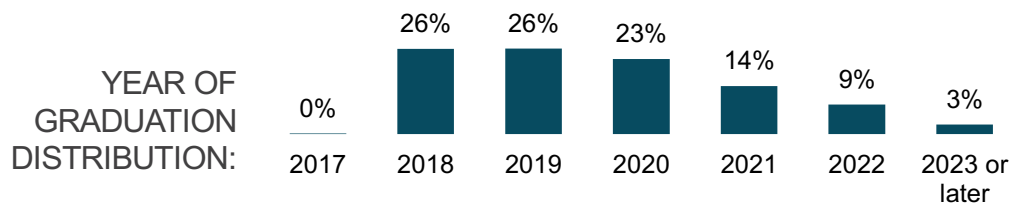
STRONGEST SOFT SKILLS

1. Reliability
2. Responsibility
3. Dedication



PREFERRED EMPLOYER ATTRIBUTES

1. Variety of assignments
2. A friendly work environment
3. Competitive base salary



AVERAGE AGE (years)

24,8

Agenda

1 INTRODUCTION

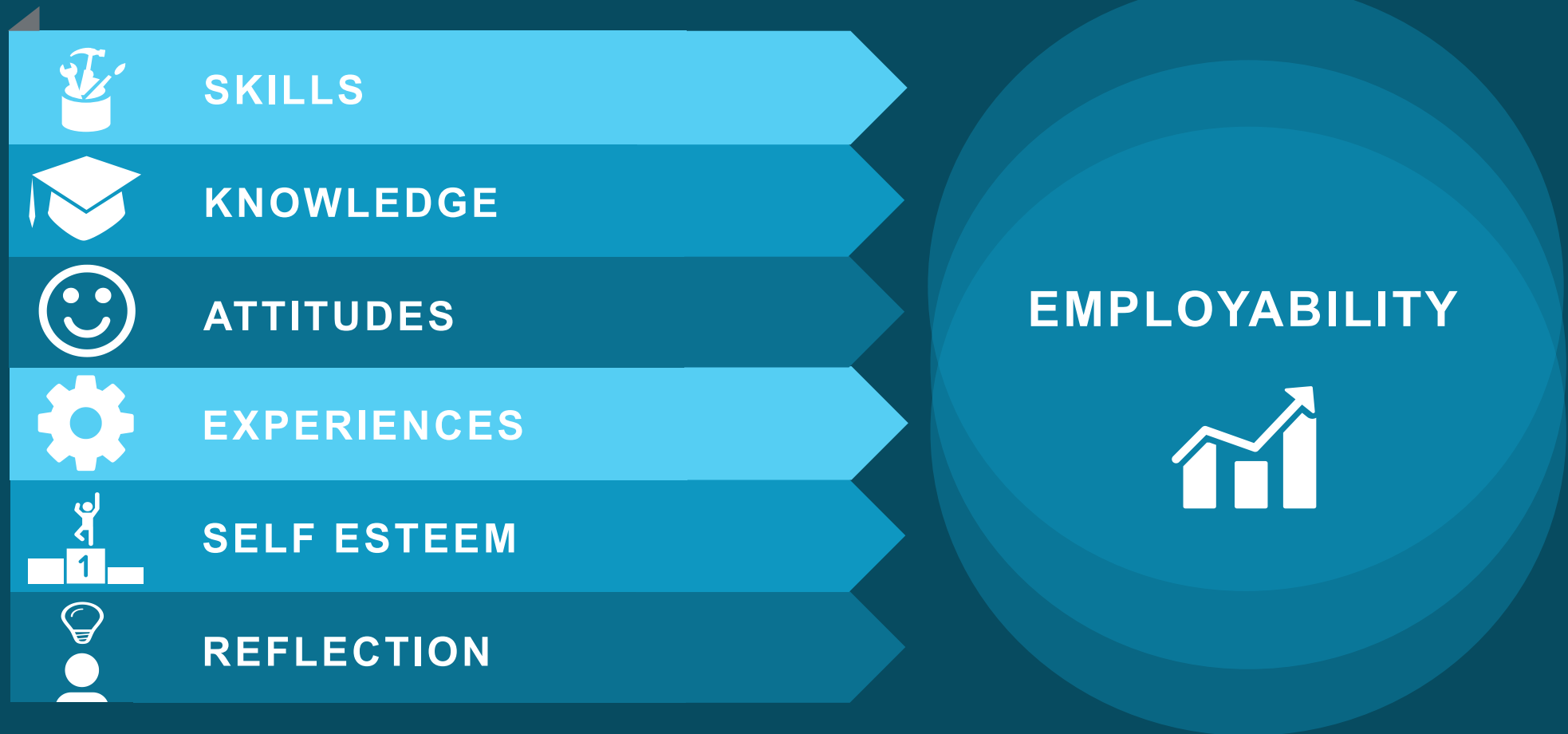
2 EMPLOYABILITY & TALENT PROFILE

This chapter focuses on the competences of your talent and how they compare to the comparison group.

These insights will help you improve the employability of your talent by being able to communicate their unique value to employers.

Measuring employability

How we operationalise Employability in the Universum Talent Survey



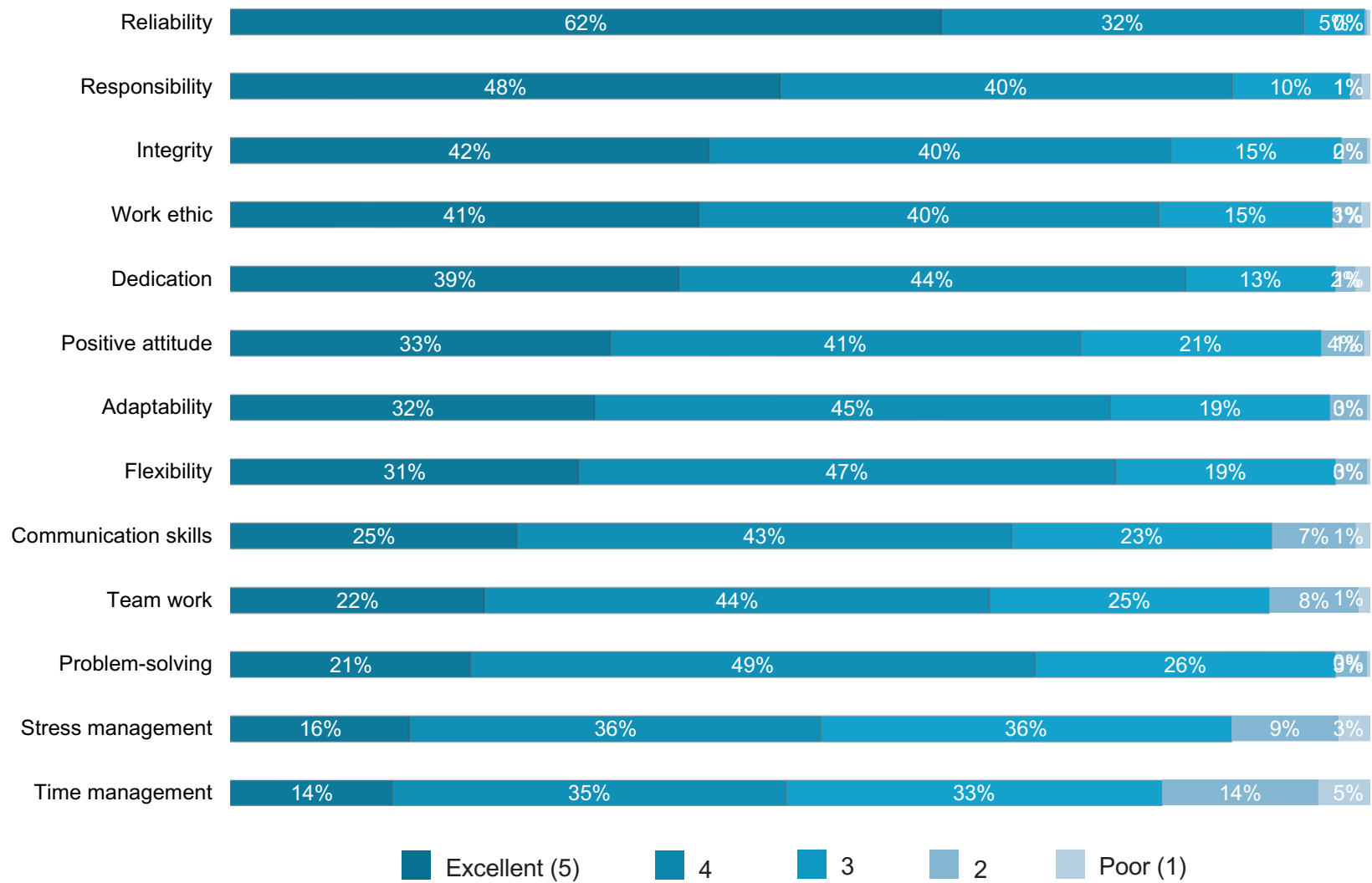
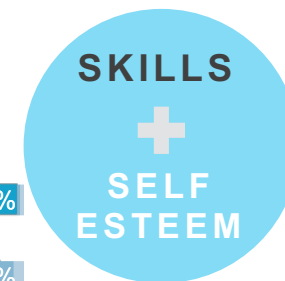
Top soft skills recruiters look for in graduates

Rank	Soft Skills	Total %	Private	Public	NGO
1	Reliability	88	0	-1	-2
2	Responsibility	88	0	1	0
3	Communication Skills	85	-1	0	-1
4	Positive Attitude	84	1	-1	-2
5	Team Work	84	1	1	4
6	Problem Solving	82	0	0	-2
7	Work Ethic	82	0	-1	2
8	Adaptability	80	0	1	-3
9	Dedication	77	0	0	-1
10	Integrity	76	-1	-2	3
11	Flexibility	73	1	-2	-3
12	Stress Management	73	0	2	-5
13	Time Management	71	0	2	-3



Soft Skills – Self-assessment

Your students

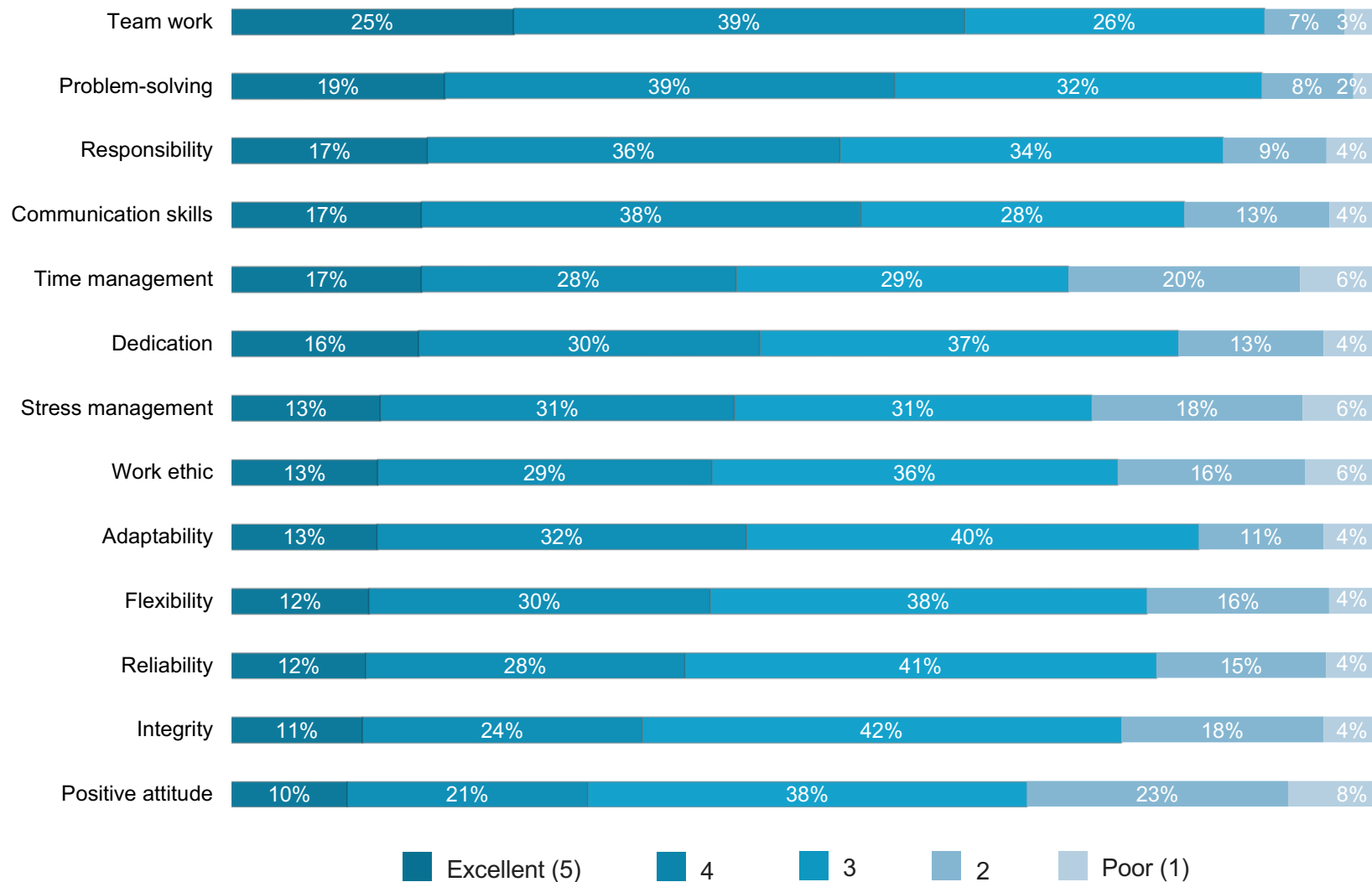
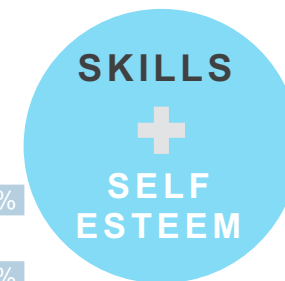


• How would you rate yourself in the following skills?
 • How would you rate your college or university in preparing you in the following skills?
 • Scale: 1-5

• Sorted by overall importance.
 • More information can be found on:
<https://universumglobal.com/boost-graduate-employment-build-better-workforce/>

Vs. University assessment

Your students



? • How would you rate yourself in the following skills?
 • How would you rate your college or university in preparing you in the following skills?
 • Scale: 1-5

! • Sorted by overall importance.
 • More information can be found on:
<https://universumglobal.com/boost-graduate-employment-build-better-workforce/>

Soft Skills - Overview

Your students



How talent think of themselves

Rank	Soft Skill	Rate
1	Reliability	4,6
2	Responsibility	4,3
3	Integrity	4,2
4	Dedication	4,2
5	Work ethic	4,2
6	Adaptability	4,1
7	Flexibility	4,0
8	Positive attitude	4,0
9	Problem-solving	3,9
10	Communication skills	3,8
11	Team work	3,8
12	Stress management	3,5
13	Time management	3,4

How talent think their University prepared them

Rank	Soft Skill	Rate
1	Team work	3,8
2	Problem-solving	3,7
3	Responsibility	3,5
4	Communication skills	3,5
5	Dedication	3,4
6	Adaptability	3,4
7	Flexibility	3,3
8	Reliability	3,3
9	Time management	3,3
10	Work ethic	3,3
11	Stress management	3,3
12	Integrity	3,2
13	Positive attitude	3,0

- How would you rate yourself in the following skills?
- How would you rate your college or university in preparing you in the following skills?

- More information can be found on: <https://universumglobal.com/boost-graduate-employment-build-better-workforce/>

Soft Skills - Overview

All students



How talent think of themselves

Rank	Soft Skill	Rate
1	Reliability	4,5
2	Responsibility	4,3
3	Dedication	4,2
4	Integrity	4,2
5	Work ethic	4,1
6	Flexibility	4,1
7	Adaptability	4,0
8	Positive attitude	4,0
9	Problem-solving	3,9
10	Team work	3,9
11	Communication skills	3,9
12	Stress management	3,6
13	Time management	3,5

How talent think their University prepared them

Rank	Soft Skill	Rate
1	Team work	3,8
2	Problem-solving	3,6
3	Responsibility	3,6
4	Communication skills	3,6
5	Adaptability	3,4
6	Dedication	3,4
7	Time management	3,3
8	Work ethic	3,3
9	Reliability	3,3
10	Flexibility	3,3
11	Stress management	3,2
12	Integrity	3,2
13	Positive attitude	3,1

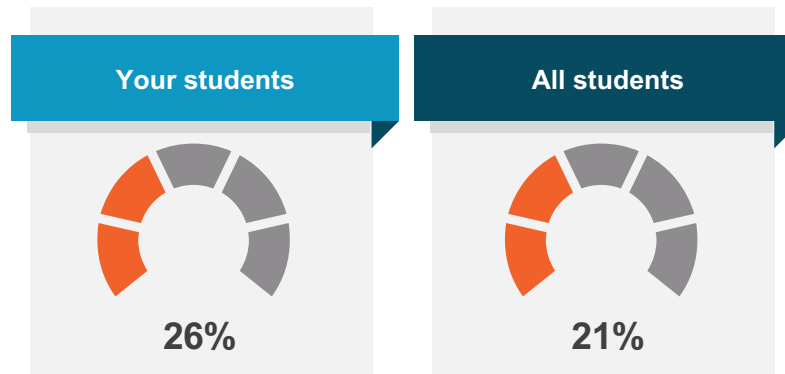
- How would you rate yourself in the following skills?
- How would you rate your college or university in preparing you in the following skills?

- More information can be found on: <https://universumglobal.com/boost-graduate-employment-build-better-workforce/>

Skill confidence



Share of talent showing a high level of skill confidence:



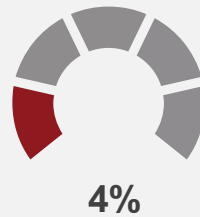
Self-esteem and having confidence into their own personality, soft-skills and experience is important for the employability of talent. Especially in presenting it to potential employers to gain, keep or find new employment when needed. See details on next slide.

Leadership

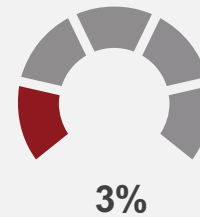
ATTITUDES

Share of talent with
Leadership Potential
within the target group:

Your students



All students



Having a large share of future leaders in the population is important, as those will be the individuals who have the chance to influence business, governments and society in the future. Leaders combine:

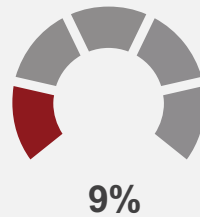
- *An ability to see the big picture in any situation, which helps them inspire both their teams and themselves.*
- *They prefer the benefits of working with others in a team environment, rather than being a “lone-wolf”.*
- *They understand responsibility as something to be desired and sought after.*

International Mindset

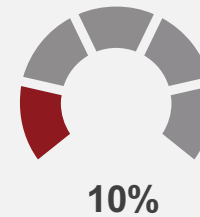
ATTITUDES

Share of talent with an international mindset within the target group:

Your students



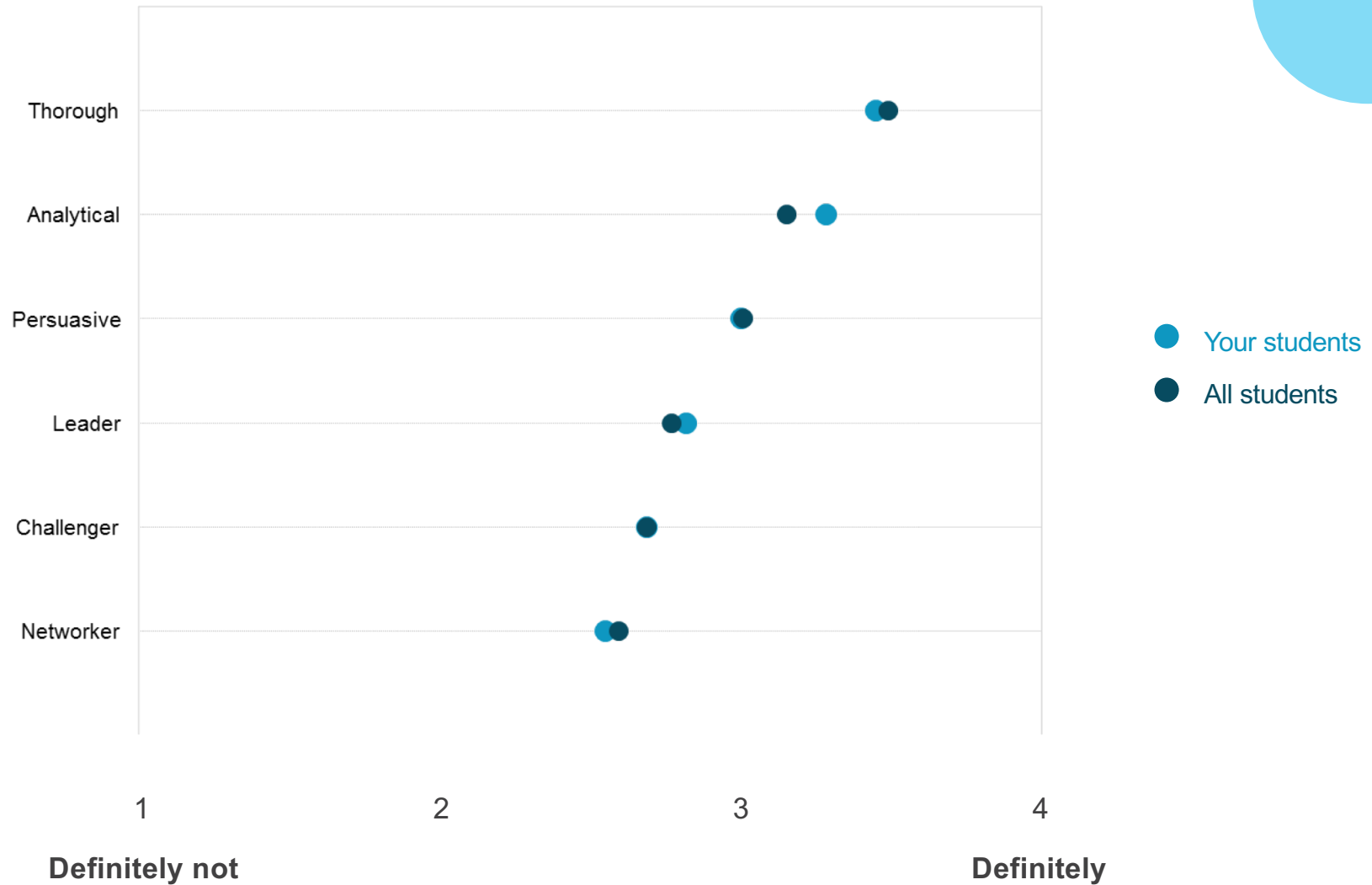
All students



Being an Internationalist is not only an experience on a CV, but:

- *Comprises a global skill and mind-set which enables career success.*
- *Allows individuals to recognise market & growth opportunities.*
- *Enables individuals to handle complex situations and to successfully influence those who are different from oneself.*

Which personality traits describe each target group?



Significant practical experience

EXPERIENCES

Share of talent having gained significant practical experience:

Your students



29%

All students

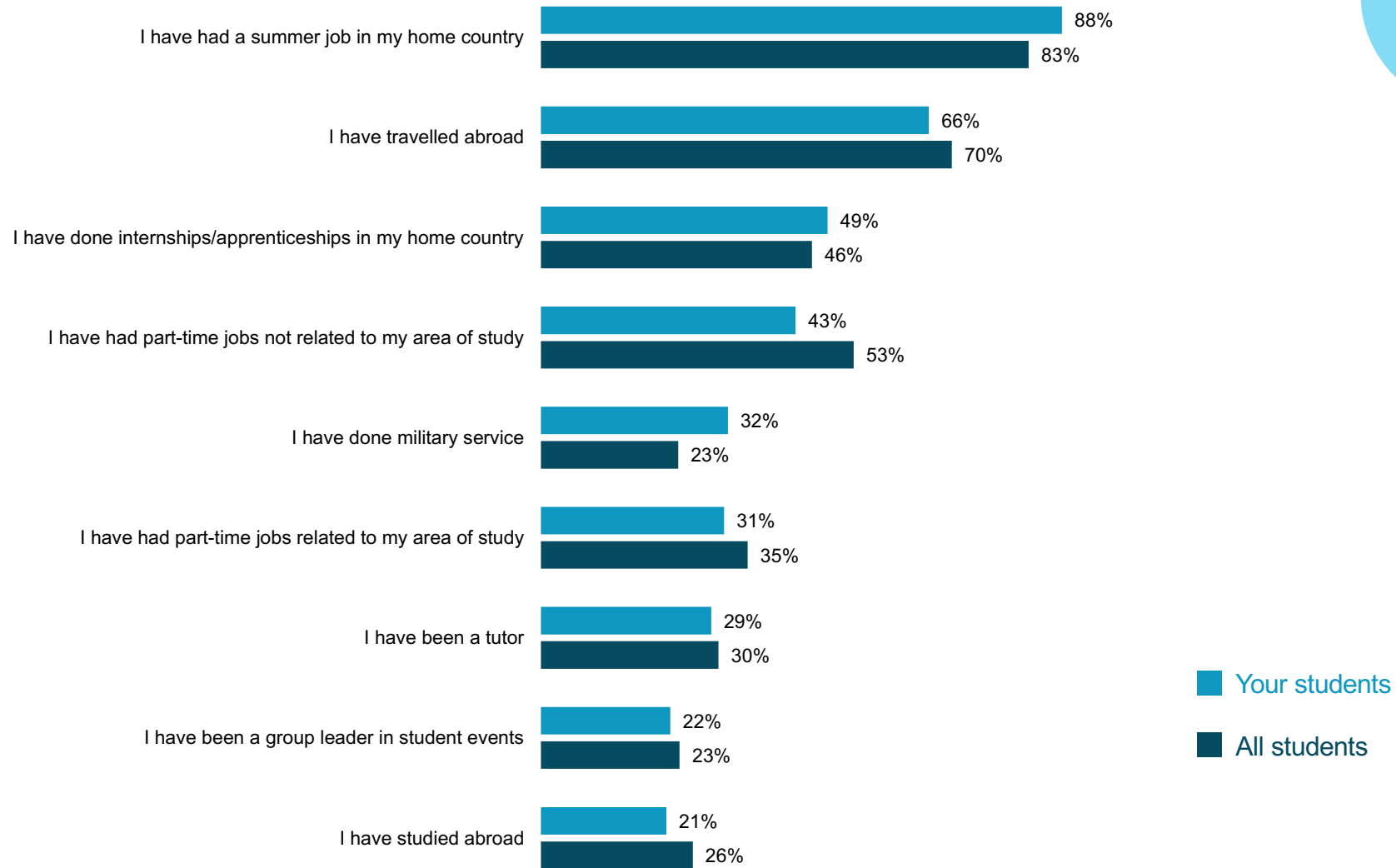


33%

Academic qualifications are not the only important requirement. Employers will also expect talent to have hands-on experience, to have taken on positions of leadership and responsibility, and to show real initiative before they graduate. Practical experience will:

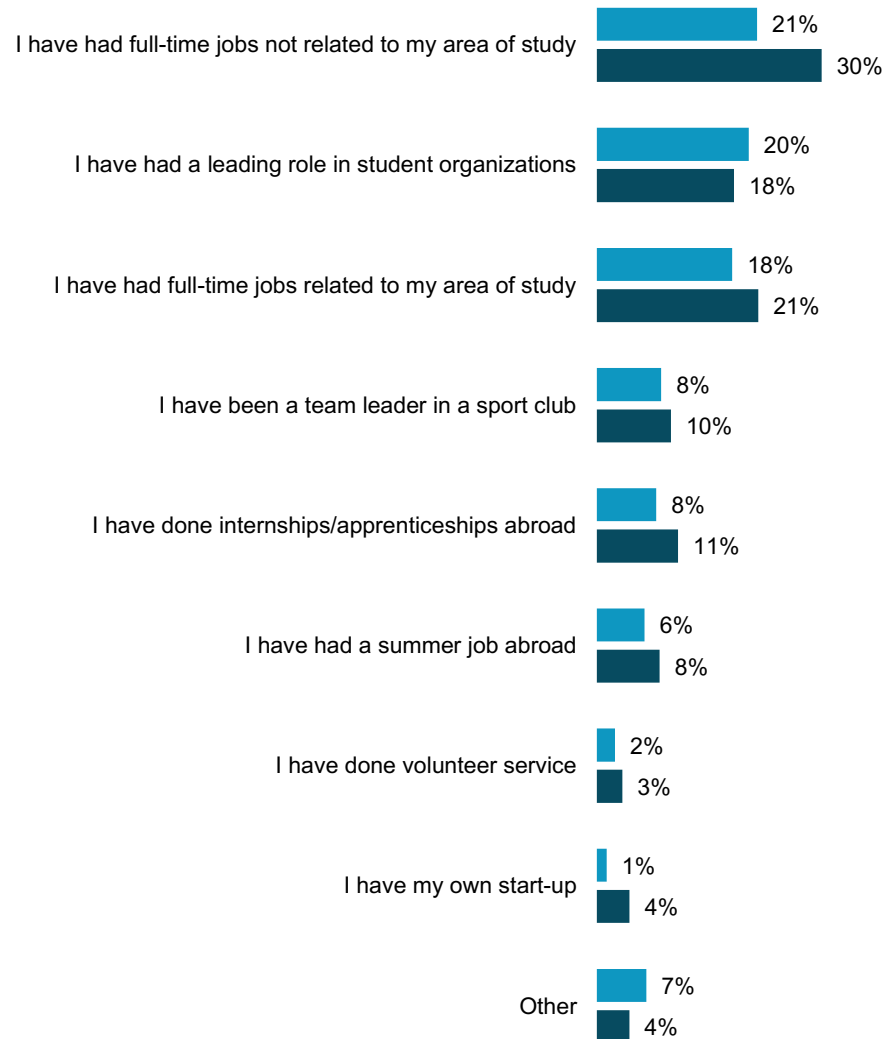
- *Provide talent with an insight into the workplace.*
- *Help to develop key skills.*
- *Provide opportunities to put one's knowledge into practice.*

Practical experiences (1/2)



? • Which of the following experiences do you have? Please select as many as applicable.

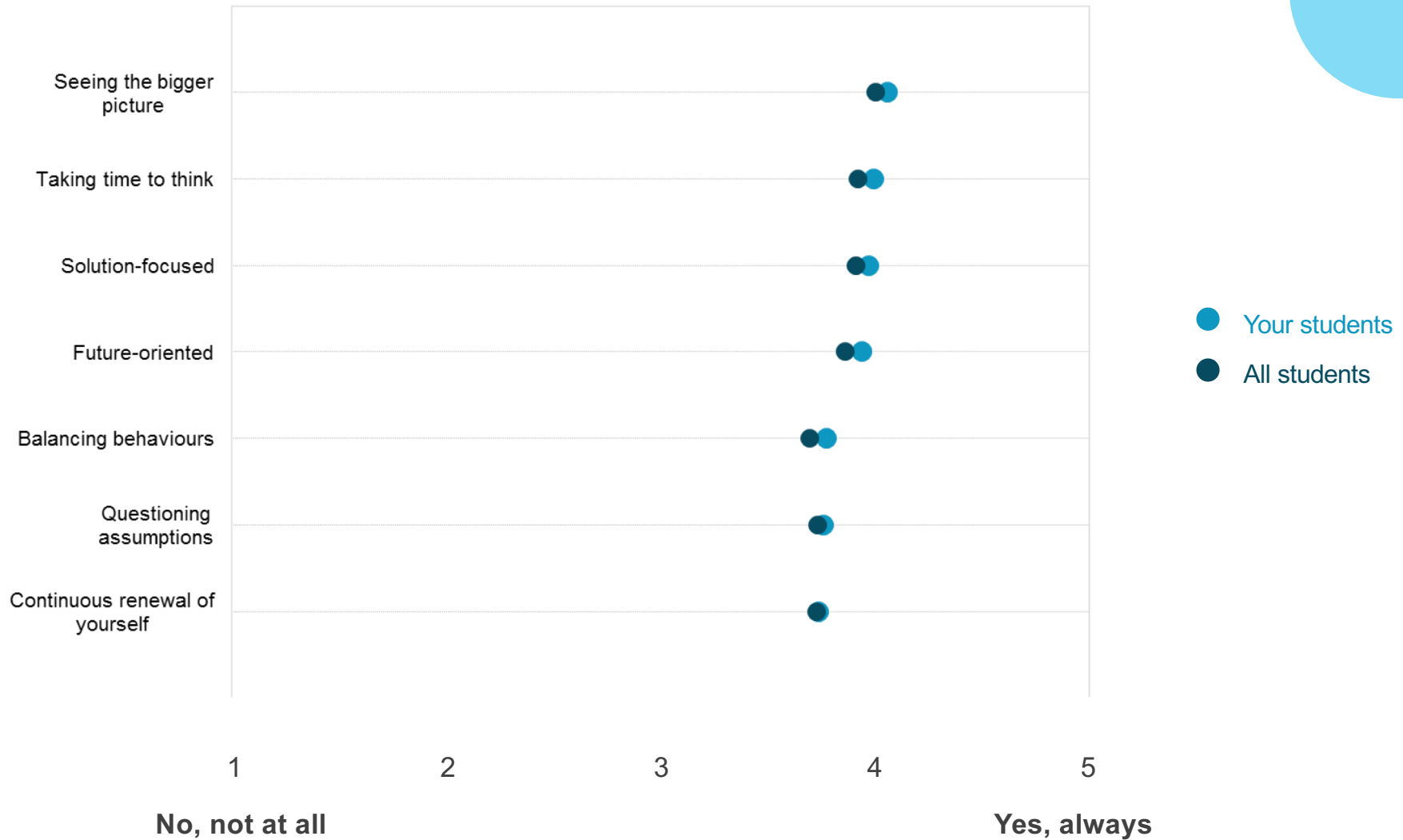
Practical experiences (2/2)



■ Your students
 ■ All students

• Which of the following experiences do you have? Please select as many as applicable.

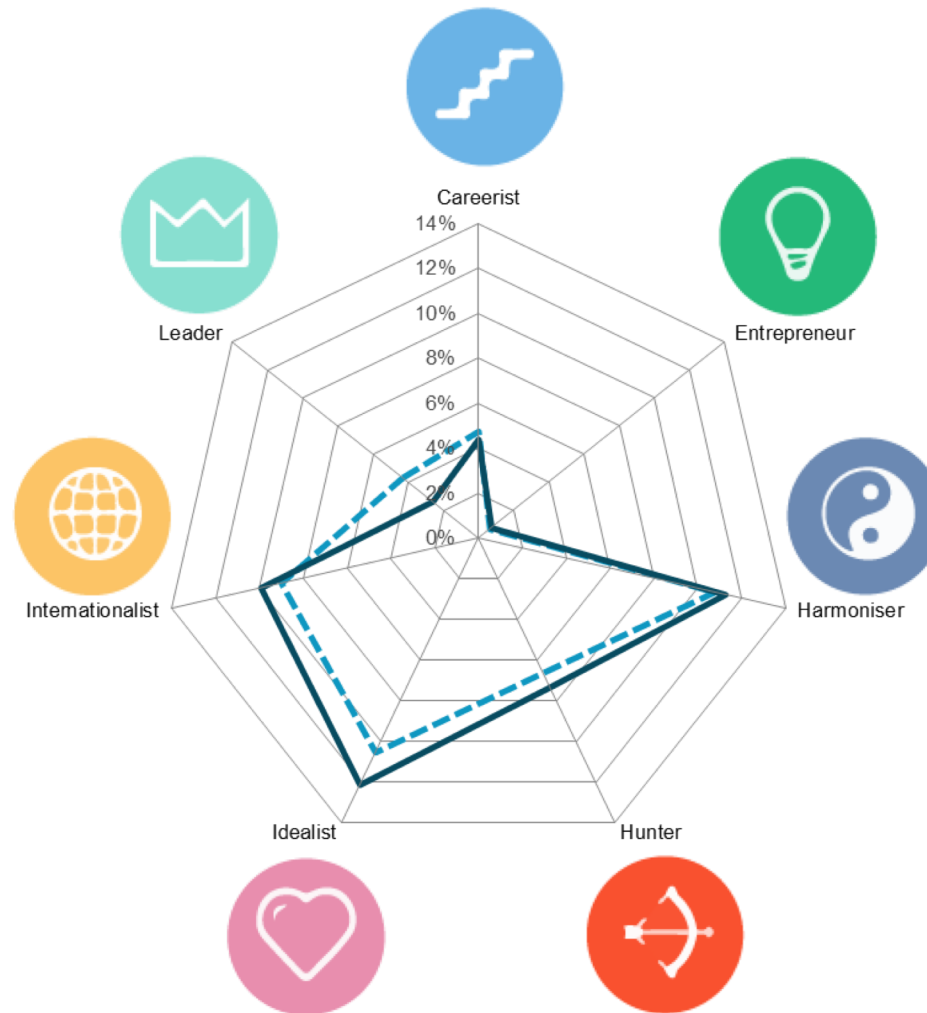
How talent's mindset differs between the target groups



The Universum Career Profiles

Distribution per target group

- - - Your students
— All students



Agenda

1 INTRODUCTION

2 EMPLOYABILITY & TALENT PROFILE

3 UNIVERSITY BRAND PERCEPTION

This chapter evaluates your university brand perception with regards to four different aspects:

- Reputation & Image
- Educational Offering
- Culture & Student Life
- Employability & Future Opportunities

Furthermore this chapter offers insights on the preferred career/alumni services used by your talent.

Top of mind associations with University of Oulu



? • What is the first word that comes to mind when you think of your college or university?

! • These are answers were provided by your talent.
• Spelling mistakes might occur.
• Different colors have been used for design purposes only & reflect the associations of your talent.

The Universum Drivers of University Attractiveness

REPUTATION & IMAGE¹

- Availability of financial aid & scholarships
- Low costs*
- High rank within its field*
- International acclaim*
- Prestige
- Recommended by friends / family
- State of the art facilities
- Successful alumni
- Tradition of academic excellence



CULTURE & STUDENT LIFE²

- Commitment to diversity & inclusion*
- Attractive geographic location
- Creative & dynamic atmosphere
- Friendly & open environment
- Heritage & tradition
- International student body
- Secure campus environment
- Social & recreational activities
- Support for gender equality

EXTRINSIC

INTRINSIC

EMPLOYABILITY & FUTURE OPPORTUNITIES³

- Focus on professional development
- Good reference for future career &/ or education
- High employment among graduates
- Launching pad for international career
- Opportunities to network with employers
- Strong ties with industry
- Supports & develops entrepreneurialism
- Target school for employers in my field
- Teaches transferable & practical skills employers are looking for



EDUCATIONAL OFFERING⁴

- Attractive/exciting programs & fields of study
- Challenging curriculum
- Exceptional professors/ lecturers
- International focus
- Practical aspects within the curriculum
- Quality & variety of courses
- Strong student support (e.g. Tutors, advisors, etc.)
- Study abroad program
- Unique or particular programs

• 1 Refers to the university as a whole
 • 2 Refers to the social environment on- and off-campus
 • 3 Refers to the long-term opportunities the university provides for students
 • 4 Refers to various aspects of the education provided by the university

• * Newly added answer choice/changed answer choice
 • This framework has been developed by Universum in cooperation with universities.

The most associated attributes - Top 10

Your students

- 1. Secure campus environment
- 2. Friendly and open environment
- 3. Low costs
- 4. Social and recreational activities
- 5. High employment among graduates
- 6. Study abroad program
- 7. Attractive/exciting programs and fields of study
- 8. Good reference for future career and/or education
- 9. Opportunities to network with employers
- 10. Support for gender equality

All students

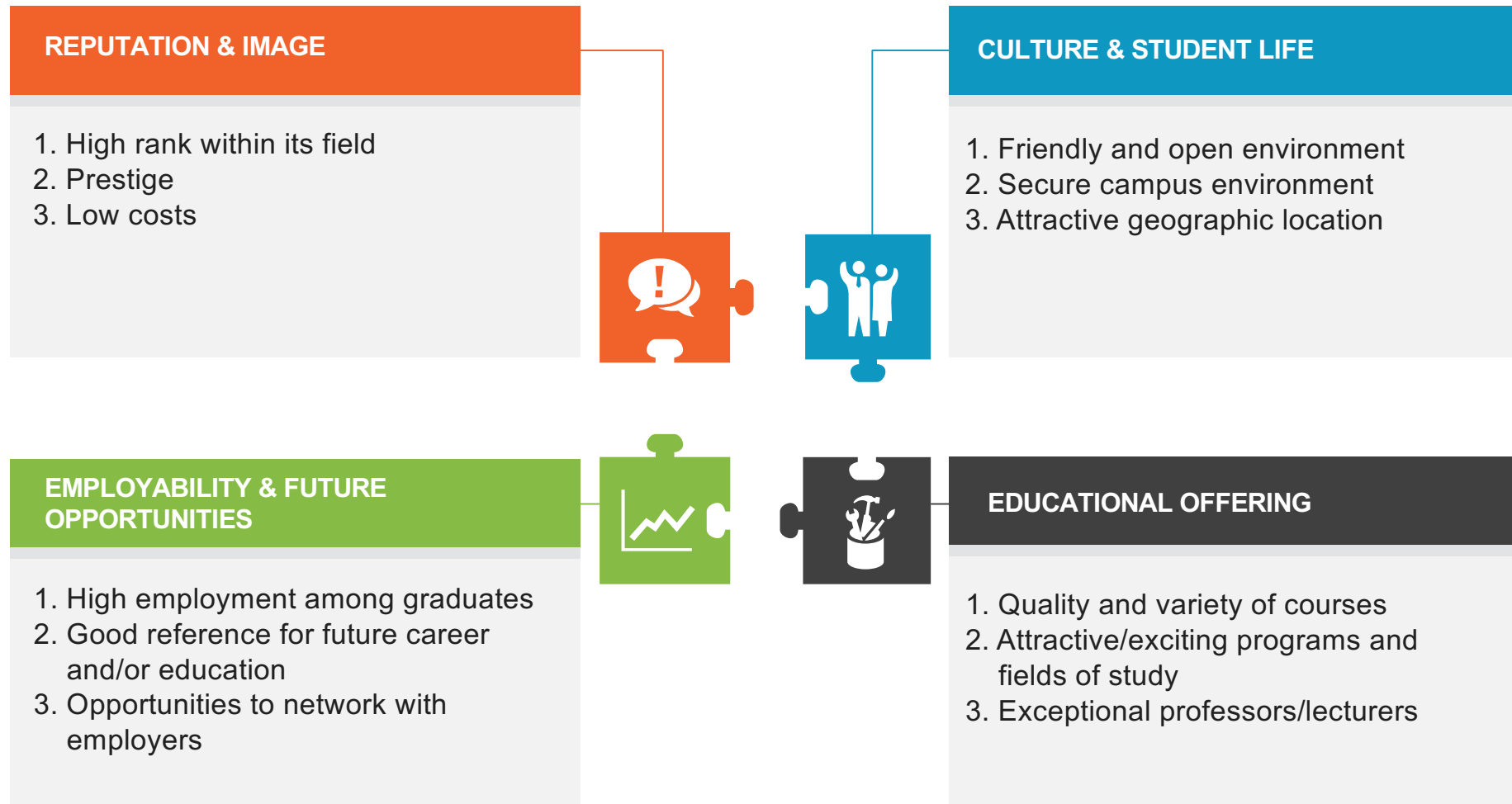
- 1. Secure campus environment
- 2. Friendly and open environment
- 3. High employment among graduates
- 4. Prestige
- 5. Good reference for future career and/or education
- 6. Study abroad program
- 7. Social and recreational activities
- 8. Attractive geographic location
- 9. Attractive/exciting programs and fields of study
- 10. Opportunities to network with employers

- Reputation & Image
- Employability & Future opportunities

- Culture & Student life
- Educational offering

What is attractive?

Your students



The most attractive attributes - Top 10

Your students

1. Friendly and open environment
2. Quality and variety of courses
3. High rank within its field
4. High employment among graduates
5. Attractive/exciting programs and fields of study
6. Exceptional professors/lecturers
7. Secure campus environment
8. Good reference for future career and/or education
9. Prestige
10. Opportunities to network with employers

- Reputation & Image
- Employability & Future opportunities

All students

1. Friendly and open environment
2. Quality and variety of courses
3. High rank within its field
4. High employment among graduates
5. Prestige
6. Attractive/exciting programs and fields of study
7. Good reference for future career and/or education
8. Exceptional professors/lecturers
9. Attractive geographic location
10. Opportunities to network with employers

- Culture & Student life
- Educational offering

The most attractive attributes over time

Your students

REPUTATION & IMAGE



CULTURE & STUDENT LIFE



EMPLOYABILITY & FUTURE OPPORTUNITIES



EDUCATIONAL OFFERING



2016:

1. Highly ranked within its field
2. Costs (e.g. accommodation, tuition, living expenses, etc.)
3. Prestige

2016:

1. Friendly and open environment
2. Social and recreational activities
3. Secure campus environment

2016:

1. High employment among graduates
2. Good reference for future career and/or education
3. Opportunities to network with employers

2016:

1. Quality and variety of courses
2. Attractive/exciting programs and fields of study
3. Exceptional professors/lecturers

2017:

1. Costs (e.g. accommodation, tuition, living expenses, etc.)
2. Prestige
3. Highly ranked within its field

2017:

1. Friendly and open environment
2. Secure campus environment
3. Attractive geographic location

2017:

1. High employment among graduates
2. Good reference for future career and/or education
3. Opportunities to network with employers

2017:

1. Quality and variety of courses
2. Attractive/exciting programs and fields of study
3. Exceptional professors/lecturers

2018:

1. High rank within its field
2. Prestige
3. Low costs

2018:

1. Friendly and open environment
2. Secure campus environment
3. Attractive geographic location

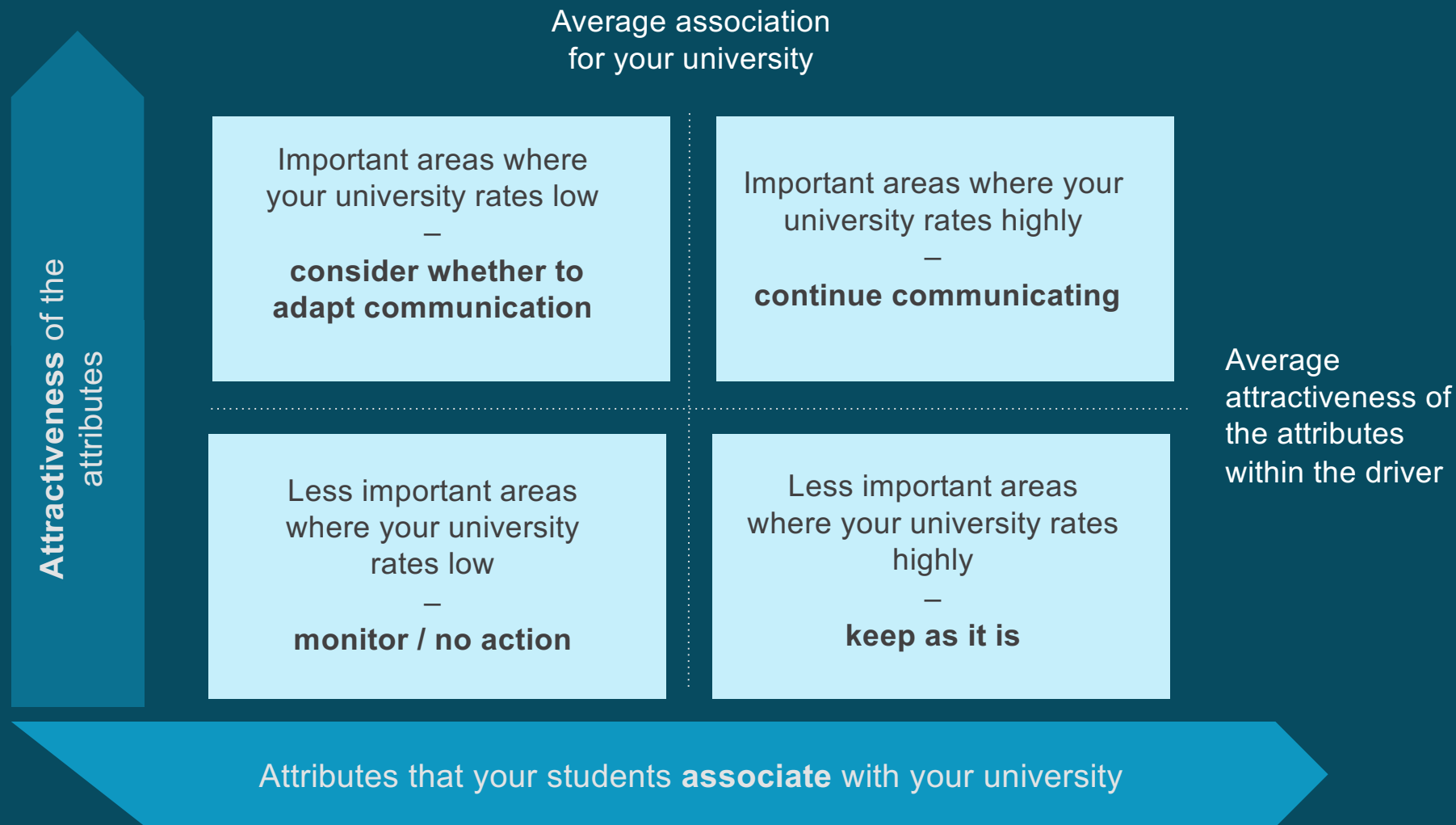
2018:

1. High employment among graduates
2. Good reference for future career and/or education
3. Opportunities to network with employers

2018:

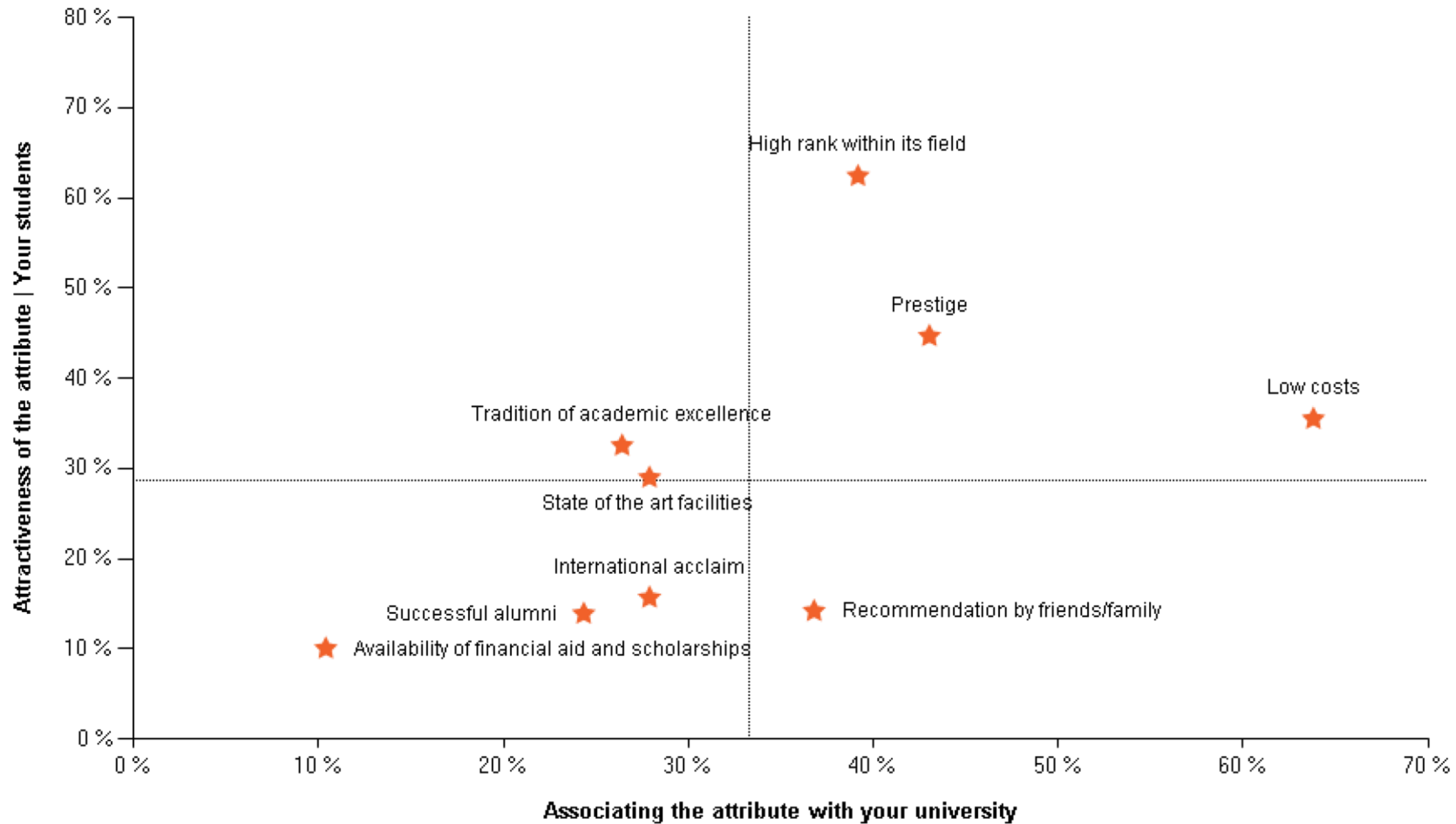
1. Quality and variety of courses
2. Attractive/exciting programs and fields of study
3. Exceptional professors/lecturers

Attractiveness vs. Associations



Reputation & Image

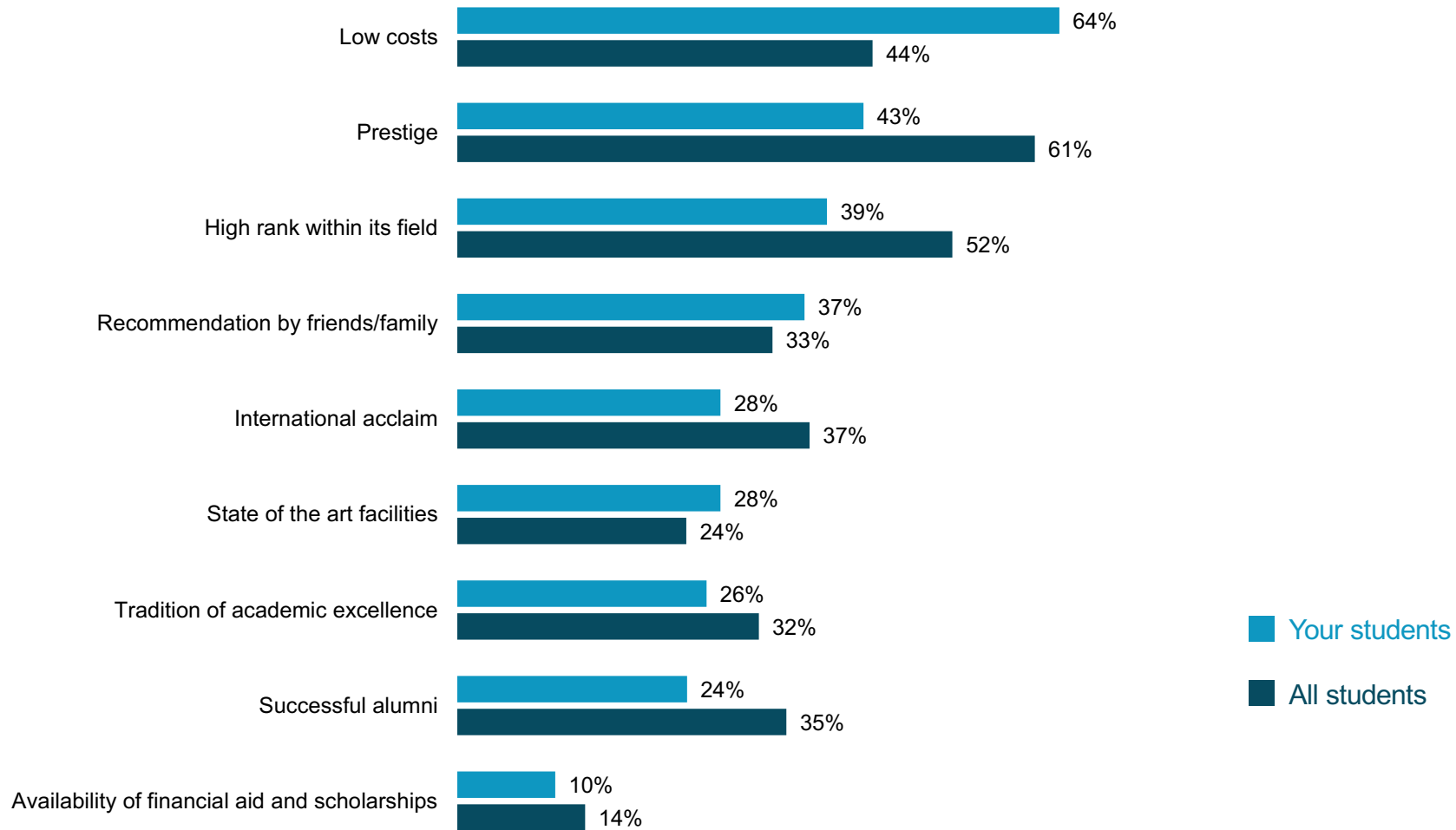
Attractiveness vs. Associations with University of Oulu



- Which of the following attributes do you associate with your college or university? Select as many as applicable.
- Which of these are most important to you? (Max. 3)

Reputation & Image

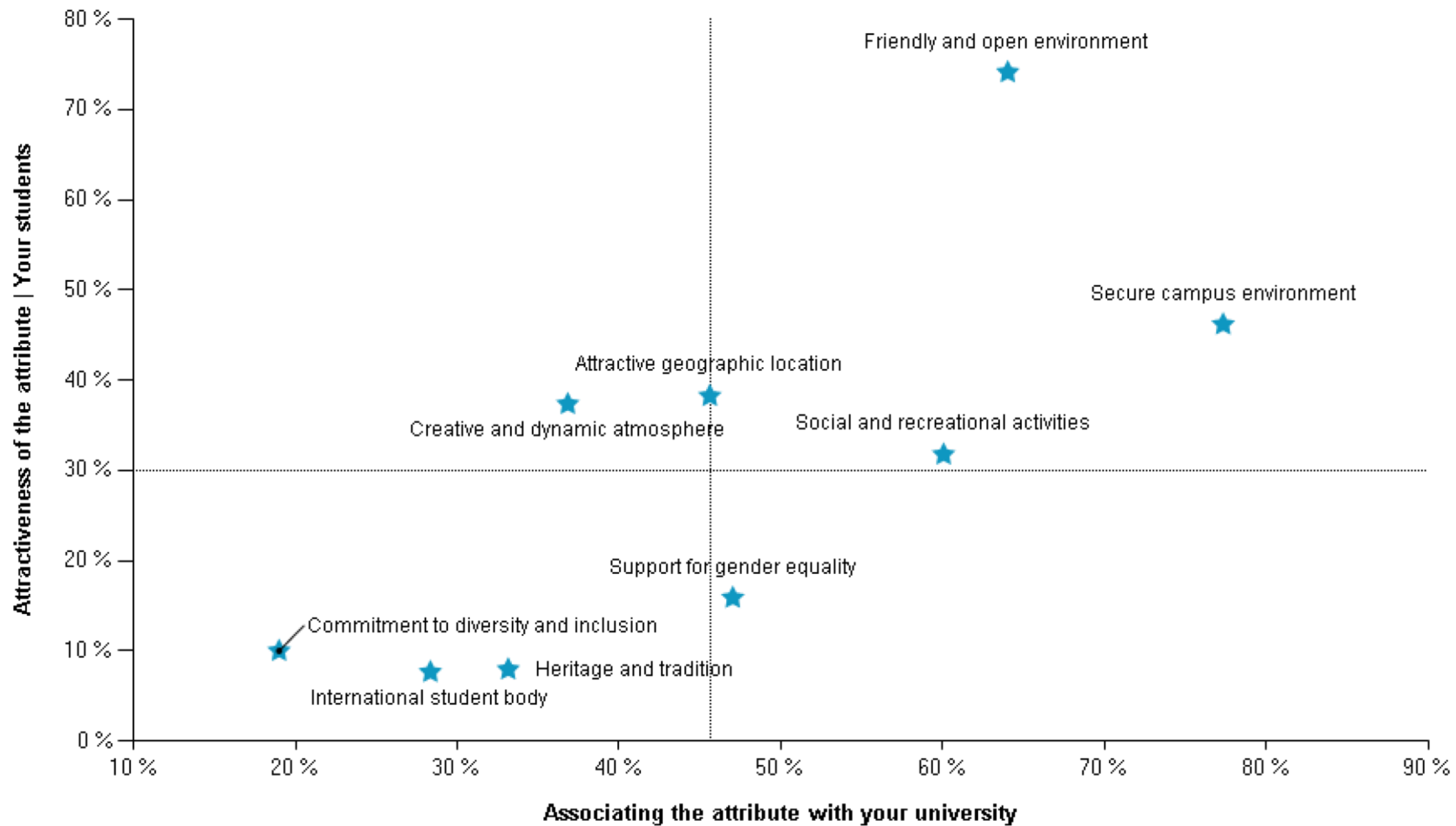
Most frequent associations



? • Which of the following attributes do you associate with your college or university? Select as many as applicable.

Culture & Student Life

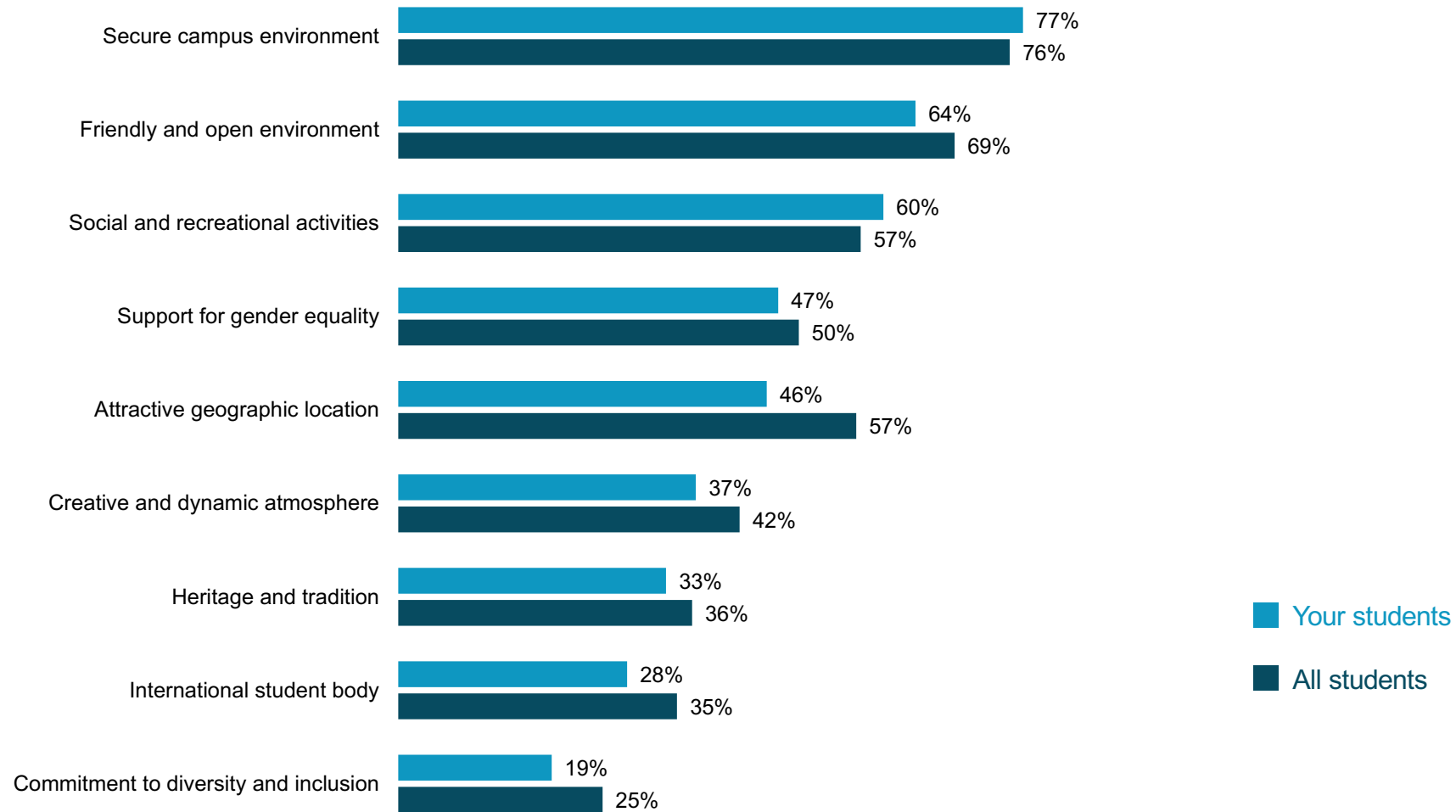
Attractiveness vs. Associations with University of Oulu



- Which of the following attributes do you associate with your college or university? Select as many as applicable.
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Culture & Student Life

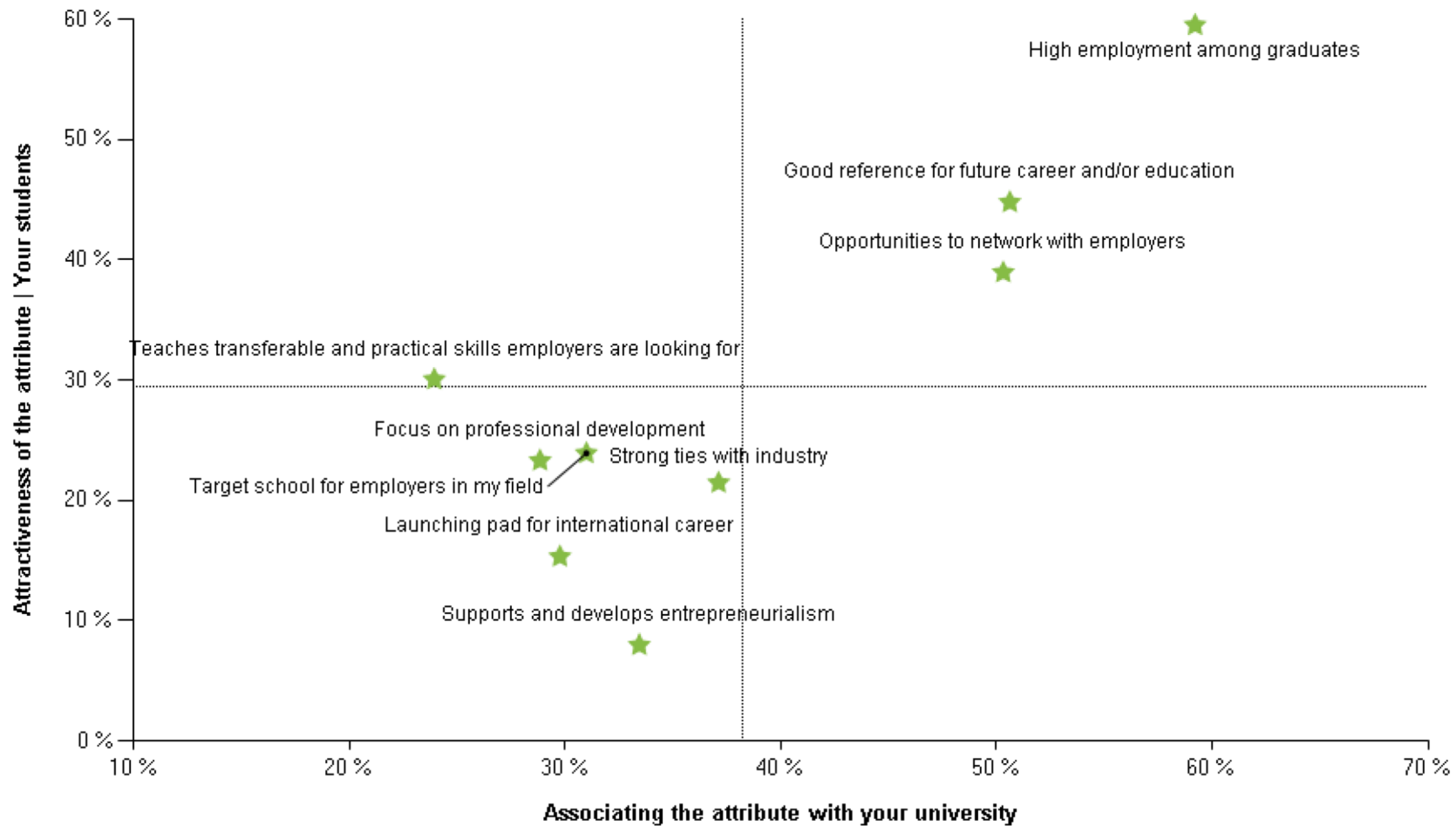
Most frequent associations



? • Which of the following attributes do you associate with your college or university? Select as many as applicable.

Employability & Future Opportunities

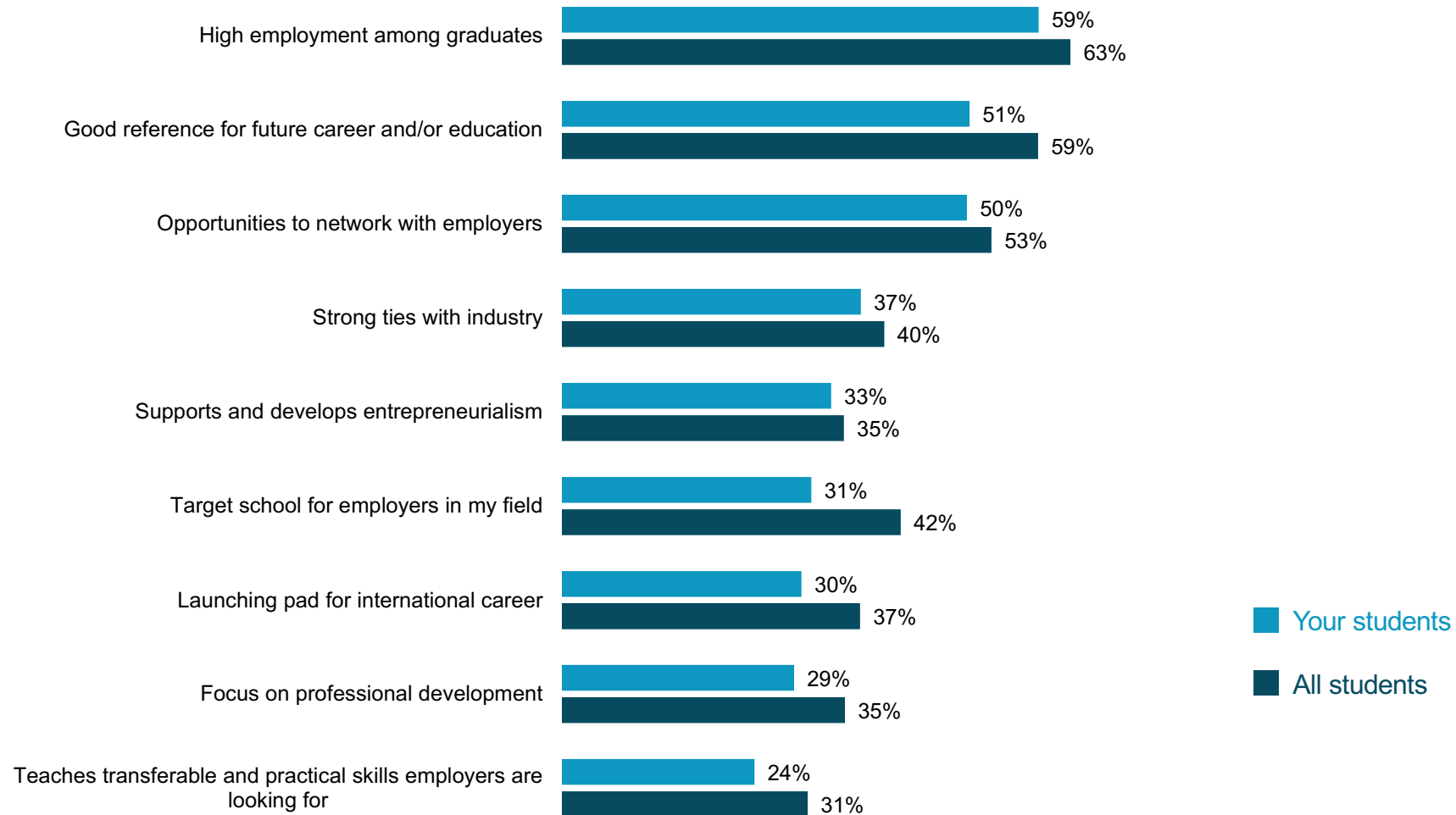
Attractiveness vs. Associations with University of Oulu



- Which of the following attributes do you associate with your college or university? Select as many as applicable.
- Which of these are most important to you? (Max. 3)

Employability & Future Opportunities

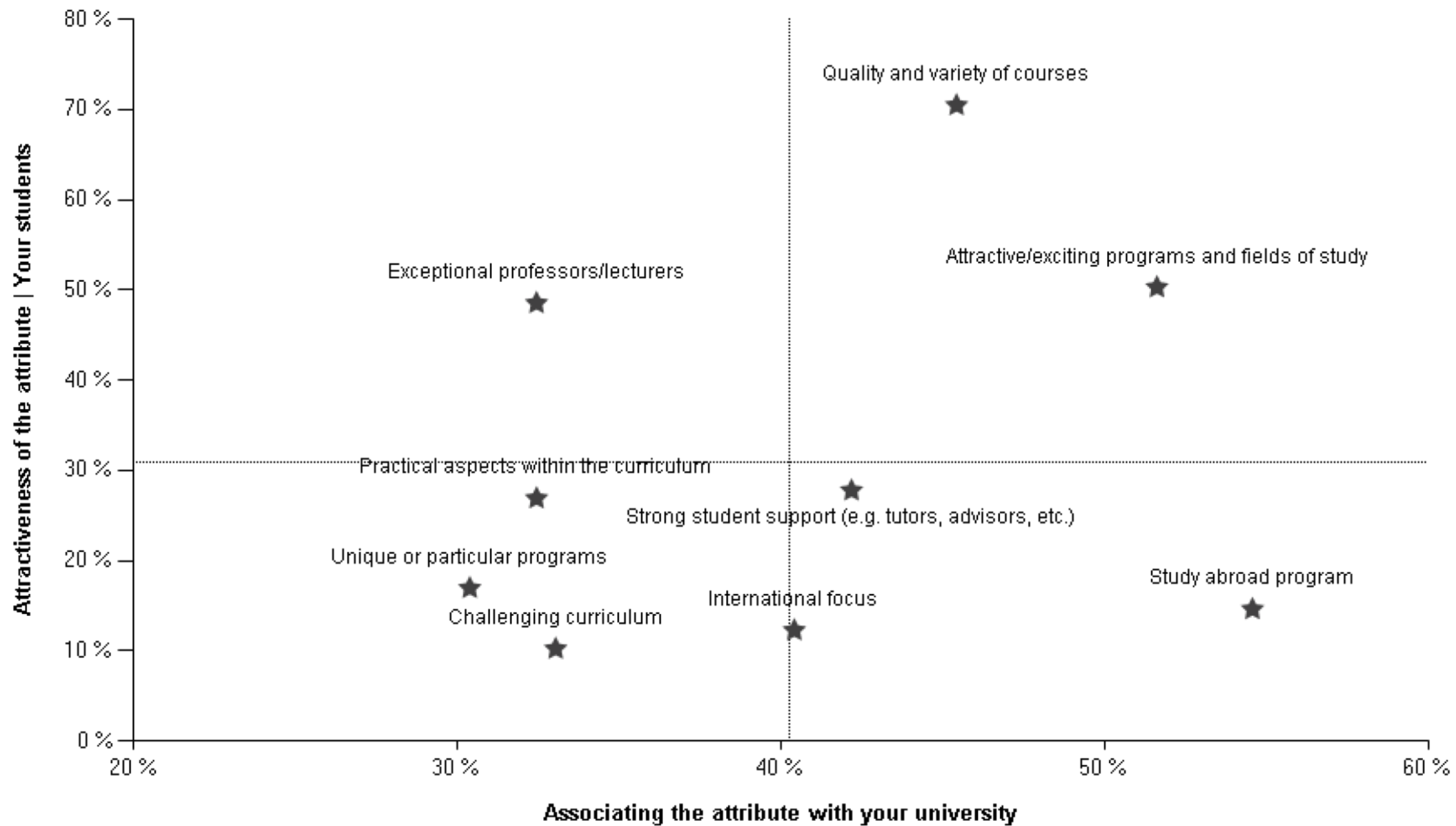
Most frequent associations



? • Which of the following attributes do you associate with your college or university? Select as many as applicable.

Educational Offering

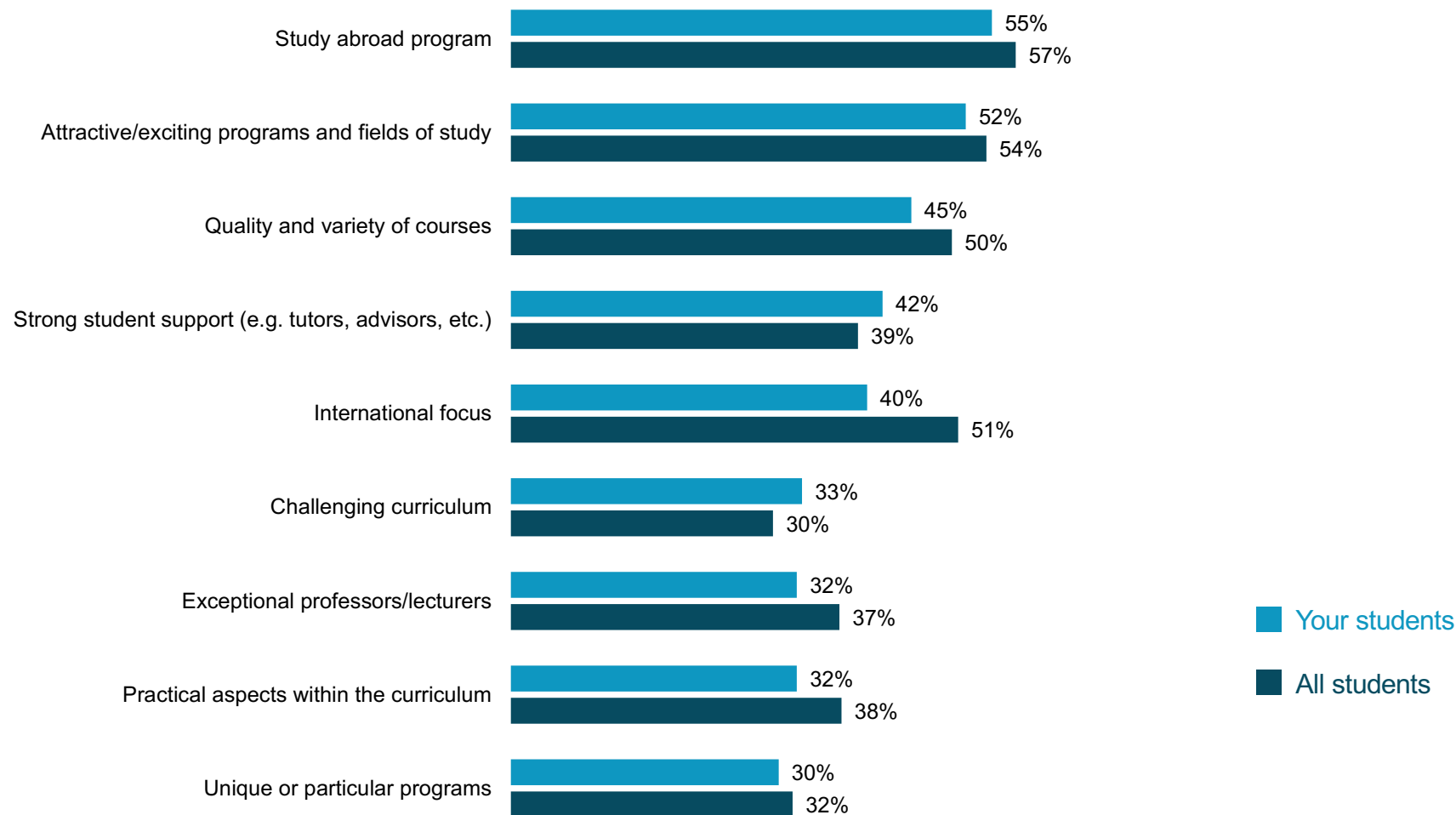
Attractiveness vs. Associations with University of Oulu



- Which of the following attributes do you associate with your college or university? Select as many as applicable.
- Which of these are most important to you? (Max. 3)

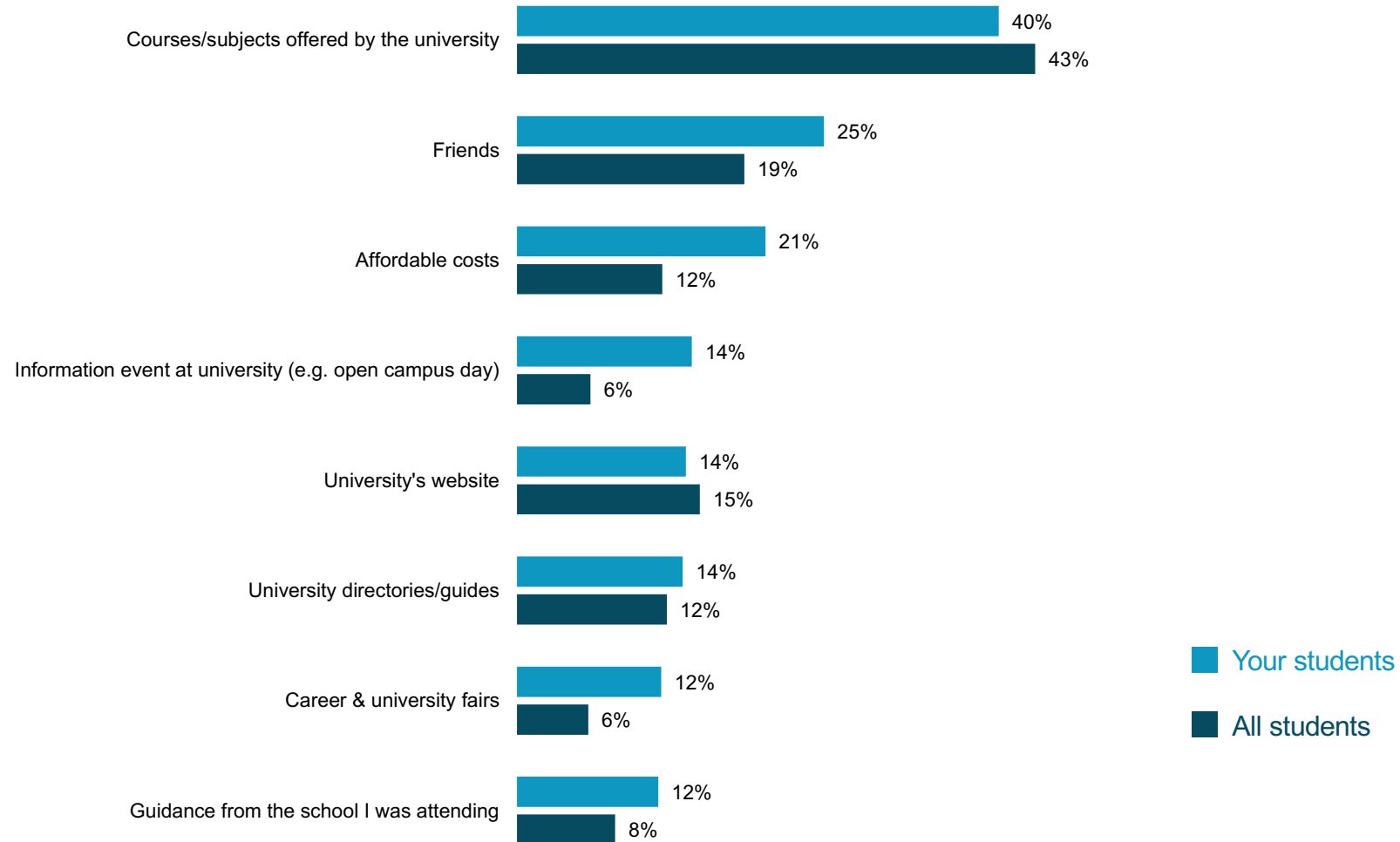
Educational Offering

Most frequent associations



? • Which of the following attributes do you associate with your college or university? Select as many as applicable.

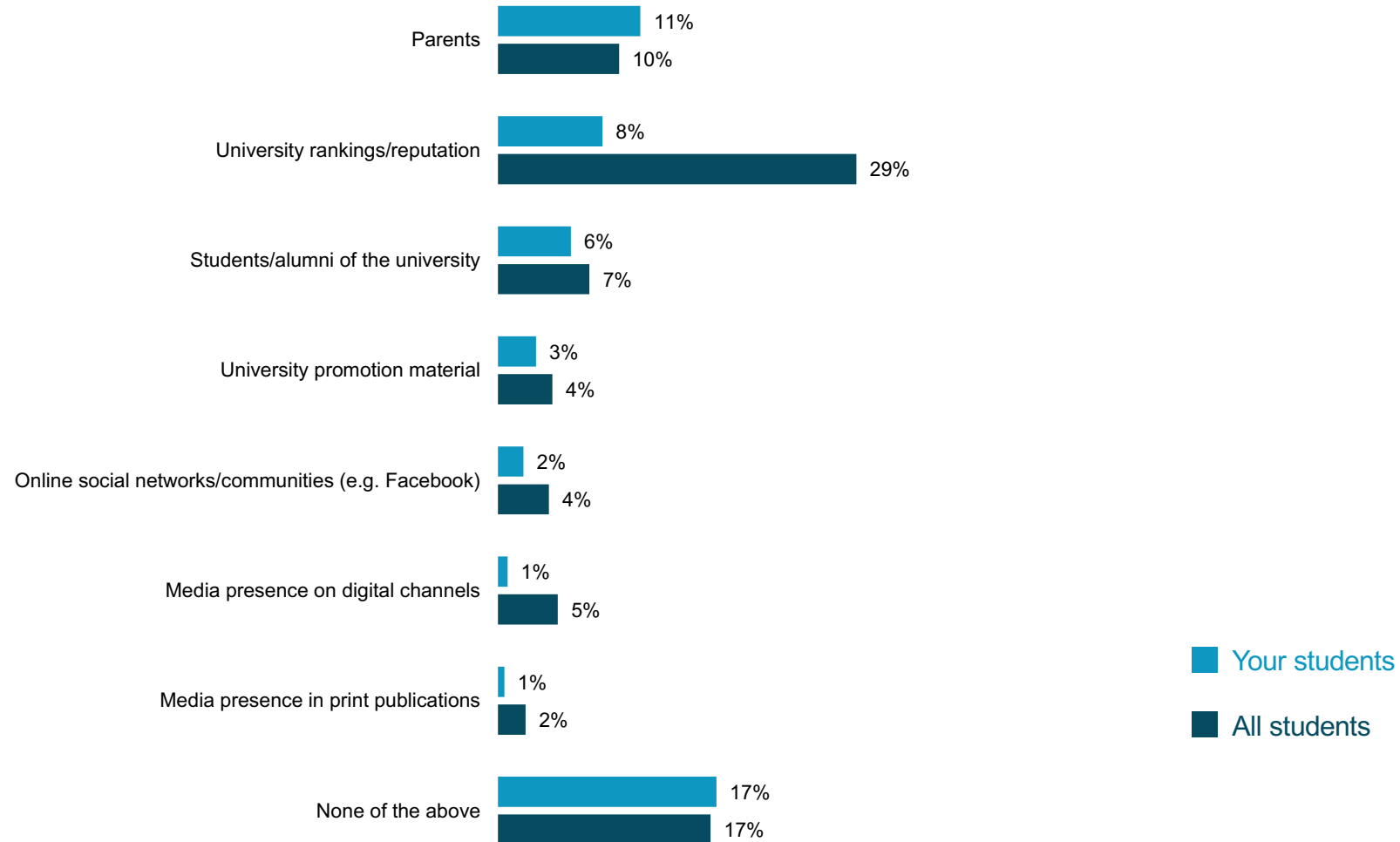
Strongest influence - Your students (1/2)



? • Which of the following influenced you the most to choose your college or university? Please select a maximum of 3 alternatives.

! • The answer choices changed from last year.

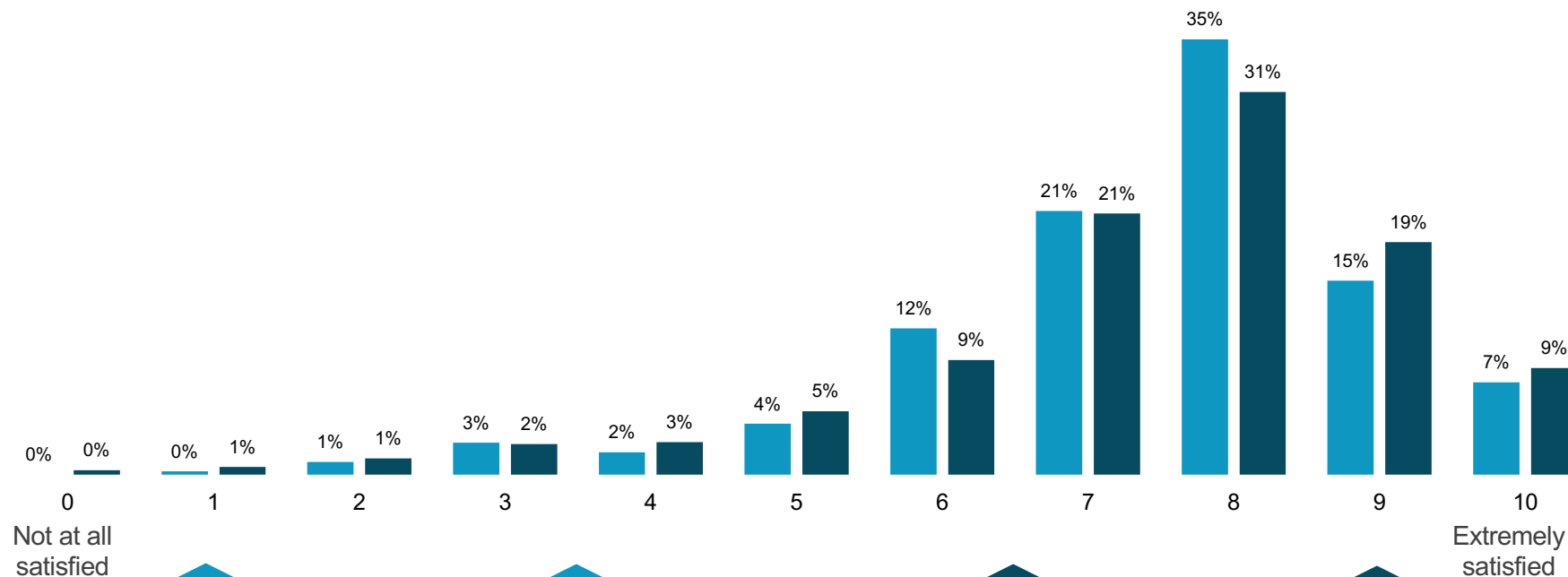
Strongest influence - Your students (2/2)



? • Which of the following influenced you the most to choose your college or university? Please select a maximum of 3 alternatives.

! • The answer choices changed from last year.

University satisfaction



Average rate 2017:
7,4
Your students

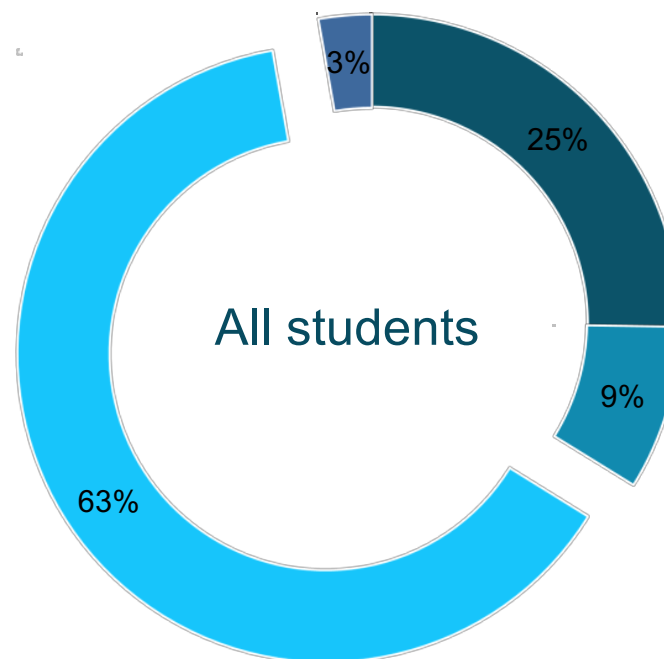
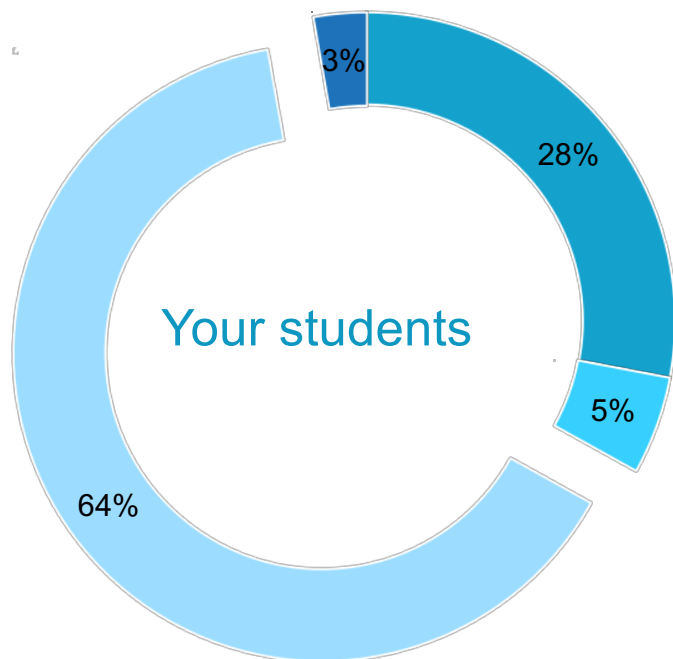
Average rate 2018:
7,5
Your students

Average rate 2017:
7,5
All students

Average rate 2018:
7,4
All students

• How satisfied are you with your college or university? 0 – Not at all satisfied, 10 – Extremely satisfied.

Would talent choose their university again?



- Attend a different college or university within this country
- Attend a college or university abroad
- **Attend the same college or university**
- Seek employment instead of going to college or university

- Attend a different college or university within this country
- Attend a college or university abroad
- **Attend the same college or university**
- Seek employment instead of going to college or university

? • If you were to restart your studies, what would you do? Please select your most preferred option.

Top universities when reconsidering the choice of university - Your students

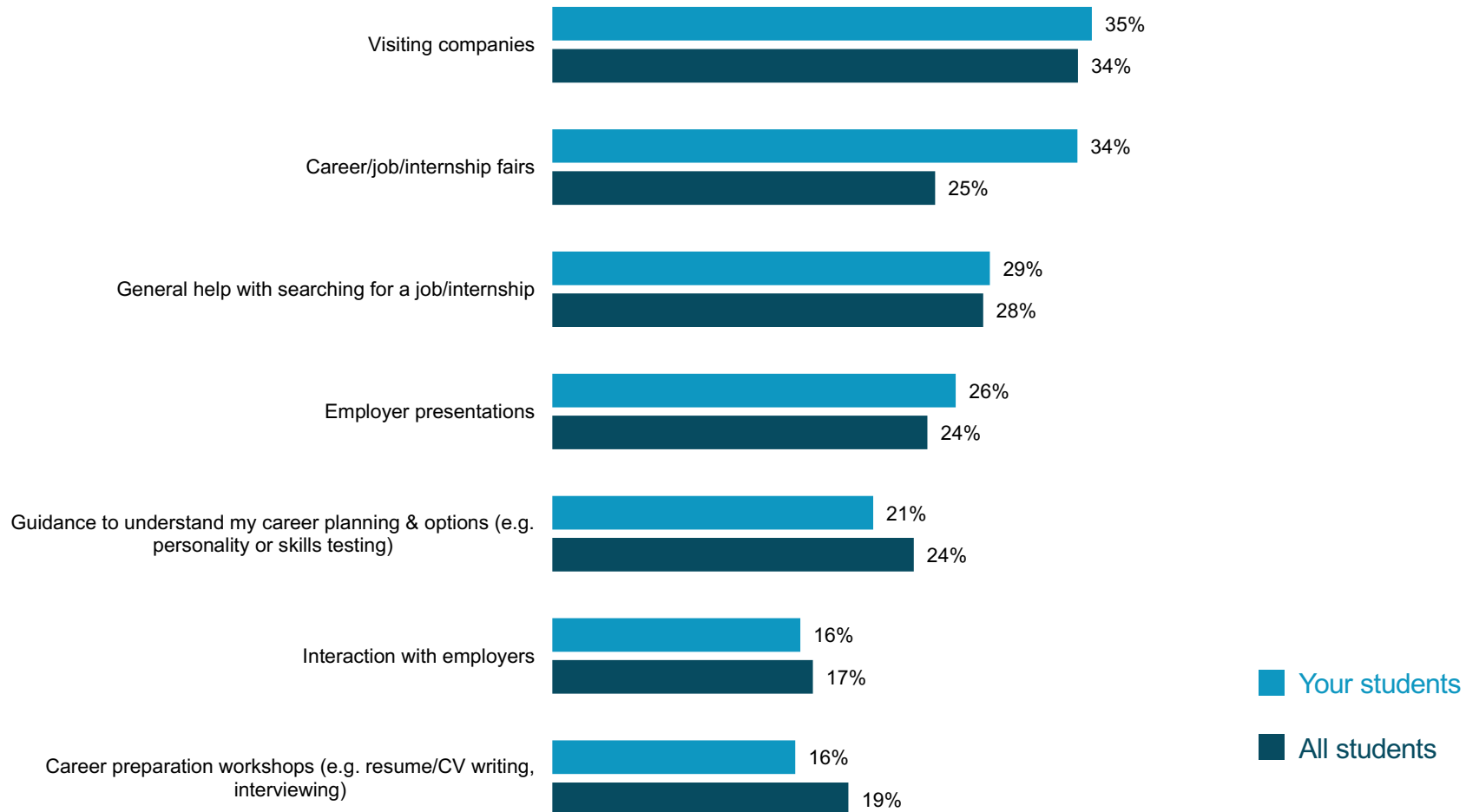
University	Rank	Percent
Aalto University	1	22%
University of Helsinki	2	15%
University of Oulu	3	14%
Tampere University of Technology	4	13%
University of Jyväskylä	5	8%
University of Lapland	6	7%
University of Turku	6	7%
Oulu University of Applied Sciences	8	4%
University of Eastern Finland	8	4%
University of Vaasa	10	3%

33%

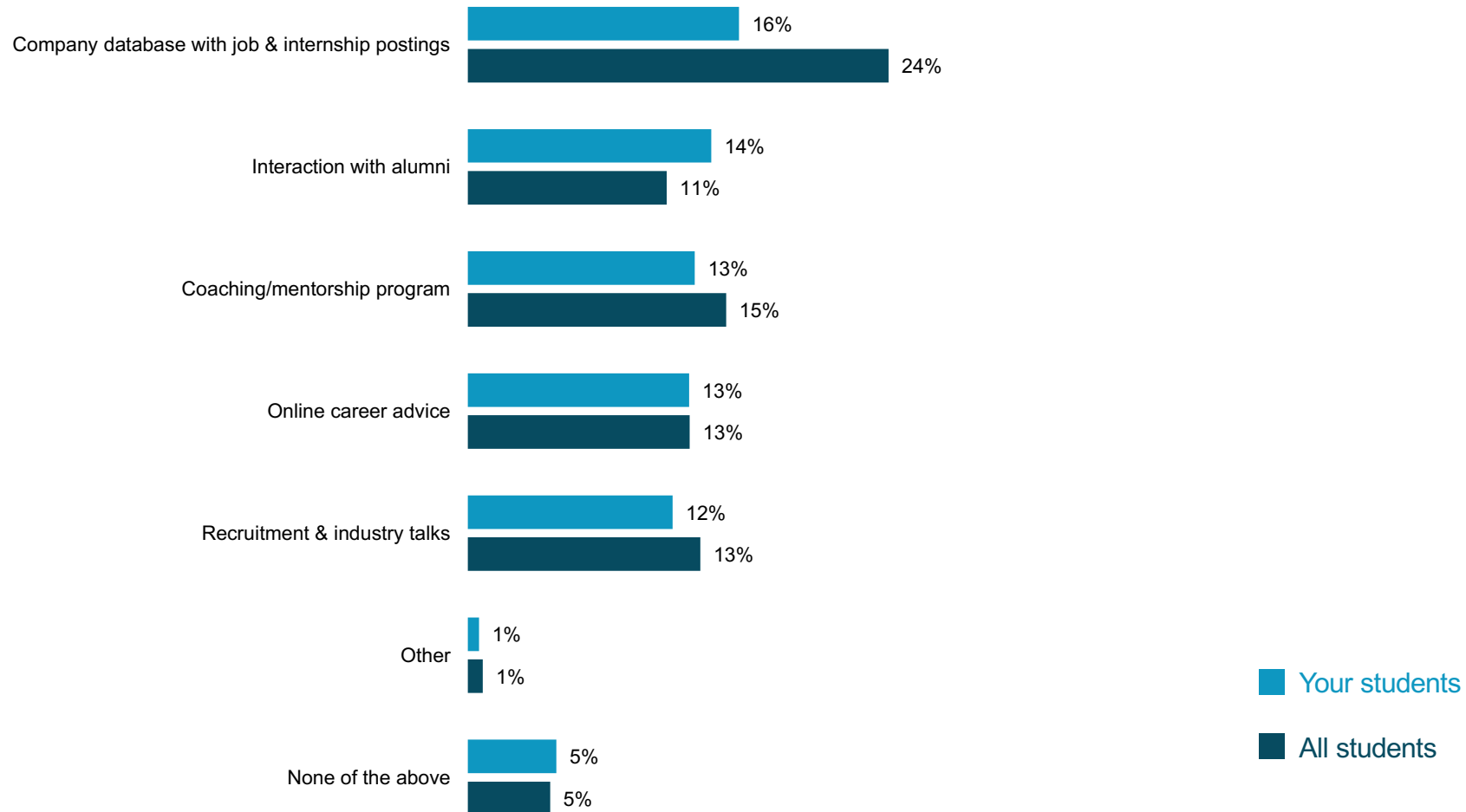
said they would choose another university if they were to restart their studies at any college or university.

The most preferred are presented in the table.

The most important career services (1/2)

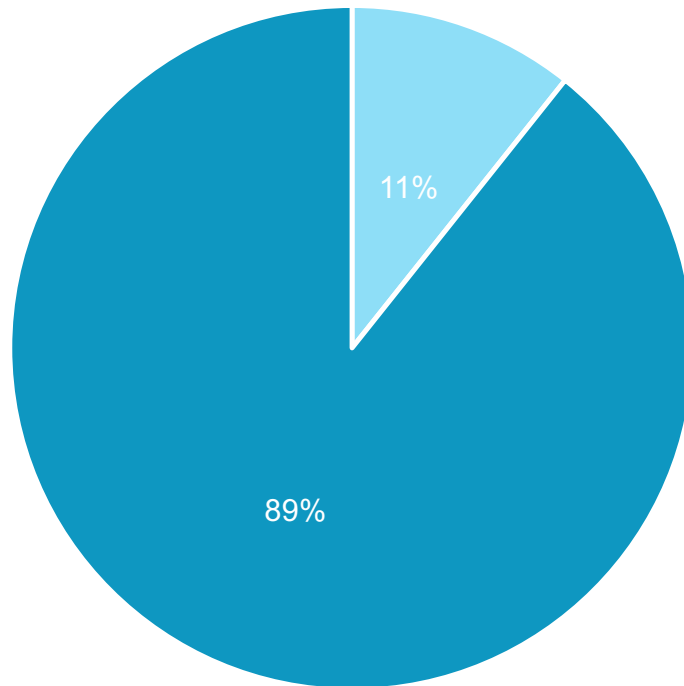


The most important career services (2/2)



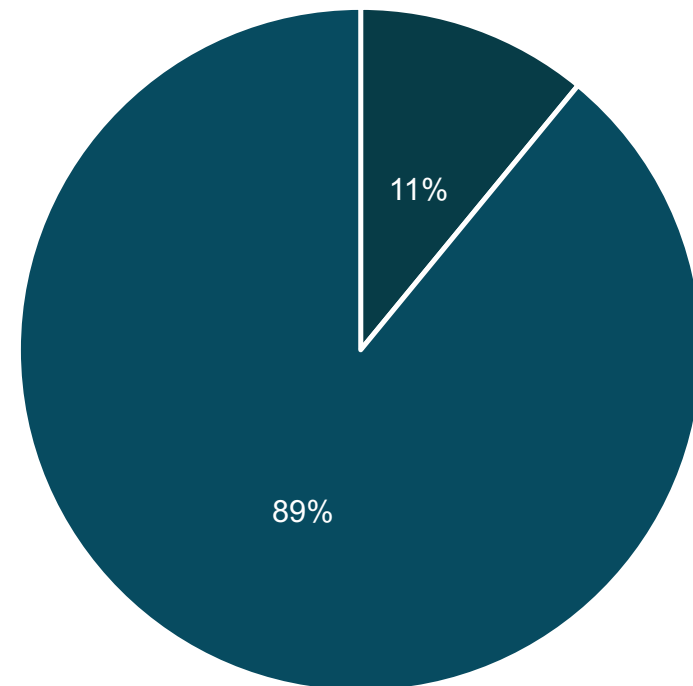
General usage of career services

Your students



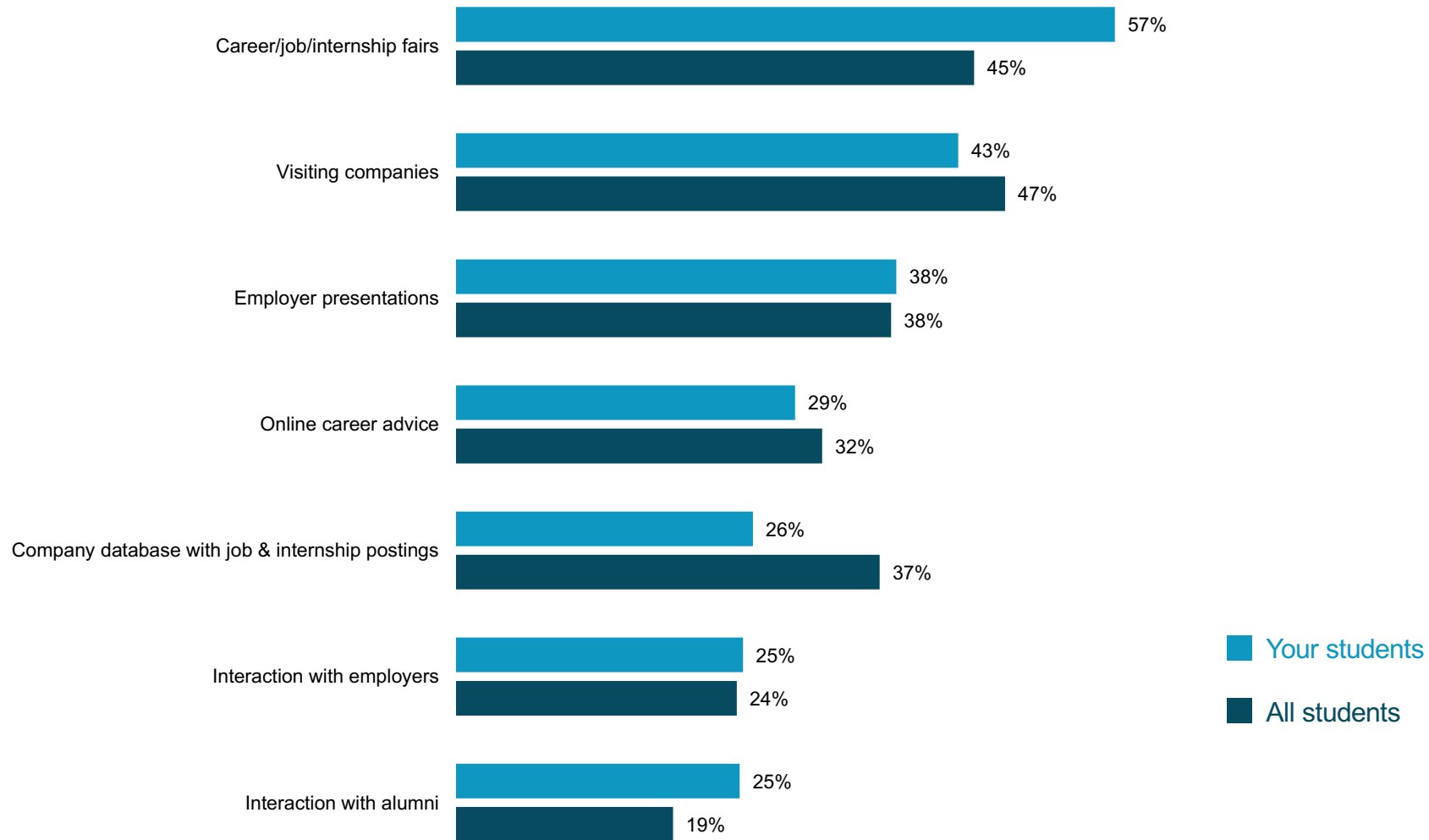
- Share of students using one or more career services at their university
- Share of students not using any career service at their university

All students



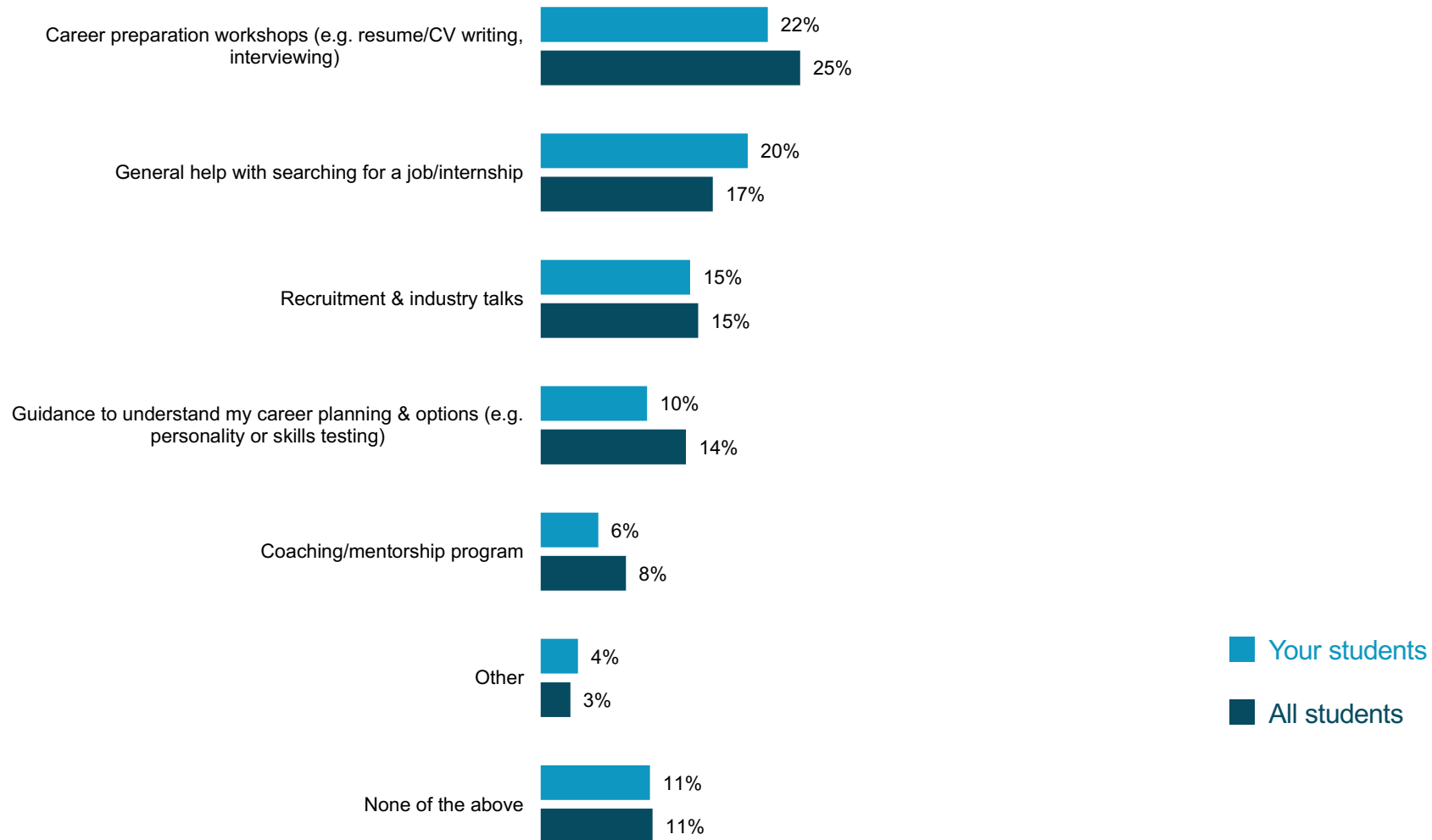
- Share of students using one or more career services at their university
- Share of students not using any career service at their university

Which career services are being used? (1/2)



? • Which of these career services have you used at your college or university? Select as many as applicable.

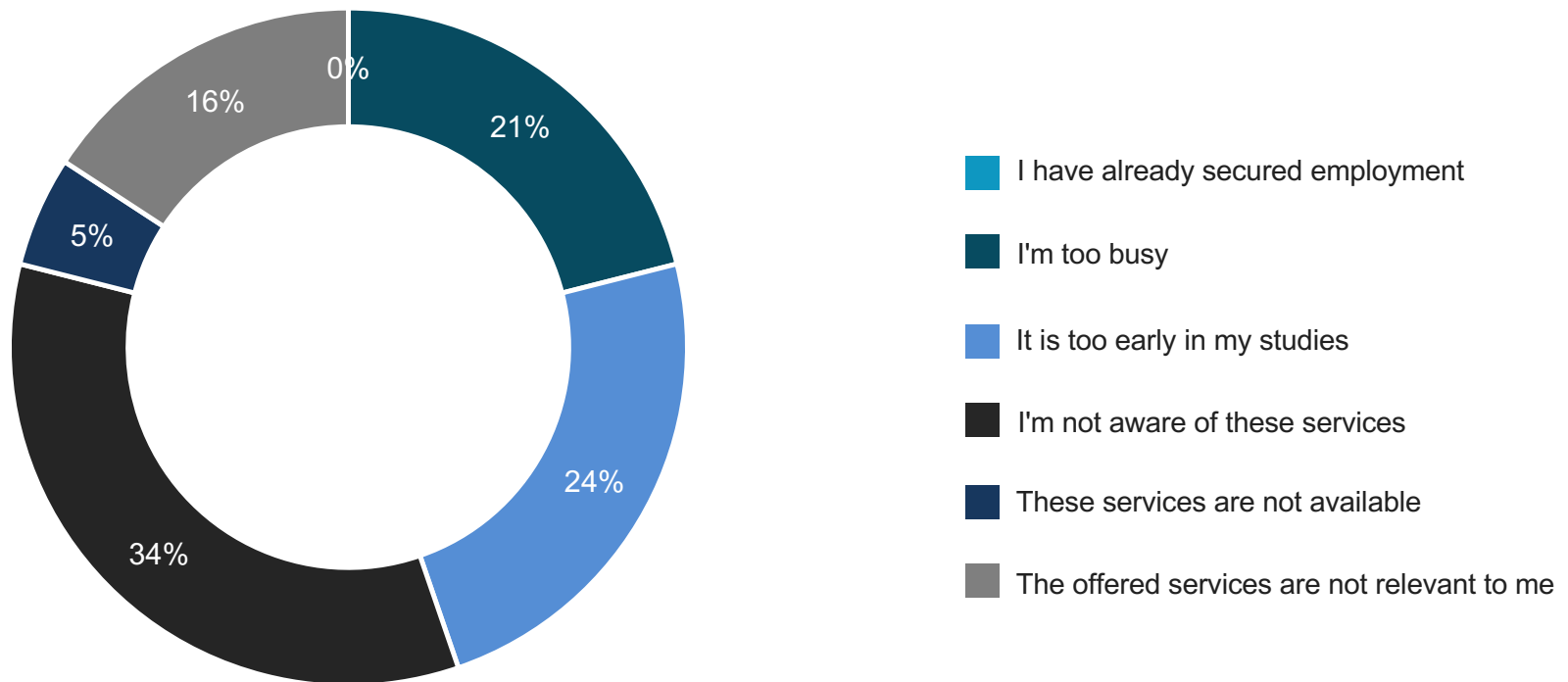
Which career services are being used? (2/2)



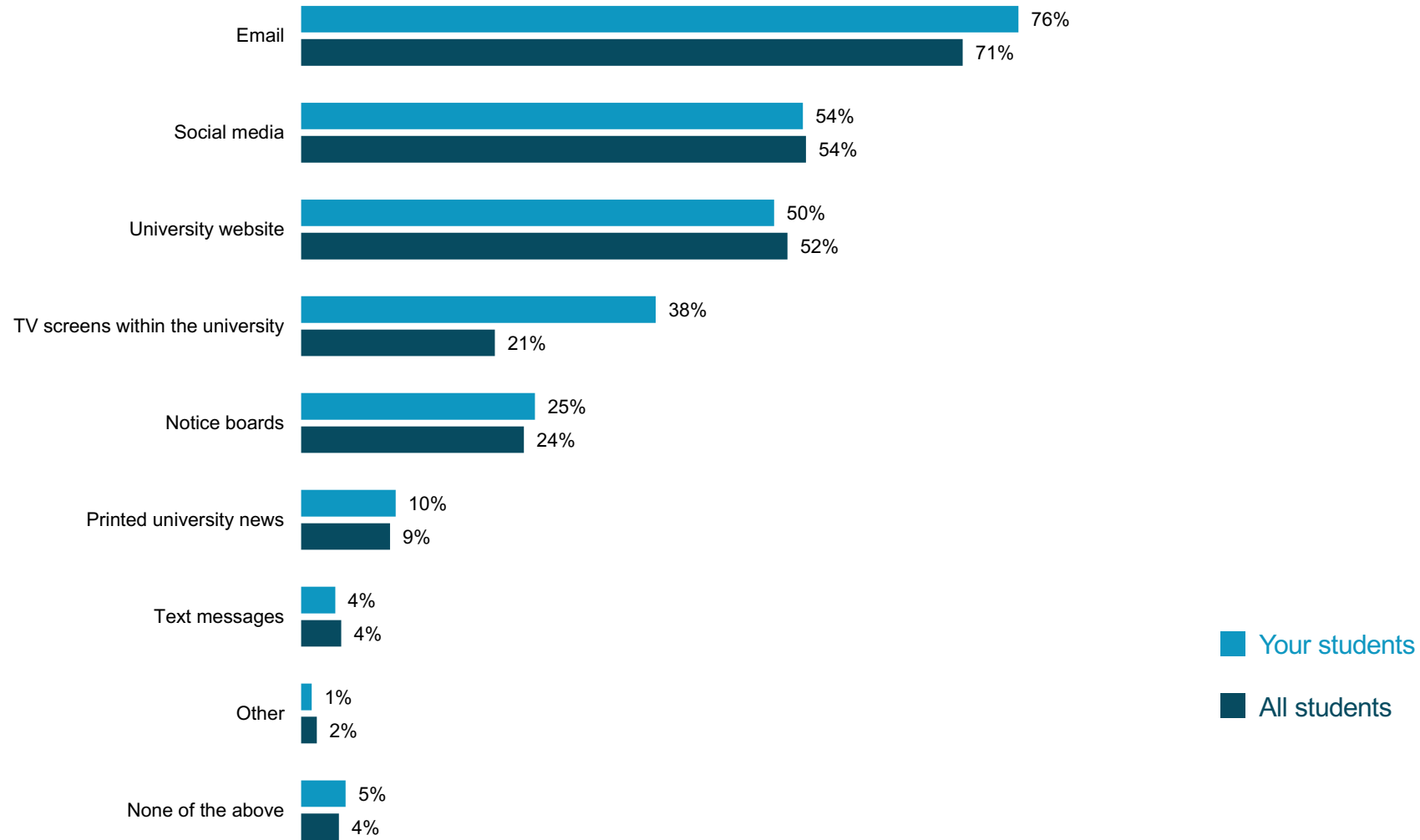
? • Which of these career services have you used at your college or university? Select as many as applicable.

Reasons why career services are not used

Your students

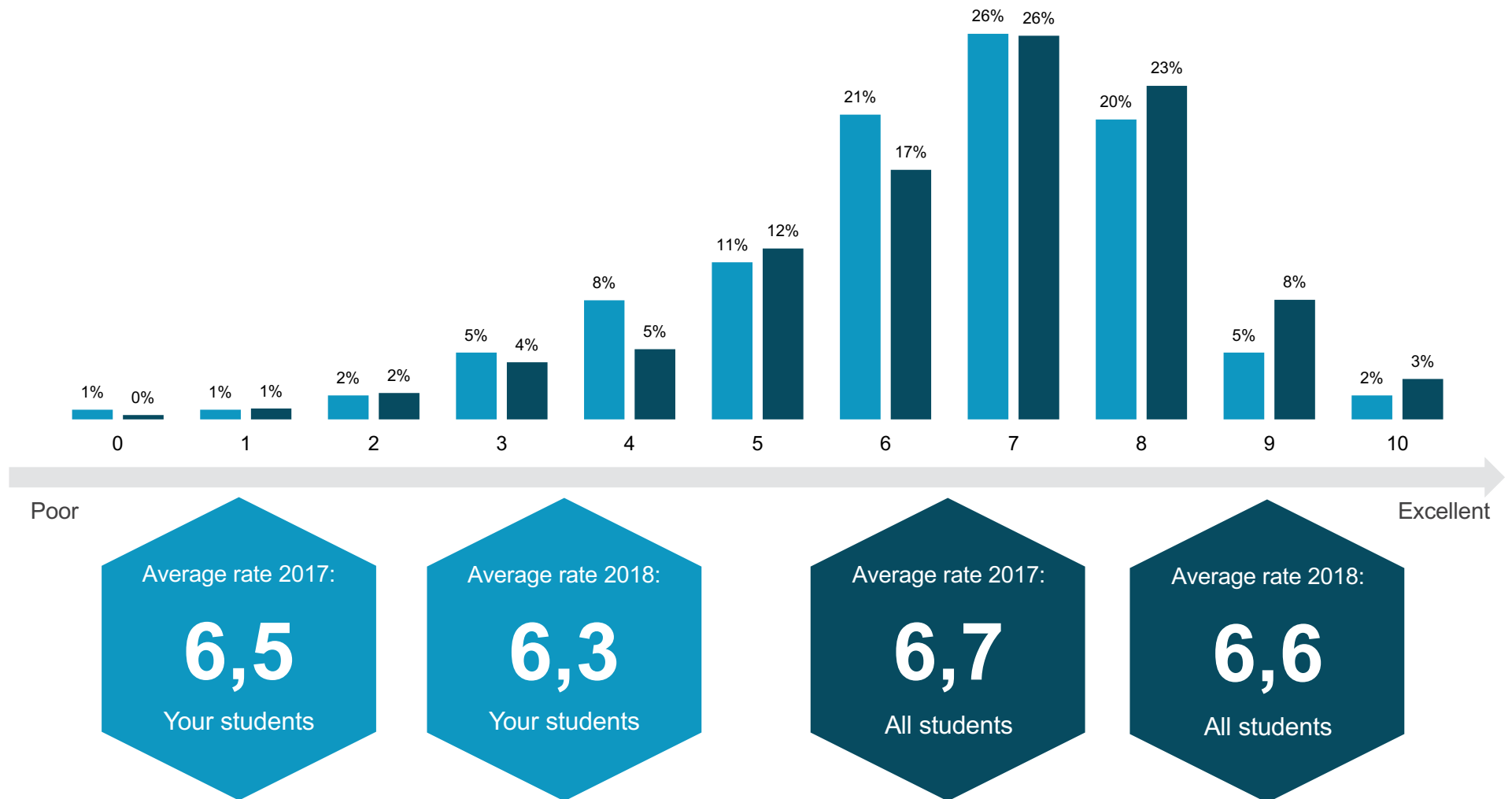


Recommended channels for career service information



? • On which channels would you like to receive information from your career service? Please select as many as applicable.

Career services satisfaction



Agenda

- 1 INTRODUCTION
- 2 EMPLOYABILITY & TALENT PROFILE
- 3 UNIVERSITY BRAND PERCEPTION
- 4 COMMUNICATION**

This chapter focuses on the communication behaviour of today's talent.

Our research proves that the more focused employers are in their communication, the more likely they are to engage their target group.

The Universum Communication Channel Framework

PRINT

- Brochures presenting career possibilities at a company/organisation
- Career magazines/guides/books
- Direct mailings via post
- Employer advertisements in business magazines
- Employer advertisements in lifestyle magazines & other periodicals
- Employer advertisements in newspapers
- University press & student organisation publications



DIGITAL

- Blogs
- Career and job related apps
- Career guidance websites
- Employer advertisements on news/business-related websites
- Employer sponsored posts in social media
- Employer websites
- Online job boards
- Live online events with employers
- Social media
- Targeted emails



IN-PERSON

- Career fairs
- Conferences arranged and hosted by employers
- Employer office/site visits
- Employer presentations on campus
- Informational interviews with employers
- Lectures/case studies as part of curriculum
- Skills training sessions organised by employers



OTHER CHANNELS

- Employer advertisements on the radio
- Employer advertisements on TV
- Outdoor/billboard advertising



Best campus recruiting activities

Your students



All students



Best recruiting event

Your students

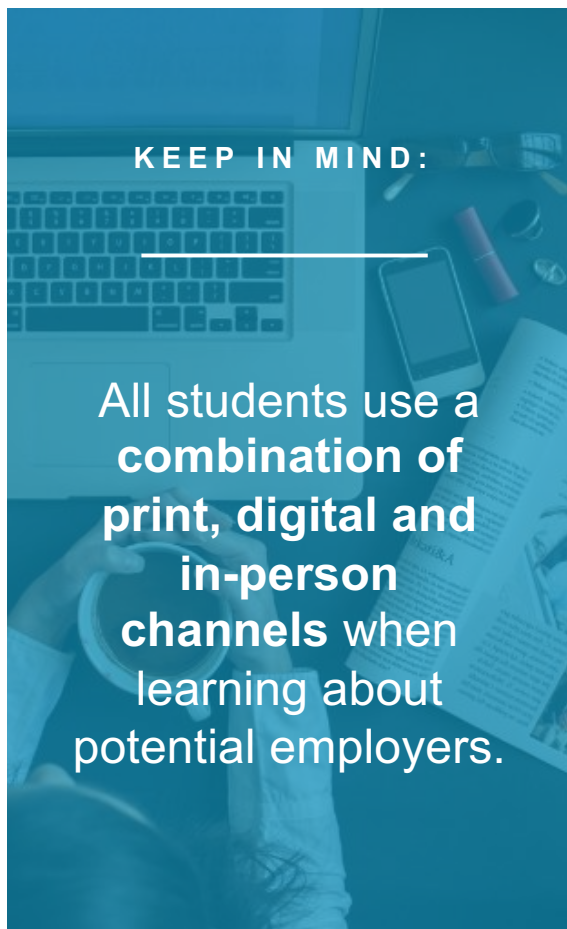


All students



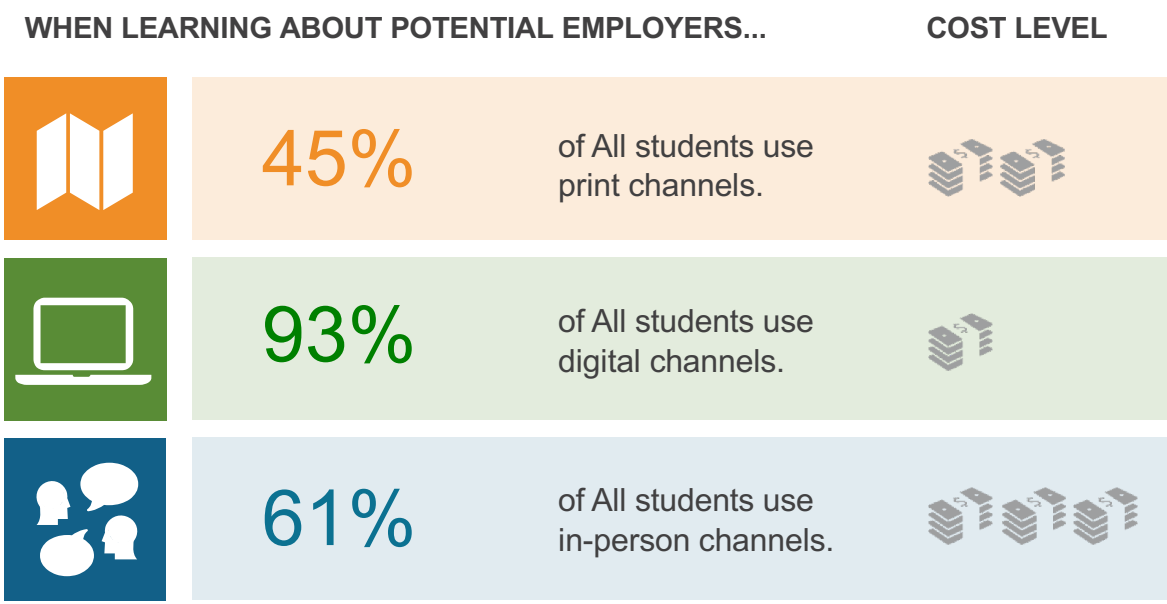
Talent behaviour across different types of channels

All students



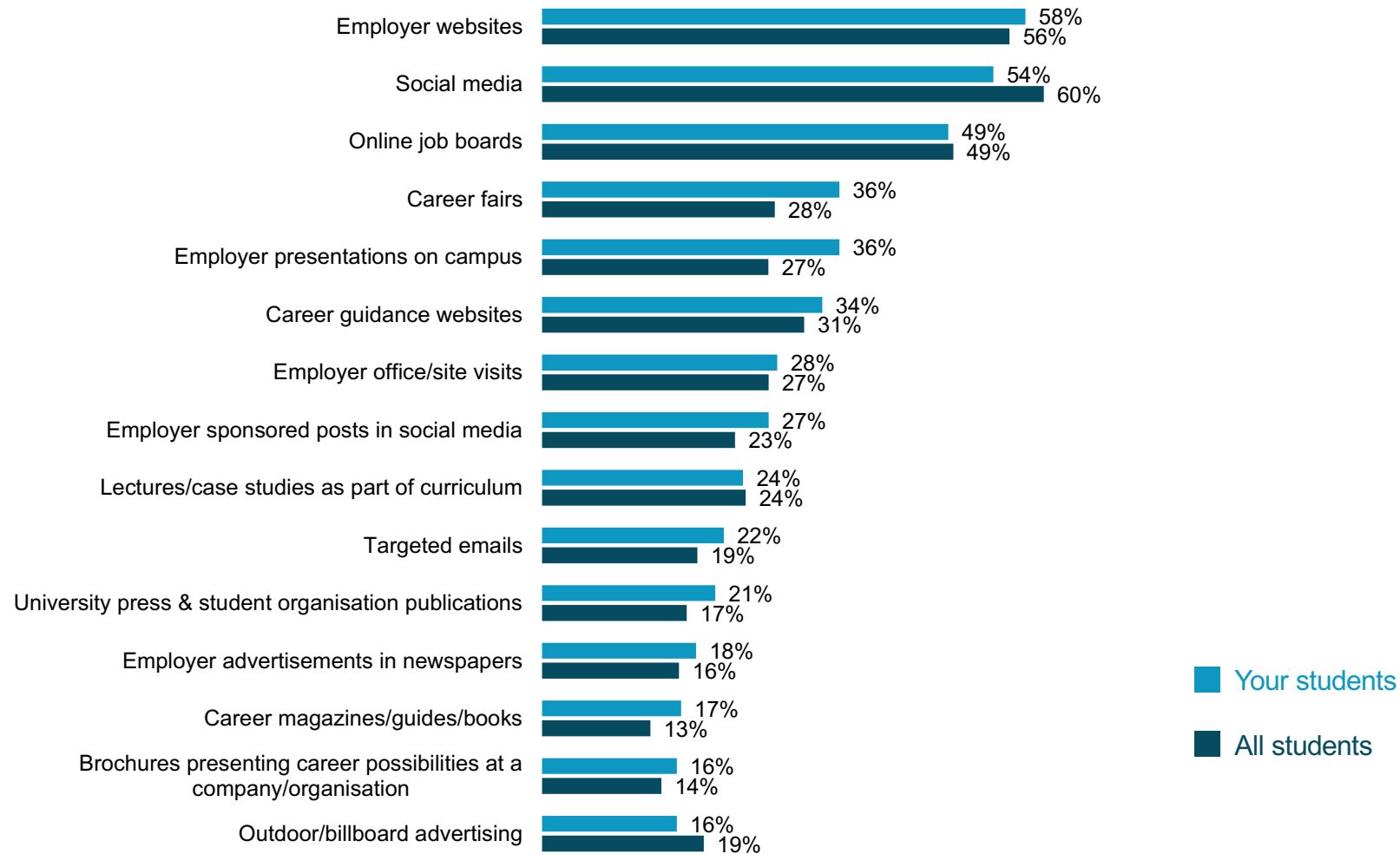
On average, All students use **5** different channels to find information about employers.

Different channels have **different costs!**



? • Which channels do you use in general to learn about potential employers? Choose as many as applicable.

Communication channels – Top 15



Top channels students use to learn about employers

All students

Print

1. University press & student organisation publications
2. Employer advertisements in newspapers
3. Brochures presenting career possibilities at a company/organisation
4. Career magazines/guides/books
5. Employer advertisements in lifestyle magazines & other periodicals

Digital

1. Social media
2. Employer websites
3. Online job boards
4. Career guidance websites
5. Employer sponsored posts in social media

In-Person

1. Career fairs
2. Employer office/site visits
3. Employer presentations on campus
4. Lectures/case studies as part of curriculum
5. Conferences arranged and hosted by employers

Other channels

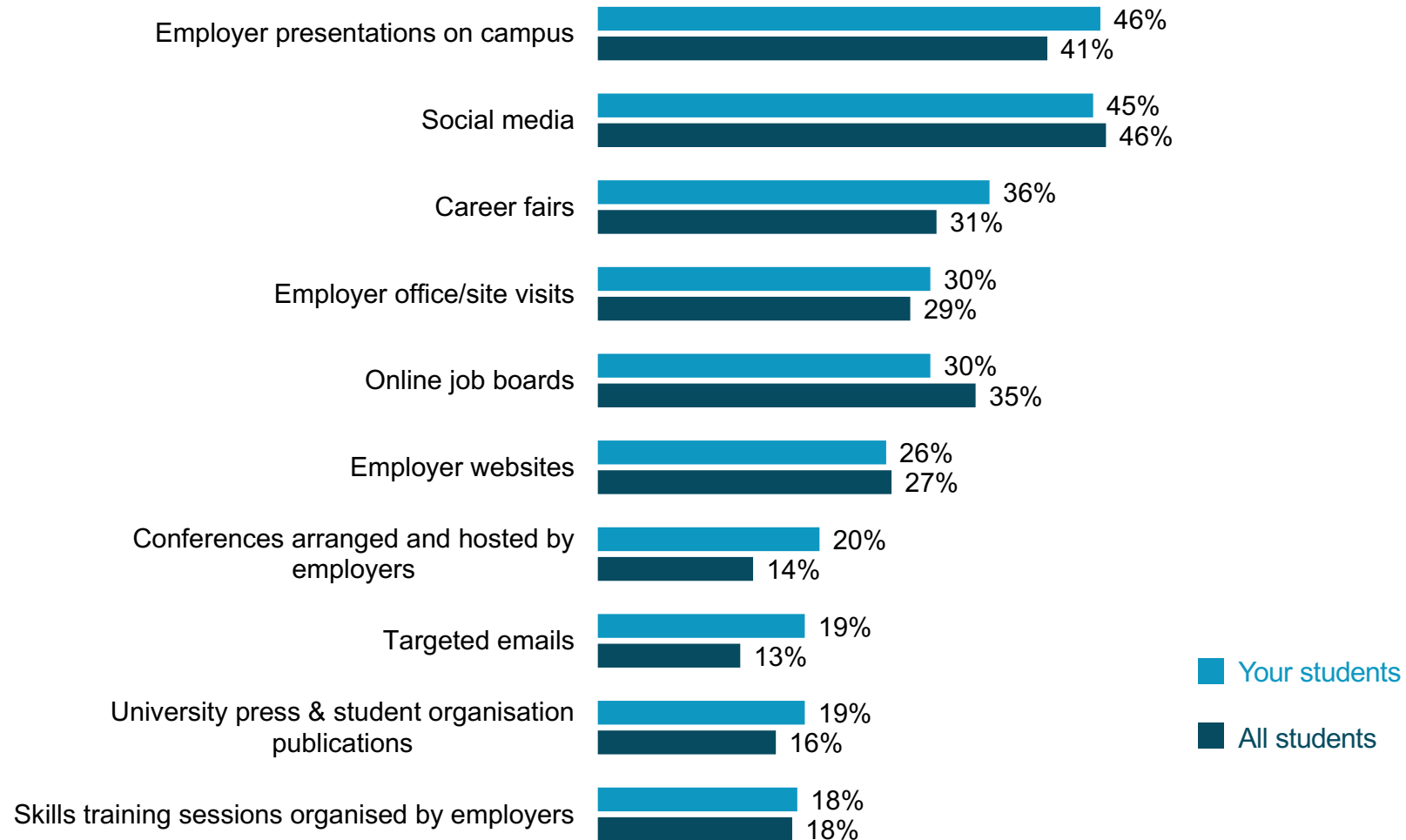
1. Outdoor/billboard advertising
2. Employer advertisements on TV
3. Employer advertisements on the radio



• Which channels do you use in general to learn about potential employers?

• This slide shows the top 5 communication channels.
• With 'Other Channels' there are only 3 answer choices available, a Top 5 is therefore not available.

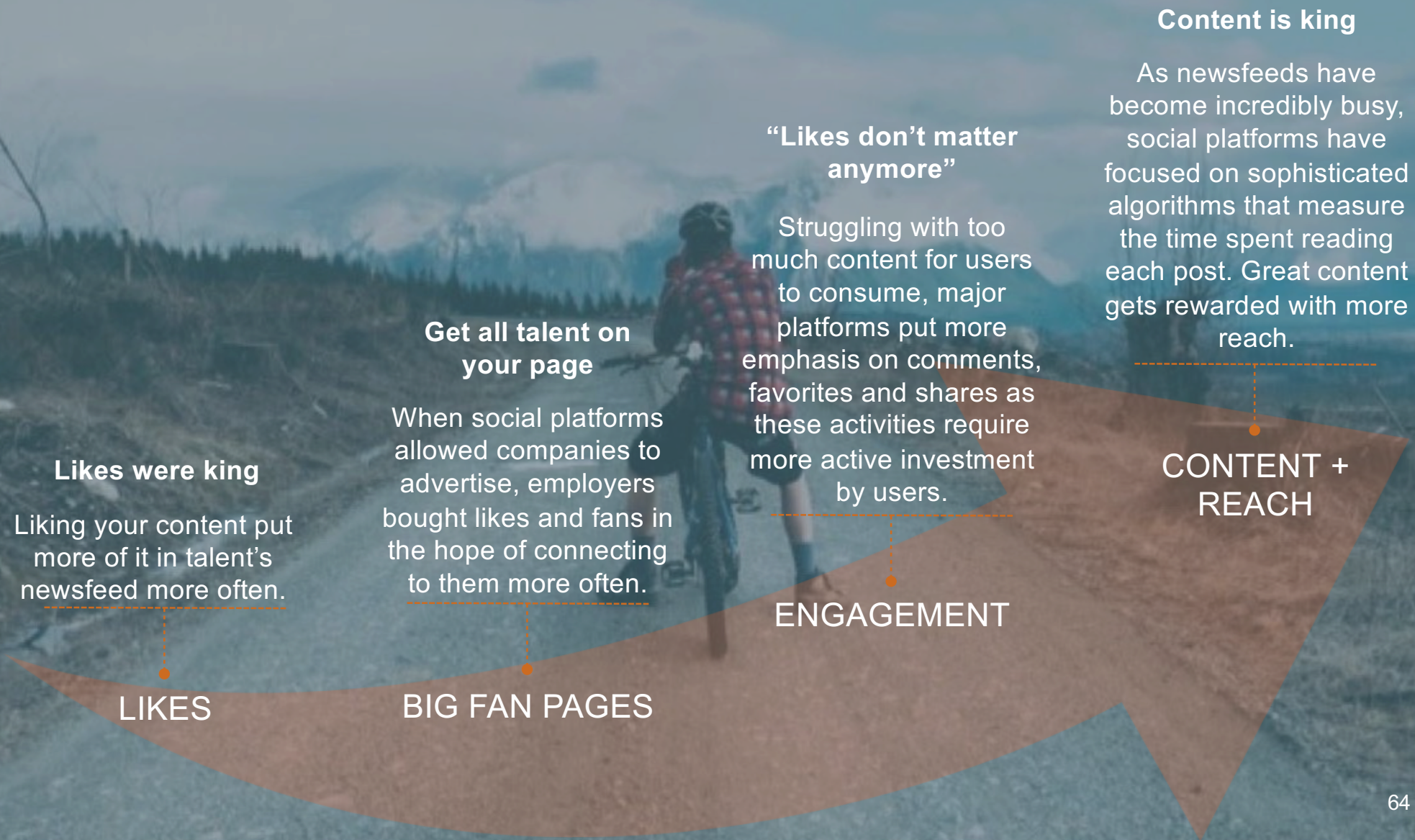
Top channels employers should use more



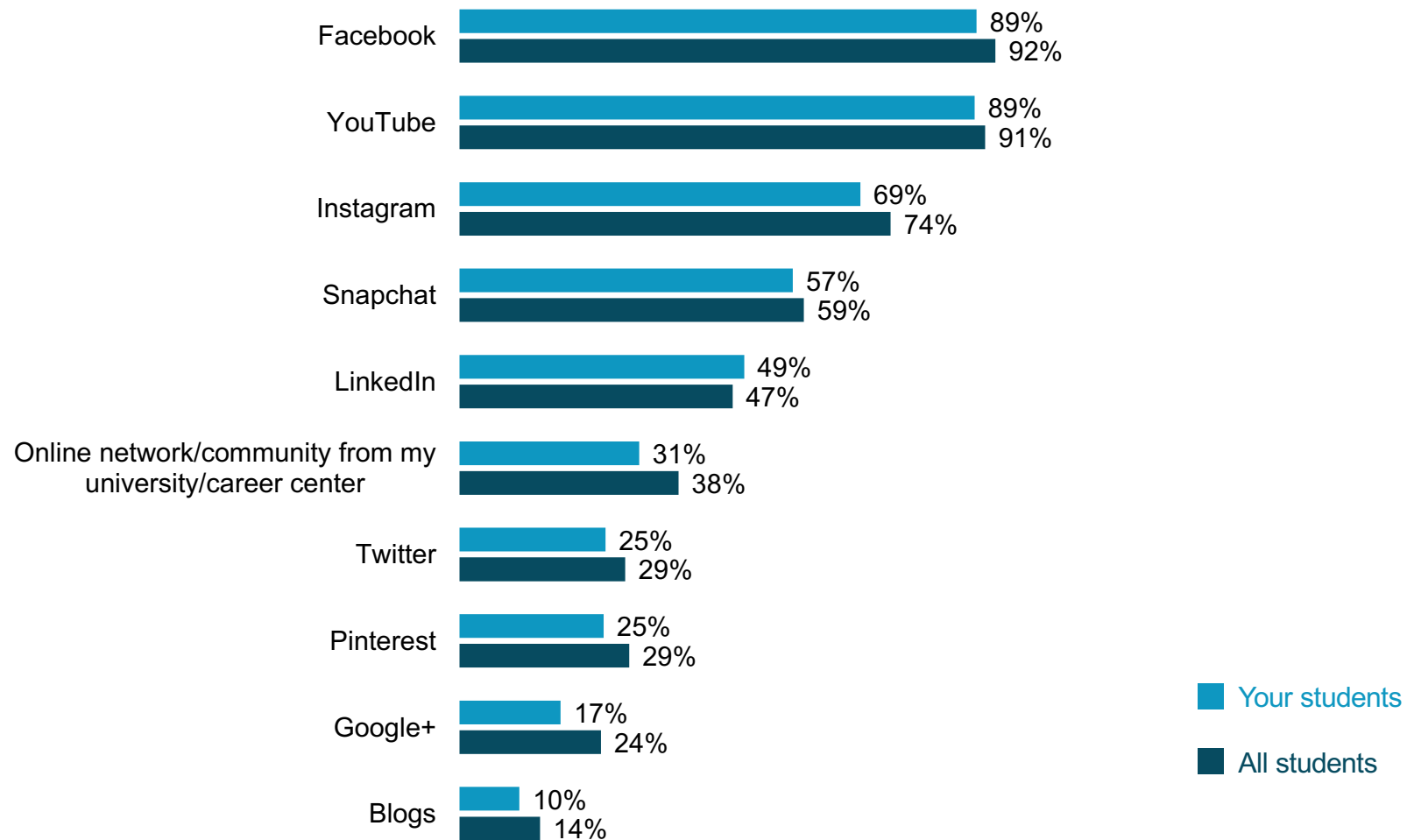
• In which channels do you think employers should invest more time and money to communicate with you?

• Only includes the Top 10 channels.

Social media measurement has become more sophisticated



Most used online platform 2018



The employers with the best social media

Your students



All students



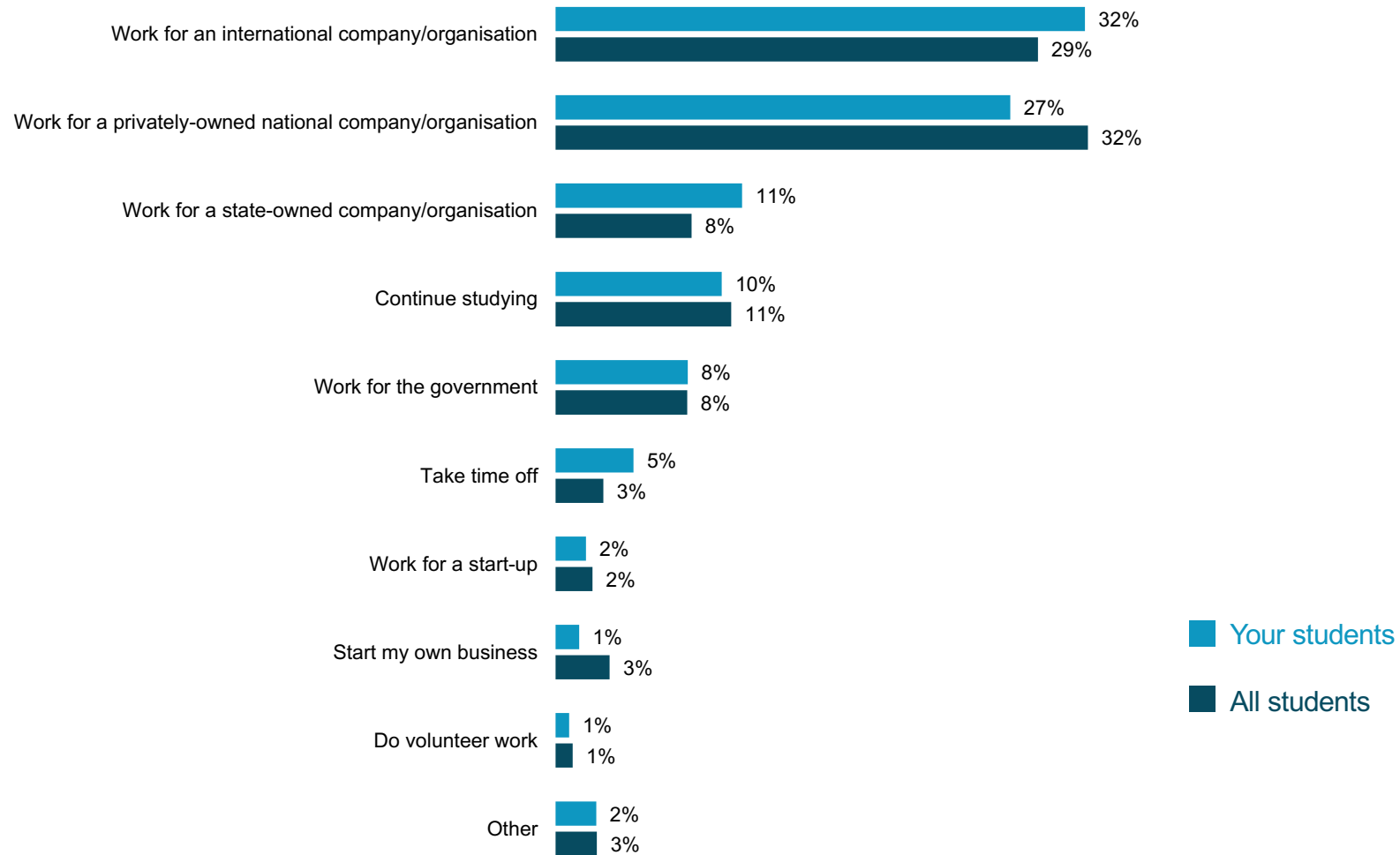
Agenda

- 1 INTRODUCTION
- 2 EMPLOYABILITY & TALENT PROFILE
- 3 UNIVERSITY BRAND PERCEPTION
- 4 COMMUNICATION
- 5 CAREER & EMPLOYER PREFERENCES**

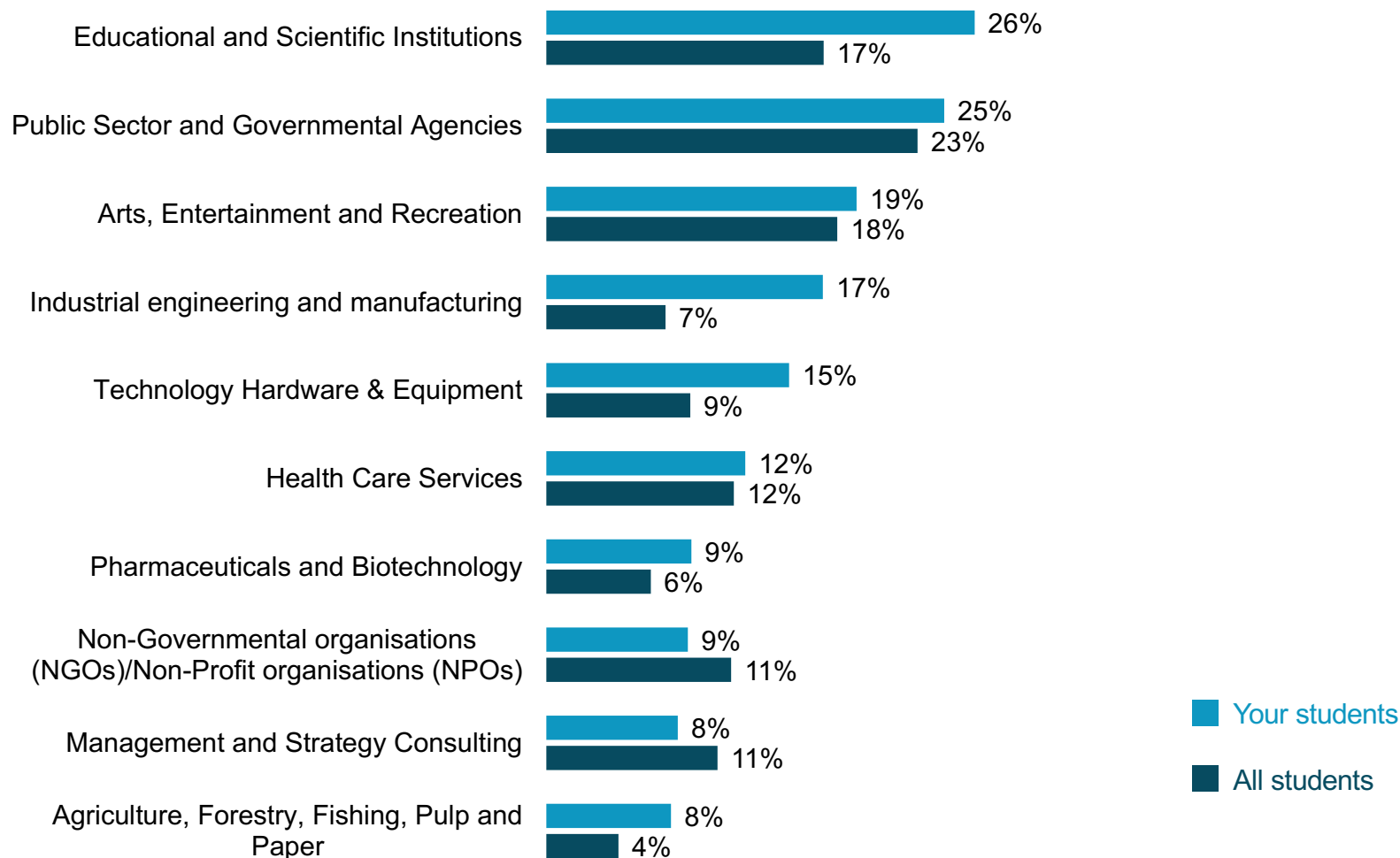
This chapter covers the career goals and career preferences of your talent.

It focuses on those employer attribute which are attractive to your talent, as well as their preferred choice of employers.

After graduating



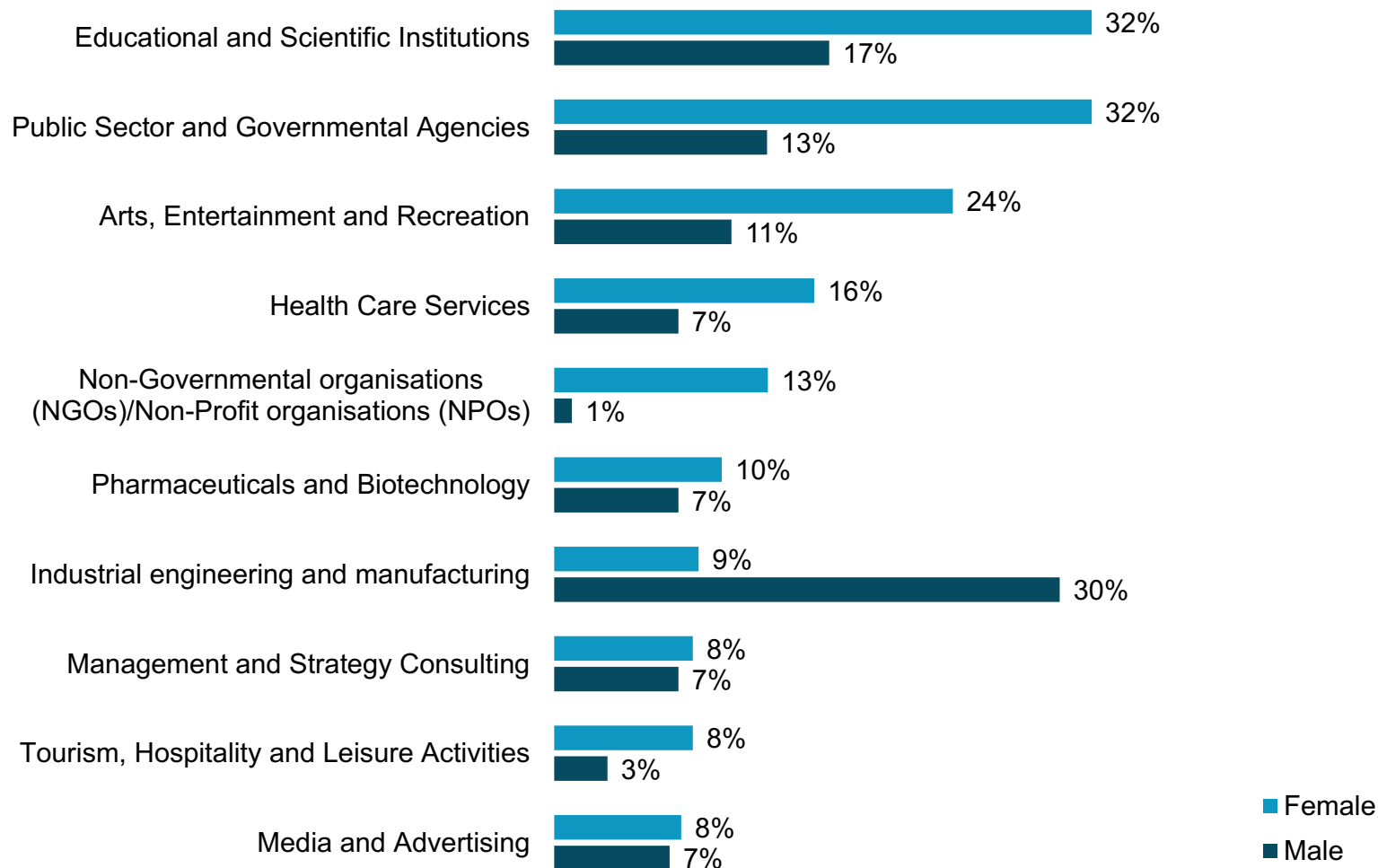
Most preferred industries



• In which industry or industries would you most like to work after graduating? You can choose up to 3 industries.

Most preferred industries - Gender comparison

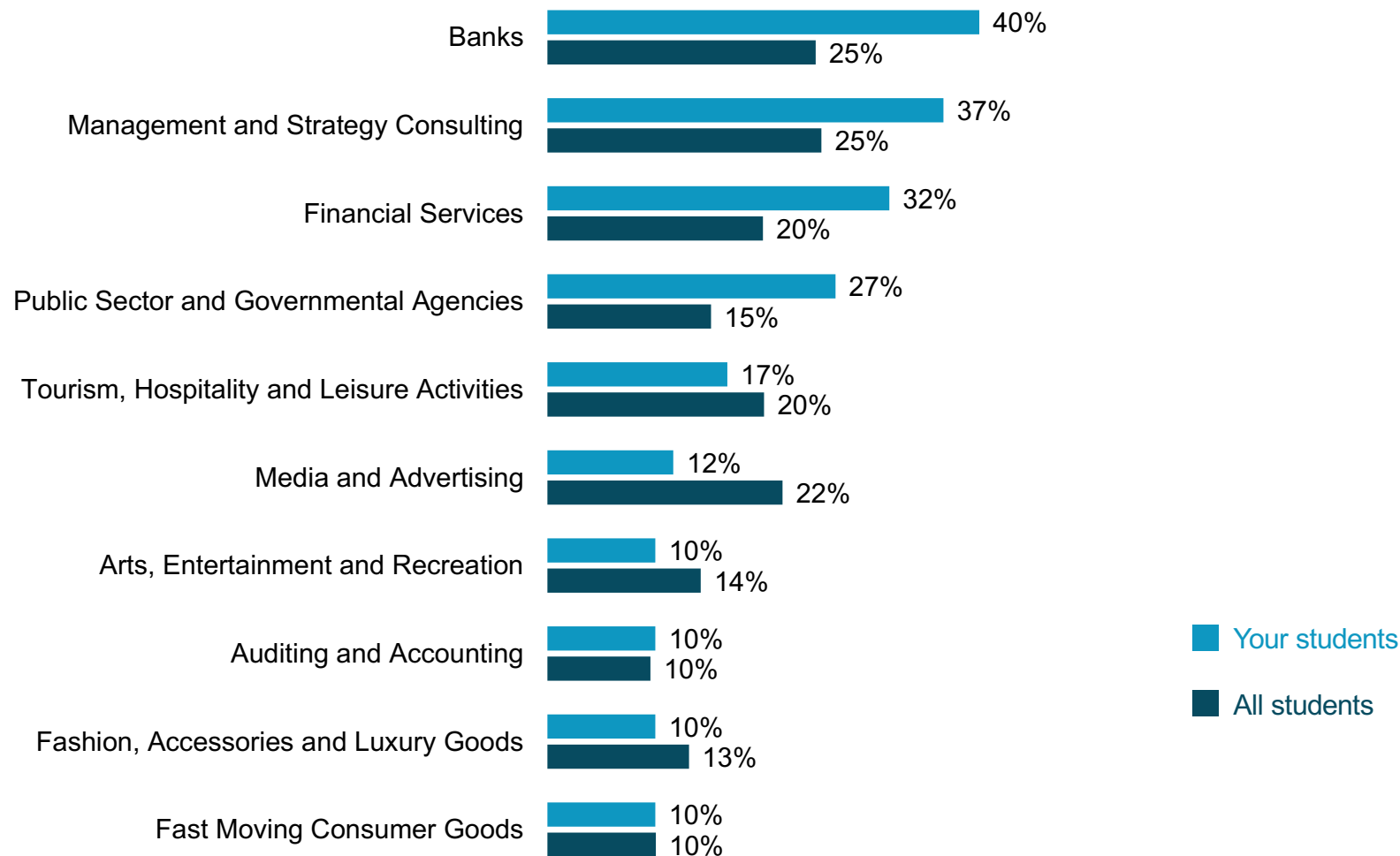
Your students



• In which industry or industries would you most like to work after graduating? You can choose up to 3 industries.

Most preferred industries

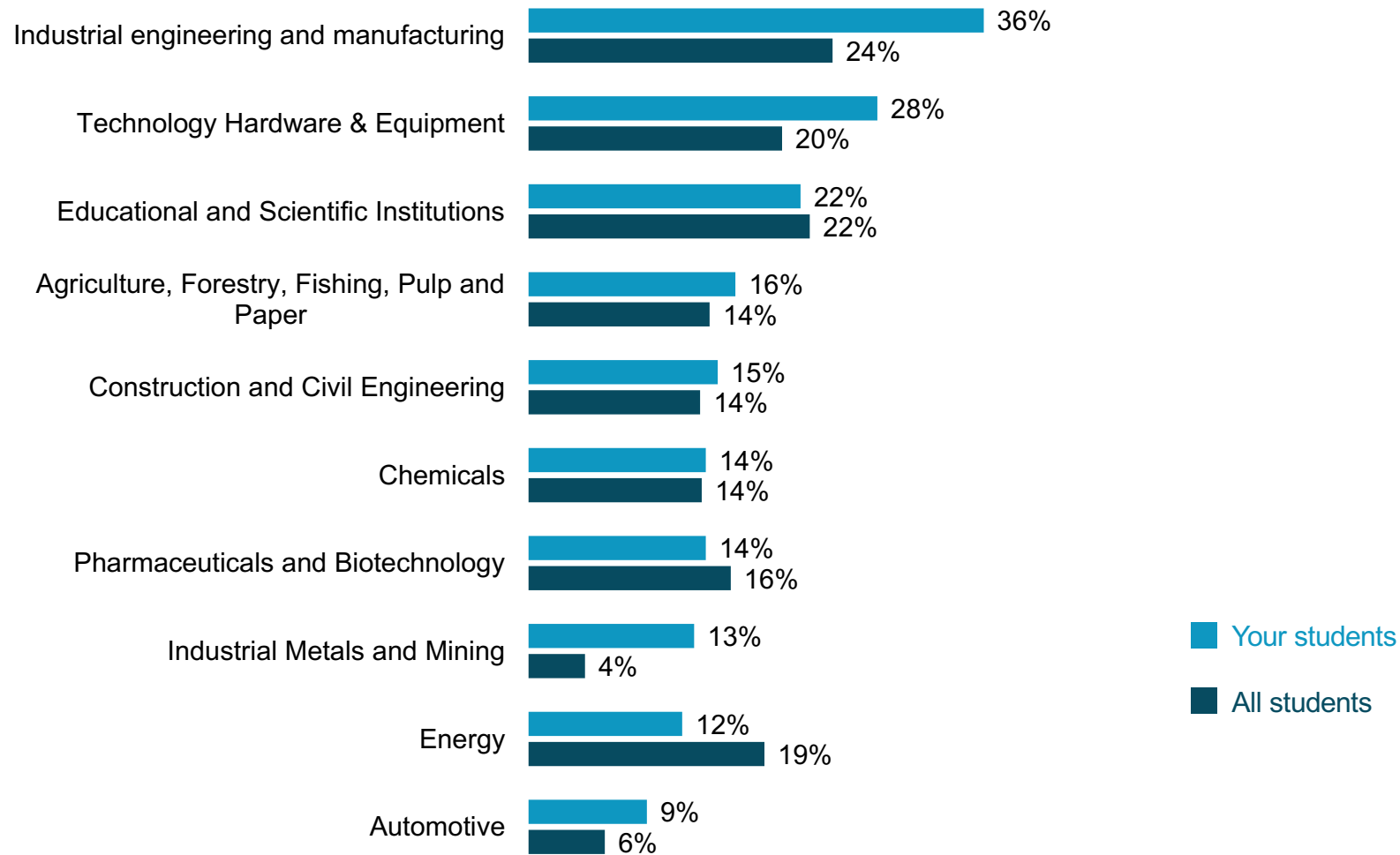
Business



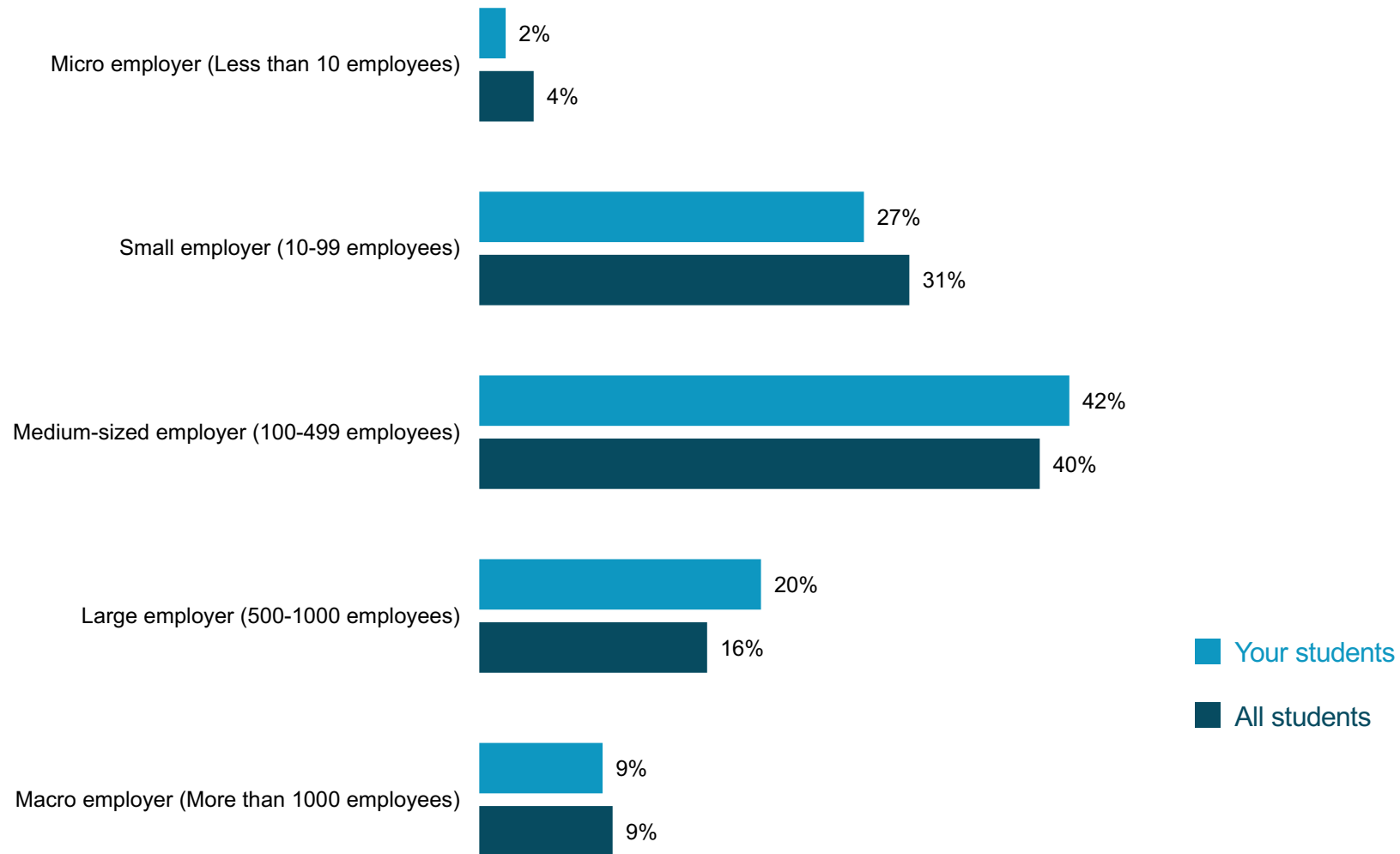
• In which industry or industries would you most like to work after graduating? You can choose up to 3 industries.

Most preferred industries

Engineering/Natural Sciences

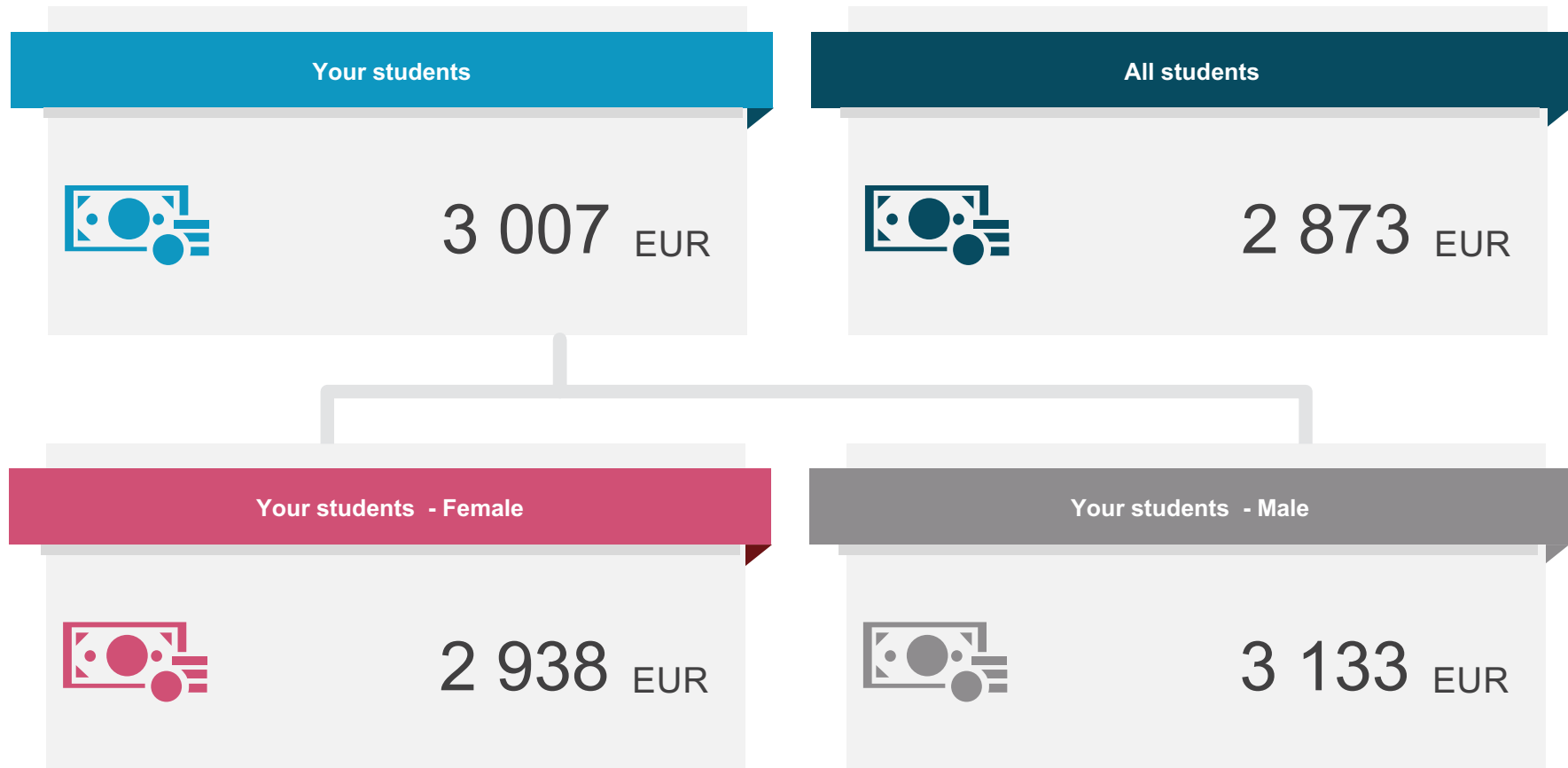


Employer size for first employment



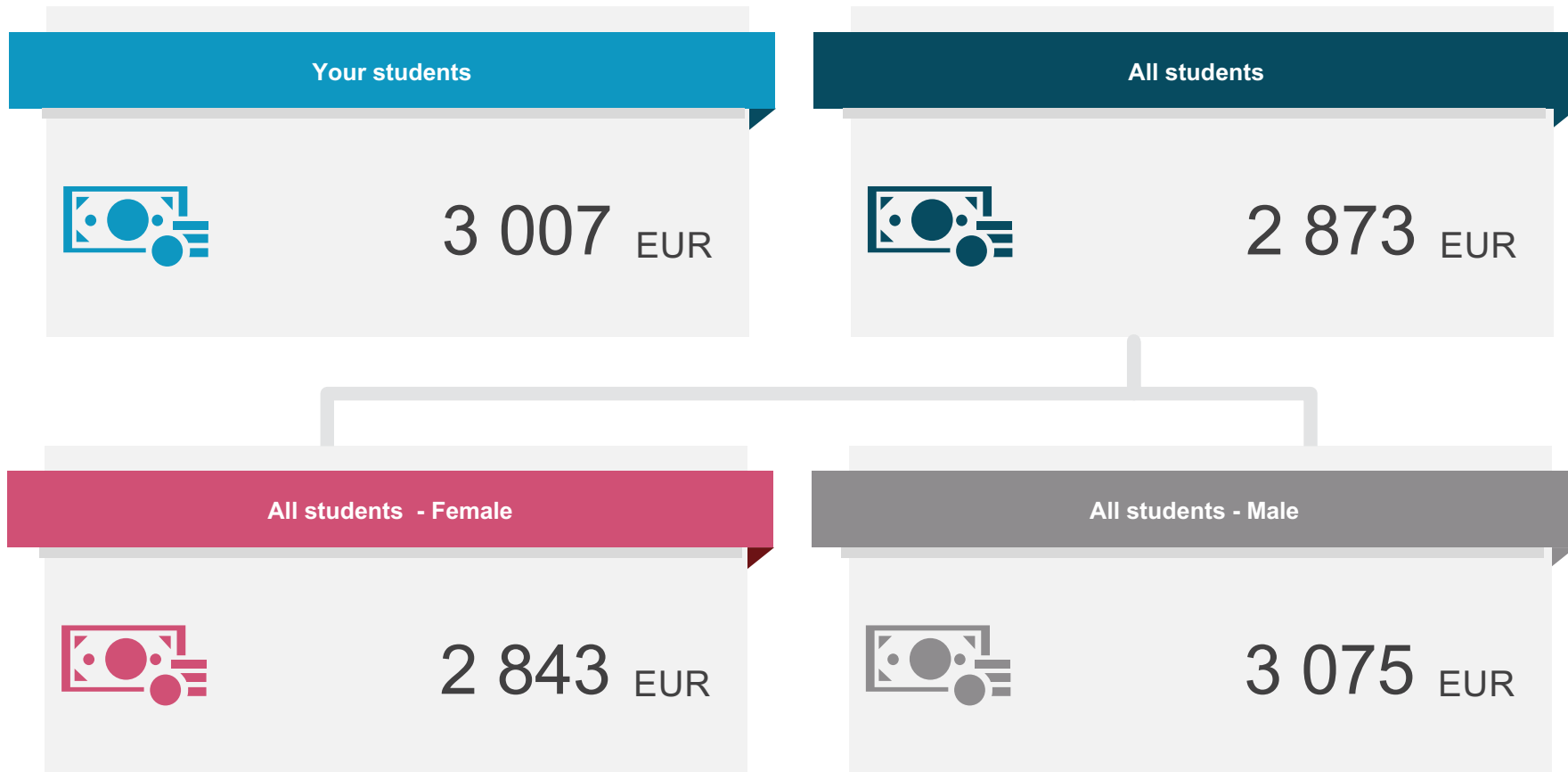
The expected monthly salary

Your students



The expected monthly salary

All students



? • What salary do you expect to earn in your first job after graduation? (Please provide a before-tax salary, excluding commissions and bonuses.)

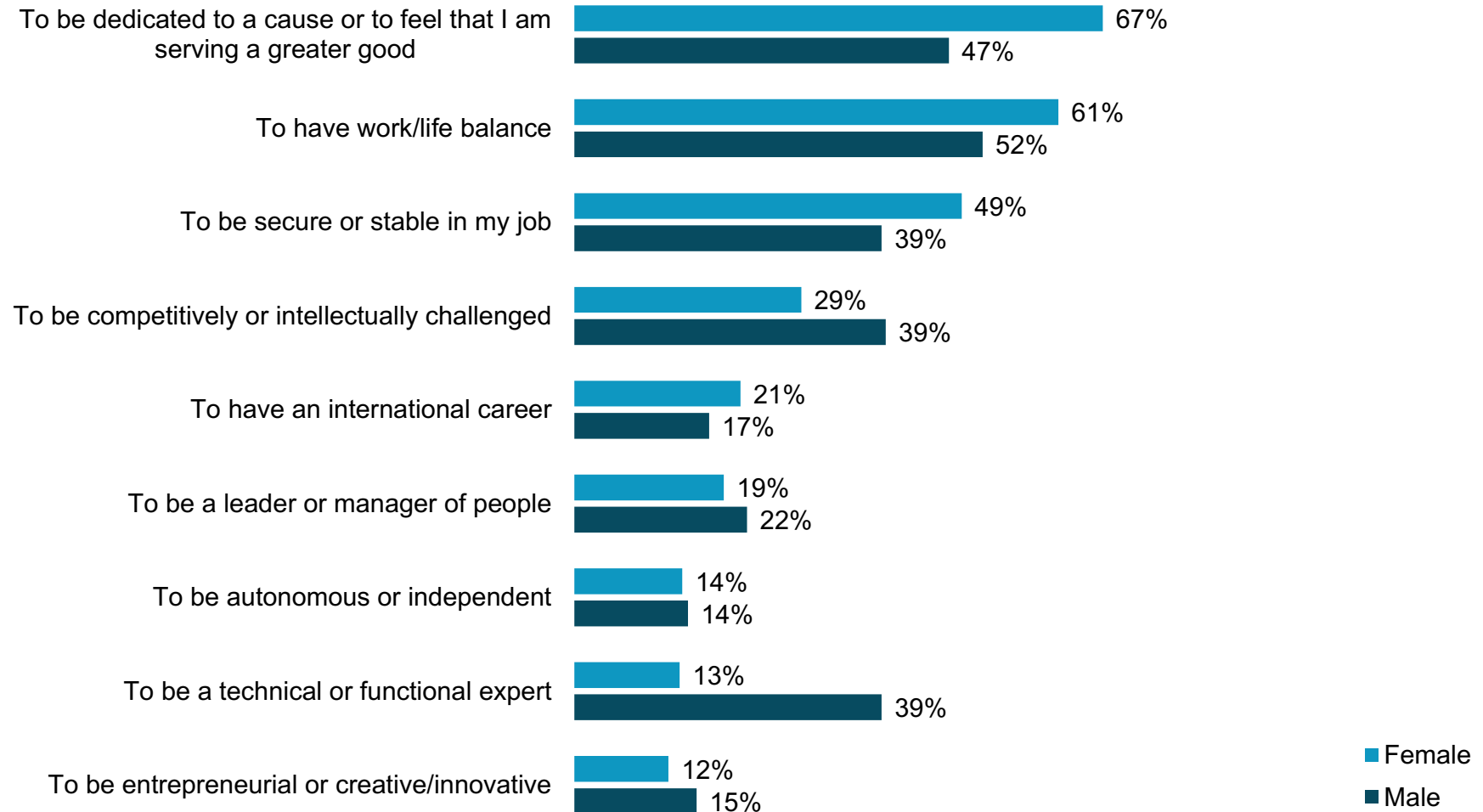
The most important long term career goals



• Which of these career goals are most important to you? Please select a maximum of 3 alternatives.

Career Goals – Gender Comparison

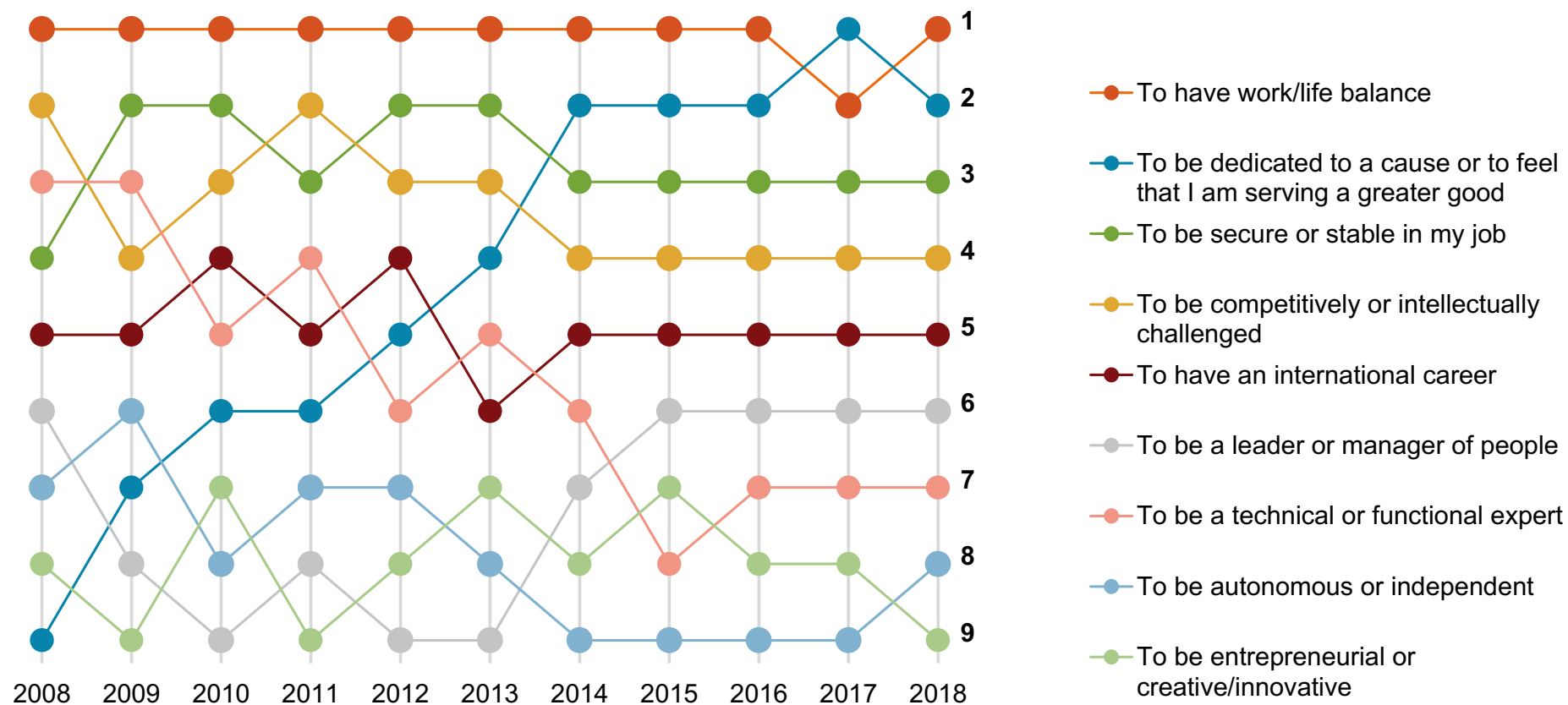
Your students



? • Which of these career goals are most important to you? Please select a maximum of 3 alternatives.

Career goals over time

All students



• Which of these career goals are most important to you? Please select a maximum of 3 alternatives.

• The alternatives in the legend are sorted according to importance in 2018. Thus, the most important career goal in 2018 is at the top of the legend.

The Universum Drivers of Employer Attractiveness

EMPLOYER REPUTATION & IMAGE¹

- Attractive/ exciting products & services
- Corporate Social Responsibility
- Corporate transparency
- Ethical standards
- Fast-growing/ entrepreneurial
- Innovation
- Inspiring leadership
- Inspiring purpose
- Market success
- Prestige



PEOPLE & CULTURE²

- A creative & dynamic work environment
- A friendly work environment
- Commitment to diversity & inclusion
- Enabling me to integrate personal interests in my schedule
- Interaction with international clients & colleagues
- Leaders who will support my development
- Recognising performance (meritocracy)
- Recruiting only the best talent
- Respect for its people
- Support for gender equality

EXTRINSIC

INTRINSIC

REMUNERATION & ADVANCEMENT OPPORTUNITIES³

- Clear path for advancement
- Competitive base salary
- Competitive benefits
- Good reference for future career
- High future earnings
- Leadership opportunities
- Overtime pay/ compensation
- Performance-related bonus
- Rapid promotion
- Sponsorship of future education



JOB CHARACTERISTICS⁴

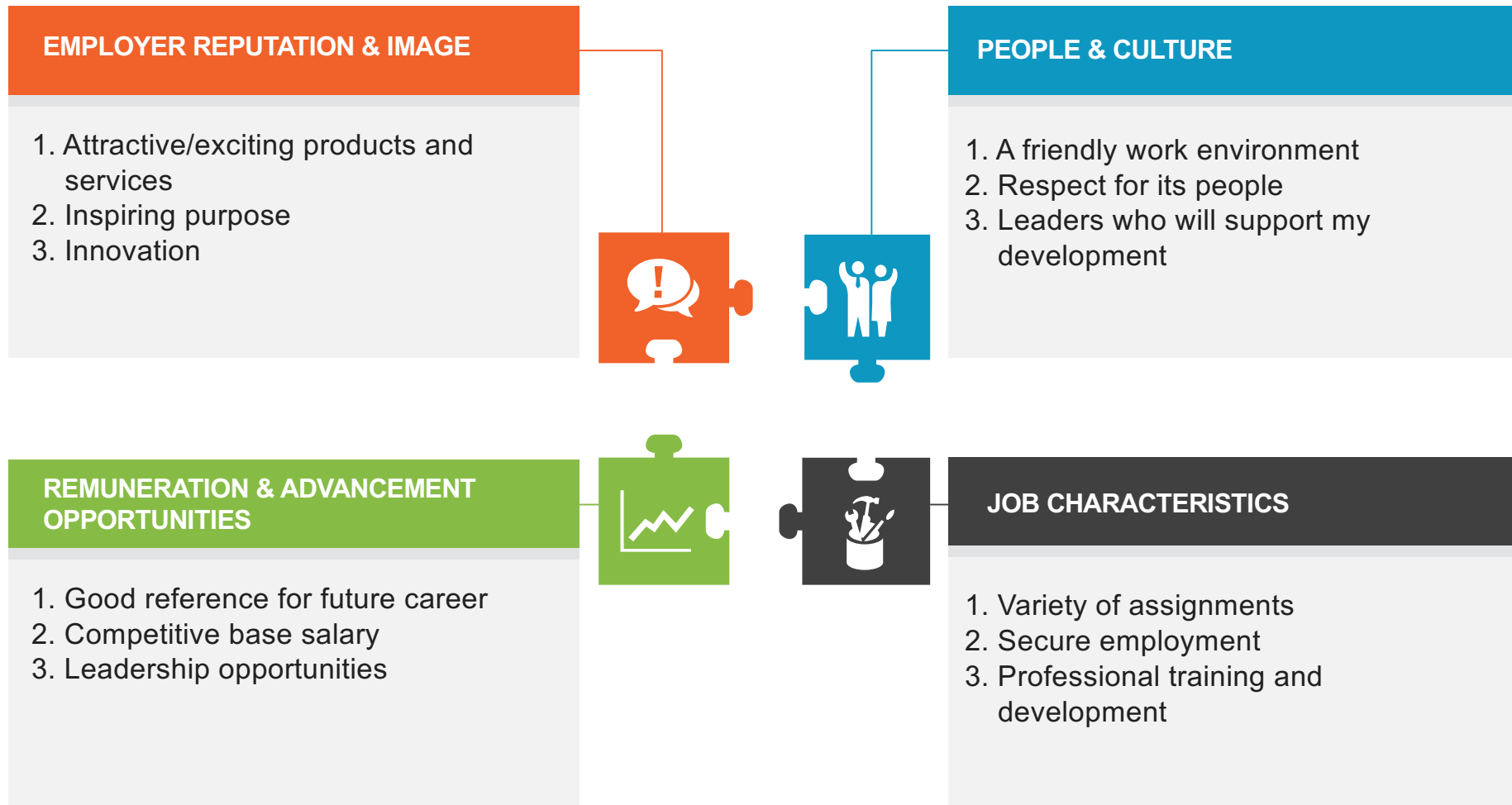
- Challenging work
- Customer focus
- Flexible working conditions
- High level of responsibility
- High performance focus
- Opportunities for international travel/ relocation
- Professional training & development
- Secure employment
- Team-oriented work
- Variety of assignments

• 1 Refers to the attributes of the employer as an organisation
 • 2 Refers to the social environment & attributes of the workplace
 • 3 Refers to the monetary compensation & other benefits, now & in the future
 • 4 Refers to the contents & demands of the job, including the learning opportunities provided by the job

• This framework has been developed by Universum & is based on specific research within HR, as well as focus groups & general communication with both our clients, students & professionals.

What is attractive?

Your students



The most important attributes

Your students

All students

- 1. Variety of assignments
- 2. A friendly work environment
- 3. Competitive base salary
- 4. Good reference for future career
- 5. Respect for its people
- 6. Leaders who will support my development
- 7. Secure employment
- 8. Leadership opportunities
- 9. High future earnings
- 10. A creative and dynamic work environment

- 1. Variety of assignments
- 2. A friendly work environment
- 3. Competitive base salary
- 4. Respect for its people
- 5. Good reference for future career
- 6. Leaders who will support my development
- 7. Secure employment
- 8. High future earnings
- 9. Flexible working conditions
- 10. Professional training and development

- Employer Reputation & Image
- Remuneration & Advancement Opportunities

- People & Culture
- Job Characteristics

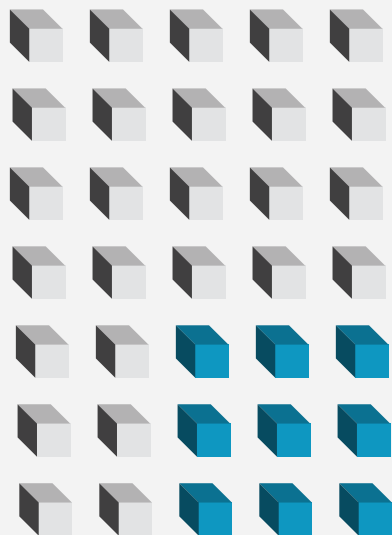
• How important to you is each of the below aspects? (Scale 1-5, 1=Not important at all, 5=Very important)
 • Which of these are most important to you? Please select a maximum of three alternatives.

• This is the attractiveness of the 40 attributes in relation to how important respondents think its driver is. This analysis gives a summarised 360 degree view of what influences employer attractiveness.

The Universum Rankings

FULL COMPANY LIST

(50-116 employers within each main field of study)



CONSIDERED EMPLOYER RANKING

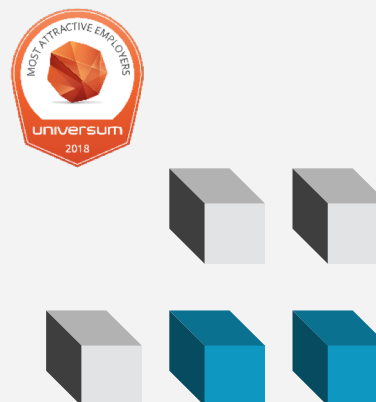
(as many as applicable)



“Below is a list of companies and organisations. For which of these employers would you consider working?”

IDEAL EMPLOYER RANKING

(max. five employers)



“Now choose the five (5) employers you most want to work for, your five Ideal Employers.”

POTENTIAL APPLICANTS' RANKING

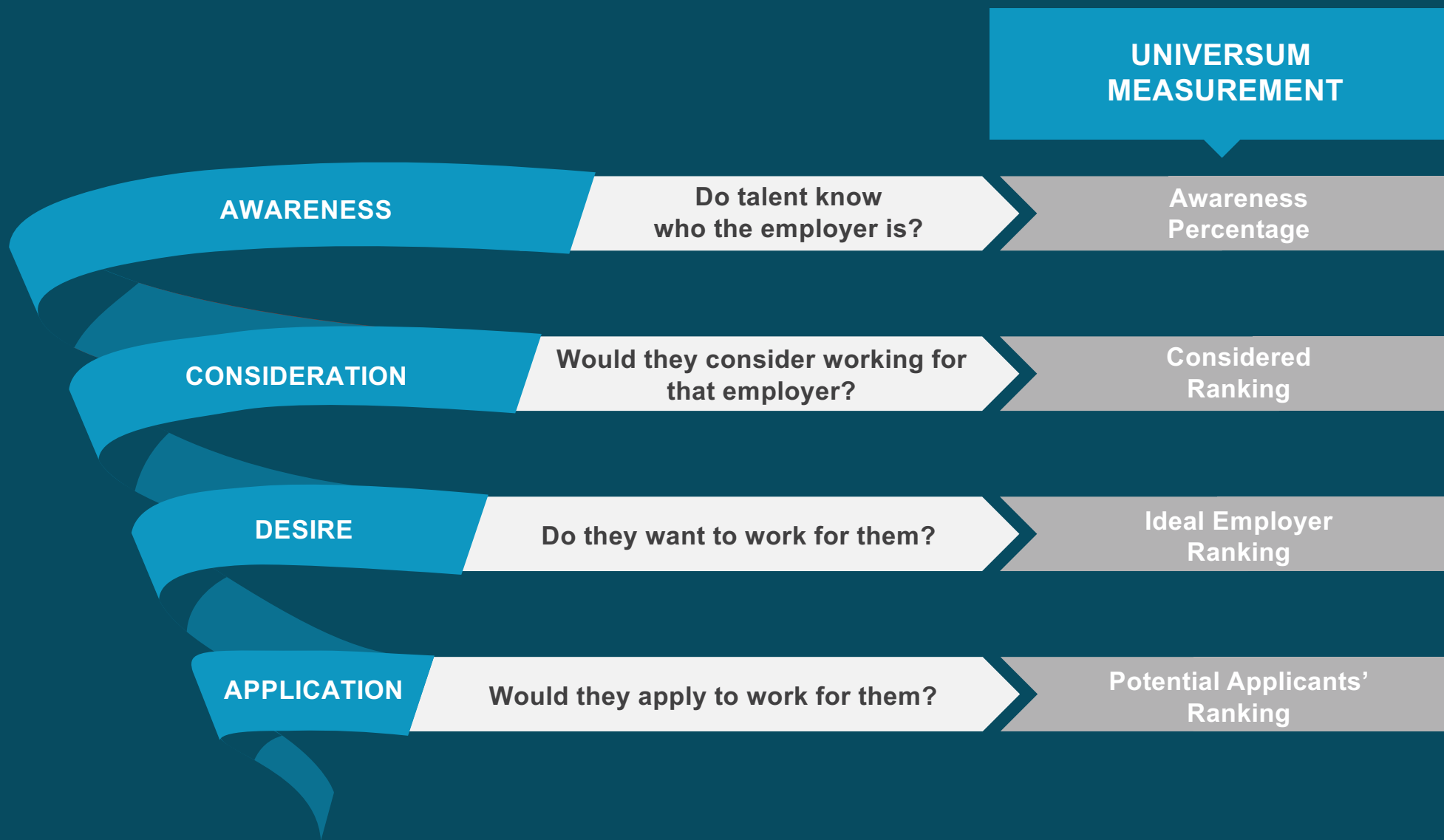
(Yes, I have / Yes, I will)



“Have you applied or will you apply to these employers?”

• For layout reasons, the employer's name can be shortened in this report.

The Universum Recruitment Funnel



Considered Employer Ranking | Top 20

Your students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
OP Ryhmä	1	69,30%	→ 0	KPMG	10	46,49%	↑ 2
Finnair	2	61,40%	→ 0	Accenture	12	44,74%	↑ 32
Google	3	56,14%	↑ 5	LähiTapiola	12	44,74%	↓ -3
Nordea	3	56,14%	↓ -1	Handelsbanken	14	43,86%	→ 0
Fazer	5	53,51%	→ 0	IKEA	14	43,86%	↑ 10
Danske Bank	6	52,63%	→ 0	Lumene	16	42,98%	↑ 22
EY (Ernst & Young)	6	52,63%	↑ 18	Marimekko	16	42,98%	↓ -3
Nokia	6	52,63%	↑ 14	Microsoft	16	42,98%	→ 0
Suomen Pankki	6	52,63%	↑ 1	Nordnet	19	42,11%	↓ -3
KONE	10	46,49%	↓ -6	Supercell	19	42,11%	↑ 10

All students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Finnair	1	61,17%	→ 0	Microsoft	11	36,92%	↑ 3
Fazer	2	50,16%	→ 0	Stockmann	12	36,76%	↓ -3
Google	3	45,98%	↑ 1	S-ryhmä	13	36,67%	↓ -5
OP Ryhmä	4	45,82%	↑ 2	IKEA	14	36,37%	↑ 3
Nordea	5	44,53%	↓ -2	Suomen Pankki	15	36,25%	↓ -4
KONE	6	43,53%	↓ -1	Samsung	16	35,80%	↑ 2
Lumene	7	40,76%	↑ 3	L'Oréal	17	35,71%	↓ -4
Marimekko	8	38,84%	↑ 7	Valio	18	35,69%	↑ 1
Danske Bank	9	38,47%	↓ -2	Fiskars	19	35,32%	↓ -7
Hartwall	10	37,42%	↑ 6	LähiTapiola	20	33,74%	→ 0

• Below is a list of companies and organisations. For which of these employers would you consider working?

Considered Employer Ranking | Top 20

Your students | Engineering/Natural Sciences

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Stora Enso	1	43,13%	↑ 1	Wärtsilä	10	32,19%	↑ 3
Oulun kaupunki	2	40,00%	↓ -1	Neste	12	31,88%	↑ 3
KONE	3	37,19%	↑ 3	Valmet	13	31,25%	↑ 12
Metsä Group	4	36,25%	↑ 1	Luonnonvarakeskus (LUKE)	14	30,63%	NEW -
VTT	5	35,63%	↓ -1	Nokia	14	30,63%	↑ 5
ABB	6	33,75%	↑ 2	Polar	16	30,31%	↑ 12
Suomen ympäristökeskus (SYKE)	7	33,44%	↓ -4	Pöyry	16	30,31%	↓ -6
Metso	8	32,81%	↑ 4	UPM	18	29,69%	↓ -7
SSAB (Rautaruukki)	9	32,50%	↑ 5	Kemira	19	29,38%	↓ -11
Outokumpu	10	32,19%	↓ -3	Ponsse	20	26,88%	↑ 21

All students | Engineering/Natural Sciences

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
KONE	1	33,86%	→ 0	Wärtsilä	11	28,56%	↓ -1
Neste	2	33,14%	→ 0	Luonnonvarakeskus (LUKE)	12	28,54%	NEW -
Metsä Group	3	32,86%	↑ 2	Finnair	13	27,76%	→ 0
UPM	4	32,51%	→ 0	VTT	14	27,37%	↓ -3
Metso	5	30,03%	↑ 2	Google	15	25,87%	↓ -1
ABB	6	29,97%	↓ -3	Orion	16	25,77%	↑ 1
Stora Enso	7	29,78%	↓ -1	Helsingin kaupunki	17	25,55%	↓ -1
Fortum	8	29,31%	→ 0	Fazer	18	24,48%	↑ 10
Valmet	9	28,95%	→ 0	Valio	19	24,37%	↑ 1
Suomen ympäristökeskus (SYKE)	10	28,90%	↑ 2	Kemira	20	23,36%	↓ -5

? • Below is a list of companies and organisations. For which of these employers would you consider working?

Ideal Employer Ranking | Top 20

Your students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
OP Ryhmä	1	26,32%	↑ 1	L'Oréal	11	9,65%	↑ 7
Nordea	2	21,93%	↓ -1	Marimekko	11	9,65%	↓ -4
Finnair	3	19,30%	→ 0	PwC	13	8,77%	↓ -5
EY (Ernst & Young)	4	17,54%	↑ 4	Valio	13	8,77%	↑ 59
Google	5	16,67%	→ 0	Danske Bank	15	7,89%	↑ 1
Suomen Pankki	6	14,04%	→ 0	IKEA	15	7,89%	↑ 22
KPMG	7	13,16%	↑ 1	Nordic Investment Bank	15	7,89%	↑ 15
Fazer	8	12,28%	↑ 5	Ulkoasiainministeriö	15	7,89%	↑ 1
Lumene	8	12,28%	↑ 6	Valtiovaraministeriö	15	7,89%	→ 0
KONE	10	11,40%	↓ -6	Microsoft	20	7,02%	↑ 5

All students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Finnair	1	26,11%	→ 0	KPMG	11	8,27%	↑ 4
Google	2	16,06%	→ 0	Supercell	12	7,79%	↑ 1
OP Ryhmä	3	13,59%	→ 0	Microsoft	13	7,67%	↑ 5
Lumene	4	13,50%	↑ 3	EY (Ernst & Young)	14	7,63%	↓ -3
Fazer	5	13,37%	↑ 1	PwC	15	7,16%	↑ 1
Marimekko	6	12,37%	↑ 2	S-ryhmä	16	7,01%	↓ -4
Nordea	7	11,65%	↓ -3	Ulkoasiainministeriö	17	6,97%	↓ -3
KONE	8	10,41%	↓ -3	Scandic Hotels	18	6,00%	NEW -
L'Oréal	9	9,53%	→ 0	Valtiovaraministeriö	19	5,97%	↑ 7
Suomen Pankki	10	8,31%	→ 0	Samsung	20	5,76%	↑ 13

• Now choose the five (5) employers you most want to work for, your five Ideal Employers.

Ideal Employer Ranking | Top 20

Your students | Engineering/Natural Sciences

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Stora Enso	1	16,09%	↑ 2	Valmet	9	9,78%	↑ 10
Oulun kaupunki	2	15,46%	↓ -1	Wärtsilä	12	9,46%	↓ -1
Luonnonvarakeskus (LUKE)	3	14,20%	NEW -	Kemira	13	9,15%	→ 0
Suomen ympäristökeskus (SYKE)	3	14,20%	↓ -1	Polar	14	8,83%	↑ 8
KONE	5	13,25%	↑ 1	Outokumpu	15	8,52%	↓ -1
Nokia	6	12,62%	↑ 5	Metsä Group	16	7,57%	↑ 1
VTT	7	11,36%	↓ -3	Ponsse	16	7,57%	↑ 9
ABB	8	11,04%	↑ 2	Ramboll	16	7,57%	↓ -11
Google	9	9,78%	↑ 6	Sweco	16	7,57%	↑ 14
Pöyry	9	9,78%	↓ -2	Patria	20	7,26%	↑ 12

All students | Engineering/Natural Sciences

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Suomen ympäristökeskus (SYKE)	1	13,41%	↑ 3	Metsä Group	11	8,03%	↑ 6
Luonnonvarakeskus (LUKE)	2	12,80%	NEW -	Valmet	12	7,96%	↓ -3
Google	3	12,18%	→ 0	Helsingin kaupunki	13	7,88%	→ 0
KONE	4	11,99%	↓ -3	Finnair	14	7,41%	↑ 1
Orion	5	10,50%	→ 0	Ramboll	15	7,33%	↓ -4
ABB	6	9,97%	↓ -4	Skanska	16	7,10%	↑ 14
VTT	7	9,25%	↑ 1	YIT	17	7,04%	↑ 9
UPM	8	8,55%	↓ -1	Microsoft	18	6,94%	↓ -2
Wärtsilä	9	8,29%	↑ 1	Fortum	19	6,85%	↓ -7
Neste	10	8,20%	↓ -4	Tampereen kaupunki	20	6,35%	↑ 3

• Now choose the five (5) employers you most want to work for, your five Ideal Employers.

Potential Applicants' Ranking | Top 20

Your students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
OP Ryhmä	1	11,89%	→ 0	Nordic Investment Bank	9	2,20%	↑ 29
Nordea	2	9,69%	→ 0	Danske Bank	12	1,76%	↓ -1
Suomen Pankki	3	4,41%	↑ 3	K-ryhmä	12	1,76%	↑ 13
EY (Ernst & Young)	4	3,96%	↓ -1	PwC	12	1,76%	↓ -6
KPMG	4	3,96%	→ 0	Stora Enso	12	1,76%	↑ 34
KONE	6	2,64%	→ 0	Talenom	12	1,76%	↑ 34
SEB	6	2,64%	↑ 9	Ulkoasiainministeriö	12	1,76%	↑ 13
S-ryhmä	6	2,64%	↑ 4	Unilever	12	1,76%	↑ 3
ABB	9	2,20%	↑ 16	UPM	12	1,76%	↑ 13
Finnair	9	2,20%	↓ -4	Accenture	20	1,32%	↑ 18

All students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
OP Ryhmä	1	6,13%	→ 0	Suomen Pankki	11	1,91%	↑ 1
Finnair	2	5,20%	↑ 1	Marimekko	12	1,79%	↑ 1
Nordea	3	4,86%	↓ -1	McKinsey & Company	13	1,63%	↑ 5
S-ryhmä	4	3,37%	→ 0	K-ryhmä	14	1,59%	→ 0
KPMG	5	2,59%	↑ 3	Deloitte	15	1,58%	↑ 2
EY (Ernst & Young)	6	2,39%	→ 0	Lumene	16	1,58%	↑ 10
Fazer	7	2,22%	↑ 3	Danske Bank	17	1,48%	↓ -8
PwC	8	2,16%	↓ -1	Accenture	18	1,46%	↓ -3
Google	9	2,12%	↑ 2	Wärtsilä	19	1,46%	↑ 6
KONE	10	1,92%	↓ -5	L'Oréal	20	1,46%	↑ 2

Potential Applicants' Ranking | Top 20

Your students | Engineering/Natural Sciences

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Stora Enso	1	8,00%	→ 0	VTT	10	2,73%	↓ -5
Nokia	2	4,91%	↑ 7	Metsä Group	12	2,36%	→ 0
ABB	3	4,18%	↑ 4	Boliden	13	2,18%	↑ 7
Oulun kaupunki	4	4,00%	↓ -2	SSAB (Rautaruukki)	13	2,18%	↓ -1
KONE	5	3,64%	↑ 15	Neste	15	2,00%	↑ 3
Outokumpu	5	3,64%	→ 0	Polar	15	2,00%	↑ 9
Ramboll	7	3,09%	↓ -4	Pöyry	15	2,00%	↓ -11
Sweco	7	3,09%	↑ 9	Accenture	18	1,82%	↑ 23
Wärtsilä	7	3,09%	↑ 3	Etteplan	18	1,82%	↑ 29
Valmet	10	2,73%	↑ 12	Kemira	18	1,82%	↓ -7

All students | Engineering/Natural Sciences

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
ABB	1	3,92%	→ 0	Luonnonvarakeskus (LUKE)	11	2,45%	NEW -
UPM	2	3,72%	↑ 1	Suomen ympäristökeskus (SYKE)	12	2,29%	↑ 3
Wärtsilä	3	3,10%	↑ 7	KONE	13	2,14%	↓ -11
Metsä Group	4	2,92%	↑ 7	Pöyry	14	2,14%	↓ -2
Orion	5	2,90%	→ 0	VTT	15	2,11%	↓ -1
Neste	6	2,76%	↓ -2	Ramboll	16	1,97%	↓ -9
Valmet	7	2,66%	↓ -1	Fortum	17	1,96%	↓ -8
Skanska	8	2,61%	↑ 11	Metsähallitus	18	1,66%	↑ 9
Stora Enso	9	2,53%	↓ -1	Helsingin kaupunki	19	1,63%	↑ 2
YIT	10	2,47%	↑ 7	Kemira	20	1,62%	↓ -7

APPENDIX

- About the Universum Talent Research
- Highest qualification
- Current status
- Educational institutions
- Area of study
- Employer rankings among Students
- Communication channels for employers
- The Universum Career Profiles

About the Universum Talent Research



THE QUESTIONNAIRE

- Created based on over 25 years of experience, extensive research within HR, focus groups and communication with both our clients and talent.
- Global perspective - local insight.



DATA COLLECTION

- Conducted via an online survey. The online link was distributed via university and alumni-networks, communities, the Universum Panel and different local and global partners.



WEIGHTING

- We apply weighting to adjust for discrepancies in the data collection from the actual distribution of students across universities.
- Note that only data based on all respondents or on all respondents within a main field of study is weighted. Breakdowns like gender, high achievers or other more specific target groups are not weighted.



2 500

educational institutions



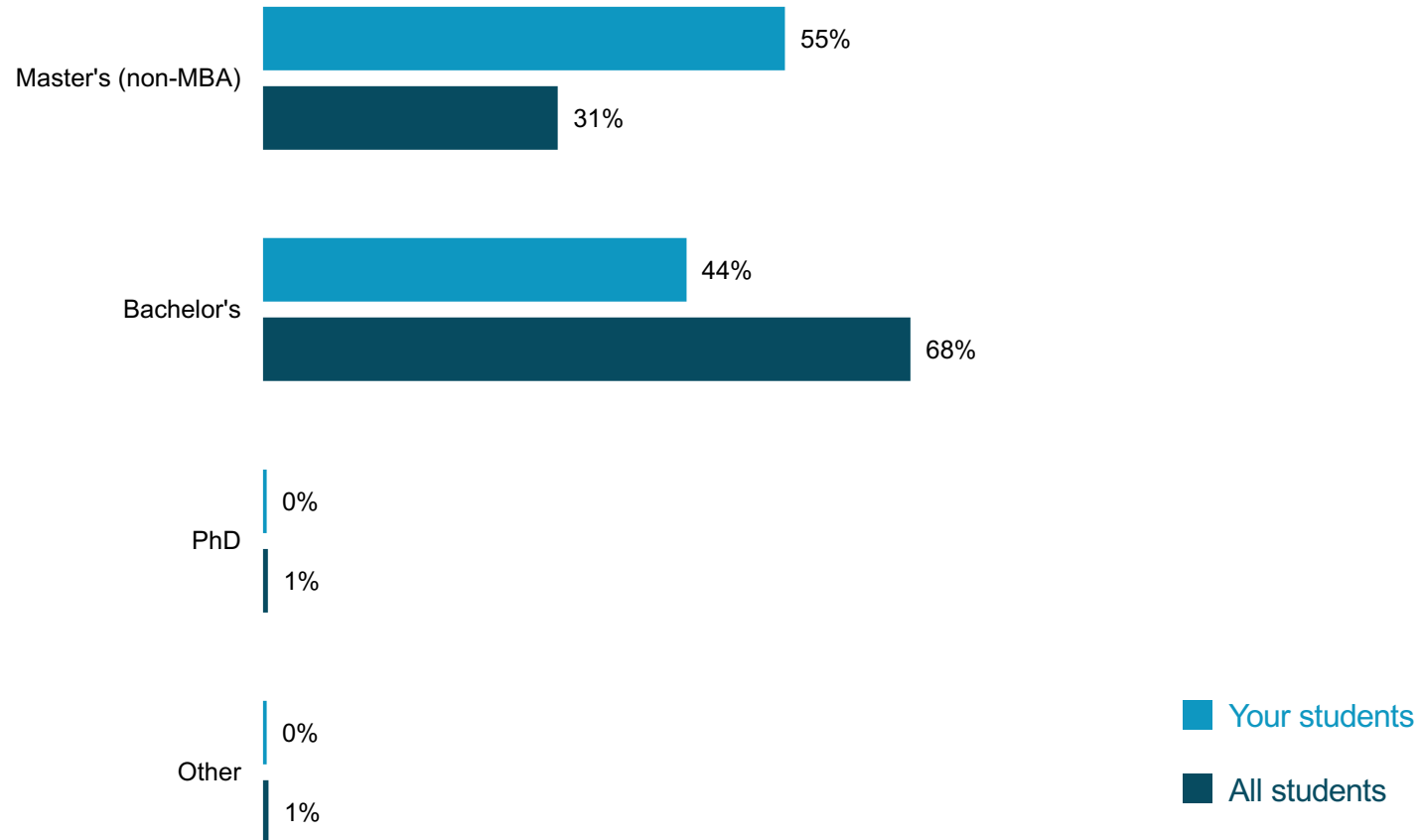
WE HAVE CONDUCTED THE
UNIVERSUM TALENT SURVEY
FOR OVER **25 YEARS**



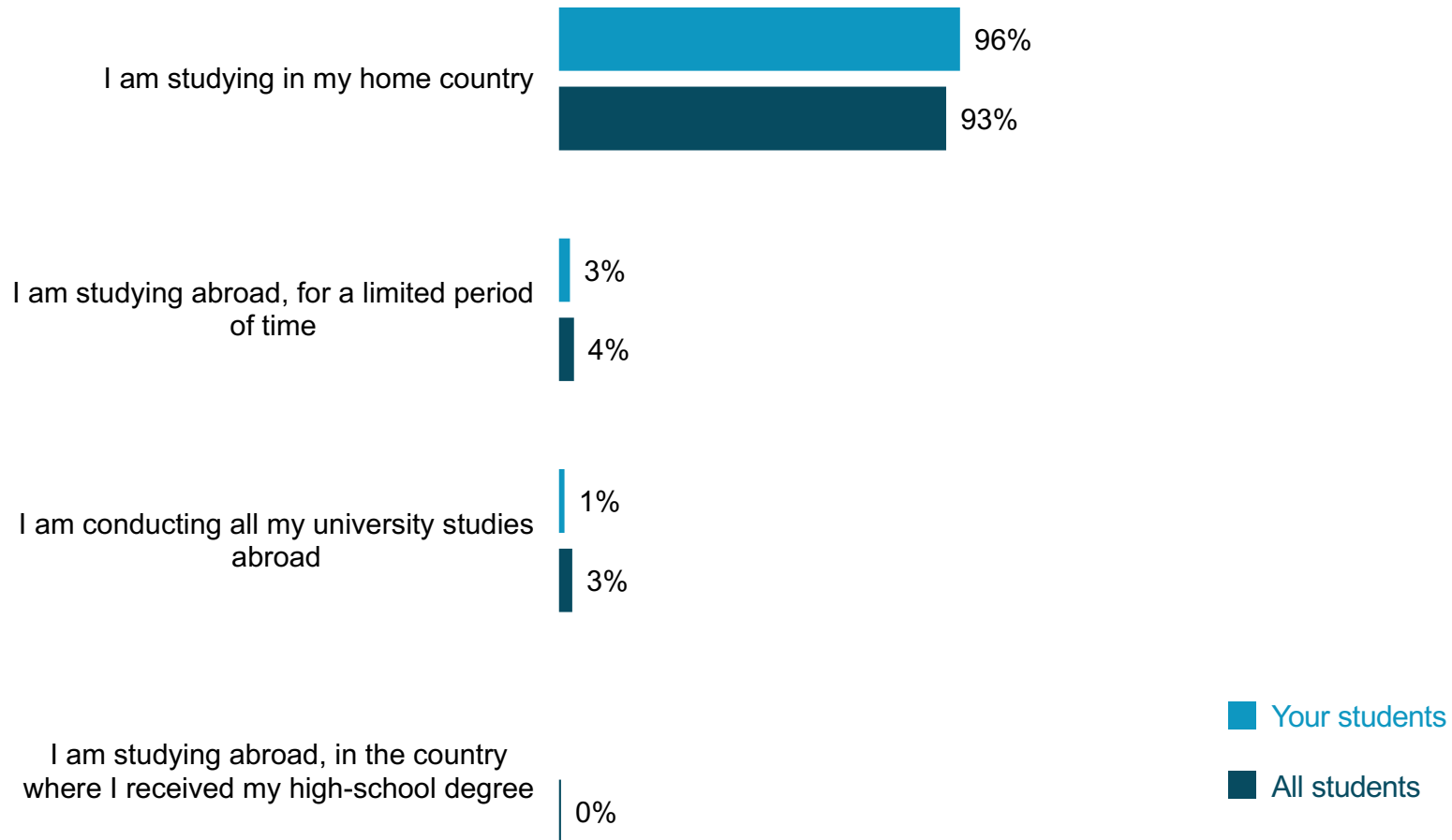
Total number of respondents
in the survey 2018:

1 000 000+

Highest qualification



Current status



Educational institutions (1/2)

All students

University	All students	University	All students
University of Helsinki	11,4%	TAMK - Tampere University of Applied Sciences	2,9%
Aalto University	6,9%	Tampere University of Technology	2,9%
University of Turku	6,8%	University of Vaasa	2,9%
University of Eastern Finland	4,8%	Laurea University of Applied Sciences	2,6%
University of Jyväskylä	4,7%	Oulu University of Applied Sciences	2,5%
Metropolia University of Applied Sciences	4,5%	XAMK - South-Eastern Finland University of Applied Sciences	2,3%
University of Tampere	4,5%	Åbo Akademi University	2,2%
University of Oulu	4,4%	JAMK - Jyväskylä University of Applied Sciences	2,1%
Haaga-Helia University of Applied Sciences	3,0%	Lappeenranta University of Technology	2,1%
Turku University of Applied Sciences	3,0%	University of Lapland	2,0%

Educational institutions (2/2)

All students

University	All students	University	All students
Savonia University of Applied Sciences	1,9%	Novia University of Applied Sciences	0,9%
SAMK - Satakunta University of Applied Sciences	1,8%	Arcada University of Applied Sciences	0,9%
Lahti University of Applied Sciences	1,7%	Saimaa University of Applied Sciences	0,8%
HAMK - University of Applied Sciences	1,7%	University of the Arts Helsinki	0,5%
Hanken - School of Economics, Helsinki	1,2%	Diakonia University of Applied Sciences	0,5%
Seinäjoki University of Applied Sciences	1,2%	KAMK - Kajaani University of Applied Sciences	0,5%
Lapin AMK, Lapland University of Applied Sciences	1,2%	Hanken - School of Economics, Vasa	0,5%
Vaasa University of Applied Sciences	1,1%	HUMAK - University of Applied Sciences	0,4%
Centria University of Applied Sciences	1,1%	Finnish National Defence Academy	0,1%
Karelia University of Applied Sciences	1,1%	Other	2,1%

Areas of study

All students | Business (1/1)

Area of study	All students	Area of study	All students
Marketing	24%	Information and Service Management	3%
Commercial Economics	23%	Management Assistant	3%
Accounting	20%	Supply Management	3%
Management	20%	Strategy Research	3%
International Business	17%	Creative Sustainability	3%
Finance	15%	International Business Communication	2%
Economics	9%	Industrial Engineering	2%
Entrepreneurship	8%	Mathematics and Statistics	1%
Sales	8%	International Design Business Management	1%
Tourism	6%	Politics and Business	1%
Commercial Law	6%	Business Sociology	0%
Hotel and Catering	6%	Business Geographics	0%
Logistics	3%	Other Business	5%
Information Systems Science	3%		

Areas of study

All students | Engineering (1/1)

Area of study	All students	Area of study	All students
Structural Engineering and Building Technology	16%	Food Science	2%
Mechanical Engineering	16%	Supply Chain Management	2%
Electrical Engineering	13%	Data Processing	2%
Industrial Engineering	11%	Technomathematics and Technical Physics	2%
Energy and HVAC Technology	10%	Mathematics	2%
Automation and Systems Technology	7%	Communications Engineering	1%
Chemical Technology	7%	Bioinformation Technology	1%
Environmental Science/Environmental Technology	7%	Real Estate Economics	1%
Information Technology	6%	Physics	1%
Process Engineering	5%	Forest Science	1%
Material Technology	5%	Statistics	1%
Biotechnology	5%	Biology	0%
Civil and Environmental Engineering	4%	Geology	0%
Architecture	4%	Agronomy	0%
Chemistry	2%	Geomatics	0%
Automotive Engineering	2%	Geography	0%
Bioproduct Technology	2%	Other Engineering	6%

Areas of study

All students | IT (1/1)

Area of study	All students	Area of study	All students
Computer Science	43%	Information Networks	8%
Software Engineering	34%	Communications Software	8%
Information Systems	18%	Informatics	2%
Computer Engineering	17%	Other IT	13%
Communications Engineering	12%		

Areas of study

All students | Natural Sciences (1/1)

Area of study	All students	Area of study	All students
Mathematics	19%	Bioinformation Technology	2%
Biology	19%	Architecture	1%
Statistics	11%	Industrial Engineering	1%
Chemistry	11%	Geomatics	1%
Environmental Science/Environmental Technology	10%	Material Technology	1%
Physics	9%	Supply Chain Management	1%
Forest Science	8%	Bioproduct Technology	1%
Data Processing	8%	Civil and Environmental Engineering	0%
Biotechnology	6%	Process Engineering	0%
Geography	5%	Real Estate Economics	0%
Food Science	3%	Structural Engineering and Building Technology	0%
Agronomy	2%	Technomathematics and Technical Physics	0%
Information Technology	2%	Chemical Technology	0%
Geology	2%	Other Natural Sciences	10%

Areas of study

All students | Humanities (1/1)

Area of study	All students	Area of study	All students
Pedagogics/Science of education	24%	Religion	3%
Political Science	17%	European Studies	3%
Language	17%	Journalism	2%
Cultural Studies	13%	Social Anthropology	2%
Art/Design	11%	Music	2%
Sociology	9%	Athletics	2%
Communication	7%	Philosophy	2%
Psychology	5%	Multimedia	1%
History	5%	Archaeology	1%
Film- and Media Science	4%	Other Humanities	12%

Areas of study

All students | Law (1/1)

Area of study	All students	Area of study	All students
Commercial Law	41%	Constitutional Law	10%
Criminal Law	32%	Private International Law	9%
Contract Law	27%	Environmental Law	8%
Financial Law	24%	Sociology of Law	6%
International Law	21%	Law and Economics	6%
European Law	21%	History of Law	5%
Procedural and Insolvency Law	20%	Legal Theory	5%
Family and Inheritance Law	19%	Gender and Law	4%
Intellectual Property Right	18%	Sports Law	3%
Labour Law	15%	Accounting	3%
Administrative Law	12%	Medical Law and Bioethics	2%
Property Law	11%	Other Law	6%
Communications Law	11%		

Areas of study

All students | Health/Medicine (1/1)

Area of study	All students	Area of study	All students
Nursing	37%	Biomedical Laboratory Science	3%
Health Promotion	17%	Dentistry	3%
Medicine	13%	Oral Hygiene	2%
Physical Therapy/Rehabilitation	7%	Veterinary Medicine	2%
Development in Health Care and Social Services	6%	Clinical Expertise	2%
Pharmacy	5%	Other Health/Medicine	16%
Emergency Care	4%		

Considered Employer Ranking | Top 30

All students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Finnair	1	61,17%	→ 0	Samsung	16	35,80%	↑ 2
Fazer	2	50,16%	→ 0	L'Oréal	17	35,71%	↓ -4
Google	3	45,98%	↑ 1	Valio	18	35,69%	↑ 1
OP Ryhmä	4	45,82%	↑ 2	Fiskars	19	35,32%	↓ -7
Nordea	5	44,53%	↓ -2	LähiTapiola	20	33,74%	→ 0
KONE	6	43,53%	↓ -1	Paulig Group	21	32,72%	↑ 3
Lumene	7	40,76%	↑ 3	S-pankki	22	32,40%	NEW -
Marimekko	8	38,84%	↑ 7	Supercell	23	32,14%	↓ -1
Danske Bank	9	38,47%	↓ -2	KPMG	24	31,80%	↑ 6
Hartwall	10	37,42%	↑ 6	Nokia	25	31,76%	↑ 13
Microsoft	11	36,92%	↑ 3	K-ryhmä	26	31,70%	↓ -5
Stockmann	12	36,76%	↓ -3	Handelsbanken	27	31,63%	↓ -4
S-ryhmä	13	36,67%	↓ -5	If	28	31,58%	↓ -3
IKEA	14	36,37%	↑ 3	MTV	29	30,38%	→ 0
Suomen Pankki	15	36,25%	↓ -4	Rovio Entertainment	30	30,13%	↓ -4

Considered Employer Ranking | Top 30

All students | Engineering/Natural Sciences

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
KONE	1	33,86%	→ 0	Orion	16	25,77%	↑ 1
Neste	2	33,14%	→ 0	Helsingin kaupunki	17	25,55%	↓ -1
Metsä Group	3	32,86%	↑ 2	Fazer	18	24,48%	↑ 10
UPM	4	32,51%	→ 0	Valio	19	24,37%	↑ 1
Metso	5	30,03%	↑ 2	Kemira	20	23,36%	↓ -5
ABB	6	29,97%	↓ -3	Microsoft	21	22,17%	↑ 1
Stora Enso	7	29,78%	↓ -1	Siemens	22	21,85%	↑ 1
Fortum	8	29,31%	→ 0	Pöyry	23	21,81%	↑ 2
Valmet	9	28,95%	→ 0	Sweco	24	21,61%	↑ 17
Suomen ympäristökeskus (SYKE)	10	28,90%	↑ 2	Ramboll	25	21,21%	↑ 4
Wärtsilä	11	28,56%	↓ -1	Vattenfall	26	21,05%	↓ -8
Luonnonvarakeskus (LUKE)	12	28,54%	NEW -	Konecranes	27	21,00%	↓ -8
Finnair	13	27,76%	→ 0	YIT	28	20,72%	↑ 9
VTT	14	27,37%	↓ -3	Metsähallitus	29	20,62%	↑ 4
Google	15	25,87%	↓ -1	Tampereen kaupunki	30	20,61%	↓ -6

Considered Employer Ranking | Top 30

All students | IT

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Google	1	64,77%	→ 0	DNA	16	39,02%	↓ -2
Microsoft	2	60,17%	→ 0	CGI	17	38,86%	↑ 13
F-Secure	3	55,48%	↑ 1	Oracle	18	37,66%	↑ 3
Supercell	4	54,59%	↓ -1	Digia	19	35,15%	↑ 5
Rovio Entertainment	5	53,17%	→ 0	Nordea	20	35,12%	↓ -1
IBM	6	51,86%	→ 0	Siemens	21	33,76%	↑ 1
Nokia	7	49,53%	→ 0	KONE	22	33,58%	↓ -6
Reaktor	8	43,53%	→ 0	Puolustusvoimat	23	33,45%	↓ -3
Tieto	9	43,24%	↑ 1	OP Ryhmä	24	33,35%	↓ -1
Telia	10	41,90%	↑ 2	YLE	25	33,02%	↓ -12
Elisa	11	41,36%	↓ -2	Remedy Entertainment	26	32,40%	↓ -15
Finnair	12	41,30%	NEW -	Gofore	27	31,53%	↑ 19
Fujitsu Finland	13	40,95%	↑ 4	Hewlett Packard Enterprise	28	30,95%	↓ -10
Accenture	14	40,32%	↑ 1	Vincit	29	30,85%	↑ 6
Futurice	15	39,68%	↑ 11	Solita	30	30,43%	↓ -1

Ideal Employer Ranking | Top 30

All students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Finnair	1	26,11%	→ 0	S-ryhmä	16	7,01%	↓ -4
Google	2	16,06%	→ 0	Ulkoasiainministeriö	17	6,97%	↓ -3
OP Ryhmä	3	13,59%	→ 0	Scandic Hotels	18	6,00%	NEW -
Lumene	4	13,50%	↑ 3	Valtiovarainministeriö	19	5,97%	↑ 7
Fazer	5	13,37%	↑ 1	Samsung	20	5,76%	↑ 13
Marimekko	6	12,37%	↑ 2	IKEA	21	5,74%	→ 0
Nordea	7	11,65%	↓ -3	McKinsey & Company	22	5,70%	↑ 2
KONE	8	10,41%	↓ -3	The Boston Consulting Group (BCG)	23	5,59%	↓ -3
L'Oréal	9	9,53%	→ 0	Accenture	24	5,50%	↑ 3
Suomen Pankki	10	8,31%	→ 0	TUI Nordic	25	5,30%	NEW -
KPMG	11	8,27%	↑ 4	Danske Bank	26	5,27%	↓ -9
Supercell	12	7,79%	↑ 1	Paulig Group	27	5,18%	↑ 2
Microsoft	13	7,67%	↑ 5	YLE	28	5,17%	↑ 3
EY (Ernst & Young)	14	7,63%	↓ -3	MTV	29	5,13%	↓ -7
PwC	15	7,16%	↑ 1	Deloitte	30	5,09%	↑ 6

Ideal Employer Ranking | Top 30

All students | Engineering/Natural Sciences

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Suomen ympäristökeskus (SYKE)	1	13,41%	↑ 3	Skanska	16	7,10%	↑ 14
Luonnonvarakeskus (LUKE)	2	12,80%	NEW -	YIT	17	7,04%	↑ 9
Google	3	12,18%	→ 0	Microsoft	18	6,94%	↓ -2
KONE	4	11,99%	↓ -3	Fortum	19	6,85%	↓ -7
Orion	5	10,50%	→ 0	Tampereen kaupunki	20	6,35%	↑ 3
ABB	6	9,97%	↓ -4	Stora Enso	21	6,26%	↓ -2
VTT	7	9,25%	↑ 1	Metsähallitus	22	6,17%	↑ 2
UPM	8	8,55%	↓ -1	Pöyry	23	6,15%	↓ -1
Wärtsilä	9	8,29%	↑ 1	Kemira	24	6,11%	↓ -6
Neste	10	8,20%	↓ -4	Bayer	25	5,58%	↓ -4
Metsä Group	11	8,03%	↑ 6	Fazer	26	5,30%	↑ 1
Valmet	12	7,96%	↓ -3	Puolustusvoimat	27	5,26%	↓ -13
Helsingin kaupunki	13	7,88%	→ 0	Valio	28	5,06%	↓ -3
Finnair	14	7,41%	↑ 1	Supercell	29	4,97%	↑ 5
Ramboll	15	7,33%	↓ -4	Nokia	30	4,64%	↓ -2

Ideal Employer Ranking | Top 30

All students | IT

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Google	1	38,84%	→ 0	Solita	16	9,76%	↑ 4
Microsoft	2	29,09%	→ 0	Finnair	17	8,90%	NEW -
Supercell	3	20,53%	→ 0	Accenture	18	8,59%	↓ -2
F-Secure	4	20,04%	→ 0	RedLynx	19	8,24%	↑ 2
Reaktor	5	17,77%	→ 0	Telia	20	7,82%	↑ 5
Rovio Entertainment	6	17,50%	→ 0	Elisa	21	7,26%	↓ -2
Futurice	7	16,90%	↑ 4	YLE	22	6,67%	↓ -9
IBM	8	15,22%	↑ 1	OP Ryhmä	23	6,56%	↓ -8
Remedy Entertainment	9	13,59%	↓ -2	Siili Solutions	24	6,11%	↑ 2
Nokia	10	12,56%	→ 0	Fujitsu Finland	25	6,04%	↑ 13
Puolustusvoimat	11	12,24%	↓ -3	Digia	26	5,96%	↑ 3
Vincit	12	12,18%	→ 0	CSC - Tieteen Tietotekniikan Keskus	27	5,71%	↑ 7
Gofore	13	10,10%	↑ 15	Viestintävirasto	28	5,53%	NEW -
CGI	14	10,02%	↑ 8	KONE	29	5,38%	↓ -12
Tieto	15	9,95%	↓ -1	Veikkaus	30	5,04%	NEW -

Potential Applicants' Ranking | Top 30

All students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
OP Ryhmä	1	6,13%	→ 0	Lumene	16	1,58%	↑ 10
Finnair	2	5,20%	↑ 1	Danske Bank	17	1,48%	↓ -8
Nordea	3	4,86%	↓ -1	Accenture	18	1,46%	↓ -3
S-ryhmä	4	3,37%	→ 0	Wärtsilä	19	1,46%	↑ 6
KPMG	5	2,59%	↑ 3	L'Oréal	20	1,46%	↑ 2
EY (Ernst & Young)	6	2,39%	→ 0	UPM	21	1,41%	↑ 6
Fazer	7	2,22%	↑ 3	Verohallinto	22	1,28%	↓ -3
PwC	8	2,16%	↓ -1	IKEA	23	1,26%	↓ -3
Google	9	2,12%	↑ 2	The Boston Consulting Group (BCG)	24	1,26%	↓ -8
KONE	10	1,92%	↓ -5	Alko	25	1,24%	↑ 3
Suomen Pankki	11	1,91%	↑ 1	LähiTapiola	26	1,22%	↑ 3
Marimekko	12	1,79%	↑ 1	Ulkoasiainministeriö	27	1,19%	↓ -4
McKinsey & Company	13	1,63%	↑ 5	ABB	28	1,18%	↓ -4
K-ryhmä	14	1,59%	→ 0	Neste	29	1,17%	↑ 4
Deloitte	15	1,58%	↑ 2	Stockmann	30	1,13%	↓ -9

Potential Applicants' Ranking | Top 30

All students | Engineering/Natural Sciences

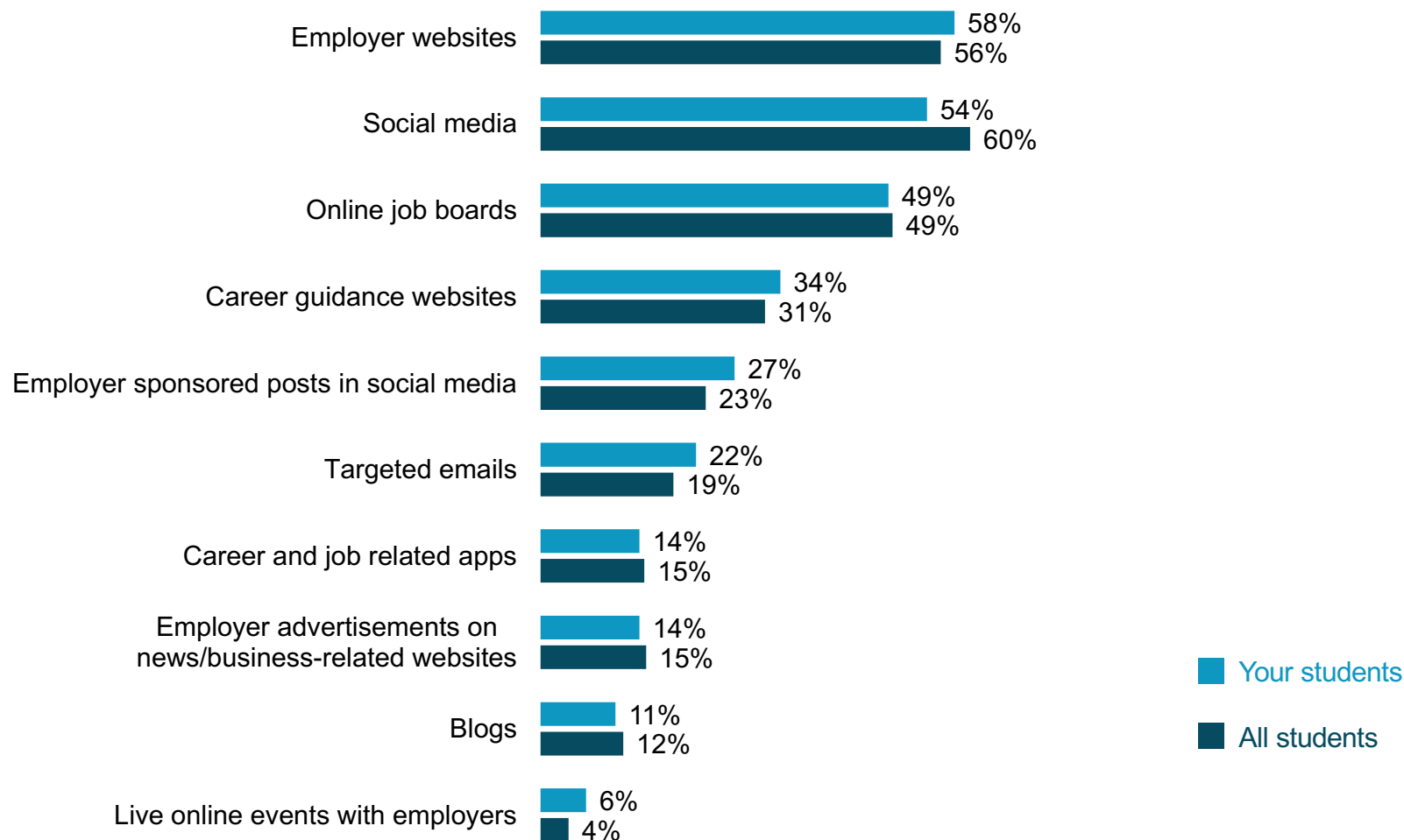
Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
ABB	1	3,92%	→ 0	Ramboll	16	1,97%	↓ -9
UPM	2	3,72%	↑ 1	Fortum	17	1,96%	↓ -8
Wärtsilä	3	3,10%	↑ 7	Metsähallitus	18	1,66%	↑ 9
Metsä Group	4	2,92%	↑ 7	Helsingin kaupunki	19	1,63%	↑ 2
Orion	5	2,90%	→ 0	Kemira	20	1,62%	↓ -7
Neste	6	2,76%	↓ -2	Bayer	21	1,61%	↓ -5
Valmet	7	2,66%	↓ -1	Sweco	22	1,48%	↓ -4
Skanska	8	2,61%	↑ 11	Metso	23	1,45%	↑ 6
Stora Enso	9	2,53%	↓ -1	Fazer	24	1,26%	↑ 11
YIT	10	2,47%	↑ 7	Google	25	1,21%	↑ 17
Luonnonvarakeskus (LUKE)	11	2,45%	NEW -	Valio	26	1,18%	↓ -6
Suomen ympäristökeskus (SYKE)	12	2,29%	↑ 3	NCC	27	1,07%	↓ -3
KONE	13	2,14%	↓ -11	Finnair	28	1,05%	↑ 9
Pöyry	14	2,14%	↓ -2	Tampereen kaupunki	29	1,03%	↑ 1
VTT	15	2,11%	↓ -1	GE Healthcare	30	1,01%	↑ 4

Potential Applicants' Ranking | Top 30

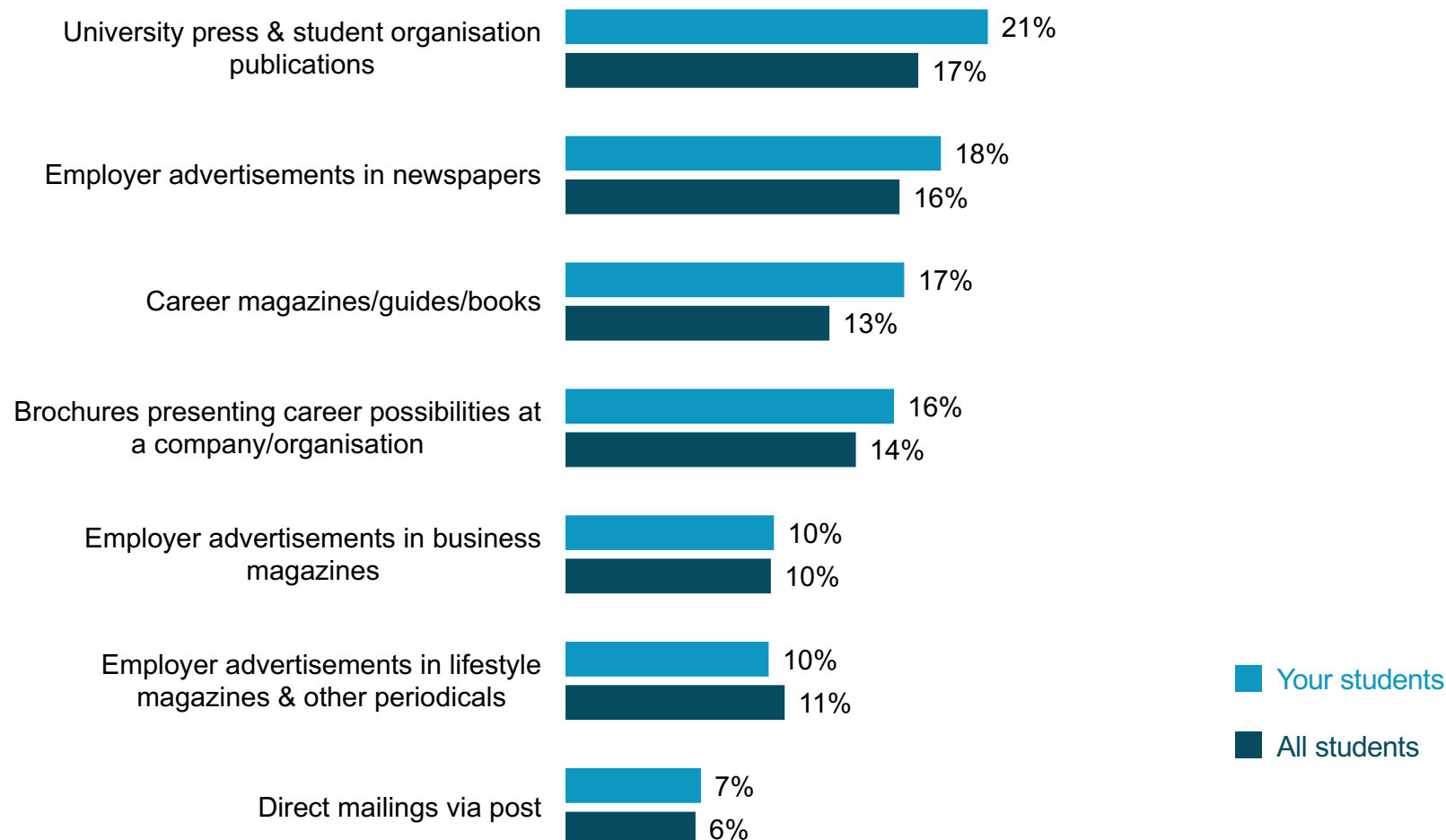
All students | IT

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Google	1	6,74%	↑ 1	Puolustusvoimat	16	2,37%	↓ -7
Reaktor	2	4,70%	↓ -1	Rovio Entertainment	17	2,18%	↑ 3
Futurice	3	4,65%	→ 0	Accenture	18	2,13%	↓ -2
F-Secure	4	4,48%	→ 0	RedLynx	19	2,05%	↑ 20
Telia	5	4,40%	↑ 3	OP Ryhmä	20	2,05%	↑ 2
CGI	6	4,18%	↑ 8	Fujitsu Finland	21	2,02%	↑ 24
Nokia	7	3,77%	→ 0	Siili Solutions	22	1,90%	↑ 2
Microsoft	8	3,65%	↓ -2	Kela	23	1,79%	↑ 4
Tieto	9	3,61%	↑ 4	Viestintävirasto	24	1,79%	NEW -
Vincit	10	3,00%	↓ -5	Remedy Entertainment	25	1,70%	↓ -8
Gofore	11	2,88%	↑ 10	CSC - Tieteen Tietotekniikan Keskus	26	1,69%	↑ 9
Solita	12	2,88%	↓ -2	DNA	27	1,56%	↑ 3
Supercell	13	2,74%	↓ -1	S-ryhmä	28	1,52%	↑ 5
Elisa	14	2,56%	↓ -3	ABB	29	1,44%	↓ -14
IBM	15	2,41%	↑ 3	Nixu	30	1,42%	NEW -

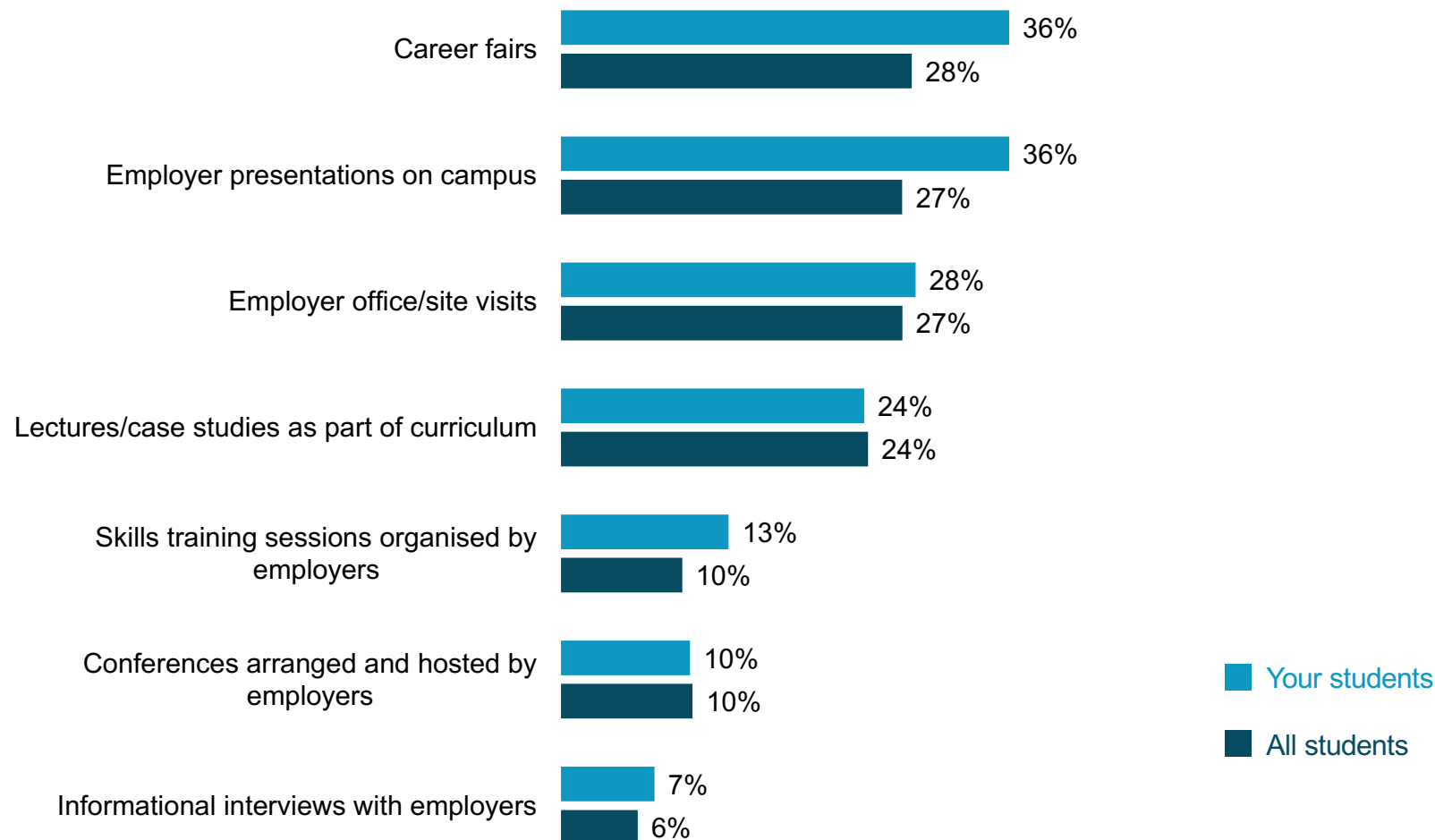
Digital communication channels for employers



Print communication channels for employers



In-Person communication channels for employers





INTRODUCTION STRENGTHS & OPPORTUNITIES SUCCESS STORIES CAREER PATH WORKPLACE HABITS

Although Idealists are focused on aligning their career with their values, their dedication has a practical side. Idealists don't spend time complaining - instead, they come up with real-world solutions to advance the greater good. Whether they work for large corporations or small, family-owned businesses, you can be sure Idealists are in the trenches, using a hands-on approach to tackle social and environmental issues. Idealists are particularly skilled with creative experimentation, which often results in innovative solutions to business problems.

Idealists choose employers who focus on corporate responsibility and community partnerships, and they carefully research company culture before accepting an offer. They want to be sure the work environment is one of collaboration, recognition and mutual respect. Idealists take business ethics seriously, and they can be relied upon to hold themselves and their employers to the highest ethical standards.

Idealists bring a lot to the table when getting the job done right. Some of the strengths that stand out include:

- Idealists do the right thing - even when no one is looking.
- Idealists are leaders and motivators - they have a natural ability to motivate others to get things done.

Of course, even the best qualities can be taken to an extreme:

- Idealists take their philosophical positions and personal values seriously, which leaves little room for disagreement. This can be tough on colleagues who have an alternative perspective.
- Idealists sometimes take on more than they can handle, leaving them exhausted and overwhelmed.

Idealists know that one person can change the world, and they pursue their goals driven by a passion for making a difference. These Idealists are known for the impact they have made in their fields:

Lead singer of U2, [Bono](#), has leveraged his status as household name to fight for social justice in all parts of the globe. In particular, he works to end poverty, hunger and diseases impacting impoverished communities.

Harvard Law School graduate [Aaron Bartley](#) showed the unique leadership skills of an Idealist long before he obtained his law degree. While still in school, he co-founded the Harvard Living Wage Campaign, and after graduation, he went on to co-found the highly successful People United for Sustainable Housing (PUSH).

[Muhammad Yunus](#), a Bangladeshi social entrepreneur and economist was awarded the Nobel Peace Prize in 2006 for founding Grameen Bank, which pioneered the concepts of microcredit and microfinance. His bank gave loans to entrepreneurs too poor to receive traditional bank loans, creating social mobility and development from below. He is also a co-founder of the Yunus Social Business Centres (YSBC). YSBC's vision is to encourage a new, humane capitalism through managing incubator funds for social businesses and providing advisory services to companies, governments and NGOs around the world.

Since Idealists are focused on passion projects, they often hold their first leadership roles before they enter the working world. They plan and manage fundraisers, train volunteers or participate in major projects for non-profit organizations while working in unrelated entry-level jobs. This often results in an uneven rate of career growth, because Idealists will suddenly take a giant leap forward when they find an employer that values their non-traditional leadership experience.

Idealists make it a point to do the right thing, so they can be relied upon to come in on time, complete their work and meet deadlines. Other workplace habits include:

- A balanced approach to people-focused vs. task-based activity
- A strong focus on finding solutions and taking action, rather than waiting for someone else to take charge.



INTERNATIONALIST

INTRODUCTION

New cultures and new connections are critically important to the Internationalist, who wants a career that offers the opportunity for world travel. These individuals want to explore every corner of the globe, and they are happiest in a job that keeps them moving. Boredom is the enemy for Internationalists, and they hope to one day have a chance to lead a team or influence a project that has a significant impact on the business.

These adventurers are skilled collaborators and relationship builders. They are comfortable in unfamiliar situations, and they are easily able to make connections with new colleagues and business partners. Curiosity drives Internationalists, and they rapidly absorb international customs and manners. As a result, Internationalists are an excellent choice to move the business into uncharted territory - for example, expanding into new markets or building global supply chains.

STRENGTHS & OPPORTUNITIES

Basic values drive the decision-making process for Internationalists, and they can be counted upon to do the right thing.

- Internationalists are known for their honesty and integrity, and they take ethical obligations quite seriously.
- Because Internationalists are dedicated individuals, in a pinch, they will be flexible with their time to ensure organizational needs are met.

Of course, there are some routine responsibilities in every position, and Internationalists might struggle with these.

- Internationalists are driven to seek out new experiences, and on-going completion of repetitive tasks can quickly lead to disengagement.
- While Internationalists reliably meet their deadlines, this might come at a cost to their personal life.

SUCCESS STORIES

Internationalists often spark worldwide conversation as a result of their dramatic forays into the unknown. More often than not, Internationalists are the first to visit exotic new locations, like the top of Mount Everest, and they make history for their achievements in exploration. These are just a few of the Internationalists who have made their mark.

[Cassie DePecol](#) dreamed of seeing every country in the world, and on July 24, 2015, she set out to do just that. Over the course of approximately two years, DePecol has been on a journey to increase cultural understanding as a representative of the [International Institute of Peace Through Tourism](#), combining her passion for travelling with her career. When she completed her voyage in 2017, she became the first woman to see all 196 countries.

[Harriet Chalmers Adams](#) wanted to see the world at a time when women had limited career options. She developed strong photography skills and paired them with her innate talent for story-telling, eventually taking a position as a war correspondent. This allowed Adams to indulge her passion for travel while being paid for her work.

[Carl Pei](#), an entrepreneur with an international background who took true advantage of this and co-founded the mobile phone company Oneplus. This was the first global direct-to-consumer unlocked mobile phone provider. It quickly became a popular brand worldwide. Born in China, Pei's family moved to Sweden when he was six. Pei took advantage of his international heritage early on, buying gadgets from China and using online platforms like Ebay to sell them on. He eventually used a factory in China to put his own brand to the products he sold, whilst also building the international relationships that would lead him to co-found OnePlus.

CAREER PATH

Because Internationalists are focused on the experience rather than achievement, their career paths often take many twists and turns. They tend to take jobs that offer travel opportunities, whether the position is a promotion, demotion, or lateral move. As long as the new experiences keep coming, Internationalists are content to keep the same position for a longer period of time.

WORKPLACE HABITS

Leaders enjoy having Internationalists on staff to handle any off-site work that needs doing. After all, many employees have other obligations that make business travel a real burden.

- Internationalists have strong communication and collaboration skills, easily able to make a connection with every person they meet.
- These individuals are future-oriented, always keeping an eye on how the current proposal will affect future goals.
- Big picture thinking allows Internationalists to make connections and predict the impact of business decisions long-term. This can be invaluable information for busy leaders.



INTRODUCTION

Always on the prowl for the next opportunity, Hunters are driven by their passion for achievement. These individuals are looking for competitive compensation and the promise of career advancement - along with the potential for high future earnings. Hunters are adaptable, quickly acclimatizing to a new company, and they are able to reinvent themselves as required to fit organizational needs.

Hunters are focused on solutions first, and their ability to innovate makes them an asset to any business. Strong skills in problem-solving make Hunters popular with clients, and sales positions are a natural fit. Because they are focused on increasing their compensation, they are especially motivated by commission-based roles.

STRENGTHS & OPPORTUNITIES

Hunters enter the organization like a storm, full of energy and ambition, bringing a host of strengths to their organizations.

- They are team-oriented and skilled at collaboration, regardless of how long they have worked with their colleagues.
- They are persuasive, able to gain consensus from individuals and groups, making it easier to move forward on internal projects, external sales, and overall continuous improvement.

Of course, that ambition comes at a price, and Hunters can take a toll on their leaders.

- Hunters don't put much stock in company loyalty, and they will often accept an offer if the grass looks greener elsewhere. Money is their primary motivator.
- Perfection is not a priority - while work will always be on-time and technically correct, Hunters aren't known for providing exceptional products when they are in a time-crunch.

SUCCESS STORIES

Hunters don't shy away from hard work, and they make sure that their efforts yield exceptional rewards. These individuals are committed to reaching the top of their fields, finding their way over and around any obstacles:

Businessman, entrepreneur, and former Presidential candidate [Ross Perot](#) is a Hunter. Though he came from humble beginnings, his drive and ambition propelled his career forward quickly. In his position as an IBM salesman, Perot distinguished himself by reaching the annual sales quota in just two weeks.

[Ross McEwan's](#) passion might be his New Zealand farm, but career-wise, he has been on the hunt for bigger and better opportunities for decades. Early on, he worked hard to establish strong foundational knowledge in banking and finance, which made him a top candidate for senior management positions in increasingly larger financial institutions. Today, McEwan leads the Royal Bank of Scotland, which has offices in the UK, Europe, Asia, and the United States.

Senator [Harry Reid](#) started his life in a ghost town. Searchlight, Nevada, had a population of just two hundred people, and his home didn't have indoor plumbing. Reid focused on his goal of gaining prestige and financial security, eventually leading the Democratic majority in the US Senate.

CAREER PATH

The Hunter is anything but methodical when it comes to career progression, and climbing the career ladder one rung at a time leads to frustration. These ambitious workers do whatever it takes to skip steps, whether that means excelling in their current jobs so they are selected for leadership positions or moving on to a new organization. Many Hunters fully expect to find themselves in the C-suite midway through their careers. Fortunately, their solid skills, innovation, and strong work ethic make this goal achievable.

WORKPLACE HABITS

Overall, leaders are generally thrilled to have a Hunter on their team, because their work ethic and drive is unmatched.

- These individuals will always put deadlines and client needs ahead of their own personal lives, making them easy to manage.
- Leaders can expect work to be on-time, though it is possible that Hunters will cut corners here and there as necessary to meet deadlines.
- Hunters are problem-solvers by nature, and they offer creative solutions to complex issues.
- Financial recognition is a simple and effective method of keeping Hunters engaged.



CAREERIST

INTRODUCTION

The ambitious Careerist is nothing if not practical. Careerists don't expect promotions to magically appear. Instead, these hard workers roll up their sleeves and give every position their best, adding value that leads to future career opportunities.

Careerists move through their career progression step by step, making the most of each chance to learn new skills. They always have their eyes on their ultimate goal: reaching the very top. Popular career paths for the Careerist include management tracks in large organizations and careers that have clearly defined paths from entry-level to leadership.

The challenges they may face on this upward path only spur them ever onward. With the knowledge gained at each step adding to their growing arsenal of skills, careerists find themselves well-equipped to steadily overcome obstacles and move forward.

STRENGTHS & OPPORTUNITIES

Careerists possess great strengths:

- They have a remarkable ability to collaborate and adapt, no matter what their job title is.
- These individuals work well in teams, offering support and career development to others who wish to learn.

These strengths eventually turn into leadership positions, as Careerists earn the respect of their leaders, peers and subordinates.

However, the drive to achieve can take a dark turn if Careerists find themselves with a toxic manager.

- Lack of recognition for their hard work can take a toll on engagement and productivity.
- Careerists don't let criticism roll off their backs, and they are harder on themselves than anyone else.
- When in positions where they feel unsuccessful, Careerists can lose their confidence, leading to long periods on the same rung of the ladder.

SUCCESS STORIES

Careerists often work their way up from the ground floor, running companies where they were once entry-level workers.

In 1971, [Jim Skinner](#) took a job as a McDonald's restaurant manager trainee. He mastered a series of progressively more responsible positions, until he was ultimately named vice chairman and CEO in November 2004.

[Ursula Burns](#) knew hard work would take her far, but when she started as an intern at Xerox, she had no idea where she would end up. She moved into an executive assistant role, where she learned the skills needed to successfully run a business. After a long series of career steps, Burns was named chairman and CEO of Xerox in 2009, making her the first African-American woman to lead a Fortune 500 company.

Though stories of mailroom clerks working their way up to executive positions seems like a fairy tale, [Dick Grasso](#) lived this amazing journey. He started off in the mailroom of the New York Stock Exchange in 1968 and proved his ability to lead over and over again. He climbed the career ladder rung by rung, and he was named chairman and chief executive in 1995.

CAREER PATH

A Careerist's career path often follows a very straightforward route. With an affinity for organization and structure, the Careerist will seek the path that offers the perfect combination of stability and upward progression. This often means that Careerists seek to remain with an employer for the long haul, rather than jumping from ship to ship.

This loyalty and dependability is often enough to earn them the respect of their employers, which further helps propel them along their path. Such organizations where these traits will serve a careerist well include careers in the military, law enforcement, the financial sector, law or various medical professions.

Along their path, Careerists always seek to maintain a strong image of professionalism, while also acting according to their strong values and principles. To that end, they often quickly rise to a managerial position, as they typically exhibit many leadership traits.

WORKPLACE HABITS

Careerists are often easy to recognize due to their definitive workplace habits:

- Careerists work hard to ensure that their work always exhibits the highest standards of quality—they will never seek to cut corners.
- Always striving to follow the rules, these by-the-book workers know their responsibilities and work dutifully to complete them each day.
- Careerists are also loyal, and should one earn their respect, they will remain steadfast in their resolve to help that person achieve greatness as well.
- Careerists can often be stubborn--a careerist that operates too by-the-book can be limited in flexibility when working with other personality types.
- A careerist is not afraid to voice his or her opinion--however, some opinions aren't always warranted or helpful.
- Those who don't work as enthusiastically as careerists do can lose a careerist's respect, making it hard for them to work together.



HARMONIZER

INTRODUCTION

Job-hopping is fashionable in today's ever-changing business environment, but that is one trend that the Harmonizer career type won't follow. These loyal employees treat their coworkers like family, and they are always ready to take on additional responsibilities for the good of the team. Because they are focused on building strong relationships, they are excellent additions to collaborative team environments. Harmonizers are happiest when their colleagues are content, and they have a talent for finding win-win solutions to interpersonal problems.

STRENGTHS & OPPORTUNITIES

Because Harmonizers are so positive, they bring a wide variety of strengths to their work. Examples include:

- Harmonizers are frequently recognized for influencing and leading coworkers through organizational changes.
- Managers often rely on Harmonizers to get the job done, because they are dedicated to putting in extra effort when required for the good of the team.

Harmonizers do have opportunities for growth, and many set goals to overcome these issues:

- Spending too much time focused on interpersonal relationships at work to the exclusion of completing work responsibilities.
- Creating a balance between work and family -- Harmonizers have a hard time saying no, which leads to time conflicts.

SUCCESS STORIES

Some of the most successful individuals in the business world capitalized on their interpersonal skills to boost their career development. These Harmonizers can be found in a wide variety of top employers across industries. Examples include:

Former Evernote CEO [Phil Libin](#) thought that the only way to be happy at work was to stick with companies that have no more than 50 employees. However, as a Harmonizer, he was able to transform the work environment of a mammoth technology company into a culture of relationships and cross-team collaboration usually only seen in tiny startups.

[Tony Hsieh](#), CEO of Zappos, has created an extraordinary career from finding and sharing happiness. After selling his startup at the age of 24 because he wasn't enjoying his job anymore, he wrote the bestselling book "Delivering Happiness" and launched his own coaching company. As leader of Zappos, he has created a work environment that is considered the gold standard in employee engagement.

[Eleanor Roosevelt](#), was not only the First Lady of the US but also played a key harmonizing role during her distinguished career as a diplomat. She was instrumental in the founding of the United Nations and the US joining the organization. She subsequently became the first delegate from the US to the UN. Whilst serving as the first chair of the UN Commission on Human Rights, she oversaw the drafting of the Universal Declaration of Human Rights and constantly worked to gain closer cooperation between countries on issues of Human Rights.

CAREER PATH

Loyalty to their managers, coworkers and company keeps Harmonizers from job-hopping, which means they usually enjoy a straightforward career trajectory. Through hard work and a reputation for communication and collaboration, they are regularly promoted to positions that are increasingly more responsible. However, Harmonizers won't stay in a job that threatens their happiness and well-being for very long. When the environment is dysfunctional or toxic, Harmonizers move on, and their long list of accomplishments makes them attractive candidates for future career advancements in alternative organizations.

WORKPLACE HABITS

It is easy to spot Harmonizers in the workplace -- they are the first to greet you and make introductions when you walk into a room. Other workplace habits include:

- A focus on actionable solutions -- count on Harmonizers to find creative ways to overcome obstacles.
- Strong communication skills -- when there is a lot of disagreement in how to move forward, Harmonizers can always find common ground.



LEADER

INTRODUCTION

While leaders might know business processes inside and out, their true strength is seeing the big picture. These take-charge individuals can relate individual tasks and assignments to larger organizational goals, and they have a gift for communicating their vision in a way that inspires their teams - and themselves - to push forward through tough times to achieve exceptional results.

STRENGTHS & OPPORTUNITIES

Leaders typically possess the following strengths:

- Leaders understand the value of teamwork, and they are skilled at creating cohesive groups to get the job done.
- Leaders don't fear responsibility - they thrive on it. You can count on leaders to accept accountability for end results.
- Leaders are introspective and quick to identify their own opportunities for growth. By the time you give them feedback, they are typically already aware of and working on the issue.

Of course, no one is perfect, and even leaders have challenges to overcome.

- A strong desire to be the master of their own fates makes it hard for leaders to accept authority. Since everyone answers to someone - even if it is an entrepreneur answering to investors and clients - leaders can struggle when they need to give up some control.
- Leaders are their own harshest critics. Sometimes, they hold team members to the same unreasonably high standards that they hold themselves to. This can damage relationships with those they are leading.

SUCCESS STORIES

The world is full of successful leaders who have transformed the world we live in. Some of today's biggest influencers include these remarkable examples:

[Indra Nooyi](#), coming from humble beginnings, she gained admission to Yale School of Management and worked night shifts so she could pay for her college tuition. After working in various organizations such as Boston Consulting Group and Motorola she was appointed CEO of PepsiCo, making her the leader of the second largest food and beverage company in the world.

[Bill Gates](#), co-founder of Microsoft Corporation, has led the brand to become one of the most recognized in the computer industry. He has always looked forward, leading the pursuit to constantly diversify Microsoft products and has ingrained this into the organizational culture. He is also recognized for helping others by giving back through The Bill and Melinda Gates Foundation, providing the funding for necessary resources to people all over the world to improve both their lives and their career opportunities.

[Salil Shetty](#), as Secretary General of Amnesty International since 2010, he has lead the organization's movement to end human rights violations worldwide. He has held leadership positions in several humanitarian organizations including the United Nations Millennium Campaign and ActionAid. During his time at ActionAid he is credited with transforming the charity into one of the world's leading international development NGOs.

CAREER PATH

Most leaders know where their passion lies early in their careers, and they get themselves on the path to management as early as possible. From Student Council positions in high school to leading projects and student organizations in college, these individuals have been developing leadership skills their entire lives. They make it a point to excel in entry-level jobs, ensuring they will be selected for increasingly responsible supervisory positions. They often volunteer for stretch assignments, creating a solid reputation that sets them apart from their peers.

WORKPLACE HABITS

Leaders feel most alive in collaborative environments, when they challenge themselves, when their team wins and when they have learned something new. Other workplace habits include:

- A preference for making decisions using a flexible work style that goes with the flow, getting the best from every team member.
- An energetic workstyle, expecting a lot from themselves and others.
- A tendency to sacrifice personal time when working on exciting or important projects. This can be damaging to personal relationships in the long term.



ENTREPRENEUR

INTRODUCTION

Entrepreneurs are the type of individuals that create their own companies from the ground up. They can be found in organizations of all sizes, offering innovation and creativity to grow and expand the business. They thrive in an environment where they have some flexibility to pursue passion projects. As employees, entrepreneurs are fast learners, and they require ample development opportunities to stay engaged.

STRENGTHS & OPPORTUNITIES

Growing businesses often owe their success to the Entrepreneurs on staff, as these are the employees that find methods of differentiating the organization from competitors.

- Entrepreneurs have a strong work ethic, and they can always be counted on to go above and beyond when needed.
- These employees strive for perfection, and they place more weight on the quality of their product than meeting deadlines.

Managing Entrepreneurs can be tricky, and leaders need to understand when to be firm and when to allow flexibility.

- It can be difficult to persuade Entrepreneurs to attend to their day-to-day responsibilities when they are inspired by a new idea.
- Entrepreneurs tend to take on more than they can reasonably handle when new projects and development opportunities present themselves.

SUCCESS STORIES

The biggest advances in culture and technology don't generally come from the corporate world. Instead, they come from visionaries who take major risks by striking out on their own in pursuit of new ideas. These remarkable individuals are entrepreneurs - innovative thinkers who wouldn't settle for the status quo:

Entrepreneur [J.K. Rowling](#) didn't just change the world -- she created an entirely new one in her wildly popular Harry Potter series. Rowling built an empire based on a few sentences she scribbled on a coffee shop napkin.

[Steve Jobs](#) knew that computers could change the world -- but only if they were accessible and intuitive to everyday users. His creation of Apple computers has driven technological innovation, bringing the power of computers and later, mobile technology, to average homes around the globe.

[Harold Schultz](#) left Starbucks in 1985 due to his frustration at the owners not accepting his ideas. He managed to raise \$400,000 funding from various sources, including a doctor who was impressed with his willingness to take a 'gamble'. Schultz opened his own coffee store, reflecting his idea of what a coffee store should be. Two years after opening, the owners of Starbucks turned their attention to other ventures and Schultz bought Starbucks for \$3.8 million. Today Starbucks revenue totals \$21.67 billion and the chain can be found worldwide.

CAREER PATH

The career path of an Entrepreneur is a winding road, marked by soaring highs and crushing lows. Entrepreneurs take risks, building new businesses or creating innovative products within a larger organization. While they are natural leaders, Entrepreneurs aren't looking for power and prestige. As they grow and develop their skills, they encourage others to join their journey to challenge the status quo, finding bigger, better ways to get the job done.

WORKPLACE HABITS

It is easy to spot Entrepreneurs in crowd. They are the ones asking, "What if we do it another way?"

- Entrepreneurs are solution-focused, and they can be counted on to overcome obstacles that others can't quite manage.
- As employees, Entrepreneurs are ready to take on a challenge, and they make excellent additions to project teams.
- While Entrepreneurs expect fair compensation that permits them to live comfortably, their priority is developing their skills. Recognition in the form of interesting new assignments keeps these employees engaged.

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