The Human Resources Strategy for Researchers incorporating the

European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers
Report on the Self-Evaluation
and the Corresponding Plan of Action

On 13 January 2012—nearly one year and 9 months (note, April 2010) after the plan of action "Acknowledgement HR Excellence in Research" was created—the action plan and its implementation were evaluated within the scope of a working group. This working group consisted of 9 people from diverse organisational areas including management, research, research management, committees and services such as human resources development.

According to the initial analysis, around two years ago the greatest weakness was dimension II, "Recruitment". For this reason, the university direction decided to devote the most attention to this area. The actions for improvement in this important area were immediately harmonised and combined with a planned QM audit by the AQA (Austrian Quality Agency) that was scheduled for summer 2011. The recruiting process was visualised and optimised. In addition, comprehensive guidelines were worked out for the examination of job applications, structured interviews with applicants, decision matrices according to weighted criteria, specialisation area and personality tests as well as case studies to examine leadership competences and the handling of equal opportunity. When relevant, the job vacancies are published in English at EURAXESS. The skills and competences for using the new tools are also taught in continuing education courses as part of leadership training. Up to now, 12 people have attended the courses. Managerial staff who will fill a position in the near future are invited to participate in this continuing education. At present, it is not (yet) required to attend, nor must the application templates be used. In the dimension "Recruitment", 10 actions for improvement were proposed, five of which have been implemented; three further actions are being implemented and two suggestions have been removed from the concept due to changed conditions.

The dimension "Recruitment" was assessed by the working group on a scale from 0-100%—as was done two years ago—where 100% represents the most desirable and best result that can be obtained. The result was an improvement from 44% to 57%. The integrated use of the instruments available by the organisation is still insufficient. The objective is to give the managerial staff time and to create an awareness, especially since currently no new positions are being created and the replacements for temporary positions (third party financed and project positions) as well as training positions for specialists etc. are also being reviewed.

As part of the workshop, the points evaluated at < 60% were also examined carefully. These points, which were taken from the Code&Charter catalogue, are listed below:

11 Evaluation/appraisal systems

15 Transparency (Code)

24 Working conditions

25 Stability and permanence of employment

26 Funding and salaries

28 Career development

29 Value of mobility

30 Access to career advise

36 Relation with supervisors

37 Supervision and managerial duties

40 Supervision

In these areas, the proposed actions were reviewed and amended and their implementation was evaluated. 47 actions altogether were proposed, 24 of which were implemented. 15 actions are currently being worked on or implemented. Four actions have not begun (yet). A further four actions were withdrawn due to changed conditions.

Outlook: In the future, smaller working groups will be formed around different areas of emphasis in order to continue to work off deficits consistently. Furthermore, it is intended to bring the topics closer to the employees, organisational units and committees, for example in the form of additional roadshows or informational events. In this way, the constantly growing challenge of improving communication can be met.

Action Plan – overview of the most important measures

In the course of the quality audit the Medical University of Graz had to implement more than 100 measures. On the following pages we would like to give a short overview of the most important core fields as we have already fixed them in the initial C&C report in 2010.

The working progress is shown by signal lights in the field of "status". The **green light** shows that all main aims so far have been realized. Nevertheless, it is possible that certain points had to be adopted due the financial situation of our organization. **Orange** shows that work is in progress but we are still not satisfied with e.g. intensity or effects. **Red** would show that we have not yet started with the suggested measure.

Focus on Dimension II: Recruiting

Topic	Content	Responsibility	By when?	Status	Notes
Recruiting optimization	- Structured interviews in German and English - Improved job advertisement - More transparent procedure - Improved personnel marketing - Potentially electronic procedures to facilitate the processing of the applications received - Executive training - Partial monitoring of the process by Human Resources Development - Increased focus on social skills and leadership quality, if necessary	HR-Development	July 2010	*Due to budget reduction two concerns of the C&C workgroup will not be realized: 1 .further electronic tools that support the recruiting process 2. more HR personnel to assist job interviews*	*main focus on recruiting process in quality audit – no further recommendations or requests for improvement by the assessors*

Further steps

We strive for a broader use and acceptance of the new recruiting instruments. Therefore, we will go on in promoting the new standards. Nevertheless, the interest in this also relies on the possibility to hire new staff (difficult in the moment because of budget reductions). The financial cuts also induce our need for finding synergies between the hospital operator and the university.

Topic	Content	Responsibility	Until when?
Building a recruiting taskforce with members of the HRM of the hospital operator KAGes	Working on a concept regarding potential synergies in the field of recruiting (especially science-supporting staff)	HR-Development	December 2013

a) Focus on Dimension I: Ethical an Professional Aspects

Topic	Content	Responsibility	By when?	Status	Notes
Improved good scientific practice	Training on the topics of plagiarisms, data security,	HR-Development	July 2010		

Topic	Content	Responsibility	By when?	Status	Notes
	information on Code & Charter, accountability of researchers, training for tutors				
Executive handbook	• Finish the handbook and refer to ethical an professional aspects (e.g. confidentiality)	HR-Development	July 2010	🟢	
More open market for research topics and issues	• Exchange of experience of scientists	HR-Development and Research Management	February 2011	🟢	
Seminar on scientific journalism	• Writing of short press releases	HR-Development	February 2011	🟢	

b) Focus on Dimension III: Working Conditions

Topic	Content	Responsibility	By when?	Status	Notes
Virtual mobility	• Possibility to exchange data easily including practical instructions for telephone and video conferences (high tech for research)	Information Management	February 2011	🟢	
Persons with disabilities	• Expert advisory group for persons with disabilities and chronic diseases • Job advertisements for persons with disabilities	Service Point for Persons with Disabilities, HR-Development	January 2011	🟢	
Advancement of women and families	• Expansion of flexible child care, summer day camp for kids	Organizational Unit for the Coordination of Tasks regarding Equal Rights, Advancement of Women and Gender Research	December 2013	🟠	new facilities depend on construction of new campus site
Information on the career model	• Encouragement of info events on the career model, mentoring system and talks about personal career options	Vice-Rectorate of Human Resources, HR-Development and Gender Unit	December 2011	🟢	
Reduction of information deficits	• Information on cooperation agreements with foreign universities • Raising awareness of the ombudsman for scientific quality assurance • making criteria for co-authorship public	Organizational Unit for Teaching and Studies, Vice Rectorate for Research and other organizational units that may be concerned in consultation with the Internal Communication Office	December 2011	🟠	
Exploit the potential of experienced colleagues	• Increased use of graduates of the Master of Medical Education as seminar speakers and coaches	HR-Development	December 2010	🟠	
Create non-monetary incentives	• Formation of a team to generate and implement ideas	HR -Development	December 2010	🟢	

Further steps

Topic	Content	Responsibility	Until when?
Non-monetary incentives	Realizing the elaborated concept regarding non-monetary incentives	HR-Development and Works Council	December 2013 (under the pre-condition of financial support by organization)
Appraisal interviews and job description	Improve the controlling of leadership tasks e.g. existing current job descriptions for every employee, appraisal interview at least once per year	HR-Development	February 2014
Create a concept for Occupational Health Management	The existing concept of the university should be linked to the concept of the hospital operator KAGes. The goal is to find synergies and to improve employee satisfaction and team spirit.	HR-Development Medical University and Hospital Operator KAGes	December 2013

c) Focus on Dimension IV: Training

Topic	Content	Responsibility	By when?	Status	Notes
Mentoring	• Training on the topics of plagiarisms, data security, information on code&charter, accountability of researchers, training for tutors	HR-Development	Dec. 2010	🟢	
Tutors	• Finish the handbook and refer to ethical an professional aspects (e.g. confidentiality)	HR-Development	July 2010	🟢	
Absences	• Transparent information of absences (leave of absence, special leave etc. for congresses, continuing education)	Vice-Rectorate of Human Resources and Gender Equality	Dec. 2010	🟢	

Further steps

Topic	Content	Responsibility	Until when?
Women as leaders	Enhance the number of women in leadership trainings	HR-Development	February 2014
MBA Programme for Leaders	Realization of a leadership module (as part of a MBA programme) that was planned and designed by HR-Development	HR-Development	December 2014