

# The Human Resources Strategy for Researchers incorporating the **European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers**

2nd Report on the Self-Assessment and the  
Corresponding Plan of Action  
January 2014

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# 1. Introduction to the Self-Assessment

Since the last self-assessment took place two years ago (January 2012), we decided to repeat the procedure in January 2014 and update the plan of action accordingly. The following report will better acquaint you with the conditions and work setting at the Medical University of Graz, the time frame and content of the code and charter process, the current state of this process and finally the further course of action including the planned communication strategy.

## 2. Explanation of the Work Environment

Ten years ago, the Medical University of Graz was established as an independent university after splitting from the University of Graz in 2004. At the beginning, the organization was primarily occupied with setting up independent structures so that the topic of improving working conditions only became relevant gradually. For example, Human Resources Development (full time employees: 2) was not set up until April 2007. When a concept for human resources development was created, however, an explicit reference was made to the requirements of the *European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers*.

The Medical University of Graz, whose slogan is *learning, living and research in a sustainable way*, has around 2200 employees. 1600 people are financed by public funds as part of the global budget and an additional 600 people are third party funded employees who primarily support research programmes for a limited term. The global budget currently covers around 750 academic employees involved in research as well as teaching and patient care.

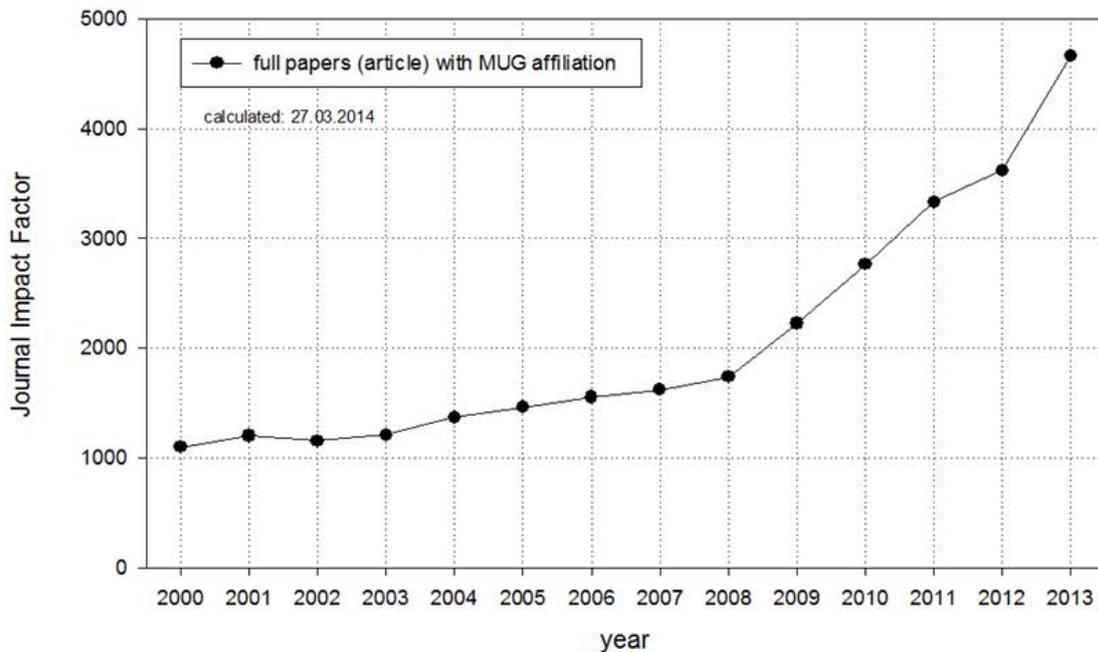
Research at the Med Uni Graz focuses on the following areas:

- **Molecular bases of lipid-associated diseases**
- **Neuroscience**
- **Cancer research**
- **Cardiovascular diseases**
- **General Topic: Sustainable Health Research**

Prevention, Early Diagnosis, Quality of Life, Health Services Research, Didactical

Within the past few years, the number of publications by our university has risen rapidly; output had increased nearly fivefold by the end of 2013. This is in line with the research strategy of the Medical University of Graz established in the development plan and the performance agreement

(<http://www.medunigraz.at/grundsatzdokumente>). Central actions include performance-oriented funding, specific actions in the research areas, continued development of biobanking on several levels and more internationalization measures.



Numerous awards and certifications, e.g. the AQA quality management audit, the University and Family Audit and the Styrian Health Prize (*Steirischer Gesundheitspreis*), also document the success story of our young university.

To understand the report in context, it is essential to see that a majority of researchers are also integrated into the day to day workings of the clinics at the University Hospital Graz (*Landeskrankenhaus Univ. Klinikum Graz*). From the "acknowledgement of exchange of experiences" in the periodic structured appraisal interviews, we know that achieving a balance between patient care and research is one of the greatest in-house challenges. In addition, there is a cooperation agreement with the hospital operator (University Hospital/KAGes) which accelerates cooperation in many areas; actions and decisions are always coordinated with the clinical centre.

A certain factor of uncertainty has been introduced into the implementation of the planned actions and thus the European Charter for Researchers. For example, a standard recruiting process with the clinical center is desirable. Upon closer observation, however, it appears that the needs of both organizations are diverging:

while the Medical University announces positions internationally, the clinical centre primarily recruits from within the region. This different human resources policy also has an impact on the procedure itself. A structured, transparent recruitment procedure (also offered in English) that legally meets all the government's specifications and time requirements and accelerates the appointment of women to leadership positions is indispensable to the university. The university requires considerably more time and its own screening procedure for the examination of international applications alone.

The university's governing bodies and committees also play a crucial role in the implementation of actions. To better understand this relationship, here is an overview of the most important committees — which are potentially not as common in other EU countries — and their functions:

### ***The University Council***

The University Council is responsible for controlling and is also supposed to take on the supervisory function previously exercised by the Minister for Science and Research. It is the duty of the University Council to approve the development plan, the organizational plan and the draft of the performance agreement between the university and the ministry as well as the rules of procedure of the Rectorate. In cooperation with the Senate, the University Council has to determine the future orientation of the university and the strategies to be pursued.

The term for members of the University Council is **five years**. Since 2008, the University Council has consisted of seven members.

### ***The Senate***

The Senate is the governing body set up according to the principle of the co-determination of university staff and students. The Senate has the following responsibilities: issue and change the statutes on the recommendation of the rectorate; issue the curricula for degree programs and university training courses; determine academic degrees and titles for the graduates of university training courses; decide in the second instance on issues related to study programs; determine the categories to which tuition fees are dedicated by the students; issue guidelines for the actions of the collegial boards; establish a working group for equal treatment issues.

The term of office is **three years**. The members of the Senate are elected by Medical University staff and students every three years.

### ***Working Group for Equal Treatment (AKGL)***

The task of the Working Group for Equal Treatment (abbreviation: AKGL) is to counteract **discrimination** based on sex and to advise and support staff, students, and governing bodies of the university in questions regarding the equal employment opportunities for women and men and the advancement of women. The working group is also responsible for issues related to **equal treatment** regardless of ethnicity, religion or belief, age or sexual orientation.

According to the statutes of the Medical University of Graz, the working group's term of office is **3 years**. The groups of university staff and students represented in the Senate, i.e. professors, academic staff, non-academic university staff and students, have the right to delegate members to the working group.

### ***Employees' Council for Academic Staff (BR I)***

### ***Employees' Council for Non-Academic Staff (BR II)***

The Employees' Council is a service and counselling center. It represents employees as well as civil servants who are academic staff (BR I) and non-academic university staff (BR II).

According to the Labour Relations Act (ArbVG), the Employees' Council is appointed to look after and support the economic, health, social and cultural activities of the staff of an organization. A further important task is to monitor legislation that affects employees. The term of office is **4 years**.

# Timeline and Procedure



**Step 1 and 2 HRS4R:** On 19 November 2009 and 13 January 2010, an internal gap analysis was conducted on the basis of the requirements of the charter using the document recommended by the European Union. Here is an excerpt:

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

"A Human Resources Strategy for Researchers incorporating the Charter and Code"

Annex 1 : Example of a standard template for the internal analysis –

<http://ec.europa.eu/euraxess/rights>

**I. Ethical and professional aspects**

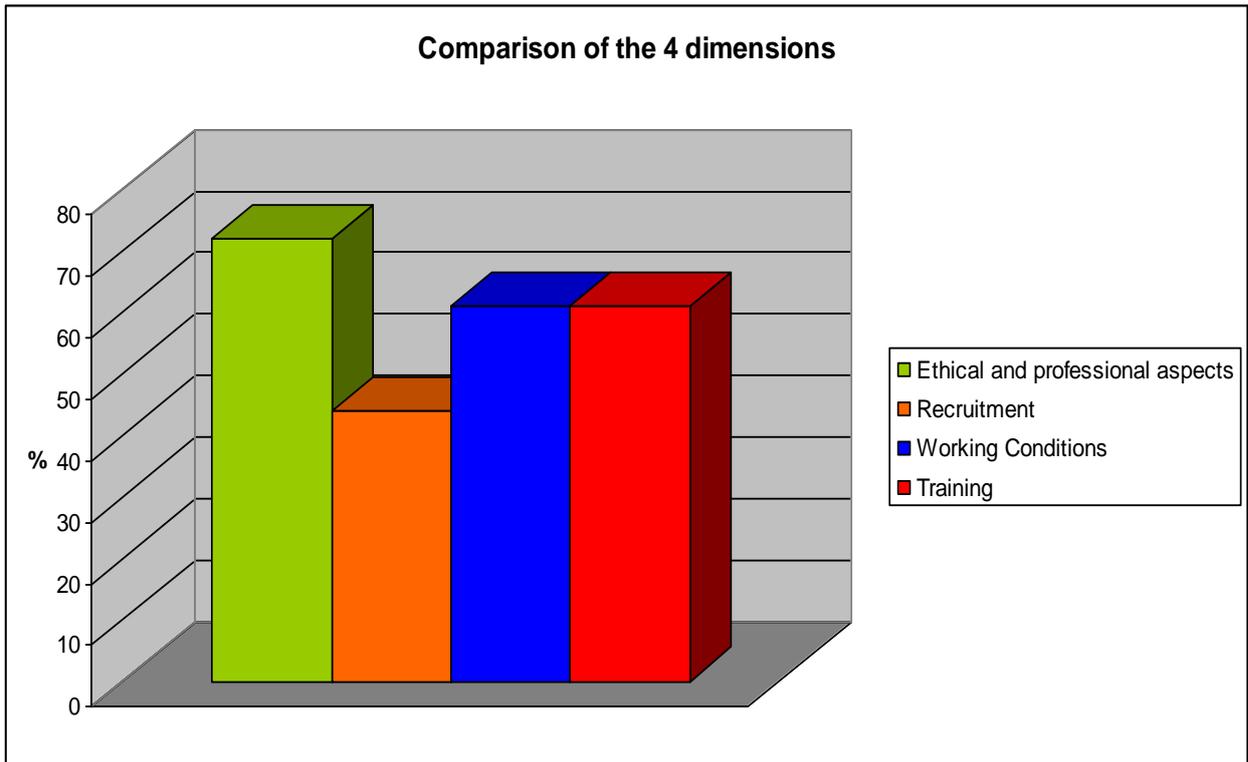
**1. Research freedom**

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

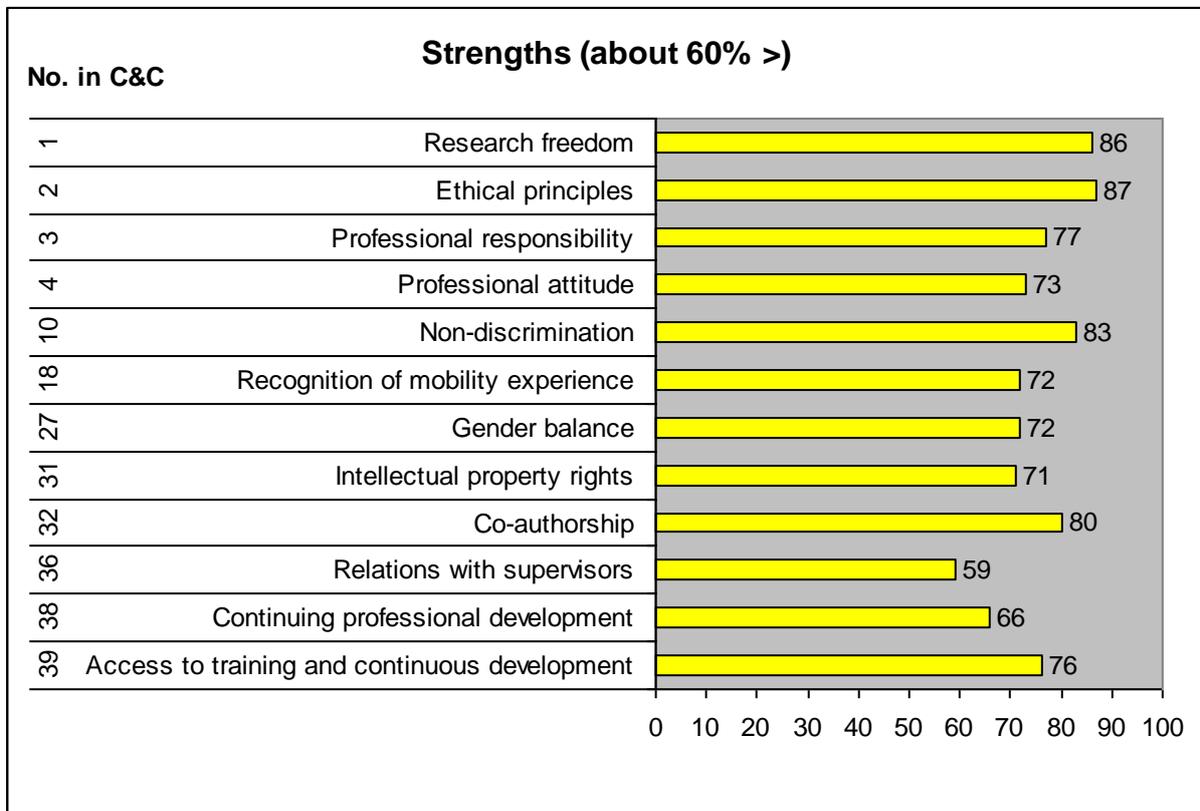
Relevant legislation (permitting or impeding the implementation of this principle)	Existing Institutional rules and/or practices	Actions required	When/Who

The working group was made up of representatives from a variety of areas: professors, associate professors and assistant professors (m/f), senior scientists (m/f), third party funded staff, staff and leaders from research management and from the office of the Vice-Rector for Human Resources & Gender equality, Employees' Council, Working Group for Equal Treatment and the Rectorate were equally represented (key informant approach). The first step involved analyzing the given matrix to see which actions were already being taken at the university. Next, the matrix was expanded to include ideas and suggestions that the key informant group felt were still outstanding and in need of implementation. Finally, it was determined on a scale of 0-100% to what "degree of completion" the 40 criteria had already been met. 0% indicated the complete absence of actions and 100% indicated the fully adequate existence of appropriate actions.

This led to the following conclusions: A relatively high level of actions appeared in the dimensions I Ethical and professional aspects, III Working Conditions and IV Training, (> two thirds level of compliance).



When the strengths were examined more closely, the picture was as follows:



There was much positive in dimension 1 Ethical and professional aspects: the freedom to conduct research, professional responsibility in one's job, ethical principles, equal treatment and lack of discrimination, the positive attitude towards co-authorship, access to training and continuing education.

Dimension II Recruiting had a lower level of compliance of only 44%. In this respect, it seemed reasonable to conclude that this area in particular should be the focus of the first step so as not to forget the suggestions for improvement from the other dimensions. A total of 116 points were identified as desirable actions. The action plan shows only a selection of particular areas of focus and not the entire catalogue of actions. **Step 2 HRS4R:** On the basis of this first internal analysis, the HR Excellence in Research logo was awarded to the Medical University of Graz in April 2010.

In the first analysis, the entire recruiting area was identified as the main focus for the upcoming quality certification by the AQA (Austrian Quality Agency). At this point, the process of the charter was connected to the in-house QM process. Existing sequences were labelled as key or secondary processes and discussed with the departments concerned. New instruments were developed, new continuing education opportunities for staff and management were introduced and new channels of communication were opened up. This step consisted of ongoing QM team meetings with the departments and staff involved. In autumn 2011, the Medical University of Graz was certified by the Austrian Quality Agency: the area chosen as the main focus, recruiting, succeeded without any further requirements. This was a great success for the QM team and all staff involved in the certification process because the act of applying had entailed an enormous amount of work for all of them.

Not directly linked to the process surrounding the code and charter for researchers — yet very important to the working conditions at our research institution — was the University and Family audit. In November 2012, the Medical University of Graz received the certificate. Leadership is central to the actions for improvement. The same is true for Occupational Health Management; introduced in spring 2010, it requires an intensification of leadership development to improve working conditions.

**Step 3 HRS4R:** A first self-evaluation workshop for nine people took place on 13 January 2012. In the meantime, several members of the original group had left the organization, which explains the smaller group of people. In this workshop, the working group mainly focused on current problems at the Medical University of Graz: 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 advice 36 Relations with

supervisors 37 Supervision and managerial duties 40 Supervision. It appeared that in these areas, 47 actions had been suggested, 24 were implemented and 15 were being processed. 4 additional actions were removed from the catalogue of actions due to changed conditions (e.g. recognition of previous employment not possible with the new collective agreement).

The dimension Recruiting was reevaluated to determine which improvements had been made and the degree to which the optimal target was achieved increased from 44 to 57 percentage points. It was noted that a great many documents, guidelines, and processes were created and defined but it cannot yet be said that it has caught on throughout the organization. This appeared difficult due to the fact that there were actions to cut costs and thus a number of empty positions were not filled. Interest in the newly offered recruiting tools was thus limited.

It was also noted in this workshop that we would attempt to establish new options and ideas for the code and charter for researchers project. In the spirit of continuous improvement, we would like to convene an additional evaluation workshop with old and new stakeholders in the next few years.

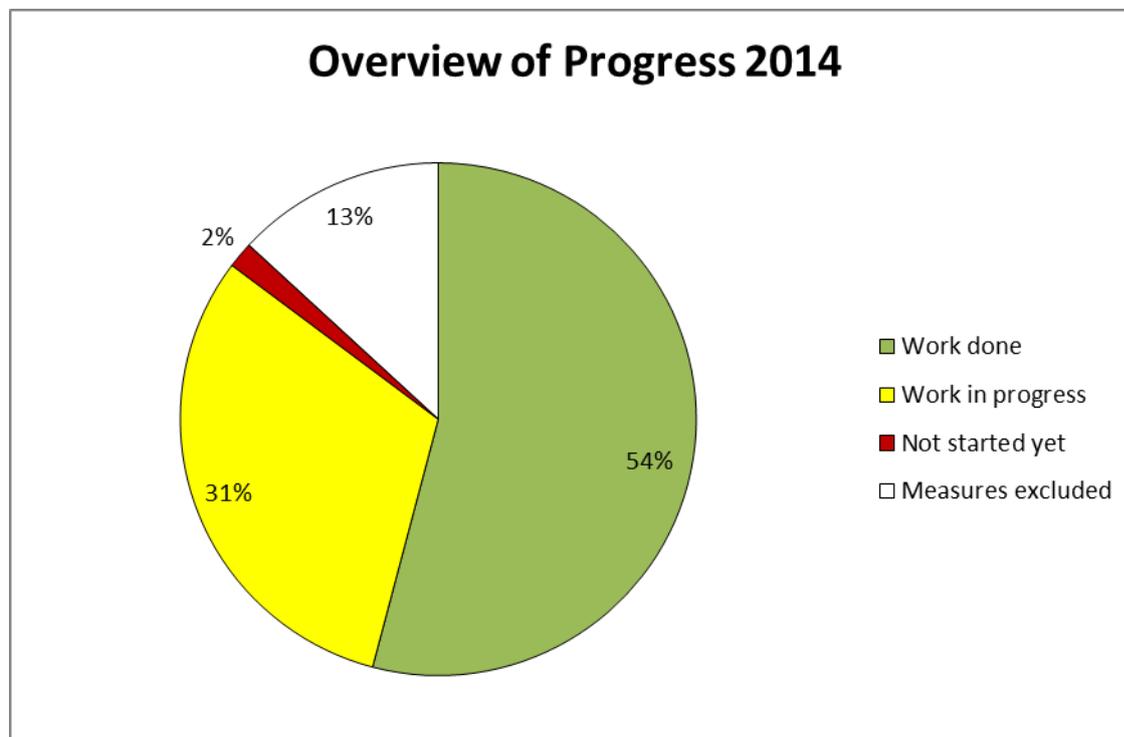
On 28 January 2014, another self-evaluation workshop with 17 (in part new) key informants took place and the process was relaunched. The reason for a new self-evaluation was that the last evaluation had taken place two years ago. This resulted in a change in the stakeholder group as well as an altered vision of the actions that were necessary. The new composition of the working group is explained by the departure of current staff and the new composition of the Employees' Council, the Senate and the Working Group for Equal Treatment. Like all other working groups before it, the working group consisted of professors, associate professors and assistant professors (m/f), senior scientists (m/f), third party funded staff, staff and leaders from research management and from the Vice-Rectorate for Human Resources and Gender Equality, the Employees' Council, the Working Group for Equal Treatment and the Rectorate. The Rector personally delivered the invitation to the workshop.

### **3. Four Year Retrospective**

In January 2014, it was noted that out of a total of 122 proposed actions (the original 116 actions plus 6 new ones), 68 had been implemented, 38 had been taken up and two actions had not yet started (e.g. an Intranet is being discussed, but it is not clear yet whether it will or can be implemented) in the past four years. 16 actions were

ruled out due to changed conditions. One of these conditions is our collective agreement, which does not allow recognition of previous employment as proposed in the catalogue of actions.

Overview of progress:



The action plan, which presents a summary of the detailed catalogue of actions, also shows that work was done on improvements:

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 I: Ethical and Professional Aspects

Topic	Content	Responsibility	By when?	Status	Evidence/Notes
Improved scientific practice	Training on the topics of plagiarisms, data security, information on Code & Charter, accountability of researchers, training for tutors	HR-Development	July 2010		since 2010 we have offered 6 seminars under the title „Good Scientific Practice“, 103 participants

<b>Executive handbook</b>	Finish the handbook and refer to ethical and professional aspects (e.g. confidentiality)	HR-Development	July 2010		see employee orientation guidelines for leaders
<b>More open market for research topics and issues</b>	Exchange of experience of scientists	HR-Development and Research Management	February 2011		<p>research portal <a href="https://forschung.medunigraz.at/">https://forschung.medunigraz.at/</a>, basic training for researchers (appr. 2x per semester), formal and informal events e.g. Get together Wintertime: <a href="http://www.medunigraz.at/cms.php?pageName=301&amp;year=2013&amp;newsId=30073">http://www.medunigraz.at/cms.php?pageName=301&amp;year=2013&amp;newsId=30073</a></p> <p>Doctoral Day: <a href="http://www.medunigraz.at/3372">http://www.medunigraz.at/3372</a></p> <p>meetings within the research fields: <a href="https://forschung.medunigraz.at/fodok/suchen.forschungsfelder?sprache_in=de&amp;menue_id_in=900&amp;id_in=">https://forschung.medunigraz.at/fodok/suchen.forschungsfelder?sprache_in=de&amp;menue_id_in=900&amp;id_in=</a></p> <p>Center for Medical Research (ZMF) 10 years jubilee: <a href="http://www.medunigraz.at/zmf/ZMF10years">http://www.medunigraz.at/zmf/ZMF10years</a></p> <p>International Tea for students and researchers: 25<sup>th</sup> of Nov. 2012</p> <p>div. workshops for researchers: FWF-Coaching 25<sup>th</sup> of May 2013, FWF-KLIF Workshop 20<sup>th</sup> of Nov. 2013, Horizon info event, info-day and workshop: 29<sup>th</sup> of Oct. 2013, 27<sup>th</sup> of Nov. 2013 and 25<sup>th</sup> of Feb. 2014 etc.</p>
<b>Seminar on scientific journalism</b>	Writing of short press releases	HR-Development	February 2011		only 5 participants, new approach: self-marketing strategies for scientists, 1 training day as part of the general training program for researchers

## Focus on Dimension II: Recruiting

Topic	Content	Responsibility	By when?	Status	Evidence/Notes
<b>Recruiting optimization</b>	Structured interviews in German and English Improved job advertisements More transparent procedures 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
<b>Building a recruiting taskforce with members of the HRM of the hospital operator KAGes</b>	Working on a concept regarding potential synergies in the field of recruiting (especially science-supporting staff)	HR-Development	December 2013		We (hospital operator and Medical University) came to the conclusion that our ways of recruiting are completely different. Therefore, we decided to keep on different tracks. At the university, we came up with a separate educational program for secretaries (in 2013) supporting our academics. About 60 persons have attended the program yet.

## Focus on Dimension III: Working Conditions

Topic	Content	Responsibility	By when?	Status	Evidence/Notes
Virtual mobility	Possibility to exchange data easily including practical instructions for telephone and video conferences (high tech for research)	Information Management	February 2011		seminar in Sept. 2010, 5 participants, new trial under new title in 2014
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		<a href="http://www.medunigraz.at/servicestelle">http://www.medunigraz.at/servicestelle</a> (regular meetings of this advisory group exist) and <a href="http://www.medunigraz.at/stellen">http://www.medunigraz.at/stellen</a>
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 open in Sept. 2014, <a href="http://www.medunigraz.at/24546">http://www.medunigraz.at/24546</a> , <a href="http://www.medunigraz.at/kinder">http://www.medunigraz.at/kinder</a>
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		5 informational events, 65 participants

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 Marketing Office	December 2011		research portal: see co-operation network <a href="https://forschung.medunigraz.at/">https://forschung.medunigraz.at/</a> 4 <sup>th</sup> of Dec. 2012 and 30 <sup>th</sup> of April 2013: workshops with the purpose to identify cooperation potential, 14 <sup>th</sup> of March 2013: informational event on stays abroad and scholarships; annual "International Day"; new information platform: International Relations & Activities Committee & Board: <a href="http://www.medunigraz.at/22358">http://www.medunigraz.at/22358</a> Websites: <a href="http://www.medunigraz.at/19361">http://www.medunigraz.at/19361</a> <a href="http://www.medunigraz.at/20880">www.medunigraz.at/20880</a> <a href="http://www.medunigraz.at/1271">www.medunigraz.at/1271</a> etc.  the ombudsman for SQA is trainer in the "Good Scientific Practice" seminar,
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		we got ideas and concepts but no concrete person has found time to provide input until now (they are involved in the development of a new curriculum concept at the moment)
Create non-monetary incentives	Formation of a team to generate and implement ideas	HR-Development	December 2010		finished concept
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)		no financial resources at the moment
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		implementation of electronic controlling device in January 2013, 25 % of employees (financed by global budget) have an annual appraisal interview
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		finished concept exists

## Focus on Dimension IV: Training

Topic	Content	Responsibility	By when?	Status	Evidence/Notes
Mentoring	Make mentoring tasks public and dissemination of the list of mentors to a wider audience	HR-Development	Dec. 2010		<a href="http://www.medunigraz.at/12077">http://www.medunigraz.at/12077</a> , list of mentors in our research portal, mentoring brochures in German and English, 40 mentors in our mentoring pool
Tutors	Appoint tutors in (staff appraisals) or employee orientation handouts	HR-Development	July 2010		together with the HRD department of the Klinikum (KAGes – hospital operator) we decided to appoint tutors only for new staff (see guideline for new employees)
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		new SAP workflow has been established
Women as leaders	Enhance the number of women in leadership trainings	HR-Development	February 2014		number of female participants has increased from one third to more than a half (40 out of 74 participants were female)
MBA Program for Leaders	Realization of a leadership module (as part of a MBA program) that was planned and designed by HR-Development	HR-Development	December 2014		MBA program has started in Oct. 2013, all in all 23 participants, 9 from our university

## **4. Summary of Major and Minor Achievements**

### **Transparent recruiting procedures**

Four years ago, there were no instruments and tools in the area of recruiting. As part of ongoing work to make improvements in line with the European charter, standardized interview questions according to DIN 33430 were developed in both German and English, instructions on the professional screening of documents were prepared, professional and personality tests were introduced and case studies were developed to evaluate leadership competences and gender and diversity. At this time, around 60 leaders received instruction in how to use the new tools. At the same time, students preparing to complete their studies and apply for a job can use this recruitment training as a feedback and training platform for their applications. The recruitment procedure was certified by the AQA and can be conducted without any further requirements.

### **Mentoring**

An individual mentoring program was developed for the Medical University of Graz in 2010. This can be exploited by any staff member who has a professional question. Since the program's inception, around 40 internal mentors have been trained and around 25 mentoring processes of a duration of one year have been completed. The training was taken over in part by Human Resources Development, which saves costs, and since the start of 2014, the entire process is possible in English. These changes are of particular benefit to international staff and PhD students. The process was evaluated and over 90% of mentors as well as mentees feel that the program is very practical and useful. The mentors also benefit from their leadership work and take advantage of ongoing continuing education programs as part of the reflection process for mentors, e.g. crisis and conflict management. Programs in the area of intercultural competence are planned for 2014.

### **New impulses for internal continuing education**

The program for internal continuing education was also enhanced and received a new stimulus from the requirements of the European charter: new seminars on good scientific practice, a workshop in the area of scientific public relations, training in the area of professional human resources selection, a new approach to office management training to support research, a continuing education program on new

media and virtual mobility, a seminar on the topic of copyright and data protection for teaching staff, etc. Also new are a concept for occupational health management with the hospital operator KAGes and an MBA program with an emphasis on leadership for health care.

It was also a great relief to many that employment contracts for PhDs were translated from German into English.

## **Research management**

In the area of research, improvements were also achieved through several actions: In the Research Portal, the central research database system, new functions were implemented including an open access function ([https://forschung.medunigraz.at/fodok/suchen.publikationen\\_oa?sprache\\_in=de&ansicht\\_in=&menue\\_id\\_in=400](https://forschung.medunigraz.at/fodok/suchen.publikationen_oa?sprache_in=de&ansicht_in=&menue_id_in=400)) with which over 7,000 full text publications are available for free. Further examples include the possibility to differentiate between the achievements of the research areas or — in the area of recruitment — the "recruitment tool". This enables a standard online application for professorships and allows the appointment committee to make available comprehensive standardized assessments that contribute significantly to the objectivity of the selection procedure.

As part of research service, new services were developed that are offered to researchers to make their job easier. These include a project management unit as well as a translation and proofreading service performed by a native speaker who improves manuscripts and presentations. Special support has also been introduced for the publication charges for open access publications.

In the area of technology transfer, special mention is necessary of the new offering of the Life Science Incubator, which just started in spring 2014. It offers spin-off and start-up companies infrastructure, services and interesting opportunities for cooperating with the university. The incubator is also intended for university graduates and staff.

## **Appreciation**

The acquisition of funding by the Austrian Science Fund (FWF) is recognized when the project applicants receive written congratulations from the Rectorate. In addition, they receive a 25% share of the overhead for their project that is covered by the FWF. Recipients of a FWF-Schrödinger Fellowship are mentioned by name during the Get Together Wintertime in order to provide them with recognition and show appreciation for them and at the same time hold them up as role models.

## **Mobility**

In the area of researcher mobility, the university is an active member of the EURAXESS Services network within the framework of which researchers are regularly provided with information about stay abroad and funding opportunities as well as visa and entry requirements.

## **Anti-corruption**

In terms of good scientific practice, anticorruption guidelines from Universities Austria were made known to all staff. The ombudsman for scientific quality assurance is continually available for questions on good scientific practice and is also consulted by staff.

## **Teaching and studies**

In the area of teaching and studies, a joint project introducing a standard admission procedure for the human medicine and dentistry programs was implemented at all three Austrian medical universities. Since 2013, places in the programs have been granted according to the same terms at all public university locations.

The European Commission issued the Medical University of Graz the Diploma Supplement Label for 2013-2016 as a sign to students, partners and other institutions of the correct application of Diploma Supplement, fair academic recognition and improvement of transparency on the international stage. The achievements of graduates of the Medical University of Graz can thus be compared and recognized transparently on the international stage. In addition, the Medical University of Graz was awarded the Erasmus Charter for Higher Education (ECHE) for the years 2014-2020/21.

## **Transparency**

To increase transparency of the teaching accomplishments of the individual organizational units for all leaders, new target-performance comparison lists of all staff of each organizational unit of the Medical University of Graz were created in 2013 to optimize planning of teaching using the upper and lower limits of teaching assignments. Furthermore, achievements in the area of teaching are now taken into account in performance-oriented funding and thus made transparent for all organizational units.

## Early-stage researchers

To promote young researchers, the platform careerREsearch encourages excellence by providing them funding for teaching, research and leadership at the Medical University of Graz. Funding opportunities are available for First Stage Researchers (students in diploma programs or doctoral programs, doctors in training), Recognised Researchers (doctoral program graduates or equivalent, doctors in training with a PhD, senior scientists) and Established Researchers (specialists/postdocs with several years of research experience).

## Open educational resources

Following the trend in this area, the Medical University of Graz has offered open educational resources since 2013. It started with Apple iTunesU and has expanded to include YouTube.

iTunesU is a special section of iTunes for universities through which they can offer OER (open educational resources — free teaching materials). The first teaching materials from teaching staff and guest lecturers are available here for download.

See: <https://itunes.apple.com/at/institution/medizinische-universitat-graz/id531746548>

Since iTunesU for non-Apple based computers/devices requires the installation of a special software (Apple iTunes), the Medical University of Graz decided to open another channel of distribution for OER: YouTube. YouTube does not require any special software besides a standard web browser and can be used with all PCs and mobile devices, independent of manufacturer and operating system.

There are currently three channels being offered at YouTube:

*Medizin verstehen* (Understanding medicine):

<http://www.youtube.com/user/medunigraz01medizin>

*Antrittsvorlesungen/Vorträge* (Inaugural lectures/lectures):

<http://www.youtube.com/user/medunigraz02vortrag>

*Studieninfos* (Information about studying):

<http://www.youtube.com/user/medunigraz03studium>

## Career model for researchers

5 years ago, the University Collective Agreement became effective, making it possible for young researchers to pursue an academic career (similar to the international tenure track system) at their own university. The Medical University of Graz adopted this career model very quickly in comparison to other Austrian universities and has advertised career positions for exceptionally talented academic staff since winter semester 2010. The Rectorate offers employees qualification

agreements using an internal selection procedure that concludes with a hearing. If these agreements are met, the limited employment contract becomes an unlimited employment contract and the employee becomes an associate professor at the Medical University of Graz. Since the career track model was introduced, 78 employees of the Medical University of Graz have concluded a qualification agreement; three employees were appointed from outside the university. The percentage of doctors (as compared to other disciplines, e.g. the natural sciences) in all tenure track positions is currently 66%. This clearly shows that it is not just doctors who have the opportunity to receive an associate professorship at the Medical University of Graz. The targets set at the start were reached, namely to lower the age at graduation (currently around 36) and when the qualification agreement is fulfilled (around 41) and to increase the proportion of women (46% of applications in response to the most recent announcement were submitted by women). Regarding the C&C process we did a lot to promote our new career perspectives (e.g. informational events, job application trainings for associate professors, career orientation for young researchers). Furthermore, we linked our career models to our mentoring program, we promoted women for these positions and constantly worked on continuous improvements

## Course of Action

The summary of the action plan shows the following points remain open:

Topic	Content	Responsibility	By when?	Status	Evidence/Notes
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 open in Sept. 2014, <a href="http://www.medunigraz.at/24546">http://www.medunigraz.at/24546</a> , <a href="http://www.medunigraz.at/kinder">http://www.medunigraz.at/kinder</a>
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		
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)		no financial resources at the moment
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		implementation of electronic controlling device in January 2013, 25 % of employees (financed by global budget) have an annual appraisal interview

The open points mentioned above were included in new targets:

Topic	Content	Responsibility	By when?	Status	Evidence/Notes
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 2014		new facilities open in Sept. 2014, <a href="http://www.medunigraz.at/24546">http://www.medunigraz.at/24546</a> , <a href="http://www.medunigraz.at/kinder">http://www.medunigraz.at/kinder</a>
Exploit the potential of experienced colleagues	Increased use of graduates of the Master of Medical Education as seminar speakers and coaches	HR-Development	December 2014		at least one person should contribute to our in-house didactics program
Non-monetary incentives	Realizing the elaborated concept regarding non-monetary incentives	HR-Development and Works Council	December 2014 (under the pre-condition of financial support by organization)		no financial resources at the moment – but we try to realize at least 1 pilot project to gain experience
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	Dezember 2014		30 % of employees (financed by global budget) have an annual appraisal interview

It was also decided in the self-assessment workshop in January 2014 to deal with the proposed actions (38 suggested improvements remain open according to the pool of ideas and actions) in four new working groups.

These working groups will focus on:

1. Achievement of a balance between research, teaching and patient care
2. New media and virtual mobility
3. Data protection
4. Networking of researchers and teaching staff

The working groups should create an individual catalogue of targets by 1 October 2014. As soon as they are finished, the targets should be attached to this report.

Starting in the middle of 2015, the working process on the code and charter for researchers should be combined with the recertification process of the Austrian Quality Agency. Ideally we will also be able to select another key process (in 2011 it was recruiting) which significantly improves the working conditions in our research institution. Besides this, an annual meeting of the evaluation team is planned (the next will be in January 2015); every 2<sup>nd</sup> year a self-evaluation process has to be carried out.

## 5. Communication Strategy

The logo and the content of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers” has been made available at the website of the Medical University of Graz: [www.medunigraz.at](http://www.medunigraz.at)

and targeted at researchers at: <http://www.medunigraz.at/forschung>

Information on the content is constantly being communicated on the following occasions:

- Introductory meetings for new staff in German and English, once a month
- Continuing education program on good scientific practice, once a year
- Personal development working breakfast with the Working Group for Equal Treatment and Employees' Councils, twice a year
- Professorial community, as required,
- Senate, as required.

In addition, the following new actions are foreseen:

- Inclusion of the brochure in the welcome folders, starting in January 2014
- "What's new" in the staff info medium newsflash about once per quarter
- Brief information in the introductory module Research, about twice a year
- 17/10/2014: Celebration of the tenth anniversary of the Medical University of Graz, brief speech by the Vice-Rector for Human Resources & Gender Equality
- 26.11.2014: "Milestone" event, brief speech by the Vice-Rector for Human Resources & Gender Equality
- Use the back of continuing education course materials for C&C information

Other ideas:

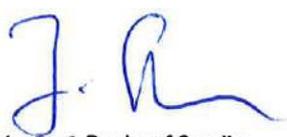
- Introduce information about C&C at various events e.g. staff get-togethers
- Vice-Rector for Human Resources & Gender Equality should continually touch on the topic in her public appearances
- Organize give-aways, e.g. pencils, notepads
- Workshop with others with a logo, joint setting of common focus

We are expecting a very broad spectrum of university leaders at the fit4excellence symposium on 25 and 26 September 2014. Since the conference is exclusively dedicated to the working conditions at universities, we have invited EU representatives/speakers on the topic of the code and charter for researchers. Carried out in cooperation with the network of health promoting universities, the event is the first of its kind in the German-speaking world. For more information, go to: <http://www.gesundheitsfördernde-hochschulen.at/>

This Report (from January 2014) was written by the Head of Human Resources Development and Occupational Health Management with support from all stakeholders in the HR Excellence in Research Working Groups.

Our Rectorate fully stands behind the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers Initiative and the measures that need to be taken.

Graz, May 2014



**Univ.-Prof. Dr. Josef Smolle**  
Rector



**Ao. Univ.-Prof.in Dr.in Dr. in h.c. Ingrid Lippe**  
Vice-Rector for Research



**Ao. Univ.-Prof. Dr. Hans Peter Dimai**  
Vice-Rector for Teaching and Studies