



**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 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.