HRS4R at the Medical University of Vienna

Action Plan & HR Strategy 02/22

Inhalt

1 Medical University of Vienna

The Medical University of Vienna (MedUni Vienna) is one of the most traditional medical training and biomedical research facilities in Europe and it is today the largest medical training institute in the German-speaking area. With 30 university departments, two clinical institutes and 12 theory centres, it strives to attract the brightest minds with its triple track strategy covering research, education and patient care. The educational program ranges from undergraduate to postgraduate programs in medicine and dentistry including a focus on informatics and precision medicine as well as several thematic structured PhD programs.

STAFF & STUDENTS (2020)	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	2,843.5
Of whom are international (i.e. foreign nationality) *	795
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	907
Of whom are women *	1,236.9
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	799.9
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	750
Of whom are stage R1 = in most organisations corresponding with doctoral level *	1,317
Total number of students (if relevant) *	7,776
Total number of staff (including management, administrative, teaching and research staff) *	4,485

	RESEARCH FUNDING (figures for most recent fiscal year; 2020)	€
(1)	Total annual organisational budget	€ 593 512 026,90
(2)	Annual organisational direct government funding (designated for research)	€ 478 380 612,01
(3)	Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	€ 37 715 824,14
(4)	Annual funding from private, non-government sources, designated for research	€ 79 106 034,33

(1)   Umsatzerlöse 2020 – 24_Mitteilungsblatt_28042021_Rechnungsabschluss 2020

(2)   Globalbudgetzuweisungen des Bundes 2020 – 24_Mitteilungsblatt_28042021_Rechnungsabschluss 2020

(3)   Summe der großen Fördergeber (Bund, EU, FFG, FWF) – 26_Mitteilungsblatt_06052021_Wissensbilanz 2020

(4)   Drittmittel gesamt abzüglich (3) – 26_Mitteilungsblatt_06052021_Wissensbilanz 2020

2 HR Strategy

Achieving the HR Excellence in Research Award is one of the Medical University of Vienna's current performance goals. The University recognizes the value of aligning the processes and procedures to the principles set down in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. During the initial phase, the Medical University of Vienna has undertaken a thorough and comprehensive review according to the principles of the Charter and Code to create the Gap Analysis and Action Plan. The strengths and weaknesses in line with the four thematic areas were discussed and evaluated in detail via a participatory process involving the Steering Group, the Working Group and different staff representatives and members within the organization. Researchers were asked to contribute their assessment of the current implementation of the 40 principles in qualitative, semi-structured interviews. From our Gap Analysis, we have identified various actions relating to the Charter and Code principles that we intend to prioritize in the initial two year phase. We do not currently see any actions regarding the remaining principles. We propose to monitor these principles for changes in the future as part of the long-term implementation. The Medical University of Vienna confirms its commitment to using the opportunities within the principles of the Charter and Code to guarantee a continuous process of evaluation to ensure the highest standards of excellence in research.

3 Gap Analysis

The principles of Charta & Code can be assigned to four thematic headings: Ethical and professional aspects, recruitment and selection, working conditions and training & development.

A thorough gap analysis was performed by the HRS4R working group to assess the status quo regarding the 40 principles of Charta & Code. Furthermore, in fulfillment of the requirements of the HRS4R guidelines, researchers were asked to give their own assessments of the level of implementation of the principles in semi-structured, qualitative interviews. Researchers were nominated by the Works Council for the scientific university staff, by the Working Group for Equal Opportunities and the Senate of the University. Regarding the Covid19 situation and in consideration of individual preferences and availabilities, they were offered the option to answer the questions in written form. The interview guideline was derived from the 40 principles included in the Charter & Code. The resulting material (transcriptions and interviews in written form) were analyzed applying qualitative content analysis as elaborated by Philipp Mayring.

3.1 Ethical and professional aspects

The principles addressing ethical and professional aspects are substantially regulated by the national legal framework in Austria. The **freedom of teaching and research** is specified in Austrian legislation (Basic Law, the Constitution, the Universities Act and others). The **principle of equal treatment** is established in the Austrian Constitution and via a number of specific laws that apply to universities. The Working Group for Equal Opportunities is a permanent body established according to the Universities Act responsible for preventing discrimination and advising staff about all related issues. The MedUni Vienna has an **Ethics Committee** established in accordance with the Declaration of Helsinki and national legislation. It is responsible for the approval of all clinical research projects. Furthermore, there are dedicated committees in charge of the approval of work with animals and genetically modified organisms.

Several **specialized departments** within the University ensure compliance with different principles as defined under the heading "Ethical and professional aspects". The IT Systems and Communications department (ITSC) is responsible for all hardware and software, **data management and data security**. Scientific, statistical and clinical studies support is also provided to researchers and e-learning platforms are available for teaching.

The Research Service at the Medical University of Vienna assists in all aspects of national and international **funding** programs. The Legal Department provides **support regarding legal matters** and offers training to staff regarding **data protection**. Dedicated teams support staff in aspects of **occupational health and safety**, including a comprehensive staff health improvement program, as well as facility management.

Societal engagement is realized through events (e.g. Long Night of Research, Children's University, podcasts etc.), providing information to the public through publications, health talks, brochures, press releases about research results, a YouTube channel etc.

Serving the interests of society and medical and scientific progress, the University is committed to **disseminating research findings** as effectively as possible, i.e. through the publication of research results in international peer-reviewed journals. The MedUni Vienna also actively promotes **patenting and the commercial use of research discoveries** in order to generate additional revenue for research.

The Technology Transfer Office is responsible for protecting the University's intellectual property and commercializing research findings. It registers employee inventions, manages patents and licensing, and acts as an interface between researchers employed at MedUni Vienna and businesses.

The Austrian Universities Act stipulates **quality management**, evaluating many aspects of the university's performance, including research, teaching and study programs. Within this framework, the evaluation of scientific staff is oriented to the San Francisco Declaration on Research Assessment (DORA) and the Leiden Manifesto. The Evaluation and Quality Management Office is a specialized service unit tasked with the **evaluation of teaching and research** (teaching evaluation, teaching performance criteria, evaluation of degree programs; administration of the University's research documentation and collecting data for the evaluation of research activities).

The Medical University of Vienna is one of the founding members of the **Austrian Agency for Research Integrity**. Internal "**Good Scientific Practice**" (GSP) guidelines create a framework for responsible, fair and self-critical research. The guidelines are accessible to all staff through the intranet and cover pre-clinical trials, clinical studies, experimental work in research laboratories, data management, authorship and publishing, scientific misconduct, cooperation with industry, conflicts of interest and supervision of researchers. The university has a dedicated **ombudsperson for good scientific practice.**

Since 2012, the Medical University of Vienna has an international scientific advisory board advising the Rectorate on all matters related to research (including clinical practice, teaching, human resources etc.).

Being a medical education facility committed to excellence in research, teaching and patient care, embedded in a comprehensive national legislative frame, the Medical University of Vienna counts on numerous strengths in the field of ethical and professional aspects. However, the Gap Analysis identified potential for improvement in the evaluation and appraisal systems. The implementation of evaluation processes could be more standardized across positions and career levels. The university strives to improve the transparency and communication of the evaluation system and the relevant evaluation criteria. Furthermore, continuous information processes for staff regarding certain principles could also be improved.

3.2 Recruitment and selection

The Medical University of Vienna is embedded in the governance and regulation mechanisms of the Austrian higher education system, two core elements of which are the universities' performance agreements with the Federal Ministry for Education, Science and Research (contracts defining goals for three-year-periods and establishing the basis for the allocated budget), and the university's Development Plan, the strategic planning instrument of the universities which define their strategic orientation and goals and which also forms an essential basis for the performance agreements with the Ministry. The development plan includes planning for professorship positions, the personnel strategy and the development of the career models of the university.
Selection and recruitment are regulated in the Universities Act. The Human Resources (HR) department is responsible for efficient and consistent recruitment, hiring, selection, retention and further training of staff. **Advertisement** of all positions other than third-party-funded posts are managed by the HR Department. Vacancies must be advertised and certain positions for scientific staff are advertised internationally. According to the university statutes, qualifications not listed in the job advertisement may not be considered in the selection procedure. The statutes also determine that the **share of women** is to be raised to 50% at all levels and functions. Job advertisements have to include a

statement indicating that the university aims at elevating the share of women and explicitly encourages qualified women to apply. The required profile for applicants for professorships includes competence in the fields of gender and diversity-specific activities and achievements in both research and teaching. **Selection procedures** are designed in order to **prevent discrimination** on grounds of sex, ethnicity, religion/belief, age, sexual orientation or disabilities. The Working Group for Equal Opportunities has the task of counteracting any discrimination by university bodies and to advise and support the university members and bodies on issues of equality of opportunity for women and men as well as on the promotion of women's issues. The group is informed about all applications and candidate selections. The Works Council must also be informed about the choice of candidate. The Works Council is established in accordance with legal requirements to represent the interests of staff. Its task is to promote the economic, social, health-related and cultural interests of employees inside the university and to monitor compliance with laws, contracts and regulations established in favour of staff.
Even with high standards and highly formalized procedures in place in Austrian universities, potential for improvement was recognized in the Gap Analysis. Current recruitment processes and international advertising will be reviewed to identify possible modifications. Aspects of HR processes could be communicated more effectively, both internally and externally.

3.3 Working conditions and social security

The Medical University at Vienna is a leader in the area of medical knowledge. The development of innovations in medicine and research and the training of experts are among the strategic goals. The University is an international leader in five research areas via its centres of excellence, specialized research clusters and interdisciplinary centres. The extensive infrastructure with 30 university departments, 2 clinical institutes and 12 theory centres offers an optimal environment for research projects in the various medical specialist areas.
In Austria, **social security** is regulated by law and guaranteed to all employees, offering generous benefits (medical care, parental leave, care and sick leave – all as standard). In 2009, the MedUni implemented a mandatory Collective Bargaining Agreement for university employees containing guidelines for employment including details about working conditions and pay scales. It is applicable to scientific and non-scientific/administration staff, including fixed-term contracts. **Working conditions** include flexible working hours, social security, health insurance and pension contributions. A compulsory annual review meeting is obligatory for each staff member. Salaries are regulated by Collective Bargaining Agreements and the career scheme offers fair pay. Every two years, the MedUni is obliged to report the remuneration scheme to the authorities.
The MedUni has an international reputation and cooperates with internationally renowned universities, seeking highly qualified employees to ensure collaboration and excellence in research and teaching.
Austria has a comprehensive federal scheme for **gender monitoring** in higher education and data are collated and published annually. A report on gender equality and diversity at the university is published internally every year by the Department for Gender Mainstreaming and Diversity.
The competence portfolio of the Gender Mainstreaming and Diversity Department comprises equal opportunities and measures for the advancement of women, support for parents as well as gender studies. It offers a range of programs including various career mentoring schemes and support for staff with care work commitments. Assistance is given in finding appropriate childcare places (including at the two on-campus nursery schools). It also provides professional advice to pregnant women and parents on combining the responsibilities of childcare and work. Special attention is given

to the specific needs of women (pregnancy, return after maternity leave, carework etc.) by employing flexible working time models, including options for telework.

Since 2010, the Medical University of Vienna takes part in the "Audit hochschuleundfamilie" (audit university and family) which is specifically designed to create family-friendly work and study environments, and was re-certified for the second time in 2018 (awarded "family-friendly employer 2018" with more than 100 other Austrian institutions). In 2017, the university signed the "Family in Higher Education Charter" (Charta Familie in der Hochschule). Since 2004, the MedUni is part of a universities network called "UniKid-UniCare" to support careers of parents in various ways and to encourage more engagement by fathers. Included in the family-friendly measures are flexible working hours and various part-time models that take into account the personal situation of the employees. It supports all employees in achieving a better work-life balance. Furthermore, the university also assists in the job searches of the partners of dual career couples.

The HR dept. offers administrative and strategic advice including career development. **Career development** schemes cover a wide range of personal development courses, skills development, IT competencies, leadership training, mentoring, grant and funding advice etc. Employees in the university service departments take care of general administration matters and represent the interests of the university internally and externally, e.g., in law, finance, audits, quality management, department for student affairs, university library, research service or communication and publication work.

The Medical University of Vienna is also a signatory of the Diversity Charter of the Austrian Economic Chamber, an initiative to prevent discrimination. In 2018, the MedUni received the "Diversitas Award" of the Federal Ministry for Education, Science and Research for its campaign about the prevention of harassment.

However starting at the postdoctoral level, there is still a gender gap, typical of the leaky pipeline. Therefore, the MedUni Vienna is continually developing measures to recruit (internally or externally) and retain more female candidates for positions at the postdoctoral level and above. The advancement of women and equal treatment are a clear commitment and top priorities in the everyday business of the University. Any legal requirements are fully implemented. Despite continuous and comprehensive efforts to achieve equality, further issues can be addressed, for example in the proportion of female heads of organizational units and professorships. The current share of female professors is 29% (as of 31/12/2020). Communication about career models could be more transparent with improved explanations about the criteria required for each model.

3.4 Training and development

In order to recruit and retain the best minds and to put the existing intellectual and creative potential to the best possible use, the Medical University of Vienna places great emphasis on personal development. The employees of MedUni Vienna are encouraged and invited to improve their skills and continuously acquire new ones, according to a state-of-the-art academic lifelong-learning concept, in line with the newest educational concepts and tailored to the needs of an expert organization. The HR Development department is part of the HR department and focuses on the specific needs of employees and individually supports the development of personal and professional competencies. The choices on offer include a wide range of training courses and seminars freely accessible to staff, as well as counselling on career development, mentoring and coaching. Courses offered cover research skills, patient care, management and leadership, personal skill sets, staff health improvement programs, languages, IT and safety. The MedUni Vienna is a member of the Austrian University Continuing and Education Network (AUCEN). The training course program is continually evaluated and updated according to requirements. There are specific programs directed at women at different career stages

(mentoring and coaching) as well as a choice of training courses on topics related to gender and diversity awareness. In the area of mobility, the university has exchange programs such as foreign exchange scholarships, visiting researcher schemes and partnering with other universities. In addition, the MedUni takes measures to promote highly skilled researchers, offers performance-oriented career models for physicians and participates in a multitude of international networks and non-university cooperations.

The Collective Bargaining Agreement regulates various aspects relevant for training & development: it stipulates the possibility of leaves of absence for education and training purposes or sabbaticals; delineates the duties of supervisors to promote the career development and continuous education of staff; also the duty of staff to take part in further training is stipulated. Professional development is one of the mandated topics in the annual review meetings between supervisors and employees. A guideline elaborating on the annual review meeting process is available for supervisors.

The statutes of the university define who is eligible to supervise PhD projects. In the various PhD programs, the role and responsibilities of **supervisors** are delineated. Internal training courses are available for all supervisors.

The MedUni GSP Guide recommends regular lab meetings for small teams and PhD symposia for quality control and establishes that each junior researcher should have a more experienced researcher to turn to. There are reference values for the maximum mentor-to-mentee-ratio.

We evaluated the relationship between researchers and their supervisor(s). Lab meetings, lab notebooks and PhD committee meetings are part of the quality control mechanisms already in place. Potential was identified in the Gap Analysis concerning the process for performance reviews currently in place and the communication of recommendations for supervisors. There is room for improvement regarding the tracking of the effectiveness of the existing performance review process to counteract variations in implementation, depending on conditions specific to the departments.

3.5 Open, transparent and merit-based recruitment

In Austria, open and transparent recruitment is regulated in the legal system and also part of the University Act, requiring for example, among others, public advertisement of positions, a minimum time for advertising and stipulations on the advert content, including salary information. Certain academic positions must be advertised internationally. The Human Resources and Development Department at the MedUni is responsible for the efficient and consistent application of Austrian employment laws. The internal Working Group for Equal Opportunities oversees many critical aspects of the recruitment and selection process. They are responsible for example for ensuring that the texts of job openings and the work of recruitment committees is unbiased and fair. Career paths at the Medical University are continually being evaluated and updated as appropriate. The current recruitment and selection processes could be improved by more clearly communicating the relevant criteria for different stages of the career paths.

4 Implementation of the process

The implementation of the HR Excellence in Research process is highly supported by the top management level of the University and one of the targets in the current performance agreements with the Federal Ministry for Education, Science and Research. The Steering Group includes the Vice-Rector for Research and Innovation and the department heads of the HR and Legal Departments.

The HRS4R Working Group consists of staff and department/deputy heads from the HR and HR Development Department, the Legal Department, the Department of Gender Mainstreaming and Diversity, as well as the heads of the Works Council for the scientific university staff (official representation of scientific staff) and the Working Group for Equal Opportunities (operates on behalf of the researchers to prevent discrimination of any kind); they have been closely involved in the process since the beginning and were active in developing the Gap Analysis and the Action Plan. Researchers from levels R1 to R4 are present in the Working Group.

Other staff with expertise can be invited to advise the Working Group as required. Over time and with eventual changes in the emphasis of the project, it could be prudent to invite new or other members to join the HRS4R working group when their expertise is appropriate.

As the HR Award is a long-term project where success depends on embedding processes into the existing structures and systems, the HRS4R Working Group will meet regularly as required to track the actions and review progress. The actions will be implemented involving the relevant specialists from the departments and staff, depending on the expertise required. Regular evaluation and monitoring are part of the essential process and a reporting system involving management is included as part of the implementation plan.

Progress will be measured using relevant and appropriate key performance indicators, where required using quantitative data, desktop research and/or supplemented with qualitative assessment if necessary. The sustainability of the actions including embedding and systemic change processes will be reviewed in consultation with the relevant stakeholders.

As the HR Excellence in Research Award is a crucial strategic project of the University, the administration of the project will continue under the remit of the Rectorate. The HRS4R working group will continue to manage the project for the next review period. The oversight of the project is an integral part of the assigned roles of the HRS4R working group members. During the regular meetings of the individual departments, relevant developments and progress in the project will be discussed and subsequently the department heads will report the findings. The HRS4R working group, or a subset thereof depending on the topics on the agenda, will meet accordingly to oversee the project.

The working group for the HR Excellence in Research project will oversee the implementation. As part of the implementation process, other relevant parties from the research community or stakeholders with knowledge of specific processes and policies linked to the principles of the Charter and Code will be involved as recommended by the HRS4R working group. On a case-by-case basis, qualitative or quantitative assessments or data collection methods will be used with certain staff groups depending on the action being implemented. Any feedback arising from the implementation of the action plan will be discussed by the HRS4R working group.

The HR Excellence in Research Award is one of the targets of the university´s current performance agreements. The Rectorate believes that aligning the existing organizational policies with the Human Resources Strategy for Researchers is important in order to uphold its position as a leading medical research centre. As part of the strategic vision to continue attracting the brightest minds, the University must be constantly developing and improving. For such changes to be effective, they must

be embedded into the standard managerial structures and procedures. During the Gap Analysis, existing recruitment, selection and promotion systems and operational processes were thoroughly investigated and evaluated. Using the Action Plan, the aim is to embed improvements and changes as appropriate into the existing systems to enable long-term systemic change. To better integrate possible changes, various stakeholders and representatives of different staff groups have been and will continue to be closely involved in these processes. Furthermore, all such progress requires a precise and comprehensive communication plan for the best possible implementation. Finally, management will address any possible barriers to the integration using a solution-oriented approach.

A major goal of the Medical University of Vienna is to carry out excellent research and innovation to the highest standard. The University consistently strives to attract the brightest minds in order to further medical research, impart forward-thinking knowledge and ensure the best possible and most advanced care for patients. In order to recruit and retain the best staff, the HR Excellence in Research Award is seen as the perfect vehicle to potentially increase the quality and standards in this area. The Rector and Vice-Rectors are committed to ensuring that progress is made on an ongoing basis. The university is always striving to improve and this can be achieved by regular evaluation and implementation of good practice. The commitments stipulated in the Action Plan will help the university in this with the emphasis on continuous development of managerial and administrative procedures embedded in the organization. The overall monitoring and evaluation will remain with the HRS4R working group under the remit of the Rectorate. The HRS4R working group plans to meet regularly and monitor progress and track the collection of data on the key performance indicators as listed in the Action Plan. The HRS4R working group will also report regularly to the Steering Group and the Rectorate and, as appropriate, inform the governing bodies.

The Working Group assigned the HR Excellence in Research project will continue to meet regularly and evaluate and monitor progress. During these meetings and as part of the agenda, adherence to the Action Plan, the timeline and the Gantt chart will be reviewed, checking the start and finish dates and investigating any delays or discrepancies. The overall monitoring and tracking will remain with the HRS4R working group under the remit of the Rectorate. The HRS4R working group will report to the Steering Group and/or the Rectorate on a regular basis about the progress.

The coordination of the meetings and supervision of the milestones, targets and deadlines will be carried out by the HRS4R working group. Activities in the Action Plan will be compared to the timeline and if unanticipated but justified delays arise, the HRS4R steering group advised and the timeline adjusted.

Progress of each action in the plan will be regularly tracked and monitored according to the timeline scheduled. This task will be part of the activities of the Working Group. Having selected our relevant and appropriate key performance indicators (KPI) and milestones in the Action Plan, the information and/or data for each indicator will be collected and evaluated if and how the goal has been met. If the Working Group feels that perhaps additional indicators or data might better assess the status of the action point, further quantitative or qualitative assessments or a combination of different methods might be used to monitor success. The efficiency of the indicators to measure progress or change will be examined by the Working Group and alternatives proposed if necessary. During the process, the Working Group will evaluate if new additional beneficiaries should be added for dissemination of an action point. These could change as the project advances.

4.1 Actions

	GAP Principle(s)	Involved Tasks (T) & Milestones (M)	Timing (at least by year's quarter/semester)	Responsible Unit*	Key Performance Indicator(s) / Target(s)
A1	Transparency (34)	The HRS4R Website has been set up, including a PDF version of the action plan available for download. (T) Once the university has obtained the HR Excellence in Research Award, staff will be informed through channels such as the newsletter, the newsfeed on the website, social media or the internal magazine MedUnique (M). Information on the HR Excellence in Research Award can be integrated to staff training seminars.	Q4, 2021	GMD, CC	– number of newsletter recipients – number of website visits on the HRS4R webpage – number of social media followers – numbers of downloads of the Action Plan
A2	Evaluation & Appraisal Systems (28)	The use of existing, standardized appraisal instruments will be evaluated (T) after elaboration of an evaluation concept and choice of methodology (i.e., a staff survey) (M). According to the learning opportunities identified, results can be used to improve the process, i.e. by making changes to trainings, reviewing existing documents and guidelines or making changes to the communication regarding performance reviews.	Q1–2, 2023	HR, EQ, GMD	Indicators will depend on results; examples: – number of performance reviews realized; – number of times the guideline was downloaded; – collecting feedback from staff.
A3	Evaluation & Appraisal Systems (28) AND Transparency (34)	Documents on existing appraisal instruments will be translated to English (T) and published in the respective sections of the intranet, i.e. the collection of English HR administration documents or the page elaborating on performance reviews (M).	Q2, 2022	GMD, HR	Indicators will depend on results; examples: – number of performance reviews realized; – number of times the guideline was downloaded

A4	Evaluation & Appraisal Systems (28) AND Career Development (20)	An infographic will be prepared explaining career models in German and English (T) It will be made available in the corresponding HR sections of the intranet and sent out to scientific staff by e-mail. (M)	Q3, 2022	VR for R&I, CC	– number of downloads – number of mailing list recipients
A5	Recruitment – Establish recruitment procedures (31,32) AND Transparency (34)	Existing English PhD recruitment documents and info on processes will be assessed (T). In a next step and with potential for improvement identified, changes can be made to documents, guidelines and information provided regarding processes and requirements. (M)	Q2–4, 2022	Legal, PR, DSA	– share (%) of changed documents
A6	Gender Balance (19)	The visibility of women leaders will be enhanced through events and publications. (T)	Q1–4, 2022–23	GMD, CC	– number of events – number of participants – number of publications – share of female leaders of organizational units – Glass Ceiling Index – Dissimilarity Index
A7	Gender Balance (19)	Completion (T) and distribution (M) of unconscious bias folder A folder on Unconscious Bias will be prepared (T) and distributed (M) to members of professorship appointment committees in the first session of each newly established professorship appointment committee. Information will be presented in a folder (German and English) and in a PowerPoint slide presented at the beginning of the appointment process.	Q1, 2022	GMD, CC	– number of professorship appointment committees since the introduction of the folder – number of distributed folders

A8	Gender Balance (19)	Gender-disaggregated career data should be commicated more transparently within the university. A selection of key numbers will be collected annually in a printed folder that will also be available for download online in the relevant section of the intranet (diversity resources, Gender Equality Report). (T) The folder will be sent to departments for distribution. (M)	Q2, 2022	GMD, CC	– number of folders sent out for distribution – number of folder downloads from website – share of female leaders of organizational units – Glass Ceiling Index – Dissimilarity Index
A9	Gender Balance (19)	The policy for dealing with bullying & harassment will be updated (T), implemented and communicated (M). The updated policy will be available on the respective sections of internal websites; staff will be informed via e-mail. Furthermore, the corresponding intranet resources will be communicated internally during the yearly Orange the world campaign in November.	Q3, 2022 – Q3, 2023	GMD, CC, WC	– number of recipients on mailing list – number of downloads
A10	Career Development (20)	Existing information on career development for PhDs and PostDocs will be translated to English (T) and an English website in the intranet added (M).	Q3–4, 2022	HR, GMD, CC	– website translated and updated – number of page views
A11	Relation with Supervisors (10)	The communication of the roles and responsibilities of supervisors will be reviewed (T) and the results reported to the HRS4R Working Group (M). According to the results, the roles and responsibilities of supervisors can be elaborated in more detail and communicated more clearly (i.e. by further developing the supervisor trainings).	Q1, 2023	DSA, CC	– communication reviewed and updated – collect feedback
A12	Relation with Supervisors (10)	The promotion of the supervision training for PhD supervisors can be increased. (T/M)	Q1–4, 2022–23	TC, DSA	– number of participants in training for PhD supervisors

A13	Relation with Supervisors (10)	A communication scheme to promote annual review meetings among supervisors will be developed (T/M).	Q4, 2023	CC, HR	– number of mailing list recipients – collection of feedback
A14	Relation with Supervisors (10)	The tracking of the duration of PhDs will be assessed (T) and results reported (M).	Q2, 2023	DSA	– average duration of PhDs
A15	OTM–R	An OTM–R policy in German and English will be developed (T) and publicized (M).	Q2/22–Q1/23	HR, Legal, CC, Rectorate, WC	– policy developed and published on HRS4R website, communicated to staff – number of page views/downloads
A16	OTM–R	An internal guideline for implementing the OTM–R policy will be elaborated (T). It will be distributed to those involved in recruiting, i.e. in leadership and supervisor trainings and be announced in the newsletter, and published in the corresponding section of the intranet. (M)	Q2+3/23	HR, Legal	– guideline elaborated and distributed – page views in intranet
A17	OTM–R	The OTM–R policy must be integrated into internal processes (T/M).	Q4/23 – Q1/24	HR, Legal	– number of references to OTM–R Policy in other relevant existing documents
A18	OTM–R	An e–tool for PhD recruitment will be developed (T/M)). There will be a manual available (both for applicants from outside as well as for staff working with the e–tool) for the e–tool as well as an FAQ section and possibly video tutorials.	Q4/21–Q3/22	DSA, HR, Legal	– e–Tool developed and implemented – number of applicants through e–Tool – number of manual downloads

A19	n/a	The status of principles of Code and Charter will be reviewed and the actions for the next phase planned.	Q2–4, 2023	Steering Group, Working Group	–number of actions for next phase

CC=Corporate Communications Department, DSA=Department for Student Affairs, EQ = Evaluation and Quality Management, GMD=Gender Mainstreaming and Diversity Department, HR=Human Resources and Human Resources Development Department, Legal=Legal Department, TC=Teaching Center, VR for R&I=Vice–Rectorate for Research and Innovation, WC=Works Council for scientific university staff

Timing of actions:

Action	Task	Timing	Assigned to	2021	2022				2023				2024
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
A1	Raise awareness of HR Excellence in Research Award with staff, students and the public	Q4, 2021	GMD, CC	▨									
A2	Transparency of evaluation/appraisal systems	Q1–2, 2023	HR, EQ, GMD						▨	▨			
A3	Transparency of evaluation/appraisal systems	Q2, 2022	GMD, HR			▨							
A4	Transparent communication of standardized criteria for career models	Q3, 2022	VR for R&I, CC				▨						
A5	Increase internationality/diversity of applicants	Q2–4, 2022	Legal, CC, DSA			▨	▨	▨					
A6	Increase no. of underrepresented groups at each career stage	Q1–4, 2022–23	GMD, CC		▨	▨	▨	▨	▨	▨	▨	▨	
A7	Increase no. of underrepresented groups at each career stage	Q1, 2022	GMD, CC		▨								

ID	Action	Timeframe	Responsible												
A8	Increase no. of underrepresented groups at each career stage	Q2, 2022	GMD, CC				▓								
A9	Increase no. of underrepresented groups at each career stage	Q3, 2022 – Q3, 2023	GMD, CC, WC					▓	▓	▓	▓	▓			
A10	Transparency of career options	Q3–4, 2022	HR, GMD, CC												
A11	Evidence and documentation of structured and regular relationship	Q1, 2023	CC, DSA								▓				
A12	Evidence and documentation of structured and regular relationship	Q1–4, 2022–23	TC, DSA		▓	▓		▓	▓	▓	▓				
A13	Evidence and documentation of structured and regular relationship	Q4, 2023	CC, HR										▓		
A14	Evidence and documentation of structured and regular relationship	Q2, 2023	DSA								▓				
A15	Raise awareness of OTM–R	Q2 2022 – Q1 2023	Legal, HR, CC, Rectorate, WC			▓	▓	▓							
A16	Raise awareness of OTM–R	Q2+3, 2023	HR, Legal								▓	▓			
A17	Raise awareness of OTM–R	Q4, 2023	HR, Legal										▓	▓	
A18	More transparent recruitment process	Q4/21–Q3/22	DSA, HR, Legal	▓	▓	▓	▓								
A19	Review status of principles of Code and Charter and plan next two years actions (internal review)	Q2–4, 2023	Steering Group, Working Group								▓	▓	▓		

DSA=Department for Student Affairs, EQ = Evaluation and Quality Management, GMD=Gender Mainstreaming and Diversity Department, HR=Human Resources and Human Resources Development Department, Legal=Legal Department, PR=Public Relations Department, TC=Teaching Center, VR for R&I=Vice–Rectorate for Research and Innovation, WC=Works Council for scientific university staff