

# HRS4R @ FHTW

R&D Personnel Strategy and  
Revised Action Plan 2021-2023  
December 2020

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# Foreword

In summer 2012, the UAS Technikum Wien's (UASTW) Rector Fritz Schmöllebeck and CEO Michael Würdinger signed the "European Charter for Researchers" and the "Code of Conduct for the Recruitment of Researchers" and secured the commitment of the UAS to this initiative.

In line with the principles outlined in these documents and based on the HRS4R process for research institutes, in the autumn of 2014 the UASTW published a personnel strategy for R & D employees - the UASTW's Human Resources Strategy for Researchers (HRS4R), including a 2-year action plan for its implementation.

On the basis of this strategy and the process that took place, in May 2015, the European Commission awarded the "HR Excellence in Research" logo to the UASTW, the sole university of applied sciences among only five Austrian institutions. In spring 2017 after the first two-year implementation phase an interim assessment was carried out at the UASTW, resulting in an adapted R & D personnel strategy and included in a Revised Action Plan for the period 2017-2020.

In accordance with the HRS4R process for award renewal, UASTW carried out an internal review of the HRS4R implementation so far in 2020. A dedicated working group also analysed existing gaps that called for new actions. The results of the assessment are presented in this document as an adapted R & D personnel strategy and included in a Revised Action Plan for the period 2020- 2023.

## Universities of Applied Sciences in Austria

The Austrian Universities of Applied Sciences sector has a short history. The Universities of Applied Sciences Studies Act (FHStG) entered into force in 1993; a year later the first University of Applied Sciences degree programs began. In contrast to other European countries the Universities of Applied Sciences sector has been built and expanded completely from scratch, not by improving existing educational institutions, but by the accreditation of individual programs. In the academic year 2019/20 there were 21 Universities of Applied Sciences, 502 UAS degree programs and about 55,000 students. Against the background of educational policy goals of decentralization and deregulation, privately organized operating organizations receive financial public funding to organize study programs. In 2012 a new university quality assurance law (HS-QSG) entered into force.

R & D at universities of applied sciences is relevance-oriented, i.e. in the questions asked, it addresses the needs and challenges of companies and society. The obligation to carry out R&D is anchored in the FHStG. Accreditation requires that the steps necessary to achieve the objectives and to ensure the principles of application-oriented research and development activities are carried out by members of the teaching and research staff. Furthermore, the operator has to ensure that the teaching and research staff participate in application-oriented research and development work. This is especially true for master programs. The flowback into the teaching thus plays a central role. The law and financing model do not provide core funding for R&D at universities of applied sciences from the federal government. The strategic

impetus and the capital requirement for funded projects are to be borne by the operator. This fact significantly affects conditions and design possibilities of R&D at universities of applied sciences.

Austrian universities of applied sciences do not offer doctoral programs, this path is reserved for general universities and is open to graduates of UAS Master's or Diploma courses. If the standard duration of a UAS degree program is shorter than a comparative program at a general university, the doctoral program shall be extended by the difference in time. Dissertation collaboration is possible within the scope of individual R&D projects as well as institutional agreements with general universities in Austria and abroad.

## The University of Applied Sciences Technikum Wien

The UASTW was the first institution in Vienna to receive its university of applied sciences status in 2000. The support body responsible for the UASTW is a non-profit organization that was founded on the initiative of well-known companies in the electrical and electronics industries and the FEEI (Association of the Electrical and Electronics Industry) in 1994. This means that companies, and not a public support body, form the association and board of directors.

In the academic year 2019/20 the UASTW offered 31 technical Bachelor's (12) and Master's (19) degree programs in the areas of:

- Computer Science
- Electronic Engineering
- Industrial Engineering
- Life Science Technologies

In 2019/20, almost 4.400 people were studying at the UASTW (full-time or part-time or as distance learning) and more than 13,000 have already received their Diploma, Bachelor or Master's degree here. Teaching and R&D are carried out by 6 departments that work across a range of degree programs in a clustered matrix organization. In the area of R&D at Austrian universities of applied sciences, the UASTW was most recently ranked third in relation to annual R&D turnover (data up to and including 2017/18). Since 2012, the UASTW has been a full member of the European University Association (EUA).

The existing R & D strategy of the UAS Technikum Wien was adopted and published at the beginning of 2016 and adapted over the last years. It has planned for the following research focusses (cross-department and cross-degree program):

- Embedded Systems & Cyber-Physical Systems
- Renewable Energy Systems
- Data-Driven, Smart & Secure Systems
- Tissue Engineering & Molecular Life Science Technologies
- Automation & Robotics

The funded R&D activities of the UASTW are increasingly focused on these research focusses. They are being continually expanded and there is a push towards cross-institutional R&D cooperation in order to let R&D staff and students from other areas share in the expansion of the R&D priorities.

Typically, the academic staff is active both in teaching and R&D at the UASTW. The extent depends on their personal profile and development. This also applies to Junior Researchers who go into the R&D sector straight after a Master's degree or during their Master's program. The instrument of the dissertation cooperation for the higher qualification of academic staff has been selectively used so far and will be further developed in the future, specifically to increase the proportion of PhDs among R&D employees.

Since the academic year 2014/15 a UAS internal dissertation support system has been established at the UASTW. Since 2016, the UASTW has been an active member of the Dual Career Service Network and Contact Point of the Euraxess Network Austria. This provides free individual consultations on mobility and career development for researchers (and from the Dual Career Service also for their partners).

The external funding comes from grants (European, national, regional), from contract projects and other contributions. A comprehensive description of the various indicators and their development is available in the intellectual capital statements published annually by the UASTW.

<b>Indicators 2019/20</b> (FTE = full time equivalent)	
Number of full and part-time employees in total	1.158
Of whom are women	336 (29%)
Staff in teaching and R&D	935 (81%)
Total number of staff (including management, administrative, teaching and research staff) in FTE	368
Of whom are women (in FTE)	155
Total number of students (if relevant)	4359
Total Number of externally funded projects	60
Volume of externally funded projects (€ million) total	4,1
Of which is external funding (€ million)	3,2
Of which is external funding from grants (€ million)	2,7

<b>R&amp;D</b>	<b>FTE</b>
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	33
<i>Of whom are international (i.e. foreign nationality)</i>	4,5
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	0
<i>Of whom are women</i>	8
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	8
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	12
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	13

## HRS4R@FHTW – The Project

The UAS-internal project HRS4R @ HTW for carrying out the gap analysis and drafting of the action plan was launched at the beginning of the summer semester 2013.

In the first project phase, steps 1 and 2 of the HRS4R process were carried out with a large working group that crossed over departments and functions (gap analysis and elaboration of the personnel strategy for researchers, including the action plan). This first project phase ended in autumn 2014 with the adoption and publication of the R & D personnel strategy and the 2-year action plan. In May 2015, the UASTW was awarded the "HR Excellence in Research" logo of the European Commission on the basis of this first project phase. Work was then taken up on the implementation phase. The monitoring of the implementation as well as the central control of changes to the action plan were carried out as part of the UAS internal program for the preparation of the institutional audit of the quality assurance system, statutorily scheduled for 2017.

For the interim assessment in the spring of 2017, it was possible to use the information and structures collected and available from the 2017 audit. In addition, all employees in R & D were invited in writing to participate in the preparation of the new 3-year action plan 2017-2020, and the Academic Management team was informed and provided feedback and further inputs. The structured exchange for the review of the first implementation phase 2015-2017 and for the coordination and drafting of the Revised Action Plan 2017-2020 again took place with the working group from the first phase, both in writing and through a workshop. The results of this working group were coordinated with the University Council and the Rectorate and adopted and published in this document.

The UAS internal working group for the preparation of the Revised Action Plan 2017-2020 was involved both in writing and through a workshop, at the workshop 11 persons from the following interest groups (partly in dual roles) were present:

- Employees in teaching and research from 4 of 13 departments
- (Deputy) Heads of 3 departments / degree programs / research focusses
- Representatives of 6 service sectors: HR Services, Coordination of R&D and Project Service, Quality and Degree Program Development, Gender and Diversity, International Office, In-service training

The academic year 2017/18 started an important change process at UAS TW. The whole organisational structure was transformed towards a matrix organisation. Together with the process of standardisation and modularisation of all bachelor programs, these massive structural changes required a lot of resources that were missing in other places. Among other topics that were not prioritised during this period, there was no possibility of keeping on with consistent work by a working group on HRS4R for about two years. As a result, only measures that already had been agreed on before by the working group as well as management could be implemented. This led to the UAS TW asking the European Commission for an extended deadline for the renewal process, which was granted (end of December 2020 instead of May 2020).

In the beginning of 2020, a new HRS4R working group was established, consisting of representatives of all career stages R1 to R4 (from different faculties / research areas and gender balanced) and of representatives of all the involved administrative units. The UAS TW management team (Managing Director, Rector, Heads of Faculties) acts as a steering group if needed. Due to the considerable structural changes the old gap analysis seemed somewhat outdated and a new HRS4R survey was launched from July to September 2020 among all researchers at UAS TW. The survey had a return rate of 21% and its results were used as the basis for discussions in the working group on new actions. It has to be noted that due to the pandemic the working group could only meet online during 2020. The current revised action plan is the result of this process.

In October 2020, UAS TW also adopted an [OTM-R Policy](#). It sets out the process how new or replacement R&D positions are filled at UAS TW, outlining the process of recruiting R&D personnel in a chronological order, from the call for applications to the decision-making phase, and is closely linked to the career path for researchers. OTM-R is considered an ongoing process. Further developments are outstanding and will be adapted in the coming years.

# Revised Action Plan 2021-2023

For each theme cluster, the situation at the UASTW in December 2020 will first be presented and the implementation of the action plan 2017-2020 discussed. Under "Challenges and Measures 2021-2023" the priority areas of action for the period 2021-2023 (based on principles in Charter & Code) will be listed, with the corresponding measures, responsibilities for the implementation of these measures, time windows and potential indicators.

## Ethical and professional aspects

In accordance with the Universities of Applied Sciences Studies Act (FHStG), the operator has to ensure that the educational and R&D personnel take part in application-oriented R&D work. In principle, freedom of R&D is exercised at the UASTW, however, it is nevertheless molded by financial considerations. The financing of an R&D project will be clarified in advance and due to personnel and infrastructure needs has to be borne almost exclusively by external funding.

The longer-term orientation of research activities at the UASTW is anchored in the R & D strategy, whose current version was adopted and published in early 2016. The UASTW's subsidized R & D activities are increasingly concentrated on five cross-departmental and cross-degree program research focusses. Commissioned projects can also be found in other areas of competence of the departments.

Financial and controlling processes are regulated uniformly at the UASTW. For the majority of projects (funded projects) the specific requirements of the funding bodies have to be observed. The existing central controlling, which includes the total annual budget for R&D (to be adopted by the UAS Council and Managing Committee), and the corresponding multi-year plan are continuously being expanded.

There are rules for the dissemination of project results. In addition to the publications, the return flow into teaching plays a special role, as defined in the R & D strategy. There is also a guide to copyright and regulations on the handling of intellectual property rights (IPR). Because of the necessity to protect resulting IPR in collaboration with companies, there may selectively be restrictions regarding dissemination activities. The UASTW endeavours to avoid any agreements with companies which restrict the freedom to research.

Accordingly, cooperation agreements consistently include the possibility of using the findings and results of the projects in academic teaching and R&D, as well as generating scientific publications from them. Since 2013, the UASTW has been a member of the Open Access Network Austria (OANA). Since the academic year 2016/17, a UAS-internal Open-Access Publication Fund has been available. Guidelines on open access and open source software are provided.

In addition to R&D cooperation with partners from science and industry and the resulting technology transfer, the UASTW ensures in many ways that the R&D results are made available to society; among other things via the ongoing flowback into teaching, participation in the scientific community and the activities to disseminate research results effectively to different audiences.

Since the academic year 2015/16 the UASTW has been a member of the Austrian Alliance for Responsible Science.

Funded R&D projects are subject to continuous evaluation by the funding body, scientific publications mostly undergo peer review by the respective community and therefore quality is assured. Since the 2016/17 academic year, an internal, regular, UAS interdisciplinary evaluation of the work of R & D staff has been taking place at the level of R & D quality indicators according to the R & D strategy, overlapping and per research focus.

Equal treatment and equal opportunities are strategically anchored. In the academic year 2012/13 a comprehensive diversity actual analysis was performed.

On the basis of the results, firstly an action plan was developed, then principles of conduct were defined and these were adopted by the UAS Council in 2014.

These principles of conduct also include a chapter on scientific integrity, which can later serve as a starting section for a guide to good scientific practice.

The UASTW is a member of the Austrian Agency for Research Integrity, so its employees are obliged to follow the Guidelines for Good Scientific Practice of this cross-institution agency.

In 2016 and 2018, UAS TW received the “Diversitas Award” of the Federal Ministry for Education, Science and Research for its efforts to make the UAS environment more diversity friendly.

In 2019, UAS TW signed the Diversity Charter („Charta der Vielfalt“) of the Austrian Economic Chambers. The Charter is an initiative to foster valuation of all members of society, without prejudice due to gender, age, ethnicity, sexual orientation religion or disability.

More focus has been given to the dissemination of research results to a broader public and budget has been allocated for participation in public science events like Researchers’ Night.

Following the recent restructuring, career paths have been updated and linked to the new OTM-R policy (cf. recruitment chapter). With this link, career paths will be further updates following developments in OTM-R policy.

## Overview implementation plan 2017-2020

- Definition and implementation of a policy concerning research freedom and dual use: The action has been halted and will be re-evaluated in the 2020-2023 period, from a more specific perspective of research freedom and responsibility.
- Improvement of the framework conditions for dissemination activities (publications, social dialogue, use): Budget has been allocated for participation in public science events like Lange Nacht der Forschung, Wiener Forschungsfest, Researchers’ Night, etc.  
The uptake of these opportunities is very good.
- Definition of criteria for development along the career path: Career paths have been updated after organisational restructuring and linked to OTM-R policy. The action has been extended - from 2021, career paths will be adapted to further developments in

OTM-R policy detailing criteria to pass through career steps as well as the respective appraisal system.

### Challenges and Measures 2021-2023

Action	Principle(s)	By When?	Who is Responsible?	Possible Indicators
<p>Elaboration of binding principles for R&amp;D employees.  <b>This action from the 2015-2017 period has been extended. Documents are approved and internally published. From 2021, the guidelines for research integrity will be revised. UAS TW is currently consulting with other higher education institutions whether a commission for ethics in technology could be established in Vienna.</b></p>	<p>Research freedom, ethical principles, professional responsibility, good practice in research</p>	31.08.2021	Head of Research Organisation together with Ombudsperson for Research	<p>An appropriate results document is approved and published.            UAS TW is represented in the common ethics committee for technical research in Vienna</p>
<p>Definition of criteria for development along the career path.  <b>This action from the 2017-2020 period has been extended. Career paths have been updated after organisational restructuring and linked to OTM-R policy.</b></p>	<p>Evaluation / appraisal system</p>	28.2.2020	Head of Research Organization	<p>From 2021, career paths will be adapted to further developments in OTM-R policy detailing criteria to pass through career steps as well as the respective appraisal system.</p>
<p>Open Data management</p>		31.8.2023	Head of Research Organisation	<p>A proposal for an Open Data Management Plan based on the FAIR (Findable, Accessible, Interoperable, Reusable) principles will be ready for discussion.</p>

## Recruitment

Since the beginning of 2016 the UASTW has had a career path available that includes all career levels for R & D staff.

Over the last 2-3 years, researchers are increasingly employed full-time on permanent contracts. Sometimes they may also be students, especially from Master's degree programs, who begin as junior researchers. The main focus may be on R&D or on teaching and the proportion is then determined individually. Furthermore, junior researchers can also be actively employed in teaching. Austrian universities of applied sciences do not have the right to award doctorates and dissertations are written in cooperation with general universities in Austria and abroad. The central focus is on a mix of experience and qualifications, which also are the basis of the formal criteria required for a UAS professorship.

The UASTW has the goal of a more equitable gender balance in all areas enshrined in its strategy. One particular goal is to increase significantly the proportion of women in leading positions in the scientific field (teaching and R & D personnel, as well as degree program directors and heads of departments), and for this purpose appropriate measures are being continuously implemented.

The vast majority of the new positions for R&D staff (project based) are advertised both internally and externally, as defined in the R&D career paths. In view of the increase in the proportion of women among the R&D personnel, specific channels, which directly address women, are also being used. If required, channels for students will also be used. The recruitment process for R&D staff follows clear procedures.

An appointment committee convenes for the posts for which it is defined:

In some cases, a commission is convened either when provided for by the statutes (e.g. degree program directors) or if so required by the funding authority (e.g. endowed professorships).

The same applies for Diversity Management, whose overarching objectives are anchored in the strategy and are tracked in detail in action plans. Since 2013/14 the UASTW has been examined according to the University and Family audit. In addition, the UASTW has been a member of the Dual Career Service network since 2015/16 and Euraxess Contact Point in Austria since 2016/17.

With a bit of delay due to organisational restructuring, an OTM-R policy has been developed and finally published in October 2020. It sets out the process how new or replacement R&D positions are filled at UAS TW, outlining the process of recruiting R&D personnel in a chronological order, from the call for applications to the decision-making phase, and is closely linked to the career path for researchers.

OTM-R is considered an ongoing process. Further developments are outstanding and will be adapted in the coming years.

### Overview implementation plan 2017-2020

- Formulation and publication of an institutional OTM-R Policy: OTM-R policy has been approved and published on the website in 10/2020. From 2021, OTM-R policy will be developed further to ensure matching with career paths, job profiles, job postings and

consideration of non-linear careers, also in the context of the new HR recruitment tool that will be developed.

- Monitoring of quality OTM-R: Monitoring currently can only be done manually based on Excel lists. The introduction of a HR IT-tool (as planned for the upcoming reporting period) will enable a considerable development and a wider approach. Extended.
- Implementation of the organizational aspects of the OTM-R Policy: Processes have been adapted according to the OTM-R document.

## Challenges and Measures 2021-2023

Action	Principle(s)	By When?	Who is Responsible?	Possible Indicators
Monitoring of quality OTM-R. <b>This action from the 2017-2020 period has been extended. Monitoring currently can only be done manually based on Excel lists.</b>	OTM-R toolkit and re-commendations	31.08.2023	Head of Quality Assurance and Degree Program Development	A quality monitoring system is available, providing consistent data about recruitment and selection at UAS TW.
Consolidation and further improvement of OTM-R implementation	OTM-R toolkit and re-commendations	31.08.2023	Head of Quality Assurance and Degree Program Development	OTM-R policy is constantly developed and mainstreamed, also in the context of the new HR recruitment tool that will be developed.

## Working conditions and social security

The UASTW increasingly employs R&D staff under permanent full-time contracts. The framework conditions for R&D employees are dependent on financing in externally funded projects. Since the adoption of the R&D strategy, more permanent R&D employees have been hired in the R&D research focusses. The employment contracts can be individual solutions from a mix consisting of teaching, R&D and management.

The general criteria and designations were fixed in the R & D career path at the beginning of 2016.

Conditions that have been defined for those on fixed contracts also apply to R&D employees, e.g. employment agreements, pension plans, salary adjustments, as well as equipment and technical infrastructure, internal communication channels and various in-service training opportunities

In principle, R&D employees work in their respective department, where the head of the department is responsible for the personnel, also in terms of staff development, in-service

training, staff appraisals, teaching assignments and the like. The planning and the deployment in R&D projects is carried out in coordination between those responsible for R&D research focusses and the department heads.

The UASTW has defined regulations for Intellectual Property Rights, in particular relating to inventions in service and works contracts (as well as in the training contract for students). The pre-emptive rights of the University of Applied Sciences, as well as the claim of the employees for remuneration, is regulated, and corresponding processes have been implemented. Issues relating to copyright law are explained in a guide. Furthermore, the regulations in PIL relating to students who work in R&D projects, yet are not employed, were specifically defined. The institutional orientation in questions of open access and open source software are also explicitly defined for employees.

In accordance with the statutes, teaching and R&D employees on a permanent contract are given passive and active voting rights for the appropriate curia in the council. In accordance with the statutes, the Council is tasked with establishing committees, commissions and working groups in which teaching and R&D personnel are appointed (e.g. in appointments committees).

During the last action period career paths and framework conditions have been standardised and adapted to the new organisational structure. New contracts consist as far as possible of permanent full-time positions with a flexible mix of teaching and research duties.

## Overview Implementation Plan 2017-2020

- Support for the job security of researchers (=> permanent contracts): The share of researchers on a permanent contract has increased. Efforts to continue this trend are ongoing.
- Improvement of organizational framework for the recording of work time by researchers: The online time system has been adapted to allow for recording work time on specific research projects, making recording work time more efficient and more transparent for researchers.
- Transparent design of the framework conditions (-> standardized employment contract and designation) and adjustment to career path; assessment and further development of the career path: According to the UAS-wide career path and to the specifics for researchers, all new contracts are now based on the same framework and consist as far as possible of permanent full-time positions with a flexible mix of teaching and research duties.
- Establishment of an ombudsman's office for researchers: An Ombudsperson has been established and introduced. Communication about their availability can still be improved. The scope of their duties will be defined more specifically. This action has been extended.

## Challenges and Measures 2021-2023

Action	Principle(s)	By When?	Who is Responsible?	Possible Indicators
Establishment of an ombudsman's office for researchers. <b>This action from the 2017-2020 period has been extended. An Ombudsperson has been established and introduced.</b>	Complaints / Appeals	31.08.2021	Management and Rectorate	Communication about their availability can still be improved. The scope of their duties will be defined more specifically.
Enhance (with regard to researchers) and standardise onboarding process.	Working conditions	31.08.2022	Head of HR	Onboarding feature of the recruitment tool is online
Review current solutions and new possibilities to provide resources (e.g. work hours) for research related activities	Recognition of the profession; research environment	31.08.2021	Head of Research Organization and Head of HR	Staff hours for research related activities (besides actual research) will be mapped in SAP.
Supporting Mobility for Researchers		31.08.2021	Head of Research Organisation and HR Services	Checklist is made available and in use
Anchor international experience as a requirement for a full professorship in UAS TW's Statutes.	Postdoctoral appointments; value of mobility; career development	31.03.2021	Head of Quality Assurance	Revised statutes are adopted

## Training

R&D activities and personnel development for R&D staff will take place in the departments. Those responsible for the research focusses take charge of the project and staff scheduling with respect to the respective research focus. The personal care and supervision of R&D employees is assumed by the head of competence center or delegated to senior/key researchers. This group of people also carries out the annual staff appraisal with the R&D employees.

Interdisciplinary in-service training is organized by the central service sector in-service training. For this purpose, annual inputs and suggestions from senior staff (including the staff appraisals), from other service sectors and from staff surveys are translated into a program of in-service training that is open to all employees irrespective of their function, grading and type of employment.

In addition, there are targeted in-service training opportunities that are also aimed at freelance employees. The costs are borne by the training service sector together with the respective organizational units. Data on the training available and to what extent they are taken advantage of is centrally available and is regularly evaluated. Subject-specific in-service training is determined and financed by departments.

Participation in conferences, seminars, workshops and internal in-service training is also possible for R&D employees with fixed-term contracts, within consideration of the budgetary framework. There is also the opportunity for external students to participate in courses at the UASTW.

Since the academic year 2016/17, there have been special training courses for the researchers' target group, these trainings are being further developed and consolidated.

In order to incentivise Staff members as well as students to engage in PhD studies, institutional cooperations with Technical University of Vienna (cooperative PhD programme) and Universidade de Trás-os-Montes e Alto Douro have been established.

## Overview implementation plan 2017-2020

- Further development of the further education portfolio for and networking between researchers: Successful trainings for researchers are regularly repeated and the range of training opportunities is constantly widened.  
From 2021 the program will be consolidated and linked to other measures (e.g. career path). Specific focus will be set on networking opportunities for researchers (short formats or retreats). A pilot will be launched for networking events at UAS TW 2-3 times per semester. If it turns out that such events will not be possible due to the continuing Covid-19 pandemic, online formats will be considered. This action has been extended.
- Establishing a clear allocation of young/new researchers in the departments and support in personnel development: The newly established heads of competence fields (cf. working conditions) clearly define responsibility for appraisal interviews.
- Development of institutional dissertation cooperation in at least two different research areas: Institutional cooperations with Technical University of Vienna and Universidade de Trás-os-Montes e Alto Douro have been established. As a next step, further cooperative PhD programmes with national and international partners shall be established and promoted (application for funding already pending for a second doctoral programme with the Technical University of Vienna). This action has been extended.

## Challenges and Measures 2021-2023

Action	Principle(s)	By When?	Who is Responsible?	Possible Indicators
<p>Further development of the further education portfolio for and networking between researchers.</p> <p><b>This action from the 2017-2020 period has been extended. Successful trainings for researchers are regularly repeated and the range of training opportunities is constantly widened.</b></p>	Continuing professional development	28.02.2022	Head of in-service training	<p>A systematic program of further education opportunities in various formats for researchers, coordinated with the career path, is defined and implemented. Its further development is systematically secured.</p> <p>Figures about participation and satisfaction are available for evaluation.</p>
<p>Development of institutional dissertation cooperation in at least two different research areas.</p> <p><b>This action from the 2017-2020 period has been extended. Institutional cooperations with Technical University of Vienna and Universidade de Trás-os-Montes e Alto Douro have been established. As a next step, further cooperative PhD programmes with national and international partners shall be established and promoted.</b></p>	Continuing professional development	01.09.2022	Rectorate and Head of Research Organization	<p>Dissertation cooperations with clear framework conditions are defined and accessible for researchers.</p> <p>Number of employees and of graduates involved in cooperative PhD programs.</p>
<p>Review framework conditions for dissertations.</p> <p><b>This action from the 2015-2017 period has been extended. Model is defined, approved, internally published and in place with yearly tenders. From 2021 the existing model will be evaluated and adapted to the new organisational structure.</b></p>	Continuing professional development	31.08.2022	Head of Research Organization	Model and process are reviewed/adapted.

Review framework conditions and start a pilot project for support of postdoctoral theses	Continuing Professional Development; Postdoctoral appointments	31.08.2023	Head of Research Organization	1-2 employees are supported (in a similar way as for PhD candidates) and working for their post-doctoral (Habilitation) thesis (although the thesis itself cannot be completed during this time frame)
Develop HRS4R related training for executive staff and management	Continuing Professional Development; Working conditions	31.08.2022	Head of HR Services	Number of executive staff dealing with HRS4R related topics that have participated in the training
Adaptation of the guidelines for staff appraisal interviews with regard to research career paths	Career development	31.08.2021	Head of Research Organization and HR Services	New guidelines are adopted and used in the respective processes. In the framework of an UAS-wide employees satisfaction survey, figures show an improvement about researchers and appraisal interviews.
Analyse feasibility of career counselling for researchers	Access to career advice	31.08.2023	Head of Research Organization	Written proposal for discussion and decision by Managing Director, Rector and Management Team is available.
Promoting Marie Skłodowska-Curie Actions	Career development, value of mobility; continuing professional development	31.08.2022	Head of Research Organisation	Existing UAS TW internal documents for researchers are revised and further communicated. MSCA are more widely suggested / addressed as funding instruments. Information events / meetings with special focus on MSCA are offered.