



Universität für Bodenkultur Wien
University of Natural Resources
and Life Sciences, Vienna

The Human Resources Strategy for Researchers (HRS4R) incorporating the

**European Charter for Researchers
Code of Conduct for the
Recruitment of Researchers**

Internal Review and Action Plan 2017
University of Natural Resources and Life Sciences, Vienna

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1. The institution at a glance

The University of Natural Resources and Life Sciences, Vienna (BOKU) was founded in 1872 as a university of agriculture and forestry. It started with a small number of teachers and only 70 students. Today, more than 140 years later, BOKU is a modern university specializing in life sciences, with

- more than 12,500 students and 2,500 members of staff
- three major campuses in and around Vienna
- eight Bachelor's and 26 Master's programs (10 of which are conducted in English)
- around 1,500 students graduating every year
- more than 800 SCI-listed publications per year
- around 50 million euros of its budget coming from third-party funded project contracts

As "University of Life", BOKU has important social and political responsibilities: from agricultural issues to biotechnological research - possibilities for sustainable use and thus the long-term protection of natural resources is investigated and conveyed. This allows BOKU to provide answers which are of socio-political relevance and of direct relevance to us all.

2. HRS4R background and development at BOKU

The motivation to participate in the Human Resources Strategy for Researchers (HRS4R) is to use an internal analysis to highlight areas of strengths and development and to continuously improve. BOKU is using the instrument to allow an international comparison.

As one of the universities with the highest level of third-party funding in Austria, BOKU places particular importance on the successful acquisition of research projects with national and international financing. BOKU seeks to support and promote the development and practice of outstanding science by means of improved service in the human resources field.

BOKU signed the declaration of endorsement of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, principles and requirements to strengthen the European Research Area (ERA) already in 2006.

Since 2011, BOKU has enforced its efforts to elaborate its Human Resources Strategy for Researchers. By means of a continuous improvement process, further implementation of the Charter & Code is facilitated. After a comprehensive internal gap analysis, BOKU started with its first Action Plan in 2012. With these efforts BOKU was acknowledged by the European Commission and achieved the right to use the logo "HR Excellence in Research".

In 2014 BOKU successfully conducted its first self-assessment and retained the HR Logo. To prepare the external peer review evaluation BOKU has undertaken another internal review and now reports on current activities. At the same time an aligned Action Plan for the upcoming years is presented.

3. HRS4R approach and embedding at BOKU

Beginning in March 2011, more than 20 people in key positions, department and process leaders, leaders of committees and organisational units, and researchers from various departments and fields were asked in semi-structured individual interviews about the current situation at BOKU in relation to the 40 charter principles. The answers - divided into applicable and relevant legislation, internal regulations and processes, individual and general descriptions of the situation - were summarized in a structured report using the template for the internal gap analysis.

The positive finding of the internal analysis was that BOKU is already using numerous tools in all areas to comply with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. However, potential improvements and needs for development could be identified. In consultations with the rectorate (Vice Rector for Human Resource Management and Organizational Development), the key issues and action areas for the upcoming period were identified. Taking into account resource implications and timescale the next relevant steps for BOKU have been set out. The first Action Plan in 2012 focused above all on supporting young scientists (First Stage and Recognized Researchers regarding European Framework for Research Careers). Single measures and events for this target group were evaluated to aggregate feedback and comments from the key stakeholders.

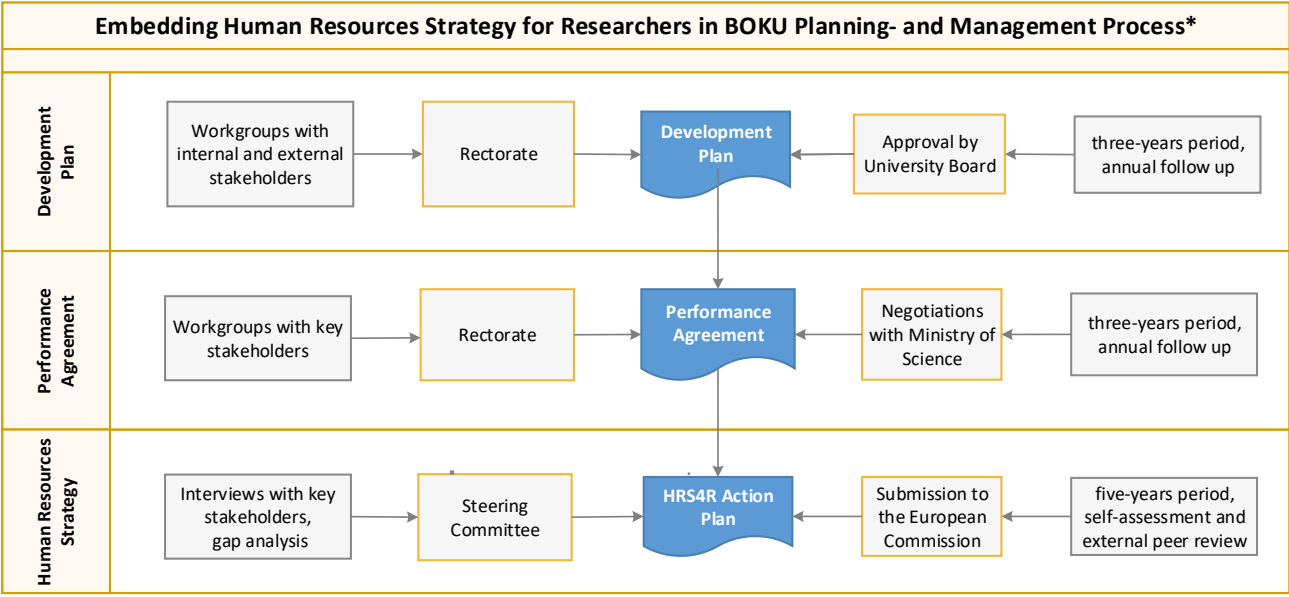
In 2014 BOKU successfully conducted its first self-assessment. An informal working group was established to monitor the progress in single dimensions and for the self-assessment report there was positive feedback from European Commission. In 2016 BOKU set up a HRS4R steering committee to allow the further embedding of the Human Resources Strategy for Researchers in BOKU's Planning- and Management Process. Members of the steering

group are the Vice Rector for Research and International Research Collaboration, the Vice Rector for Teaching and International Affairs as well as the units for Quality Management, Strategic Projects and Human Resources Development.

The steering committee does not only have the purpose to support and promote HRS4R activities, it oversaw the updated gap analysis and decided on the current Action Plan. In future the steering committee will regularly monitor progress. Similar to the first Action Plan, the second one has a certain focus: As most of the targets within the support of career development for young scientist could be reached successfully, the steering group now puts a spotlight on research communication and transfer, explicitly on open access, dissemination and exploitation of results.

Additional, BOKU's HRS4R activities are communicated regularly by means of internal communication channels: reports in relevant meetings (departments, service units, research representatives), homepage top story, article in the BOKU magazine.

Figure 1 shows the embedding of the Human Resources Strategy for Researchers within BOKU's strategic Planning- and Management Processes, the Development Plan approved by the University Board and the three year's Performance Agreement negotiated with Ministry of Science.



*hierarchical structure predetermined by Austrian University Act 2002

Figure 1: Embedding HRS4R

4. Review and report on HRS4R dimensions

BOKU's performance within the different dimensions 'Ethical and professional aspects', 'Recruitment', 'Working conditions and social security' and 'Training' was extensively discussed and reported during the gap analysis in 2011. During winter and summer term 2016/17 gathered information was updated according to recent development. Figure 2 shows the four dimensions of Charter and Code:



Figure 2: Dimensions of Charter and Code

With the following brief description of each of the four dimensions we provide insight to status quo and current activities. A detailed list of relevant legislation, existing institutional rules and practices as well as actions required are provided in the document 'Gap Analysis Update 2017' (available only in German).

4.1. Ethical and professional aspects

BOKU is a member of the Austrian Agency for Research Integrity and set up its own ombudsman responsible for good scientific practice. Comprehensive guidelines for compliance were introduced in 2014. In addition, an ethics committee was established and the BOKU Ethics Charter was published in 2015. It addresses ethical issues related to study and teaching, research and recommendations for interaction among staff. The Equal Opportunities Working Group and the Arbitration Board monitor non-discrimination in work and study life.

Accountability for scientific projects is given strong central support. Accounting is transparent to researchers and scientific projects are regularly audited. Support for researchers for the financial planning of upcoming projects was further expanded recently within the framework of quarterly reviews. Scientific projects and publications are entered into a research database. The reprogramming of the research information system with increased usability and the promotion of open access publications are important priorities to support dissemination of research data at BOKU in future years.

The requirements for habilitation, the fulfilment of qualification targets within career positions and the evaluation of organisational units and academic staff have been developed in several working groups and precisely defined in internal guidelines and processes. The task is to keep running the operational implementation. There is a new spin off strategy and cooperation partners for business incubation have been installed at each BOKU site. Still intellectual property exploitation needs to be updated and the strategy reviewed.

BOKU regularly takes part in various initiatives which intend to make research available to the public, such as a former lecture series in community colleges ("University goes Public"), open evenings ("Lange Nacht der Forschung") and the Vienna "Girl's day" event. There is a strong appearance of BOKU scientists in public media consistent to current issues. BOKU has an office for environmental and sustainability management and is EMAS certified (Eco-Management und Audit Scheme). There is an annual day for sustainability which offers broad information and programme. Furthermore, BOKU created a staff unit for Employee Protection and Health. Currently there is intended some effort for the alignment of respective regulations and information.

4.2. Recruitment

There are elaborate and most useful procedures for open, transparent and merit-based recruitment of researchers in place at BOKU. Following an amendment to the University Act, Austrian Universities must advertise research job vacancies (for scientific and research staff) internationally, at least EU-wide. University institutions decide autonomously on the instrument for advertising vacancies internationally. The Ministry of Science, Research and Economy actively promotes the EURAXESS Job portal in order to raise awareness of the European job database. BOKU announces standardized every open scientific position on the EURAXESS Job portal. A new internal template was created in 2016, where the department offering the position compulsory has to fill in a job description in English language – additional to each job offer in German language. The announcement is placed on the portal by the Human Resources Department.

BOKU has drawn up a set of guidelines providing supportive, compulsory and not compulsory information to anyone involved in the recruitment process. The document distinguishes the various phases from vacancy to interview and written statement for selection: <http://www.boku.ac.at/en/pers/personalmanagement/personalauswahl/> (single documents available only in German). The Equal Opportunities Working Group has a right to join every interview, to see through each job offer before announcement and needs to comment on every written statement of selection of a candidate in order to avoid any discrimination during selection process.

There are comprehensive guidelines for the appointment of professors, to enhance transparency the standardized procedures are additionally mapped on respective flow charts. The appointment process is frequently monitored and instructions for reviewers and committee members got refined and improved. In connection with BOKU's quality audit in 2014 recruitment and appointment procedures were evaluated. Strengths, weaknesses and further development potential was listed in BOKU's quality documentation, authorized by BOKU's quality board. The Agency for Quality Assurance and Accreditation Austria therefore certified BOKU without any conditions.

Since 2016 BOKU's scientific career model plan is available in English. To enhance international comparability single career positions were categorized within the European Framework for Research Careers. A committee or advisory board needs to deal with every selection of a candidate for a career position, (Research) Assistant or Associate Professor. The criteria for selecting researchers focus on both the candidates' past performance and their future potential. A qualification agreement accompanies the individual career path; mobility experience is an important part of it.

Despite all those activities for applicants the selection process for research positions is not transparent enough. The development of a general OTM-R policy including reliable information for candidates would be helpful.

4.3. Working conditions and social security

The collective agreement for university employees - implemented in 2009 - sets out regulations pertaining to working conditions, especially a salary scheme which is also applicable for temporary assignments within third party funded scientific projects. Salaries therefore are highly transparent and fair. BOKU is obliged to produce an annual report on male and female pay scales (gender pay gap). In addition, our Equal Opportunities Working Group and the Coordination Center for Equal Opportunities, Advancement of Women and Gender Studies produces an annual report on gender equality.

Due to collective agreement there are new possibilities to promote career development. Guidelines for the qualification procedure and qualification targets were worked out in different working groups and formalized in two different internal agreements. The first one was signed in 2010 and refers to the positions Assistant and Associate Professors, the second one was signed in 2016 and allows new defined positions as Research Assistant and Research Associate Professor. Also due to collective agreement BOKU set up an occupational pension fund in 2010, which allows a contribution in addition to the state pension scheme.

BOKU places particular importance on internationality and mobility. Researchers are supported by numerous activities of the Centre for International Relations. Work-life balance is a big issue to maintain the good working conditions at BOKU. There are plenty of part-time or tele-work agreements for employees with family responsibilities. Flexible working times are common for the majority of the staff. At present, the university kindergarten gets a new building with outdoor playgrounds and a modern kitchen to ensure healthy and freshly prepared food for the children. Since 2012 BOKU emphasizes activities for staff health care, in 2016 BOKU therefore was even awarded with a price from Public Servant Insurance Corporation (BVA). In spring 2017, internal agreements for sabbaticals and educational leaves were signed.

4.4. Training

There are various regulations to support researchers in their different career steps, for example PhD students are given the opportunity to discuss their dissertation projects with a team of supervisors. Standards for the supervision of doctoral students are increasingly regarded as important. End of 2016 BOKU established a Doctoral Centre, which is responsible for the implementation of structured Doctoral Programs, allowing for a modern, state-of-the art doctoral education. The unit for research support provides advice for the application for grants and scholarships.

Regarding supervision and managerial duties BOKU runs different programs to support senior researchers in performing their tasks to the highest professional standards: different leadership trainings, a particular leadership course for professors (including reflection on the scientific leadership portfolio), a project management course and needs-oriented individual coaching for managers. Emphasis was put on the implementation and continuous professionalization of appraisal interviews through introducing a respective internal agreement, repeated evaluation of the perception of the interviews and regular training offers. Furthermore, a facilitated discussion on BOKU's leadership principles led to internal guidelines for staff management which were disseminated in spring 2017.

In 2015 BOKU implemented a training passport accessible for all employees. A centrally-organised continuing education programme is offered every semester, comprising various courses and workshops to improve key competencies in academic work and teaching, methods as well as social and management skills. The Unit for Academic Teaching

Development provides support to all teachers in the field of didactics and e-learning. In line with the “blended learning” concept, the virtual learning environment complements the traditional teaching and learning methods.

5. Report on activities according to Action Plan 2012

The first BOKU HRS4R Action Plan focused on supporting young scientists (First Stage and Recognised Researchers regarding European Framework for Research Careers). Measures were planned according to the following principles: individual career development; recruitment and selection; supervision and management duties; access to research training and continuous development; continuing professional development and working conditions. The following subsections report on the corresponding activities.

5.1. Career development

With the implementation of a collective agreement Austrian universities have greatly developed since 2009. An additional internal agreement sets in-house guidelines for career positions. The goal was to create more career position vacancies for young scientists and to support their career development in general. The expansion of career opportunities has proved successful. Career positions according to collective agreement have increased in recent years. According to the performance report, BOKU created in total 48 career positions with the end of 2016 and the activity is maintained in the coming years.

Additionally, an individual women's empowerment program (Inge Dirmhirn Career Positions Program) was initiated to foster the promotion of young female researchers. Thus, in the future, the proportion of qualified female professors should be increased in disciplines which currently show a low number of qualified female professors. Job vacancies are specifically targeted at qualified women. Three Inge Dirmhirn Career Positions were filled by the end of 2016.

To present the career opportunities BOKU published a brochure entitled “Zukunft Universität – Karriere an der BOKU” in 2013. The document contains examples of different career steps: from assistant to associate professor to full professor. Furthermore, BOKU's scientific career model was categorized within the European Framework for Research Careers in order to increase international transparency.

In 2016 BOKU signed guidelines for further career positions: Research Assistant and Research Associate Professor. The new career opportunities will get started with the new planning period and will allow career development for third party funded research staff with limited and unlimited working contracts.

<http://www.boku.ac.at/en/personalentwicklung/themen/wissenschaftliche-karriere/>

5.2. Recruitment and Selection

The appointment of new professors consists of a complicated, multiple stage process involving a variety of panels. In Austria, there are three different appointment proceedings according to law (§ 98, § 99 Abs. 1 and § 99 Abs. 3 University Act 2002) – with an amendment to University Law since 2016 even four. The different processes can be confusing.

The aim was a clear visualization of the procedure and refined instructions for process owners, committee members and reviewers. In different meetings instructions for reviewers

and members of commissions were collected and discussed. Written information, checklists, templates and flowcharts were adapted accordingly.

<http://www.boku.ac.at/personalentwicklung/themen/wissenschaftliche-karriere/berufungsverfahren/>

Furthermore, in spring 2016 BOKU organized an internal training on legal essentials for appointment and habilitation procedures to standardize and improve fundamental knowledge. 21 (potential) members and chairs from appointment and habilitation committees, members of senate, rectorate and works council of scientific staff participated in the training. Since autumn 2016 there is a regular training offer on unconscious biases within recruiting.

5.3. Supervision and managerial duties

Appraisal interviews are an important instrument for the management of professional relations. They offer especially young researchers a chance to ask for feedback on their work and information in regards to career opportunities. Although there is already a tradition with appraisal interviews at BOKU, professionalism in performing is to be further improved. Since 2012 an internal agreement regulates compulsory contents and the documentation of the conversation. In 2016 the guidelines were revised, mainly regarding documentation and new reporting requirements. The newly implemented BOKU training passport offers the possibility of recording data and producing reports on conducted interviews annually.

In spring 2014, an online survey about quality of the conversation and satisfaction with the management of appraisal interviews was carried out. A large number of colleagues (over one third) participated in the survey and therefore contributed to the results. 620 completed questionnaires were evaluated. A predominant majority was very satisfied or satisfied with the appraisal-system and considered the interviews to be very important or important in clarifying the focus of work, work-related difficulties and career prospects. Some critical comments underlined the need for continuing efforts to enhance professionalism in management skills.

<http://www.boku.ac.at/personalentwicklung/themen/personalentwicklung/mag/>

Regularly different training courses for managers and staff members are organized, where participants reflect on their way to conduct the appraisal interviews. From 2012 to 2016 thirteen trainings with a total number of 84 participants took place. The recorded numbers of appraisal talks increased continuously during the recent years due to the company agreement and internal advancement: from 419 in 2012 to 742 in 2013, 779 in 2015 and 866 in 2016.

5.4. Access to research training and continuous development

BOKU is committed to professional development in research careers. Continuous training is even an obligatory part of the qualification agreements for career positions. All researchers, regardless of their contractual situation, have access to the staff development program. Continuing development of skills and competencies last but not least increases employability which especially supports colleagues working on limited contracts. The training portfolio for each semester addresses young and likewise experienced scientists. Topics differ and include 'scientific writing' and 'senior project management'. Trainers are either external or internal experts or advisors. With the regular training program BOKU also develops internal knowledge management, which includes topics such as management of research projects, the use of the e-learning system, media training and good scientific practice. In order to maximize synergies BOKU started a cooperation with the Technical University in Vienna:

Staff members may apply for selected parts of the training program of the partner university if there are vacant places.

In order to simplify the training registration process, it was automated in spring 2014. As a second step, in spring 2015 BOKU introduced a training passport for all employees. A broad based working group with representatives of academic and administrative departments developed the concept. The working group identified fields of knowledge and content-related topics for the Training Passport and worked on possibilities of appropriate transfer and instruction. In the end, a modular concept was developed which includes knowledge of essential guidelines and regulatory provisions, general knowledge of the university, internal procedures and framework conditions in the fields of teaching and research as well as the development and professionalization of technical and social skills. The training passport does not only help new colleagues on arrival providing orientation at BOKU but also supports the idea of life-long learning.

In order to make the training passport applicable, the Center for Information Technology programmed an in-house application software. The program offers the option to register for current lectures, workshops and seminars. Furthermore, it points out guidelines and regulatory provisions to document the self-study progress. It enables staff members to manage their personal training passport, to plan further educational steps and to print the personal training passport in form of a presentable certificate anytime. The last functionality was considered highly interesting in terms of employability, as the certificate may be attached to later applications.¹ The individual training passport lists all professional and continued trainings. Courses attended externally may also be uploaded and listed as proof for an extended competency profile.

<http://www.boku.ac.at/en/personalentwicklung/themen/boku-trainingspass/>

5.5. Continuing professional development

Researchers at all career stages need to continually improve themselves by expanding their skills and competencies. This may not only be achieved by formal training. BOKU supports researchers in their professional development by a variety of means including writing and career coaching. There are three formats that should be mentioned in this context because they were successful over the past years:

- a two-week long writing retreat offered from one of our senior researchers exclusively for young researchers working on their dissertation. Since 2013 there is one group per semester with an average of four participants.
- Club Habil offers a series of evenings where scientists interested in writing their habilitation meet. After professional inputs from different internal key persons (like Vice Rector for Research) and successfully habilitated colleagues who share their best practices participants are invited for an informal exchange of experiences at a small buffet. The format was reactivated in 2014 and counts an average of 27 visitors.
- a two-day's workshop and subsequent single coaching sessions for career development. Young researchers need to reflect on their future career perspectives and sometimes need help to find out whether or not they fit for a research career. In this stage it is beneficial to get support and to have a closer look at inner drives.

If requested executive coaching for senior management and coaching in case of certain conflicts is available. Additional in 2014 BOKU launched occupational psychological consulting available free of charge for all staff members at BOKU. The consulting comprises the health-promoting design of occupational environments as well as the development of

¹ BOKU hosts a high number of project-funded staff with limited contracts.

strategies for the reduction of psychological strain. Overcoming stress, dealing with conflicts, bullying, current crises or emotional problems may be covered in these consulting sessions. <http://www.boku.ac.at/en/personalentwicklung/themen/arbeitspsychologische-beratung/>

5.6. Working conditions

More than 25 years ago BOKU students with children founded a nursery for children from 1 to 3 years. Over time a group for children from 3 to 6 years followed and the parents' association got supported and co-funded by Federal Government, City of Vienna and University. At the moment the childcare center consists of three groups with available places for a total number of 48 children. Each group is supervised by two kindergarten teachers and one assistant. Additionally a cook is employed to prepare the meals. For the location of the childcare center a former shack was adapted, which of course could only provide a temporary solution.

The need to find a more suitable location for the childcare center has become increasingly pressing over the years as the current facilities also became too small and lacked of outdoor space. Children and their teachers needed to walk ten minutes to reach the outdoor playground. Therefore, a plan for a new building which would provide sufficient outdoor and indoor space for 55 children was drawn-up in consultation with future users from BOKU, contracting body (Bundesimmobiliengesellschaft) and relevant authorities (Amt für Jugend und Familie). The plan includes a functional and modern kitchen to provide children with healthy and freshly prepared food.

The original plan was to open the building in 2016. Unfortunately, it had to be postponed due to an unexpected delay during the authorization procedure. The construction work started in September 2016 and is expected to be finished and put into operation in autumn 2017. As the former outdoor playground was not accessible anymore by reason of another new construction project, an alternative area had to be arranged. A garden area close to the location for the new kindergarten building was adapted and can be used since summer 2016.

The daily opening hours already could be extended so that the day care center opens at 7.45 and closes at 17.00. During holidays, the center regularly offers a four weeks long summer day care service including activities of BOKU's children university.

6. Conclusion

In all HRS4R dimensions BOKU shows continuous development. In addition to statutory regulations, also internal guidelines, efficient processes and practical experience are of importance. Measures are being taken where present challenges exist. Most of the targets from 2012 have been achieved and more than that: Expectations were far exceeded. Only the new building for kindergarten had to be postponed. Reasons for the delay were not caused by BOKU.

The now presented new Action Plan 2017 includes a new focus: In 2012 it was the aim to address young scientists and their career development. In 2017 the aim is to improve research communication and transfer with a strong focus on open access and the principle 'dissemination and exploitation of results'. The following pages shows the details:

- the Self-Assessment according to Action Plan 2012 lists a summary of the main activities and their evidence and
- the Action Plan 2017 lists the planned activities.

7. Self-Assessment according to Action Plan 2012

Principle	Status	Activities	Evidence (most documents available in German only)
Career development	✓	<ul style="list-style-type: none"> - ongoing planning and filling of career positions - publishing of a new brochure relating to scientific careers - creation of further career positions: Research Professors - international career model 	<ul style="list-style-type: none"> - Intellectual Capital Report, Performance Report 2016 - leaflet "Zukunft Universität – Karriere an der BOKU" - company agreement and guidelines for Research Professors - career model according to European Framework for Research Careers http://short.boku.ac.at/Wissenschaftliche_Karriere
Recruitment and Selection	✓	<ul style="list-style-type: none"> - flow charts appointment procedures - Refining and improving instructions for process owners, committee chairs and reviewers - training on legal essentials for appointment procedures - regular training on unconscious biases 	<ul style="list-style-type: none"> - checklist with significant information about the procedure for committees - template document (Formblatt) for reviewers www.boku.ac.at/personalentwicklung/themen/wissenschaftliche-karriere/berufungsverfahren/ - flyer training program for each semester
Supervision and managerial duties	✓	<ul style="list-style-type: none"> - online evaluation of appraisal interviews - revised guidelines and means of documentation - increased number of appraisals interviews - regular training courses to conduct appraisal interviews 	<ul style="list-style-type: none"> - Evaluation report 2014 - company agreement, templates for appraisal interviews - registered interviews and report sheets - internal training program, training passport http://short.boku.ac.at/mitarbeiterinnengespraech.html
Access to research training and continuous development	✓	<ul style="list-style-type: none"> - continuing training portfolio for each semester - new training cooperation with Technical University of Vienna - development and introduction of training passport 	<ul style="list-style-type: none"> - flyer training program for each semester - registration lists and training evaluations - application training passport, homepage http://short.boku.ac.at/Training_Passport
Continuing professional development	✓	<ul style="list-style-type: none"> - organizing writing retreats - reactivating of Club Habil - organizing workshops for career development - executive and conflict coaching available on request - launching work psychology 	<ul style="list-style-type: none"> - flyer training program for each semester - registration lists and training evaluations - registered coachings http://short.boku.ac.at/coaching_eng http://short.boku.ac.at/Occupational_Psychological_Consulting
Working conditions	Successfully ongoing	<ul style="list-style-type: none"> - start of construction work for new kindergarten in 2016 - adapting of alternative area for outdoor playground 	<ul style="list-style-type: none"> - planning documents, construction schedule for kindergarten building - Intellectual Capital Report, Performance Report 2016 http://www.boku.ac.at/lehrentwicklung/kinderboku/

✓ completed

8. Action Plan 2017

	Principle	Action	Responsible	Deadline	Possible Key Performance Indicators
1	Career development	Creation of additional career path positions for young scientists	Rectorate	Continuous	Increase in numbers of career positions
2	Recruitment and Selection	Development of more transparent information for applicants	Unit for HR Development	2019	General OTM-R Policy available
3	Continuing Professional Development	Continuing training program	Unit for HR Development	Continuous	Constant annual number of events and participants
4	Working conditions	Provide new premises and possibilities for kindergarten	Rectorate	Autumn 2017	Opening and put into operation of new building
5	Evaluation / appraisal systems	Evaluation of Professors according to internal guidelines	Unit for Quality Management	Continuous	Constant annual number of conducted evaluations
6	Good practice in research	Measures to create a common structure in the field of work safety	Unit for Employee Protection & Health	Continuous	Aligned safety instructions, adjusted fire protection regulation, regular meetings of decentralized representatives
7	Dissemination, exploitation of results	Update and realization IP and exploitation strategy	Innovation and Technology Transfer	Continuous	Constant annual number of claims
8	Dissemination, exploitation of results	Promote open access publications at BOKU and extension teaching library	Library	2019	<ul style="list-style-type: none"> - Online open access repository available - Linked to research information system - Budget dedicated to open access publications - Number of instructions and trainings
9	Dissemination, exploitation of results	University archive: decentralized scientific collections	Library	2020	<ul style="list-style-type: none"> - Availability of a new directory - guidelines for archiving and collecting
10	Dissemination, exploitation of results	New union library system, increased and simplified research possibilities	Library	2020	<ul style="list-style-type: none"> - implementation and migration - number of user trainings
11	Dissemination, exploitation of results	FIS 3+ (reprogramming research information system)	Unit for Research Support	2019	<ul style="list-style-type: none"> - new features (exporting of data, such as for CV) - data collection, tooltips and help texts in English - new web appearance and increased usability