



TECHNISCHE
UNIVERSITÄT
WIEN

HRS4R Projekt

TU Wien

application 2.6.2020



- TU Wien is located in the heart of Europe, in a cosmopolitan city of great cultural diversity and international dimensions. TU Wien has been a progress oriented place of research, teaching and learning. With more than 30.000 students and 3.600 research staff members TU Wien is Austria's largest scientific-technical research and educational institution in the field of science and engineering. It is divided into 8 faculties and 52 departments.
- Guided by the mission of "technology for people" and geared towards cutting-edge results, TU Wien has been engaged in research, teaching and learning since 1815.

STAFF & STUDENTS	FTE	
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	2.052	
Of whom are international (i.e. foreign nationality)	729	
Of whom are externally funded (i.e. for whom the organisation is host organisation)	973	
Of whom are women	425	
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	406	
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	515	
Of whom are stage R1 = in most organisations corresponding with doctoral level	984	
Total number of students (if relevant)	28.150	(5)
Total number of staff (including management, administrative, teaching and research staff)	3.226	
RESEARCH FUNDING (figures for most recent fiscal year)	€	
Total annual organisational budget	364.919.284	(1)
Annual organisational direct government funding (designated for research)	235.474.782	(2)
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	38.171.188	(3)
Annual funding from private, non-government sources, designated for research	49.144.687	(4)

(1) Globalbudgetzuweisungen des Bundes 2018

https://www.tuwien.at/fileadmin/Assets/tu-wien/Ueber_die_TU_Wien/Berichte_und_Dokumente/Rechnungsabschluss_2018.pdf

(2) Umsatzerlöse 2018 https://www.tuwien.at/fileadmin/Assets/tu-wien/Ueber_die_TU_Wien/Berichte_und_Dokumente/Rechnungsabschluss_2018.pdf

(3) Summe der großen Fördergeber (Bund, EU, FFG, FWF)

https://www.tuwien.at/fileadmin/Assets/tu-wien/Ueber_die_TU_Wien/In_Zahlen/TUW_in_Zahlen_2019_web.pdf

(4) Drittmittel gesamt abzüglich (3) https://www.tuwien.at/fileadmin/Assets/tu-wien/Ueber_die_TU_Wien/In_Zahlen/TUW_in_Zahlen_2019_web.pdf

(5) Studierende gesamt https://www.tuwien.at/fileadmin/Assets/tu-wien/Ueber_die_TU_Wien/In_Zahlen/TUW_in_Zahlen_2019_web.pdf



Strengths and weaknesses of the current practice

Ethical and professional aspects

- Independence and freedom of research exist to a large extent, supported by TU Wien and are by no means restricted. In all legal and financial matters there exists plenty of in-house expertise that can be easily accessed by all employees. The services the researchers receive are diverse, specialised, of high quality and are constantly evolving and adapted to current needs. The development of a structure and governance guideline provides clarity and certainty for all researchers concerning the framework conditions.
TU Wien is a very large organisation and due to the high number of third-party funds, the decentralised organisation and the high number of rotating positions it is not always possible to keep an overview of the entire body of rules and regulations. Especially the existing Code of Conduct needs to be communicated in a broader manner since not all researchers are fully acquainted with it. In the field of ethics there is also a need for professional advice and appropriate mechanisms are a constant work in progress.
- The possibility of open access publication is seen very positively as well as the support measures in the area of exploitation so as to make the research results available to a broader group of individuals. In order to make the already collected raw research data applicable for later purposes, work is underway on the development of a research data repository. Nevertheless, scientists are under high pressure to publish in their respective fields of research and especially young researchers at the beginning of their career are expected to produce a high number of scientific articles.
- TU Wien participates in numerous initiatives in connection with its commitment to society and addresses different target groups, such as children, girls, people with a low level of education, refugees, and those who are not able to access higher education.
- "Technology for people" is our Mission Statement and all researchers are invited to collaborate on this.
- TU Wien's "Entwicklungsplan 2025" (in other words: Development Plan 2025) lays down the major strategies of TU Wien, also with regard to research: <https://www.tuwien.at/en/tu-wien/about-tu-wien/reports-and-documents/>
- TU Wien was amongst the first Austrian universities to sign the "Charter for Researchers" and the "Code of Conduct for the Recruitment of Researchers" in 2010. An Action Plan for the obligatory implementation of Charter and Code was established to enhance international competition of TU Wien. This has initiated the HRS4R procedure aiming at a "seal of quality" to be awarded by the European Commission. In doing so, TU Wien seeks to attract researchers from all over the world to conduct research at TU Wien and to provide a competitive and productive working environment.

Strengths and weaknesses of the current practice

Recruitment and selection

- TU Wien has a large number of measures in the field of recruiting that have been tested and proven to be effective and reliable. Through the [online job platform](#), in which vacancies at TU Wien are successively advertised, a high degree of transparency is achieved and a high standard in the description of the position and the documents to be submitted is ensured. The broadly electronic workflow allows applicants to view the status of the procedure at all times and ensures that all candidates can be informed quickly about decisions taken. The services of the [TU Career Center](#) offer support in ensuring that the further steps of the selection process (as interviews and hearings) are handled just as professionally.
- TU Wien's [strategic aim](#) is to attract more researchers external to the university, especially from abroad. This is reflected in the [recruitment processes](#): all vacancies for academic jobs are published also internationally.
- However, to date, most of these services can only be offered in German and many documents are only available in German. Therefore, the translation into English of legal information concerning employment relations, labour conditions and the recruiting process is essential and will be addressed with actions no. 8 and 11.
- TU Wien has passed internal rules to support underrepresented groups- especially [women](#) and [people with disabilities](#)– in the recruitment process. Female candidates are expressly invited to submit their application. Furthermore, TU Wien is advertising positions intended only for female scientists.
- In the selection process a member of the Working Group on Equal Opportunities is always participating in order to prevent inadmissible questions from being asked and to prevent discrimination during the decision-making process.
- Nevertheless, not all members of selection committees have sufficient information and competences on social skills and diversity and more expert support in the field of HR is required. Currently a training concept is being developed especially for the training of members of selection committees.
- In addition, the descriptions concerning academic career opportunities are not yet comparable with those in industry, so young scientists lack a general overview and can only imagine a career as a researcher based on experiences at their own institute.
- TU Wien is very open to non-classical CVs and appreciates applicants with international experience. However, due to the legal framework, there is a maximum period of employment for fixed-term employees, which is often not so clear at the beginning of the employment. TU Wien strives to create more clarity and transparency about this topic.

Strengths and weaknesses of the current practice

Working conditions

- A large body of federal laws about working conditions exists in Austria. The provisions of the Collective Bargaining Agreement for University Staff provide binding regulations, in particular about salaries and work conditions.
- The stability of employment is of great importance within the framework of the legal regulations. The legal provisions permit the inclusion of non-permanent contracts for scientific university staff but only in certain cases and up to a certain maximum duration. Particularly, in the case of projects, employment contracts are limited to the duration of the project. Since there are not enough academics positions such employment possibilities are necessary.
- Universities, especially TU Wien, are highly respected institutions that have a positive international status. The broad range of research areas offered at TU Wien and the collaboration with competent research partners ensure financing and adequate infrastructure. At TU Wien it is possible to work positively with motivated researchers in a professional and well equipped and safe research environment.
- Through professional support in the acquisition of third-party funds, additional funds can be acquired for research projects in addition to the basic state funding.
- In the [development plan](#), the TU Wien has stipulated that young researchers are to be supported in building successful networks to present their research achievements. The establishment of annually competitively awarded internal [doctoral colleges](#) by the TU Wien aims at the admittance of competent and committed students at an early stage via an employment contract. In addition, the mobility of researchers is promoted through targeted financial support to carry out short-term research work abroad, especially for young researchers.
- The creation of a motivating working environment is a goal set out in the TU Wien development plan. This is achieved in particular through the expansion and targeted development of [fringe benefits](#) making it an additional, attractive factor in the range of services offered to employees.
- TU Wien has established a wide range of internal regulations to ensure work-life balance. Researchers are supported with agreements on working hours flexibility and on tele-work/home office as well as with possibilities of special leave and extended paid care leave.
- TU Wien also offers numerous support services from kindergarten, day care to holiday care. But it is not only the time outside the TU premises and the leave periods that are supported, but also the planned return in order to be able to advance the career as a researcher in addition to the obligations.
- TU Wien wants to actively encourage the involvement of women in research. There are tenders for tenure track positions and professorships explicitly for female scientists and target agreements with the faculties for the promotion of women in research and teaching.
- In addition to promoting compatibility, TU Wien also implements numerous measures in the area of diversity. For more than 10 years, the Department of Gender Competence has been offering support on questions about gender mainstreaming in projects and, in addition to teaching courses for students of technical fields of study, it also provides the necessary competence for research projects of the TU Wien acting as a consultant in research projects. Furthermore, measures to help increase the proportion of women in the various technical and research fields are continuously established.
- This is rather successful for various groups, but it still seems to be advantageous, especially for young students, to have a role model and an exchange opportunity that is not several career steps away. This will be addressed with action no. 6.

Strengths and weaknesses of the current practice

Training and development

- At TU Wien, research and innovation, teaching and development is a major concern, not only for the students but also for the employees, especially since one third of the employees are also TU Wien students. The TU Wien employees have access to about 200 seminars. Internal and external experts are available for workshops and seminars to prepare the employees for current and future challenges. The [HR Development](https://www.tuwien.at/en/tu-wien/organisation/service-providers/hr-development/) Unit provides these and many other offers: <https://www.tuwien.at/en/tu-wien/organisation/service-providers/hr-development/>
- The seminar topics cover several requirements of different life and career perspectives. For several years now, there have been useful educational opportunities for young scientists, who often have to decide whether to pursue a scientific career or move on to the industry or the private sector. TU Wien offers WINA+, a programme that provides help and orientation and the opportunity for further interdisciplinary development. In addition to the exchange with internal and external colleagues, a summer school is also offered in cooperation with the [TU Austria](#) and the neighbouring technical universities abroad.
In addition to these special programs, there is a number of other seminars in which employees can expand their skills in various areas and, since the seminars are open to all employees, have the opportunity to build up an internal TU network.
Nonetheless, due to the large number of temporary employees, it is often difficult to inform colleagues about the right offer at the right time. This not only requires the employees to be addressed by the HR, but also the support of the project managers and Heads of Institutes, who should address the topic of career development even more purposefully during the appraisal interview. In terms of implementing additional dissertation procedures, there have been efforts for some years, but there are still some issues that need to be addressed concerning the application of the dissertation agreement. The newly established [TU Wien Doctoral School](#) is working towards this.
Of course, all employees of TU Wien have the opportunity to take advantage of coaching in addition to the group formats. This way, the core topics, which are discussed in the context of individual consulting career questions and dealing with conflicts, can be dealt with in a professional manner.
- For employees who hold a management position, access to management training is possible to reflect the requirements of their role. Since the implementation of the new structure and governance concept at TUWien, it has become easier to address the managers, since all of them have a leadership function in the structure. The identification of junior managers on the other side is still difficult, as they often are not yet assigned a function within the structure. A separate programme for employees who are holders of such career positions should be developed that is specifically designed to address these needs.
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Proposed ACTIONS			
	Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 1	TU Wien is in the process of setting up a Research Ethics Board for assessment of research and innovation proposals and projects, in particular for those that involve human participation. A Pilot Research Ethics Committee has been set up in 2019 and experiences of the committee's work continue to update the subsequent development. Procedural and structural requirements are investigated for a full rollout in 2021.	(+/-) 2. Ethical principles	Q 01.2021
		Responsible Unit Research Ethics Coordination, Vice Rectorate for Research & Innovation, E058, Research, Technology, and Innovation Support	Indicator(s) / Target(s) Quarterly meetings and meetings when needed will be held.
	Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 2	TU Wien will spread knowledge of existing information material concerning research services, with special focus on new scientific employees as the target audience (researcher onboarding) under the Project name "We are Research".	(++) 4. Professional attitude	Q 02.2020
		Responsible Unit Vice Rectorate for Research & Innovation, E619-02 Fachbereich Forschungsinformations-systeme	Indicator(s) / Target(s) Information material regularly disseminated to all (new) staff via campus software and GetTUgether Presentations Continuous process of improvement by using PDCA (plan-do-check-act) according to TU Wien quality assurance and quality development.

	Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 3	<p>TU Wien will develop information material and offer workshops concerning contractual and legal obligations for researchers (research compliance) aiming at providing an overview in this regard. Additionally to the new scientific staff that will profit from this information package, the experienced researchers at TU Wien will also be able to have a compact summary of their obligations. Furthermore, the relaunch of the Code of Conduct will take research compliance into account.</p>	<p>(+/-) 5. Contractual and legal obligations (++) 39. Access to research training and continuous development</p> <p>Responsible Unit</p> <p>Vice Rectorate for Research & Innovation</p>	<p>Jän.21</p> <p>Indicator(s) / Target(s)</p> <p>Establishing contact point "research compliance"; information material, workshops, relaunch Code of Conduct</p>
	Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 4	<p>At TU Wien an Automated Data Management Plan is being developed to facilitate and standardise data management, potentially ensuring reproducibility</p>	<p>(+/-) 8. Dissemination, exploitation of results</p> <p>Responsible Unit</p> <p>E057-11 Zentrum für Forschungsdatenmanagement, Forschungszentrum, Projektkoordinatoren</p>	<p>Feb.21</p> <p>Indicator(s) / Target(s)</p> <p>First version of the tool rolled out to participating pilot users. First DMPs created in a semi-automated manner. Tool uses information from TISS and ORCID. Tool generates editable document that is prefilled with information that can be later improved/extended. Tool supports FWF template. Second version (end of project) comprises of: connection to data management services catalogues, potential connection to funder systems.</p>

	Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 5	<p>The existing Code of Conduct to ensure good scientific practice will be relaunched and will be thoroughly adapted to new circumstances and challenges to meet the needs of legal requirements, research ethics and research integrity. The employment contract will include a reference to the Code of Conduct to ensure good scientific practice.</p>	<p>(++) 4. Professional attitude (++) 7. Good practice in research (+/-) 8. Dissemination, exploitation of results (++) 22. Recognition of the profession (++) 31. Intellectual Property Rights (+/-) 32. Co-authorship</p> <p>Responsible Unit</p> <p>Vice Rectorate for Research & Innovation; Research Ethics, Service Unit Labour Law</p>	<p>Feb.21</p> <p>Indicator(s) / Target(s)</p> <p>Reference of the existing code of conduct is included in the employment contract.</p>
	Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 6	<p>Development of gender bias measurements in the form of role-model by young female scientists. Discussions with young female scientists have been shown that the appearance of female Student Assistants and female Assistant Professors will be seen positively for the own career opportunities as a female researcher. In addition to the existing gender bias measures, special role-model functions of young female scientists in courses for beginners should encourage them to pursue a career in research.</p>	<p>(+/-) 27. Gender balance</p> <p>Responsible Unit</p> <p>Vice Rectorate for Academic Affairs</p>	<p>Q 04.2022</p> <p>Indicator(s) / Target(s)</p> <p>Indicator: number of female assistants in beginners courses Target: strengthen of the role-model-function by young female scientists</p>

A c t i o n 7	Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)
	Integration of the topic of career development for temporary employees in the annual appraisal interviews. The aim of this measure is the integration of career development for employees with a fixed-term contract as obligatory part of the annual staff appraisal interview.	(-/+) 28. Career development (-/+) 30. Access to career advice	Q 01.2021
		Responsible Unit	Indicator(s) / Target(s)
		Human Resources Development	Indicator/Target: adaptation of the questionnaire for the appraisal interview
A c t i o n 8	Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)
	Translation of information about the recruiting process into English. The existing information should also be offered in English.	(++) 12. Recruitment (++) 13. Recruitment (Code) (+/-) 15. Transparency (Code)	Q 04.2020
		Responsible Unit	Indicator(s) / Target(s)
		Service Unit Application Management	Indicator: providing the translated documents Target: faster understanding of the content
A c t i o n 9	Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)
	Continuing member education for selection committees, appointment committees, habilitation committees and advisory boards about social competence focussing on leadership. The aim of the training is the appropriate inclusion of social competence focussing on leadership in the selection process. In addition to the assessment of professional competence members of selection committees and advisory boards should be able to evaluate social competence of candidates in concrete leadership situations as a basis for a decision.	(+/-) 14. Selection (Code) (+/-) 37. Supervision and managerial duties (++) 38. Continuing Professional Development	Q 02.2021
		Responsible Unit	Indicator(s) / Target(s)
		Human Resources Development, University Development and Quality Management, Doctoral School	Indicator: number of continuing educations Target: appropriate inclusion of social competence focussing on leadership in the selection process

A c t i o n 1 0	Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)
	Supporting selection committees and appointment committees during the assessment of social competence. The assessment of social competence requires a structured introduction to observation criteria as well as necessary tools for the members of selection committees and appointment committees. A concept for supporting the members has to be developed.	(+/-) 14. Selection (Code)	Q 01.2022
		Responsible Unit	Indicator(s) / Target(s)
		Human Resources Development, University Development and Quality Management, Doctoral School	Indicator: concept development Target: supporting the members of committees
A c t i o n 1 1	Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)
	Translation of legal information about employment relations into English. In order to achieve more transparency, the existing information should also be offered in English.	(+/-) 15. Transparency (Code)	Q 01.2021
		Responsible Unit	Indicator(s) / Target(s)
		Service Unit Labour Law	Indicator/Target: providing the translated documents
A c t i o n 1 2	Action 12	GAP Principle(s)	Timing (at least by year's quarter/semester)
	Information on career opportunities for researchers. Job profiles for researchers should be presented in a more transparent manner (also in English).	(+/-) 15. Transparency (Code) (+/-) 25. Stability and permanence of employment	Q 02.2021
		Responsible Unit	Indicator(s) / Target(s)
		Service Unit University Staff in Science	Indicator/Target: providing the translated documents

Action 13		GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 1 3	Further expansion of existing offers for postdoctoral researchers towards more clarity about their contracts and possible alternative career opportunities outside the TU Wien. The measurement is indented to provide – on one hand - postdoctoral researchers with an understandable description of the legal framework for employment at the university and on the other hand, to show them additional opportunities for professional development within the framework of long-term career prospects.	(+/-) 21. Postdoctoral appointments (Code)	Q 02.2021
		Responsible Unit	Indicator(s) / Target(s)
		HR Development	Indicator: 75 % of all Postdocs take part in one offer Target: better understanding of the legal framework and information about career opportunities outside the university
Action 14		GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 1 4	Reference to the Code of Conduct in the employment contracts.	(++) 4. Professional attitude (++) 7. Good practice in research (+/-) 32. Co-authorship	Q 01.2021
		Responsible Unit	Indicator(s) / Target(s)
		HR Administraion	New contracts are available
Action 15		GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 1 5	Establishment of an information centre for questions about authorship.	(+/-) 32. Co-authorship	Q 01.2022
		Responsible Unit	Indicator(s) / Target(s)
		Library, resarch integrity	Information centre is announced

A c t i o n 1 6	Action 16	GAP Principle(s)	Timing (at least by year's quarter/semester)
	TU Wien-wide standardization of the dissertation agreement. Additional opportunity for reflection on progress within the framework of WINA+ and doctoral colleges (in addition to supervision).	(-/+) 36. Relation with supervisors	Q 03.2022
	Responsible Unit	Indicator(s) / Target(s)	
	Vice Rectorate for Academic Affairs	Document and framework is available	
A c t i o n 7	Action 17	GAP Principle(s)	Timing (at least by year's quarter/semester)
	Establish a mentoring programme for young female scientists.	(+/-) 37. Supervision and managerial duties	Feb.21
	Responsible Unit	Indicator(s) / Target(s)	
	Human Resources Development	Kick Off event has been rolled out	
A c t i o n 8	Action 18	GAP Principle(s)	Timing (at least by year's quarter/semester)
	Developing formats for career holders with a focus on management tasks and monitoring them in the context of fulfilling the Qualification agreement.	(+/-) 37. Supervision and managerial duties	Q 02.2022
	Responsible Unit	Indicator(s) / Target(s)	
	Human Resources Development	Framework for Monitoring it set up	
A c t i o n 1 9	Action 19	GAP Principle(s)	Timing (at least by year's quarter/semester)
	Continuing WINA+ 4 day lasting program for PreDocs on rotating positions: https://www.tuwien.at/en/tu-wien/organisation/service-providers/hr-development/target-group-academic-staff/	(++) 38. Continuing Professional Development	Q 01.2021
	Responsible Unit	Indicator(s) / Target(s)	
	Human Resources Development	All PreDocs are informed abot the possibiities of the program	

Action 20		GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 2 0	Development of clear qualification and competence profiles for researchers. A catalogue of competences for scientific positions shall be developed.	(-/+) 16. Judging merit (Code)	Q 04.2022
		Responsible Unit Service Units Application Management and University Staff in Science	Indicator(s) / Target(s) Indicator: catalogue of competences for researchers is available online Target: specification of clear qualification and competence profiles
Action 21		GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 2 1	Development of job descriptions for scientific staff. In the job description the aim, the most important tasks and the required competences of the position will be described. To do this, templates should be created.	(-/+) 16. Judging merit (Code)	Q 04.2022
		Responsible Unit Service Units Application Management and University Staff in Science	Indicator(s) / Target(s) Indicator: templates of job descriptions Target: support for selection committees to evaluate qualification and competence profiles

Action 22		GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 2 2	Continuing member education for selection committees, appointment committees, habilitation committees and advisory boards about social competence focussing on leadership and evaluation of variations in the chronological order of CVs. The aim of the training is the appropriate inclusion of social competence focussing on leadership in the selection process. In addition to the assessment of professional competence, members of selection committees and advisory boards should be able to evaluate social competence of candidates in concrete leadership situations as a basis for a decision. Furthermore, the training should support committee members to evaluate variations in the chronological order of CVs.	(-/+) 17. Variations in the chronological order of CVs (Code)	Q 04.2021
		<p>Responsible Unit</p> <p>Human Resources Development, University Development and Quality Management, Doctoral School</p>	<p>Indicator(s) / Target(s)</p> <p>Indicator: number of continuing educations Target: appropriate inclusion of social competence focussing on leadership in the selection process as well as the evaluation of variations in the chronological order of CVs</p>
Action 23		GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 2 3	Build a Repository for Research Data.	(++) 23. Research environment (++) 24. Working conditions	Goes online Q2/2021
		<p>Responsible Unit</p> <p>E057-11 Zentrum für Forschungsdatenmanagement, Forschungszentrum, Projektkoordinatoren</p>	<p>Indicator(s) / Target(s)</p> <p>Use by all TU Wien employees</p>

	Action 24	GAP Principle(s)	Timing (at least by year's quarter/semester)
A c t i o n 2 4	Drawing up and publishing of an OTM-R policy in German and English. The Open, Transparent and Merit-based Recruitment (OTM-R) should ensure that the best candidate is appointed to the position and every applicant have the same opportunities. TU Wien is already committed to this. This should now also be shown in a policy.	(++) 12. Recruitment (++) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) Responsible Unit Service Units Application Management and Labor Law	Q 04.2021 Indicator(s) / Target(s) Indicator: OTM-R Policy is available online Target: public commitment to comply with the OTM-R principles



Project management

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Steering committee

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