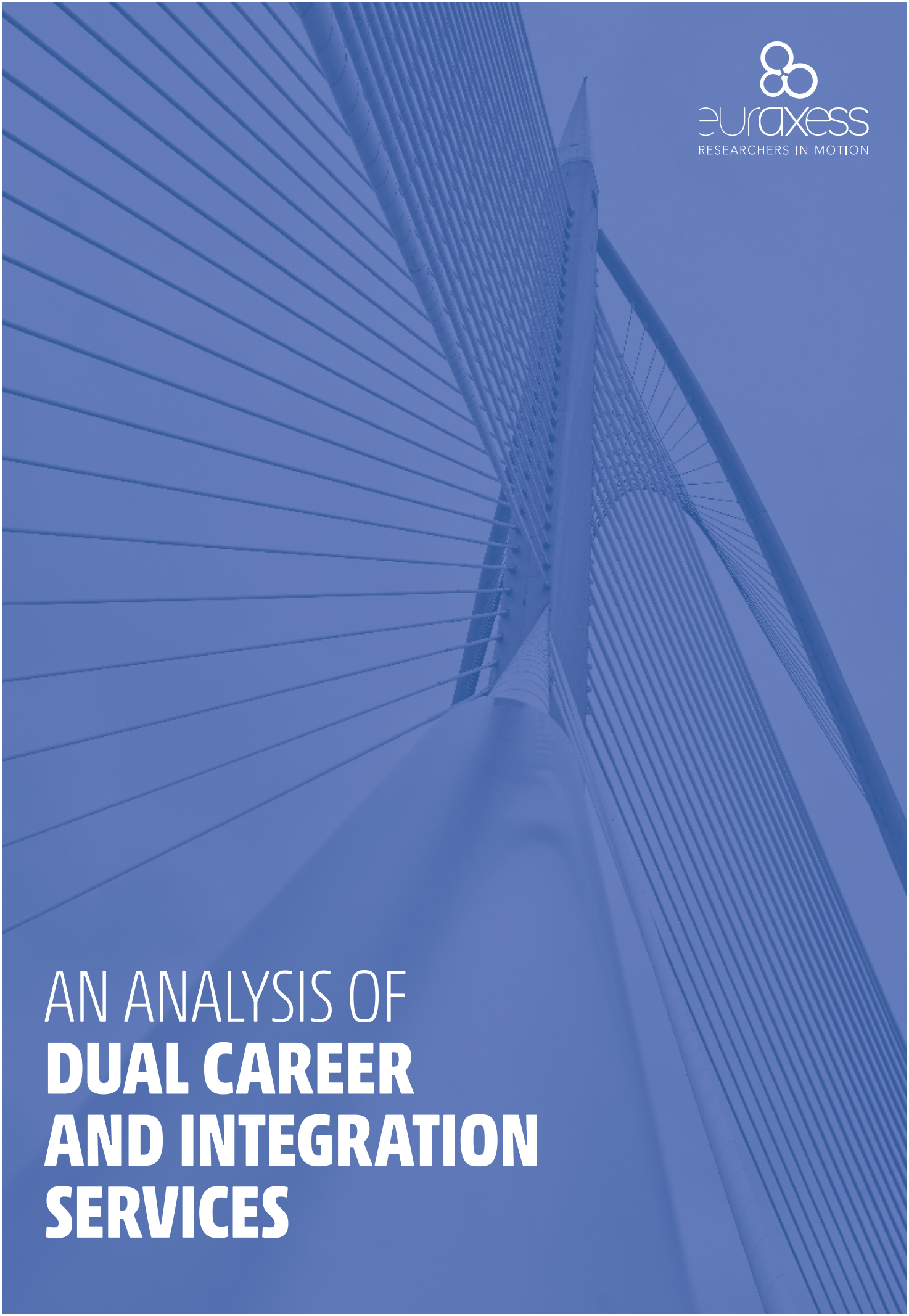

euraxess
RESEARCHERS IN MOTION

AN ANALYSIS OF **DUAL CAREER AND INTEGRATION SERVICES**

An analysis of Dual Career and Integration Services

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INTERESTED IN DUAL CAREER AND INTEGRATION SERVICES?

This report was created in the framework of the EURAXESS TOP III project (2015-2018, Gr No: 665934), funded by the EC under the Horizon 2020 programme under the task lead of the University of Copenhagen (UCPH).

The information gathered in the report has been submitted by a Dual Career and Integration Services Expert Group, encompassing of representatives from European institutions and universities from 6 countries; Austria, Germany, Denmark, The Netherlands, Norway, and Switzerland.

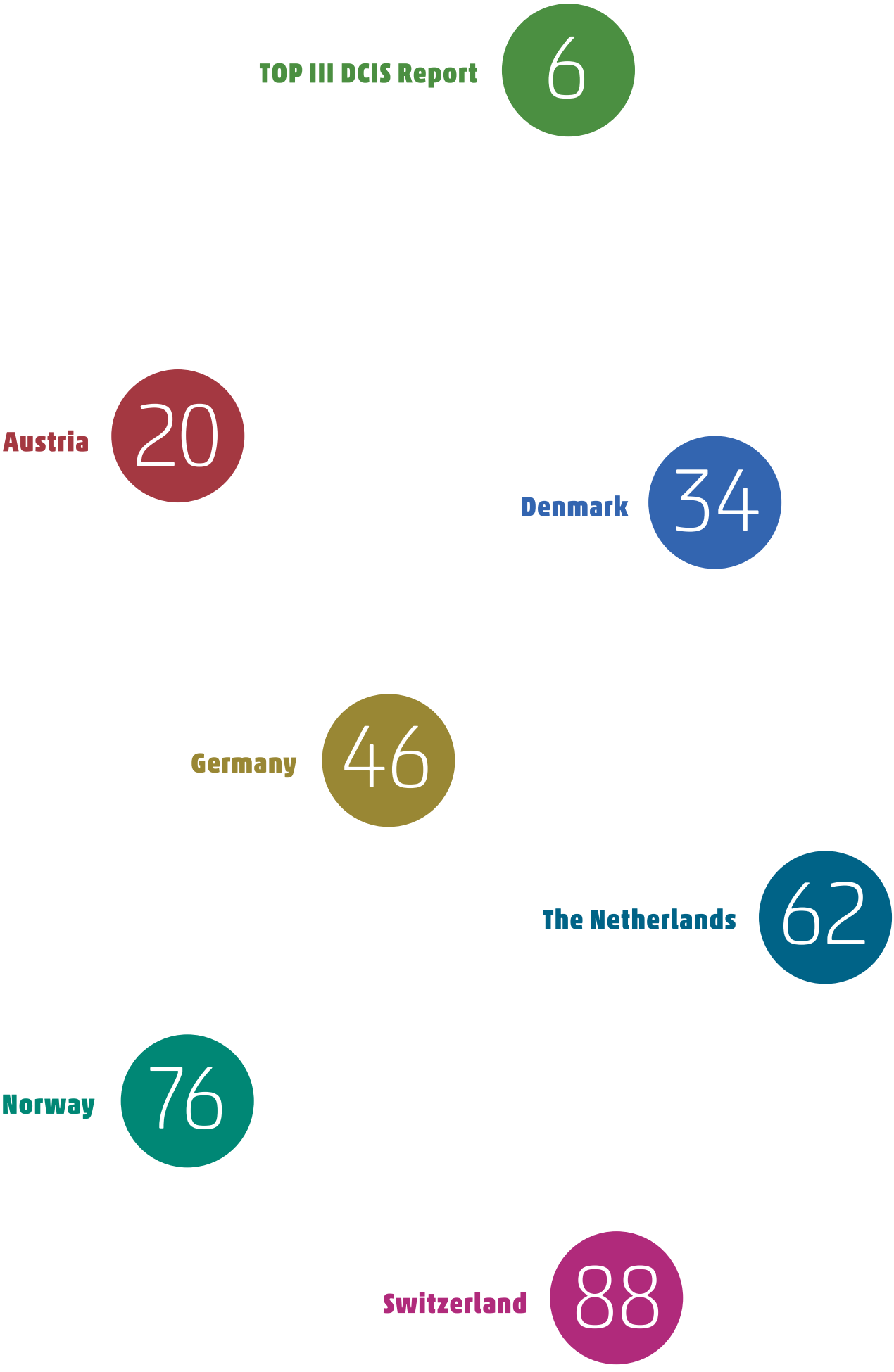
The goal of this report is to analyse and map the landscape of DCIS in the 6 countries as well as exchange knowledge of best practice examples in order to develop and improve the services based on the needs of each institution.

The final outcome of the report presents the expert group's findings, as well as recommendations bearing in mind the national and local context.

CONTENTS

ACRONYMS AND ABBREVIATIONS

DC	Dual Career
DCS	Dual Career Services
DCIS	Dual Career and Integration Services
ERA	The European Research Area
GDPR	General Data Protection Regulation
HR	Human Resources
WP	Work Package


TOP III DCIS Report
6
Austria
20
Denmark
34
Germany
46
The Netherlands
62
Norway
76
Switzerland
88

TOP III DCIS REPORT

INTRODUCTION

This report is funded by the European Commission and is an outcome of the EURAXESS Top III project[1], which consists of 8 Work Packages (WP) in a total of 38 tasks. Each WP and task has its own leader. The University of Copenhagen (UCPH) is task leader for WP 2.3 entitled - *The Researcher in Context*.

This report is devoted to task 2.3 that focuses *on gathering and **analysing** information and good practice on DC advice and integration issues, **evaluating** existing practices, and defining **recommendations and modules** for other European institutions.*

The data and information compiled in the report has been submitted by a DCIS Expert Group, consisting of representatives from European institutions and universities from 6 countries. The members of the Expert Group are all advanced in working with DCIS and include:

HOW TO USE THIS REPORT

This report aims to provide an overview of the DC landscape in 6 European countries.

The final outcome of the report presents the Expert Group's findings, as well as making recommendations to be implemented in the different EU countries, focusing on the target group and bearing in mind the national and local conditions.

The results from WP 2.3 enables the EURAXESS community to act upon the findings and recommendations based on experience and input from the expert group. The set of modules of good practices is made available to the EURAXESS network via the EURAXESS website and presentations at local and international conferences and workshops. This information can significantly contribute to a broader knowledge and integration of good practices in the area of DCIS.

COUNTRY	INSTITUTIONS AND UNIVERSITIES
Austria	Austrian Agency for International Cooperation in Education and Research (OeAD) Graz University of Technology Institute of Science and Technology (IST) Austria Vienna University of Economics and Business Vienna University of Technology
Denmark	University of Copenhagen (UCPH)
Germany	University of Konstanz Goethe University Frankfurt Dual Career Network Germany (DCND)
The Netherlands	Expat Spouses Initiative - Eindhoven Eindhoven University of Technology
Norway	Norwegian University of Science and Technology (NTNU)
Switzerland	ETH Zürich University of Genève

1 EURAXESS is a European network active in 40 countries, which aims to improve the European Research Area (ERA) by making it easier for international research talent to move to and in between European countries. The idea is that internationally mobile researchers should be able to follow their talent to and across Europe, without (too much) hassle (paperwork/untransparent procedures). This network started in 2002. (www.euraxess.eu)

OBJECTIVE

The aim of WP 2.3 is threefold:

- ***Analysis of existing Dual Career Advice***
  An analysis of successful practices of DCIS issues focusing on the social and professional integration of the researcher and their family is compiled by the DCIS Expert Group. Each expert group member has highlighted the current situation in their respective countries, as well as how well they work in the corresponding setting. The participants bring in their experience with their national and/or local DCIS and explain and analyse how and why the services were created historically.

- ***Evaluation of the results of the analysis & definition of modules***
  Using the analysis, the DCIS Expert Group has undertaken an analysis to identify the strengths, weaknesses, opportunities, and threats of DCIS to international researchers in their respective countries. The evaluation and analysis have prepared the ground for the next task, comprising the creation of recommendation modules.

- ***Recommendations and modules***
  The DCIS Expert Group has made specific recommendations and modules with information and tips that can be used in the different member states, taking the researcher in his/her context into account. The modules of recommendations are defined below:

  - *The Individual Level Module*
  - *The Institutional Level Module*
  - *The Regional/National Level Module*

In the long-term view, the information within the modules of recommendations can be applied in local, regional, and national areas, and can also be connected to facilitate cross-border mobility in the ERA. In this situation, each institution/university should make a self-evaluation of its current needs and services, so that the offered recommendations can be used and tailored in an efficient and useful way.

THE DUAL CAREER LANDSCAPE

In growing numbers, researchers are on the move as DC couples. Therefore, universities and research institutions are challenged to accommodate the needs and ambitions of DC couples. The attractiveness of universities and research institutions is no longer defined just by an excellent research environment, but by additional practical integration factors and, most of all, career prospects for both partners.

Task 2.3 focuses on DCIS issues for international researchers in its wider context. The so-called "soft-factors" can become the decision making and defining factors when integration and career management is difficult.

METHODOLOGY

The information in the report has been acquired through a collective survey form, produced by the members of the DCIS Expert Group within the 6 countries. This method is selected, in order to have a common ground when gathering and analysing information and good practice on DCIS issues for the international researcher.

Based on this material, the Expert Group adapted the survey to fit the characteristics of the specific country. Each country added individual questions to their own country version of the survey, to allow for specific institutional, regional and national aspects to be included.

Each country has used its own distribution systems to reach out to relevant institutions, who filled out the survey and provided their input on their practices of DCIS.

Furthermore, in order to have a mutual ground of understanding for answering and working with the survey, we have defined the most important terms of the following definitions[2]:

DUAL CAREER COUPLE

- A couple where both partners pursue a career and aim to have a paid employment. They may work in or outside academia.

INTEGRATION INITIATIVES

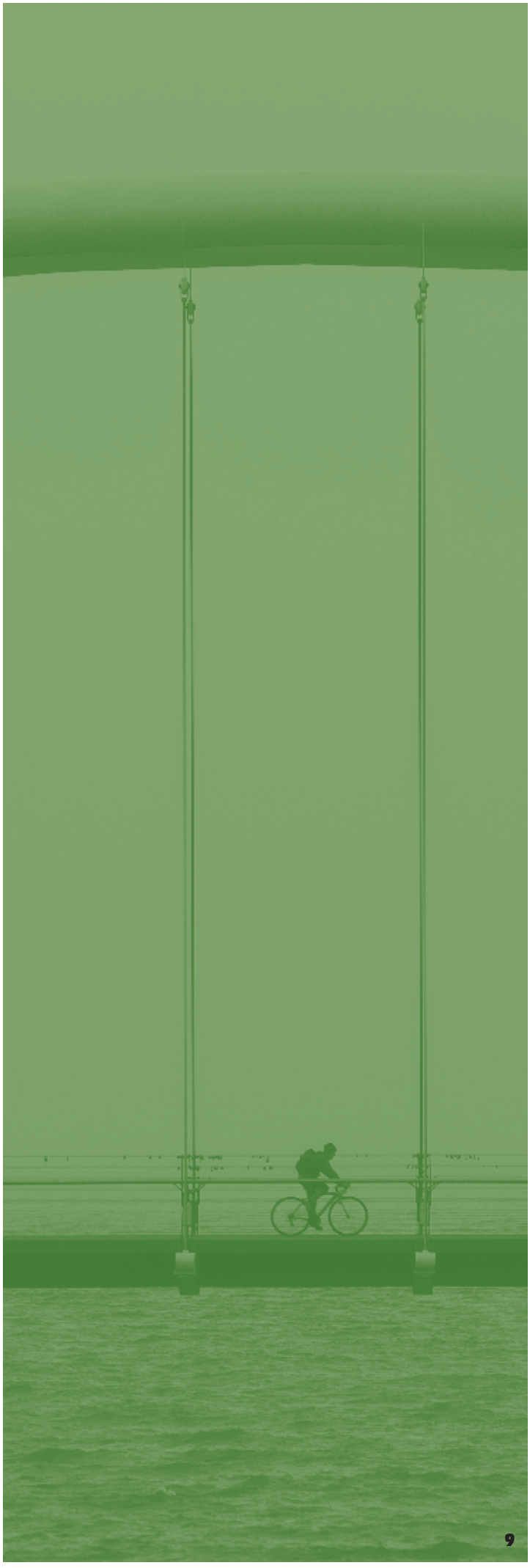
- Integration Initiatives are related to the questions after an international move which are relevant for the well-being and settling of the new hires and their families in the new place.

MOBILITY

- Mobility relates to geographical and intersectoral mobility, not to social mobility.

SPOUSE

- Spouse is defined as a person who is accompanying a foreign - e.g. researcher working at a University, whether married or not.



2 TANDEM study

RECOMMENDATIONS

This chapter gives an overview of the recommendations made by the members of the DCIS Expert Group, consisting of representatives from European institutions and universities from 6 countries (Austria, Denmark, Germany, the Netherlands, Norway, Switzerland). The specific local recommendations, focusing on the local situation, are featured in the country chapters in the last section of this report. It is advisable to both read the general and the local recommendations, to get a diverse impression of the dos and don'ts, while implementing or continuing to work with DCIS.

The recommendations are grouped in three modules, consisting of an Individual, an Institutional, and a Regional/National Level Module. The user of this report can tune in exactly where the information might be relevant for their professional background. DC consultants can especially make use of the Individual Level Module, since this module focuses on recommendations for the advisors and consultants working hands on with offering DCIS. Policy makers at research institutions and universities are able to find useful information and ideas in the Institutional Level Module, while government officials can find inspiration in the Regional/National Level Module.

MANAGEMENT OF EXPECTATIONS

Management of expectations is important and includes a transparent communication of the "why", "what" and "to whom".

It is essential on all levels to make sure to communicate clearly, and spread the information widely in the organisation, on **why** research institutions and universities offer DCIS. **What** is the main reason an institution is using resources on offering DCIS and to **whom**? If, for instance, a university is offering DCIS because this is key to the recruitment of professors, and in this programme spouses get a starting grant for a position within the university, it is important to communicate this clearly throughout the entire organisation.

With this potential starting grant, research groups could expect enquiries from spouses about the creation of positions. Can research centers turn them down? How flexible are these grants? For some research groups this could be a good opportunity, for others it could be too much paper work. Nevertheless, if the expectations on both sides are clearly communicated, then less confusion and frustration will arise. Using the same example, spouses and employees need to know that the services in this case are limited for professors' spouses and not meant for partners, for example assistant professors or Postdocs.

In other words, do **clearly define the target group** who is able to receive DCIS.

Besides clear communication about why DCIS are offered, and the importance of clearly defining the target group, it is also essential to define **what kind of services are available**. Using the term "Dual Career Services" can imply that spouses are able to continue their career – and get a job - at the same organisation as the partner. If this is the case, information about the procedures and rules should be easily accessible for the spouses. If this opportunity is not the case, it is important to give a clear picture of the expectations of what kind of services are available, and what the organisation does not offer. In many cases, DC offices help with job searches, but do not offer jobs in the same organisation as the partner. Often, partners are not even allowed to work in the same department. This should also be clearly communicated, to prevent disappointment, wrong assumptions, and spouses wasting their time and energy in applying for jobs and contacting people.

The respective scope of DCIS should be communicated in advance via a website or other media. This includes a statement that there can be no employment guarantee for partners. It is advisable to have clear and transparent rules and regulations that are published and accessible for all parties involved.

Individual Level Module

This module of recommendations is specifically useful for DC consultants, people assisting spouses and everybody else interested in offering DCIS in any way. This module can give you advice, new thoughts, or more ideas in how to start or continue working with DCIS. The focus on the target group, their needs, and how to reach the spouses is essential for starting DCIS. As described above, it is important to start with clearly communicating why you offer your services, defining what you offer and to whom you are offering your services to.

TARGET GROUP

DC couples are very diverse and have very different needs. In most of the institutions and universities who participated in the outcome of this report, the majority of the spouses are female and are highly educated. Some have children and others do not. Many spouses are pursuing a career in the newly arrived country, some would like to continue their studies, while others are not at all clear what they would like to do in the near future. The families also have different needs. Depending on their situation, some spouses are interested in volunteer work and therefore, DC offices provide information on such opportunities

To be able to offer DCIS to your researchers and their families, it is important to know them and what their wishes are. First, you need to reach your target group to be able to communicate with them.

HOW TO FIND AND CONTACT THE SPOUSES?

Finding and contacting your target group is often easier said than done. A few good ideas used by the participants in this report are:

- The name and contact details of the spouse is asked for in the registration form of the working partner. This is an easy and very direct way of reaching as many spouses as possible. However, this is not legally possible in all countries, and could collide with GDPR regulations. It can also be a challenge in how to retrieve this information from the registration forms (often managed by HR personnel), and how it can reach the DC consultant (often not placed in the HR department).

- Marketing the DCIS within the whole organisation and pointing out the advantages, can lead to spouses contacting you and signing up for your services. It is advisable to have a database (can just be an Excel file), with information about the spouses (which also can be used to provide statistics to the management). Offering something concrete, e.g. a monthly newsletter, can mean that more spouses are eager to sign up to be part of your database.

- There are many ways as to how and where to market your services. The following examples are some of the good practises from the participating research organisations and universities in this project:

    - Articles and concrete success stories about DCIS in the monthly newsletter, sent to all international researchers at the university
    - Information on the intranet (depending on the available sites, it can be under internationalisation, Welcome Centre, New Services, HR Information, etc.)
    - Commercials on TV screens or billboards spread out on campus. For the billboards, attractively printed posters are advisable
    - The services can be promoted at meetings at faculties or departments (e.g. at the weekly or monthly department meeting)
    - The services can be promoted as part of the introduction programme for newly employed staff.

DC CONSULTANTS

In the European research organisations and universities, DC consultants are placed in different parts of the organisation, depending on the organisational structure and purpose of the services. The DCIS can be part of the HR organisation, part of the equality and/or diversity team, part of the team working with internationalisation, the career office, or it can be a unit of its own. The competencies DC consultants need to have are also very diverse, depending on why DCIS are offered.

Nevertheless, many contributors to this report state similar skills or capabilities while discussing the qualities of a good DC consultant. The following competencies and skills are mentioned as important, all depending on the focus of the work and the specific target group.

Empathy: Since the DC consultant is working with people who are moving away from their job, hobbies, friends, family, and other important factors in a person's life, it is important to be able to relate to feelings accompanying this change. After the honeymoon phase[3] is over, many spouses become insecure about their new future. Learning a new language, finding a job, supporting the children in their new environment can be a handful. The DC consultant needs to understand this, and show understanding and empathy.

Open-minded: The solutions for the spouses' problems and challenges are so diverse, and can be very complicated, and therefore the DC consultant needs to be able to think outside the box. And, because of the cultural diversity (both personal and professional) of the spouses, the DC consultant needs to be open-minded and be able to offer several different solutions for the same problem.

Coaching: The DC consultant starts to give guidance in the orientation process, which can be conducted before arrival, as well as on-arrival and during the whole stay. This guidance is often both personal as well as professional. On a personal level, the DC consultant needs to assist the spouses in the process of arrival in the new country, and help if the spouse is experiencing adjustment issues or even facing a culture shock. If the main focus is on career development, the DC consultant needs to be a professional job coach, with experience in the local job market, the working culture and ethics, and having a network supporting the job search. Knowledge about starting a business is also very useful, since some spouses decide to continue using their skills to freelance in the new country (e.g. translation, therapy, consulting), or even wish to start a new business. Some organisations offer external professional coaches or therapists that can be hired case by case.

Networking: Newly arrived spouses often have no network at all. Spouses need to find new personal and professional contacts. The DC consultant can play an important factor in providing new contacts. In many countries, people get jobs through their network. If getting a job is a priority, tapping into a local network is essential. A challenge is that many spouses only stay a few years, and therefore there can be difficulties with working permits, and convincing employers to hire spouses because of this limited stay in the country.

RESOURCES

Many DC consultants who participated in this report discussed the challenges with personal and financial recourses. If you have limited resources and you are starting with DCIS, a good start is to map what services, events, trainings, and assistance is available in the vicinity of your organisation. In some locations, there are several spouse initiatives already existing, organising the same kind of events. A close collaboration between local initiatives prevents wasting of resources and creating synergy between existing programmes.

In the EURAXESS TOP III project (WP 4.2), a guide on mobilising local resources to remove mobility obstacles is developed. This guide is available via the EURAXESS library on the EURAXESS extranet. It describes new ideas for improving services for international researchers, by finding out who could be a new collaboration partner on the local level. It also contains concrete suggestions for potential local cooperation partners, and a selection of efficient local collaborations. It also covers recommendations for creating innovative support services within the respective local context.

Many participants in this report experience that various services can be offered, without necessary using many financial resources. In some European cities, municipalities or other public entities are organising several free initiatives where spouses can participate. Some of these public welcome centres are willing to collaborate, and even organise more free services if there is a need for it. Creating the contacts means using personal resources, but without using any extra financial means.

3 The honeymoon phase is often characterized by being overwhelmingly positive during which travelers become infatuated with the language, people and food in their new surroundings. At this stage, the trip or move seems like the greatest decision ever made, an exciting adventure to stay on forever.

INCLUDE THE WHOLE FAMILY

Naturally, many of the DCIS are targeted towards the spouses. The working partner has a job and colleagues, while the spouse needs to find a personal and a professional network. Therefore, it is important to focus on many activities exclusively for the spouse. Nevertheless, it is essential to keep up with activities for all. Couples and families also enjoy joined activities, where they experience the new country together. If possible, there should be a separated focus on social integration issues on the one hand and career related issues on the other. Some institutions decide to organise social integration issues internally, and find a career consultant externally or vice versa.

IMPORTANT TO STAY CONNECTED

Often the first contact between the DC consultant and the spouse is just after arrival in the new country. We recommend to start the contact as soon as possible – preferably even before arrival. During this period, the spouse can already start orientating on wishes and possibilities. The DC consultant can decide to hold online meetings to share information. If the spouse is interested to work after arrival, the CV and cover letter can already be tailor-made to the needs of the new country.

After arrival, there is a lot to consider, and the spouses often have an overload of impressions and information. DC consultants need to be aware of this and make sure to book a follow up meeting after a few weeks. Communicate clearly with the spouses, that if the opportunity is there to meet more often, he or she should be welcome to do that. Experience shows that many spouses expect that the services are only available during the first months, and often that is not the case. Also, here it is important to manage the expectations well. Moreover, some spouses can experience a culture shock and here it is important that the DCIS can be of help in this hard period.

Institutional Level Module

This module of recommendations is specifically useful for policy makers at research institutions and universities. It gives the management and managers several good reasons for implementing and supporting DCIS, ideas about where the services can be placed within the organisation and information about in-house versus outsourcing of the services. Putting DCIS on the agenda, securing human and financial resources, and creating official accepted policies will be a great support to the organisation by helping researchers and their families establish themselves in a new environment, and retaining them. Moreover, an established DCIS programme can also be a benefit in the recruitment process.

MANAGEMENT AND INTERNAL SUPPORT

The management in a research institution or university should be willing to **dedicate man hours and financial resources** to make DCIS work. In many cases, DCIS are initially given by people in a welcome centre, an HR office, or by any other administrative personnel working with mobile (international) researchers, without having a formal DC consultant role or title. Often there is a concrete need or problem which should be solved, which is addressed and tackled in a satisfying way and this leads to a snowball effect, where more researchers and spouses are asking for the same kind of assistance. This could for example be assistance with house search, contacting an employer, information about day care, help with writing a CV, and much more. This support is given on top of the other job tasks the employee has, and if the work load is getting too much, spouses' demand for assistance is possibly turned down.

To be able to help the spouses with a clear focus and targeted activities, the management should put the **responsibility with a dedicated person** or persons, in order to facilitate some activities, and if possible, financial means should be allocated. If there are no possibilities for **financial support**, it is still achievable to organise a lot of activities using the allocated man hours. As described in the previous chapter, it is essential to collaborate with existing local initiatives, for example those organised in the municipality.

The official and public endorsement of the management for DCIS is also vital for the **internal acceptation and status** of these services. If it is possible and allowed for spouses to apply for jobs in the same organisation as the partner, it helps if the management encourages people within the organisation to actively support spouse applications. In some organisations it is an unwritten rule, because of the management support, that if the DC consultant introduces a qualified spouse to a department that they always invite the spouse for a talk. The best applicant will get the job, but giving spouses a more direct access to a hiring department within the organisation is a great help.

If the management actively backs up DCIS, it also functions as an effective **marketing tool**. DC consultants can play an important role in the recruitment of new staff. In some organisations, because the management has been supporting DCIS, a DC consultant is always present during the first interview with a job applicant. This management support also puts the DCIS on the agenda of more meetings, which leads to more knowledge about the service and in the end more people referring to and using the services.

A SUSTAINABLE DCIS CONCEPT AND POLICY

There are several examples, where DCIS are financial supported by time limited projects. This local or national funding is a great way to kick off the work with DCIS, and develop and implement events, workshops, and sessions. During this period, it is important to be aware of the results and the reporting of these to the management. In some cases, these reports resulted in stable funding, where the DCIS became part of the yearly budget.

In other cases, no funding was available and the services almost disappeared again.

Because of this temporary funding, there is also a higher turnover of advisory staff, which prefers a stable contract instead of the time limited contracts. This risks that knowledge and expertise leaves the organisation, before the services are properly implemented. Therefore a sustainable DCIS concept is important for the continuation of the services.

Moreover, a DCIS policy with clear expectations is central in the development of the DC concept, services and its continuation. This policy, which should be supported and widely communicated by the management, ought to give clear guidelines and a vision for the future. The why, what and to whom questions in connection to DCIS are stated here. For those organisations who do not have a policy yet or are not ready for a policy, it is worthwhile drafting one to have a starting point and a commonly made document where the expectations are clearly described.

WHERE TO PLACE DCIS

When you are comparing organisational diagrams at different universities in Europe, DCIS are situated in different places. Since it is a very specialised service, which can be used by all employees in the different centres and faculties, it is often placed in the central administration. But within the central administration the offices are often within HR, in welcome centres, in the student office, in the international employee office, in the career office, etc. In some universities, the services are divided in different offices, and are not called DC services, but they offer some of the exact same services DC offices offer.

In the bigger countries such as Germany, DCIS are for local and international hires, while in the less populated countries, such as Denmark, Norway and the Netherlands the services are mainly for international employees. In the latter, the services are therefor often connected to the international offices.

In some universities, the people working with DCIS placed outside HR. This can create difficulties in connection to marketing of the services and getting in contact with the target group (the spouses). It is important to get in contact with the right people, and if this contact is only possible via HR, it is crucial that the DC office either is placed within HR, or has an agreement with the HR department about how this contact will be arranged and managed.

IN-HOUSE SERVICES VERSUS OUTSOURCED SERVICES

The scope of DCIS among the organisations and universities contacted for this report is immense. Some did not have any services at all, others outsourced some or all their services, while a smaller group had a well-established DC office. It depends extensively on each individual organisation, and many factors are at stake if deciding to have services in-house or outsourced.

Human and financial resources play an important role. In some cases, outsourcing could have been a good option, but there was no money available and the consultant was forced to play a role which did not necessarily matched their competencies. While in other organisations, all the services were outsourced, because they could not find the right profile for the job.

In any case, it is important to be aware of the following considerations:

Many programmes have, or would like to have, focus on Integration Services with social and networking events and at the same time have focus on career advice. Working in these two areas requires many different competencies, and it is wise to consider outsourcing if the **competencies** are not available in-house. Competencies are therefore an important factor to consider.

Another factor is the **focus** of the services. If the services are mainly focusing on finding a career, it can be an option to outsource some social integration services and vice versa. **Finance** plays an important role in this. If there are just a few career consultancies a year, outsourcing is probably cheaper, and the quality can be better guaranteed by a specialised career service.

A challenge with outsourcing of the DCIS that was mentioned by some universities, is that it is hard to be able to follow the development and well-being of the spouses. It was not always possible to acknowledge from the reports from the external company if the spouses were doing fine and if they needed a follow up. Moreover, it was mentioned because of the lack of direct contact that the distance grew between the DC consultant and the spouses. Which in some cased led to spouses leaving the DC programme. The quality of these outsourced services was not always easy to judge, and in addition, quite a lot of time was used in instructing the employees working at these external agencies. Finally, it was mentioned that commitment of these external organisations could be an issue, since they do not necessarily feel connected to the specific university due to having many other clients.

Some universities that have all the services in-house, use a lot of external "ambassadors". These "ambassadors" are spouses whom have been part of the DCIS programme and have received a lot of help and guidance. They found a job and are very willing to keep on contributing to the DCIS programmes. They can open doors for other spouses, but they are also willing to organise trainings, be speakers or contribute in any other way.

EVALUATION, QUALITY ASSURANCE, FEEDBACK

The evaluation of the DCIS programme and receiving quantative and qualitative feedback of the DCIS is important for many reasons. To be able to secure funding for the continuation of the programme, and receiving more future ressources, the management needs convincing numbers on the succes of the programme. This can be a challenge, because how can you meassure retention of the researcher and the family and the impact of the DCIS? How can you measure how much of an impact the DCIS had on the spouse finding a job? The solution could be a combination of quantitative and qualitative data.

Before collecting the data, quality standards are required for documentation and evaluation of the DCIS. If there is a DC policy, these standards should be documented here. Some universities have written these standards down in a public document, which all members are required to use.

Some universities are collecting quantative data (via a yearly online survey) where they meassure how many spouse got jobs during the last year, how satisfied on a scala from 1-5 the spouse are with services, coaching, events etc. They also collect qualitative data where they do qualitative interviews with a group of spouses and collect statements which they use for reports to the management. A structured feedback process is recommendable using self-evaluation forms, face-to-face-meetings, and group interviews on a regular basis. Regular updates, without necessary demanding more resources, of the management about the current situation (status reports, fact sheets, oral reports) is a must.

The new EU law on General Data Protection Regulation (GDPR) contains provisions and requirements pertaining to the processing of personally identifiable information of individuals inside the European Union. It is important to make sure that all the data of the spouses – including the information from the surveys - is dealt with in according to this law.

Regional/National Level Module

This Regional/National Level Module is also focusing on DCIS, but on a broader country level. Government officials and others working on regional or national development and implementation of strategy, can obtain more information about why the focus on language and cultural courses and events are important for spouses. Moreover, networking on a broader level is essential, and national stipends for DC couples could be a valuable future option.

LANGUAGE AND CULTURE

For many spouses who travel with their partner abroad to a country where the language is different, it is one of the biggest concerns to find a network and a job. Even though English is well-known and used in many European countries, the local languages are still mostly used and required while finding a job and a professional network.

It is therefore important to focus on learning the local language and offering programmes which enhance the changes of becoming integrated in the local society, and finding a job. Some countries offer language courses which are subsidised by the local or national government. Some universities offer these classes on campus and pay the courses for the employees, and sometimes also for the spouse of these employees. During the last years, there has been a strong focus on online learning since researchers are also mobile for their work and they are able to continue the language education while being in another country.

In the previous mentioned EURAXESS project TANDEM, a survey shows that "language and culture" is one of the biggest challenges and obstacles for researchers and their families, while working and living in another country in Europe. Consequently, focus on informing spouses about national habits, working culture, and local traditions will help them in adjusting quicker and not leaving the country. Many websites inform generally about the local culture, but more important is the information about unwritten rules, how to write a CV and cover letter in another country, and where to find a good local social and professional network.

There are some regions which offer network sessions where local people will meet with newly arrived international employees. The local people can learn about the culture of the newcomer, while the newcomer can learn everything about the local habits. Danish libraries for example organise sessions where you can "borrow a Dane"

who can inform you about the topic of your choice. In the EURAXESS TOP III project (WP 2.4), researcher networking events and social twinning programme for mobile and non-mobile researchers were developed, which also can be used as inspiration.

NETWORKING

Having a network for newly arrived spouses is key to a quicker integration in the new place, and feeling more at home. Networking is also important for the **local, regional and national DCIS organisations** to meet each other, share experiences and knowledge, and organise events together. These DCIS organisations in Europe are driven within the university, by the municipality, non-profit organisations, private companies, and others. By joining forces, trainers and trainings can be shared and more resources will become available. Political issues can also be tackled in a common effort where joint pressure about a certain topic becomes more powerful.

The DCIS initiatives which are in close proximity are an obvious choice to start collaborating. Several participants in this report explained that there are still different local and regional DC initiatives that are not aware of each other's existence, or are just not cooperating at all. Joining forces will create synergy, cut costs, generate innovative ideas, and build bridges.

This will help the target group (the spouses), in receiving more exciting workshops, gaining a bigger personal and professional network, and being less confused about receiving information about the same kind of DCIS workshops, but organised by different organisations, etc. A good example of cooperation and joining forces is the German Dual Career Network (DCND), which has created a common standard for the whole country, and this is clearly explained on a transparent website: http://www.dcnd.org/home.html.

Another good network to use within the region, are external speakers who can organise a workshop. Many of the spouses are highly educated, and this valuable talent pool is getting more and more interesting for companies to recruit from. Therefore, some of these company representatives are willing to join and organise sessions, for example the local "how-to-apply-for-a-job-situation" in exchange for meeting these valuable candidates. This does not cost any resources, but it is a valuable input for the spouses. Moreover, spouses who have been part of previous spouse programmes, events and workshops and have now found a job, are often very willing to give something back. Make sure to have an alumni date base in place where it is easy to search on where they work, and how to contact them.

NATIONAL STIPENDS FOR DUAL CAREER COUPLES

Lastly, a topic is presented here, which is a topic that the DCIS Expert Group working on this report have been discussing as a very useful opportunity, but unfortunately does not exist anywhere yet. It would be very beneficial to have national stipends for DC couples. There are examples from grants given to a researcher where part of it is used as a starting salary for spouse, but these cases are rare.

Having national stipends in place for DC couples would be an extreme positive signal in a recruiting situation, and it would help in retaining the researchers in the new country. Moreover, it would be beneficially for gender equal opportunities. The majority of the spouses accompanying their research partners are women, and receiving a stipend and herewith the possibility for these women being able to continue their career, would be very beneficial.

COUNTRY REPORTS

This part of the report includes 6 country specific reports on DCIS presented by the DCIS Expert Group, consisting of representatives from European institutions and universities from the 6 participating countries.

These country level reports provide the reader with additional in-depth background information, related to analysing information and good practice on DCIS issues, evaluating the existing practices, and defining recommendations for other European institutions – focusing on the target group and bearing in mind the national and local conditions.

COUNTRY REPORT AUSTRIA

EXECUTIVE SUMMARY

"You should offer the partner a professional perspective and give the family a good and quick acclimatisation into the new environment."

INTRODUCTION

This report provides an overview of DCIS activities in Austria. In addition, it also contains a chapter about their impact, as well as challenges and recommendations for developing further steps in supporting DC couples/families.

OeAD/EURAXESS Austria conducted the online survey "Analysis of existing Dual Career Services in Austria" in the summer of 2016 to provide an overview of national DC Services. An invitation to participate was sent to 46 Austrian universities, universities of applied sciences and research organisations. DC Service units of 13 Austrian organisations were selected as "key players". Around 50 % of the DC service units in Austria support up to 20 partners/spouses per year, the other half up to five.

MAIN FINDINGS

The main task of DCIS is to collect information, establish processes and provide suitable services to the partners of newly arrived researchers/families. This type of support is an important recruiting and retention instrument for Austrian universities and research organisations.

TARGET GROUP

Austrian DCIS have a limited scope, mainly targeting partners of leading and established researchers (professors and group leaders), outstanding artists or administrative managers. It is essential to communicate differences between target-oriented levels of support to DC partners – especially to partners of PhD students and postdocs – in advance.

SERVICES

The range of available DCIS depends on the specific case and available resources. Several Austrian universities and research organisations outsource their DC Services, e.g. by contributing financially to a DC Service Network.

Integration Services are provided by either the DC units, other parts of the respective institution, or externally. DC Service units can offer professional support as a "one-stop shop", but they need to be knowledgeable about internal services as well as local/regional and national rules and guidelines (entry and visa conditions, recognition of diplomas, taxes, learning German, health services, child care, schooling, etc.).

Internal, regional, national, and international networking is crucial for mutual learning and the exchange of experience. Information about networks and regional support can be found in Chapter A. This report provides links to a range of different information sources, such as websites (e.g. IST Austria), flyers, (e.g. "Dual Career for Academics") and surveys (e.g. Vienna University of Technology).

RECOMMENDATIONS

- **Expectation management**
  The respective scope of DC Services should be communicated in advance via a website or other media. Some Austrian universities go as far as to inform about the extent of their DC Services by means of a "job offer letter" to potential employees. This includes a statement that there can be no employment guarantee for partners.

- **Limited resources (funding & staff)**
  Improving the knowledge exchange between service units (in-house, within the DC networks and the EURAXESS network) and mutual staff trainings save time and money. DC Services should not be limited to forwarding contacts to potential employers; financial support is needed as well (coaching, further training, language courses, etc.). Dual Career Grants provided by the institution itself or a public funding organisation could be useful.

- **Networking**
  DC Services need to establish networks with public and private companies (potential employers), regional stakeholders (e.g. Chamber of Commerce) and other regional partners as well as former DC couples. Knowledge can be exchanged through regular meetings. Certain topics might require nationwide networking events (e. g. quality assurance in DC Services).

(Social) integration and networking for DC couples is crucial. Good examples are peer mentoring groups (regular meetings offering self-assessment and motivational trainings, exploring networking and career opportunities, teaching CV writing, etc.) at the institutional level or local meeting points for national and international researchers.

- **Communication**
  Available DC Services should be well-defined and communicated accurately within, and outside, the respective institution. High staff turnover rates require regular information events, trainings, and the availability of comprehensive information materials.

- **Evaluation**
  Documentation and evaluation of DC Services require quality assurance measures. Structured feedback processes for DC partners (e.g. self-evaluation forms, face-to-face meetings on a regular basis) and regular updates of the management (status reports, fact sheets, oral reports, etc.) are recommended.

CHAPTER A – OVERVIEW OF THE DCIS LANDSCAPE IN AUSTRIA

DUAL CAREER NETWORKS IN AUSTRIA

The last few years saw the creation of several regional DC Service networks (Figure 1). They came in addition to already existing single DC measures and services at Austrian universities and research organisations. The creation of a national DC Service Network is currently being discussed. National DC service network meetings have been organised annually since 2016. The structure and services of these currently existing networks will be outlined in this section.

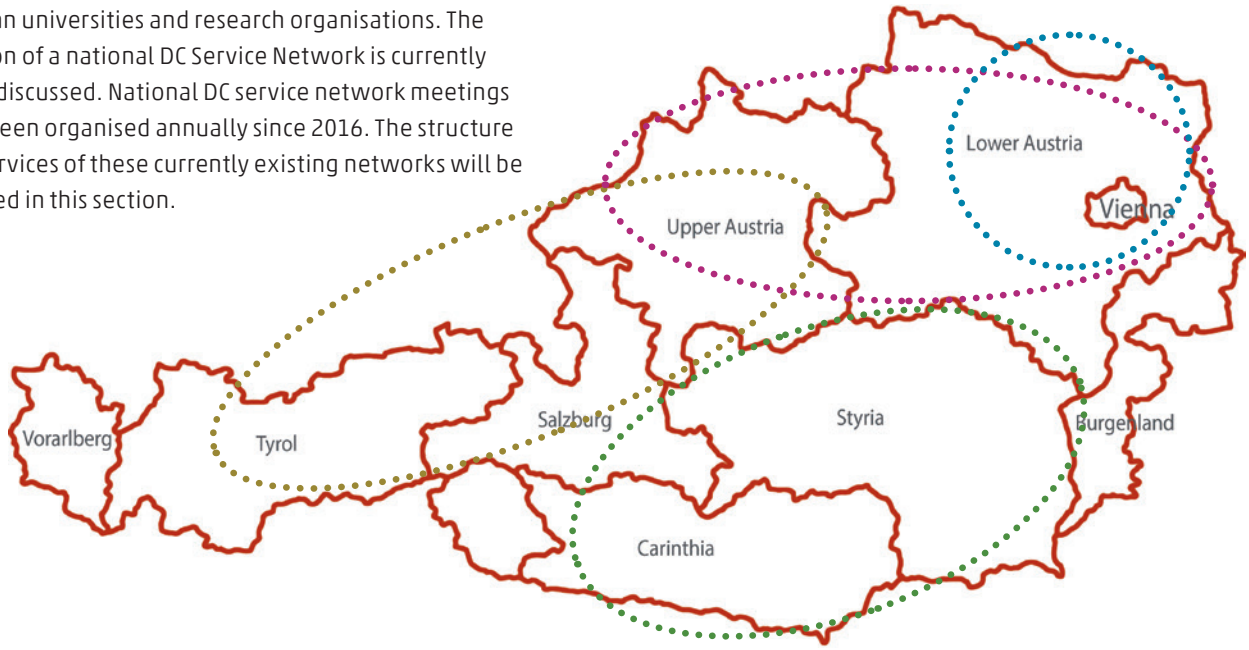


Figure 1: Overview of the DC Services networks in Austria

- DC Service Styria – Carinthia
- DC Service Vienna – Lower Austria – Upper Austria
- DC Service Support of the WWTF – Vienna Science and Technology Fund
- DC Service Network Upper Austria – Salzburg – Tyrol

The first DC Service network was established by the five Styrian universities in 2010 to create synergies and optimal use. In 2014, the then called Dual Career Service of the five Styrian Universities (Dual Career Service der fünf Steirischen Universitäten) became a member of the Club International in Styria (CINT). In April 2018, the Alpen-Adria-Universität Klagenfurt joined the network, and since May 2018 it has been called Dual Career Service Styria – Carinthia (Dual Career Service Steiermark – Kärnten).

Focus:

- Individual support for DC couples
- Extending the regional networking with universities of applied sciences, colleges of education and companies
- Broadening the spectrum of information for DC couples

Services:

- One or two contact persons at each university (monthly network meetings, common website)
- Individualised services: Information & support for job-seeking partners – identifying job possibilities, establishing contacts with colleagues and/or potential

employers, validation and recognition of diplomas, further training, coaching etc.
- Regional networking with universities of applied sciences, colleges of education and companies
- Information on residence titles, visa regulations, insurance, etc.
- Close cooperation with welcome and family support services at the universities (concerning kindergarten, schools, and residential homes for the elderly)
- Personal advice concerning life in Graz and Leoben
- Members are asked to sign a "Letter of Intent"
- Target group: Newly appointed professors, junior academics, artists and administrative managers from abroad with their partners and families

Dual Career Service Vienna – Lower Austria – Upper Austria (Dual Career Service Wien – Niederösterreich – Oberösterreich) spans 15 universities and various educational and research institutions. The universities formed the network in 2013, following an initiative of the task force Gender & Diversity of Universities Austria.

Focus
- Counselling for DC partners at the DC Service units of member universities
- Broad spectrum of information on housing, family affairs, taxation, etc. in the region

Services
- Information about job applications; information and support during the job search
- Cooperation with existing university services, such as participation in training seminars for staff
- Close cooperation with welcome and family support services at the universities
- Contacts with cooperation partners
- Information and advice on many topics regarding the new living situation and life in Austria (e.g. kindergartens, schools, housing, taxes, pension system)
- Target group: academic, artistic and non-academic university staff

The Dual Career Service Support of the WWTF – Vienna Science and Technology Fund (Wiener Wissenschafts-, Forschungs- und Technologiefonds) has 13 member organisations from the research and scientific domain in the greater area of Vienna. The member organisations contribute financially to DC Services and related activities. This service was established in 2013 and works in close coordination with the Dual Career Service Vienna – Lower Austria – Upper Austria.

Focus
- Individual support for DC partners (professors and group leaders)

Services
- Counselling partners of recent (or ongoing) senior research staff appointments of member organisations
- Overall aim: exploring suitable employers, recommending job openings, and, where possible, connecting the partners with key players. This is done mainly for opportunities in academia (research and administration) but also in the public and private sector

REGIONAL SUPPORT

The Club International (CINT) is a centre of excellence and service for international key employees and their families in Graz and Styria. Founded by the Styrian Federation of Austrian Industry and the Austrian Economic Chambers, CINT supports international personnel during everyday challenges. All five Styrian universities are members.

The Carinthian International Club (CIC) is a network for international employees in industry and science in Carinthia. It facilitates and supports a person's introduction to social and economic life in the region. The advisory service enables people to take decisions in relation to work, living or the schooling of children in their new environment. Regular events and activities offer a platform for social networking and information exchange.

The Vienna Business Agency – Expat Center Vienna offers individual advice and support for international experts, managers and executives in Vienna. It supports their professional and private start in Vienna, networking with the community and offers free counselling for expatriates and their families.

The three universities in the western provinces of Austria established the **Dual Career Service Network Upper Austria – Salzburg – Tyrol** (Netzwerk Dual Career Service Oberösterreich – Salzburg – Tirol, DC OOE-S-T) in 2017. The network is informal, without a separate organisational structure and common homepage, flexible in its approaches, fast in reacting to requests, and open for new members who need to sign a letter of intent specifying the rights and duties of membership.

Services

- Finding jobs
- Researching the local/regional labour market
- Career planning
- Visa issues, legal information
- Social integration, living and working in the region, accommodation, language preparation, finding a school or kindergarten, continuing education programmes, etc.

Further information

Tyrol/Innsbruck: www.uibk.ac.at/transferstelle/welcome
Upper Austria/Linz: www.jku.at/abteilung-gender-diversity-management
Salzburg: www.uni-salzburg.at/dual-career

CHAPTER B – IMPACT OF DCIS

WHY SHOULD AN ORGANISATION OFFER DC SERVICES?

Institutions of higher education attempt to recruit the best research talent and administrative staff in a highly competitive international market. This competitiveness means that organisations need to position themselves as attractive employers. Organisations can raise their overall attractiveness by providing assistance and relocation/ integration services as part of a full-service package.

Continuously adjusted and improved DC Services are often referred to as international standard in this regard, allowing to focus not only on the career needs of the prospective employee, but also on those of their respective partners, easing the academics' decisions about whether to switch to a new employer, or even move to a new country.

Impact of DC Services for institutions

- DC Service for the professional integration of the partner is a recruiting and retention instrument
- Employer branding – enhance the attractiveness of the institution
- DC Service is part of the development plan ("Entwicklungsplan") and performance agreement ("Leistungsvereinbarungen") of universities
- Support of the internationalisation strategy of the organisation
- Increase women's quota in higher positions within an organisation/faculty
- Making the universities and other educational and research institutions more family friendly
- Building of employee confidence
- Enhancing the attractiveness of the educational and research location of a city/region

Impact of DC services for individuals

- Support and appreciation for DCcouples and partners in Dual Career situations
- Strengthening and support of the compatibility of work/career and family life
- Support in the (social) integration in building a network with other families

CHAPTER C – CHALLENGES & RECOMMENDATIONS

TARGET GROUP

The level of support/benefits varies among target groups. In most cases DC Services are offered to female partners. All DC Service units support partners of leading and established international and national researchers (professors and group leaders), outstanding artists, and administrative managers. Recognised researchers' (postdocs) and first stage researchers' (PhD students) partners are supported by only about half of the Austrian organisations, due to contract limitations. Support for these researchers is limited to less support and less direct contact with DC staff. DC advice of the Vienna University of Technology, for example, offers two different types of services – one for postdocs and one for professors.

DC SERVICES: ACTUAL OFFERS

DC Service units connect partners with people in their field of work/expertise in Austria, and help broaden their knowledge about available opportunities. It also makes them aware of alternative career paths. The DC Service is quite often the "first contact point" at the new place of employment, adding importance to personal contact and individual assistance.

MAIN DC SERVICES:

- Identification of tangible job opportunities (11 out of 13)
- Matchmaking with suitable employers (9 out of 13)
- Support in the recognition of diplomas (9 out of 13)
- Training in CV writing and/or job interviews (8 out of 13)
- Coaching (5 out of 13)

Several Austrian universities and research organisations outsource DC Services to the Dual Career Service Vienna – Lower Austria – Upper Austria, a university network, and/or to the Dual Career Service Support (DCSS) of the WWTF. The member organisations of the DCSS contribute financially to the DC Services and related activities. Experience at the DC Service Support of the WWTF has shown that language barriers in particular pose a big challenge when looking for a job outside science/research, if the partner is not proficient in the national language (German). Additional difficulties arise for strongly regulated professions (e. g. teachers, lawyers or medical professions) as well as highly specialised fields.

In order to prevent over-exaggerated expectations, the scope of DC Services and their limitations should be defined ("expectation management"); a statement that there is no job guarantee for partners is crucial. At some Austrian universities, the extent of available DC Services is enshrined and communicated in the "job offer letter" to potential employees.

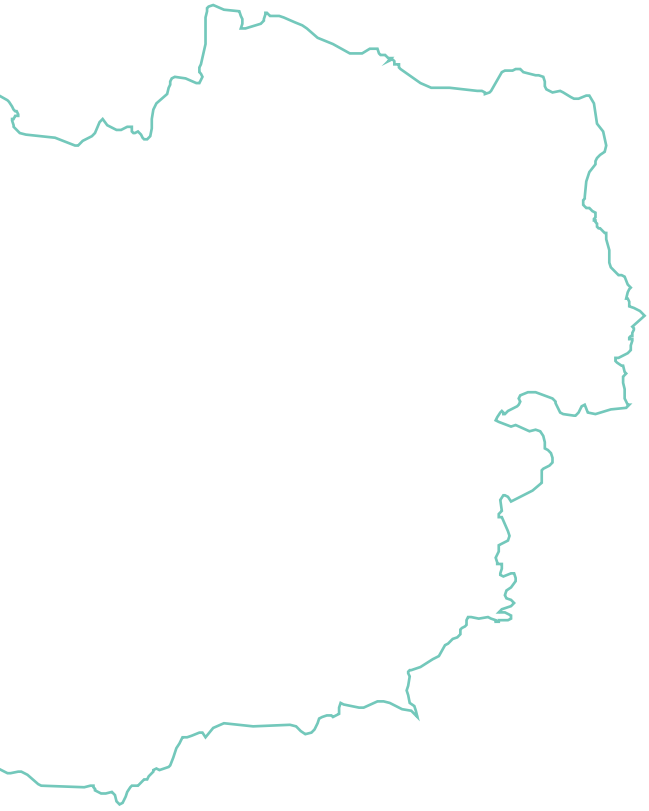
Trainings for partners can be provided by external experts/professionals (native speakers, tax advisors, etc.). It is necessary to keep an updated list of qualified trainers for courses in CV writing, job interviews or coaching for international job seekers. Such information could also be made available for the national DC Service network.

Nowadays both partners in a researcher's couple often have a comparable specialised career level, which can complicate the search for an adequate employment. Experience shows that early support helps in the recruiting process, with a realistic overview of the job market for the partner being crucial for the couple's decision to move. Therefore, in special cases (e.g. the recruitment of professors) DC Services already start during the negotiation process, or even before hearings. This group is often also offered post-departure services. In most cases however, DC support starts after the employment contract has been signed. Usually couples get in contact with the DC Service unit after their arrival – this is especially the case for partners of scientists in postdoc or PhD positions.

A good practice example of early support and matching expectations comes from the Vienna University of Technology: If agreed upon (e.g. during the negotiation process) that the new scientist wishes to receive DC support, their scope will be documented and signed by the scientist.

INTEGRATION SERVICES

Taking care of the couple / the family supports the integration process, and almost all organisations that provide DC support also offer other integration services such as family services (child care, school entry support, etc.). They also provide information and assistance regarding entry and residence conditions, social security, learning German, social integration and housing. Only 8 out of 13 institutions offer relocation services, mainly through external companies. All these different services can be provided by the same organisational unit e.g. the Welcome Service/Centre at Graz University of Technology, or they can be distributed to different units depending on the organisation. In certain cases, support is also offered



through regional partners (e.g. Club International; CINT) and other network partners in the DC Service networks.

Continuous exchange of knowledge between service units regarding practical information, as well as centralised distribution of relevant and current information, would be crucial and time-saving. The access to English translations poses a big challenge. The Austrian EURAXESS portal www.euraxess.at and the Researcher's Guide to Austria already provide a vast and up-to-date collection of practical information. DC Service staff can also ask for assistance (entry conditions, work permits, social security, etc.).

DUAL HIRING

Dual hiring[1] is generally not very common at Austrian higher education institutions. Almost all organisations allow a DC couple to work in the same institution, but in some cases the management should agree to avoid allegations of nepotism, interdependence, or conflict of interest. It is important to mention that the partners are submitted to the same selection criteria as all other candidates. Selection and employment procedures should be well documented and transparent to all persons involved, as well as to people outside the process. None of the 13 organisations allows a DC couple to be employed in a hierarchical working relation.

1 Dual hiring means hiring of both partners of a DC couple in the same organisation.

RESOURCES (FUNDING & STAFF)

The appropriate budget and personnel costs vary, depending on the size of the respective organisation, the scope of services, and memberships in other networks or regional support organisations. Many institutions do not have a dedicated budget for DC Services, e.g. DC is part of the Rector's Office (e. g. Senior Faculty Recruitment at the Vienna University of Economics and Business), HR (e. g. University of Music and Performing Arts Graz) or Gender units (e. g. Medical University of Graz, Graz University of Technology). Other organisations have a specific budget for DC Services (e. g. Vienna University of Technology) and/or means for cooperation and public relations activities (trainings, workshops, meetings; e.g. Medical University of Graz, Graz University of Technology).

DC Services should not only be limited to forwarding contacts to potential employers; financial support is needed for integration as well (coaching, further training, language courses, etc.). IST Austria, for example, provides a certain budget for German classes for DC partners.

Austria offers specific public funding for the professional integration of a DC partner who wishes to start her/his career in Austria. Applications for a Dual Career Grant can be sent to the Austrian Research Promotion Agency (FFG; maximum funding of € 2,000). The amount can be used for career counselling, job coaching, language courses, etc. Funding applications are dependent on an approved Relocation Grant, and must be submitted in advance before the researcher relocates and starts working in Austria, requiring proof of (at least) a master's degree. The application and reporting process is rather quick and uncomplicated; feedback from applicants is positive. All details are available at: www.ffg.at/career-grants/tender.

The following trainings for DC Service staff members have proved to be useful:

- Communication and coaching
- Work-life balance
- Foreign languages
- Cultural awareness
- Basic knowledge of entry and visa regulations, work permits, relocation, tax issues, family issues, Austrian education system, Austrian research landscape

Courses in these topics can be provided within the DC networks by colleagues who have attended further training in a special field and forward that knowledge to network members. Supervision/coaching for DC Services staff members might also be useful. Mutual further trainings for DC Service staff can be organised in national DC network meetings.

NETWORKING

Internal, regional, national, and international networking – e. g. the participation in conferences – is crucial for mutual learning and the exchange of experience. Information about the regional networks and support can be found in Chapter A. In addition to regional network meetings a yearly Austrian-wide DC Service Meeting has been organised since 2016.

Important cooperation partners for Austrian DC Service units are the city councils, local administration offices, the Uniko (Universities Austria) network, the OeAD (Austrian Agency for International Cooperation in Education and Research), the Expat Center Vienna, CINT (Club International), CIC (Carinthian International Club), the Dual Career Network Germany, the International Higher Education DC Association, as well as the EURAXESS Austria/EURAXESS DCIS Expert Group. For instance, DC staff members receive information about changes in national entry and residence regulations for partners and family members of researchers from the OeAD. Events or the newsletter "Information regarding the law relating aliens" provide information about current modifications.

Useful contact persons for DC couples can either be found through extensive online research or, more effectively, through internal channels, colleagues, the alumni office, DC network members in the city/region, and regional stakeholders (e.g. Chamber of Commerce). Regional/national DC network meetings with different cooperation partners facilitate the establishment of contacts and improve the exchange of experiences. Former DC couples are also a good source for finding contact persons in companies and future employers (e. g. peer mentoring group at IST Austria).

Close contact with a great number of public and private companies' HR departments outside academia, as well as with education authorities, is important regarding the identification and search for jobs in the city/region. Staying in touch with several potential employers is much more efficient for a network. Regional events can be used for efficient networking in this regard (e. g. Event of the DC Service Styria – Carinthia: The DC Network invites all cooperation partners and companies to discuss needs and perspectives of working together within the DC Service; in German only).

Networking for DC partners/families is offered e. g. by the Vienna University of Technology, CINT and EURAXESS Meeting Point Vienna. At the IST Austria, the partners started a peer mentoring group, meeting once a month and talking about self-assessment, networking, career opportunities, and CV writing. They share career ideas and strategies, as well as motivation to keep searching.

COMMUNICATIONS (INTERNAL + EXTERNAL)

DC Services should be defined and communicated precisely – internally and externally. Basically, all units within the organisation need to be informed about the availability of DC Services – in particular all persons involved in hiring processes. They can also provide valuable feedback that can feed into the improvement of these services.

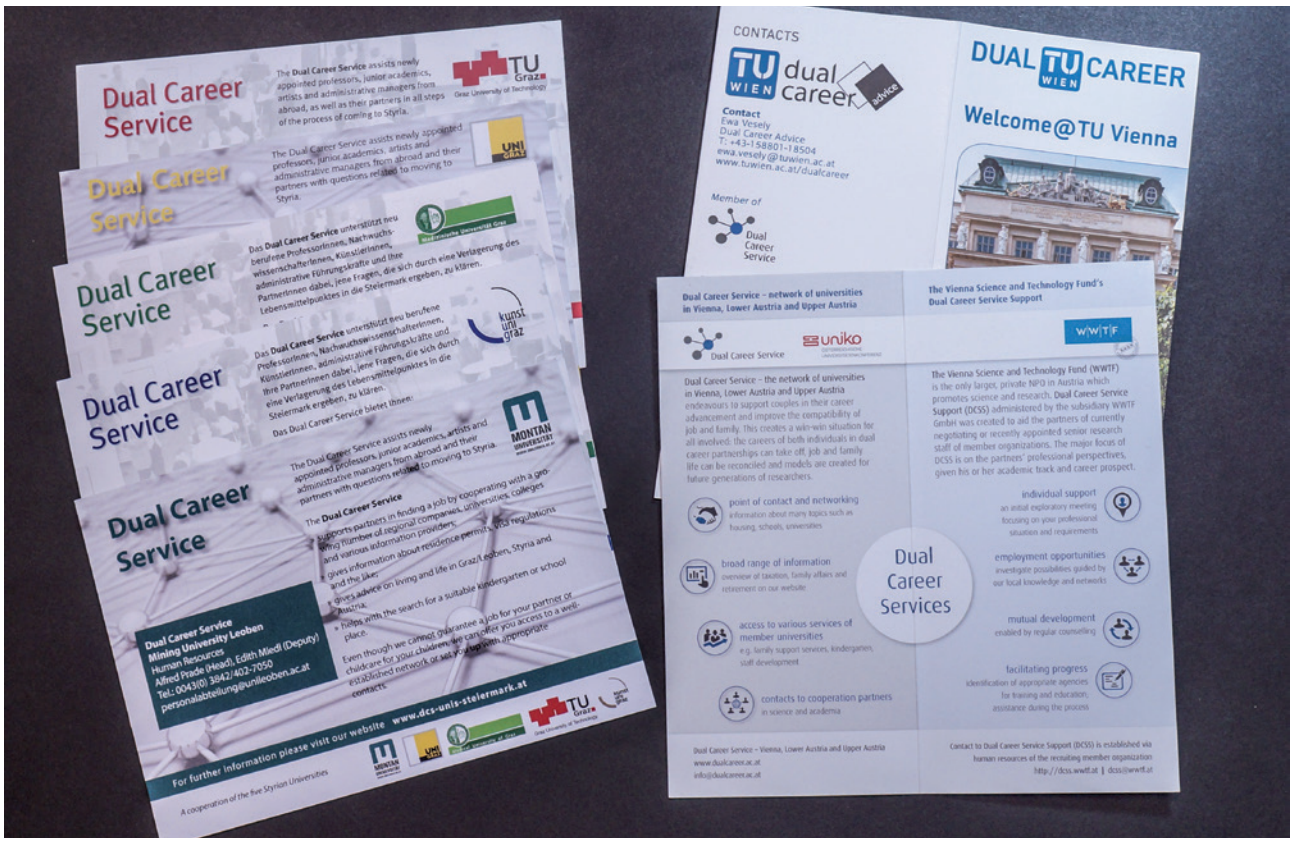
The following units/people need to be informed directly:

- HR department
- (Dir)rector's office, vice rectors, deans, senate
- All heads of units of research departments/institutes
- International Office/Welcome Centre
- Career Centre
- Family support unit ("Kinderbüro"), working group for equality issues, works council members, compatibility officer
- The EURAXESS contact person
- Researchers/scientists

DC Services are primarily promoted via websites, flyers, audio-visual media, social media, or e-mail at least once a year. Internal newsletters, flyers and articles in internal magazines with information on DC Services could be distributed to all staff members on a regular basis.

Information in the "Welcome Guide" for new staff members (e.g. "Newcomer Guide" of IST Austria, "Welcome Guide" of the Montanuniversität Leoben) as well as for researchers at the organisation might be useful as well. Information about DC Services in Austria could be included in the Researcher's Guide to Austria.

Examples of information sources:
DC Service Vienna – Lower Austria – Upper Austria & DC Service Support of the WWTF:
Flyer "Dual Career for Academics"
Video
Website DC of the Medical University of Vienna
Website of the WU Vienna – Senior Faculty Recruitment
Website DC Advice of the Vienna University of Technology and Folder
Website DC Service Styria – Carinthia
Website DC Service of the Medical University of Graz
Website DC Service for Couples – Graz University of Technology
Information for staff and friends of the Graz University of Technology (in German only)
Brochure "Dual Career Service – Erkenntnisse für Hochschulen" (DC Service Steiermark und Universität Potsdam; in German only)



Brochures of DC Services at Austrian universities and research organisations
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EVALUATION

DCIS must be documented and evaluated in order to have their effectiveness validated. Most of the organisations collect feedback from partners on a regular basis – face-to-face meetings or e-mail (e.g. IST Austria, self-evaluation: e.g. Medical University of Graz). The DC Service Support of the WWTF gives quarterly updates to their member organisations on the individual partners and a yearly report, which is distributed to all partner organisations. Informal meetings (social events) are also important for gathering feedback from the DC partners (e.g. Vienna University of Technology).

However, the management should be informed about the impact of services as well. Relevant metrics are the number of cases, requested topics, successful consultations, and challenges. Some DC service units send a "DC Service status report" (IST Austria) or a "fact sheet" (University of Innsbruck) to the management on a regular basis, e.g. once a year. Others use meetings to report their experiences to the management (University of Music and Performing Arts Graz).

Generally speaking: A structured process for feedback might be helpful. A "self-evaluation feedback form" or a "structured DC Service status report" with a defined timeline could be useful to show the importance and the success of DC services. These collected facts and potential solutions for challenges should be discussed with the management, and regarded during the continued development of the DCIS.

In a broader sense: Structured quality assurance measures are needed regarding documentation and evaluation of DCIS. Further training for DC Service staff in quality assurance and data protection might be useful.

DC Service Support of the WWTF, for example, has 13 quality standards describing the process (from the initial contact to the final feedback), reporting to the board and member organisations, documentation, and expenses.

DETAILS OF THE 13 QUALITY STANDARDS OF THE DC SERVICE SUPPORT OF THE WWTF (WWTF-DCSS):

Contact

1) After the organisation has officially assigned the partner to WWTF-DCSS, he/she has to be contacted within one week.

2) Regular (defined in agreement between WWTF and the partner and depending on the circumstances) contact between WWTF-DCSS and the partner with input/ suggestions and follow-ups.

Documentation (standard documentation sheet for each partner)

3) As soon as the information about the partner has been sent to WWTF-DCSS the documentation template has to be compiled.

4) After the first interview with the partner, in which the aims and needs are defined, the most important points have to be documented in the template.

5) All actions taken with the partner have to be documented precisely, including time expenditure and status.

6) Final documentation and communication with the organisation upon termination or the support or employment of the partner.

7) Additional time and monetary expenditures also have to be documented accurately.

Feedback

8) Yearly feedback from the member organisation. The following points are evaluated quantitatively and there is an option for written comments: General process, communication, competence, processes, exchange of information. The members are also asked to state the impact of the DCSS on their work and if there is an impact on the academic environment.

9) After the completion of a case the partner is asked to fill in a feedback form covering the following points: general experience, success, communication, competence, accessibility, understanding of individual requirements, and variety of suggested job opportunities. Finally, the partners may also suggest improvements.

Data privacy

10) The DCSS should always receive written approval for sharing personal information (e.g. CVs) with third parties.

11) Personal information about the partner has to be deleted (where possible) one month after the end of the support.

Partner organisations

12) The partner organisations should refer to WWTF-DCSS on their homepage and link to WWTF-DCSS homepage.

13) The WWFT-DCSS has to give quarterly updates to the partner organisations on the individual ongoing cases.

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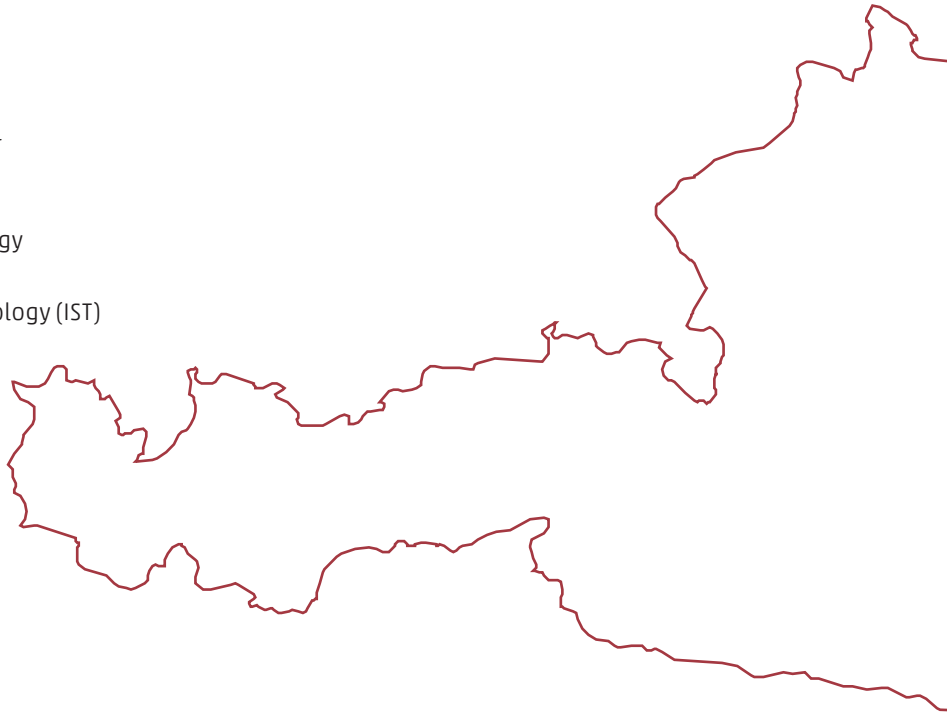
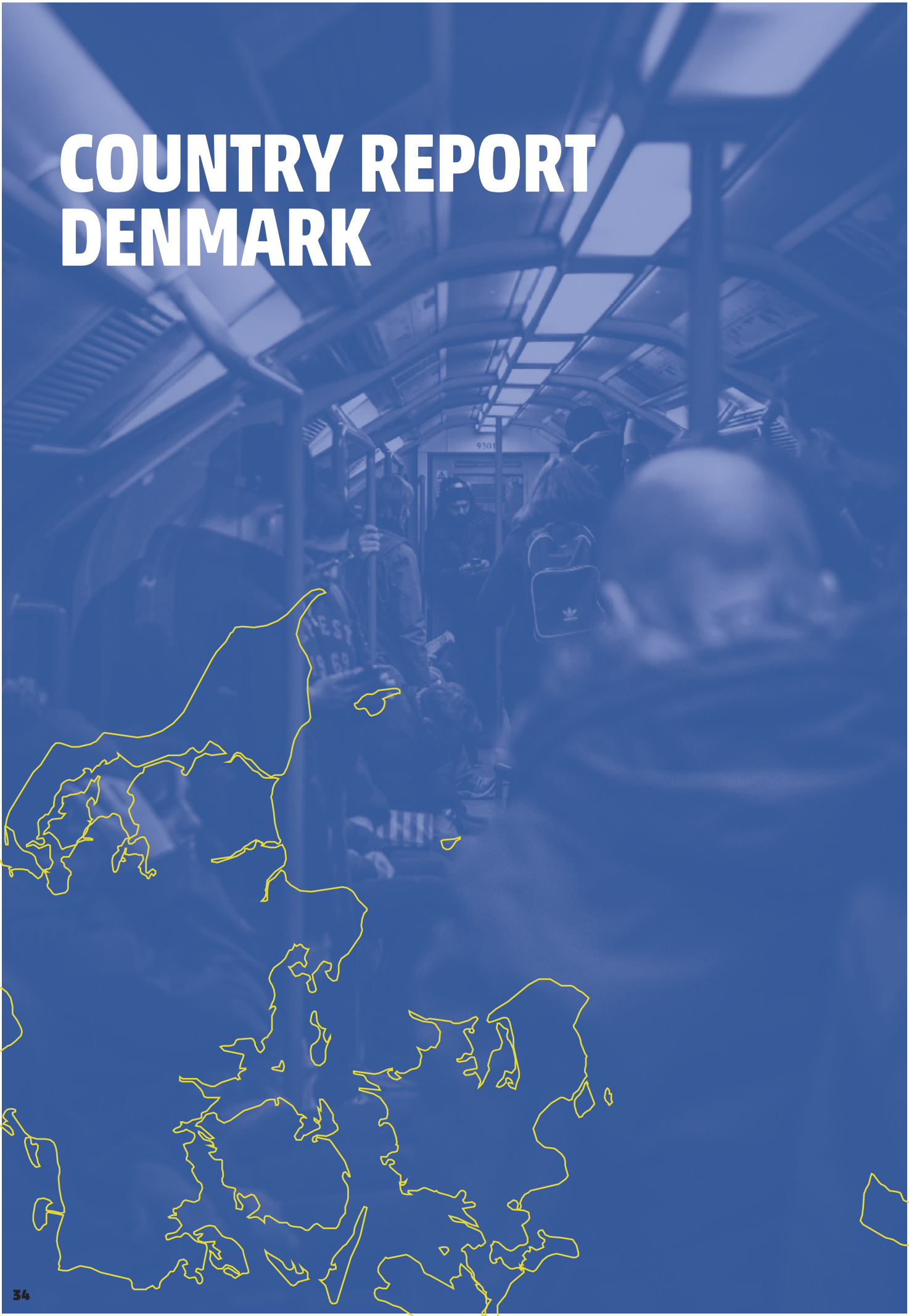


COUNTRY REPORT DENMARK



EXECUTIVE SUMMARY

INTRODUCTION

To get an overview of DCIS in Denmark, an invitation to participate in the online survey "Analysis of existing Dual Career and Integration Services in Denmark" was sent to the eight Danish universities in 2017. The list below includes traditional and technical universities, as well as institutions with a particular research and educational emphasis, such as business and IT.

- Aarhus University (AU)
- Aalborg University (AAU)
- Copenhagen Business School (CBS)
- Technical University of Denmark (DTU)
- The Geological Survey of Denmark and Greenland (GEUS)
- IT University of Copenhagen (ITU)
- Roskilde University (RUC)
- University of Southern Denmark (SDU)
- University of Copenhagen (UCPH)

"The so-called "soft-factors" like DCIS can become the decision-making and defining factors in attracting and hiring international researchers."

RESULTS OF THE SURVEY

THE DANISH UNIVERSITY LANDSCAPE AND ITS CHALLENGES

Over the last few decades, we have witnessed an increase in the international mobility of researchers who are on the move as DC couples in Denmark.

Our analysis of the survey shows that there is a great ambition amongst the Danish universities and research organisations to attract talented academic staff from all over the world.

It is in this context that Danish universities are challenged to accommodate the needs and ambitions of DC couples and their families, because in most cases the accompanying partner has career aspirations and a wish to also find a job in Denmark.

Denmark is known for being one of the countries in Europe with the highest living expenses. Therefore, it is crucial that both partners work. This makes DCIS even more important. For this reason, the attractiveness of universities and research institutions is no longer defined just by an excellent research environment, but by additional practical integration factors and most of all career prospects for both partners.

Our analysis of the survey indicate that there is increasing focus on the value of international labour, and in recent years, we have seen a number of initiatives and legal changes that have made it easier for higher educational institutions and Danish companies to attract and retain foreign labour. A lot of information and a number of useful, and for the vast majority free, counselling opportunities exist for institutions and companies that recruit or plan to recruit internationally.

In response to this development, a growing number of Danish universities have developed and implemented personalised DCIS to attract and retain international researchers and their family.

DCIS SCHEMES

A growing number of Danish universities are currently actively working with DCIS as well as sharing experiences and developing tools to make these services available for their international employees and their family. These support schemes have a positive impact on international expats, as it helps them more smoothly transition to embark a future career in Denmark.

Our analysis of the survey show that all eight Danish universities are involved in several DC networks, and the people involved in working with DCIS are placed in the central administration. In some cases closely related to HR offices, in others as a unit itself. The target group for receiving DCIS at the Danish universities differs from university to university.

All Danish universities offer various DCIS activities, all depending on the available resources. Since many public service providers, such as municipalities, develop good quality spouses programmes, all universities refer to those. For most universities it is not easy to measure the resources and funding, because staff is not dedicated exclusively to working with spouses. More than half of the Danish universities does not allocate any resources to assist DC spouses, while others use between 0.3 - 1.5 FTEs.

All universities are actively participating in the International Dual Career Network (IDCN). The activities of IDCN are focused around career events hosted by corporate members from sectors within education, life science, biotech, shipping, engineering, consumer products, and consulting. IDCN provides the opportunity to volunteer and network with HR professionals and corporate representatives, through career events.

CHAPTER A – OVERVIEW OF THE DCIS LANDSCAPE IN DENMARK

EIGHT UNIVERSITIES

In Denmark there are eight universities: Aalborg University (AAU), Århus University (AAU), Copenhagen Business School (CBS), IT University of Copenhagen (ITU), Roskilde University (RUC), Technical University of Denmark (DTU), University of Copenhagen (UCPH), and the University of Southern Denmark (SDU).

CBS, DTU, ITU, RUC, and UCPH are based in the capital region, whilst the others have a presence elsewhere in Denmark. This close proximity makes collaboration easy, but also necessary. There is a close cooperation between different departments of the Danish universities, on different topics and areas. In connection to DCIS there are two major forums where these services are the main topic of discussion. The foremost responsibility for DC issues are, in all universities, placed in the central administration and, in some cases (e.g. UCPH), part of HR.

UNIVERSITY COLLABORATION ON DCIS

UNIVERSITY DUAL CAREER MEETINGS

Three times a year representatives of all universities and the Geological Survey of Denmark and Greenland (GEUS) - a research and advisory institution in the Danish Ministry of Energy, Utilities and Climate - meet. These meetings started in 2010 after the topic "Dual Career" was part of a national Danish university conference. The meetings and responsibility of the agenda rotates among the members and the organiser of the meeting makes sure to share a specific issue or topic, which they have particular knowledge about. The discussions cover spouse coaching, marketing materials, and organising spouse events, and HR related issues such as working residence permits, tax, and pension, are also part of the agenda.

THE INTERNATIONAL DUAL CAREER NETWORK (IDCN)

All the Danish universities are actively participating in the International Dual Career Network (IDCN). This network was started in 2011 in Geneva, Switzerland, and UCPH took the initiative to start a chapter in Copenhagen in 2016. It currently has 17 corporate members and over 500 participating spouses. AU, together with SDU, started another IDCN chapter in the other part of Denmark (Jutland and Funen) in 2017, with 11 corporate members and over 200 participating spouses. IDCN is a non-profit association formed through the collaboration of companies, NGOs, and academic institutions, with the purpose of facilitating the job search for mobile employees' partners, and providing member companies access to a turnkey pool of talent.

Events are organised throughout the year to give partner members an opportunity to:

- Collect useful information on how best to search for jobs in the region
- Get visibility of job opportunities and meet with recruiters from the corporate members
- Receive practical tips and guidance from HR professionals on how to prepare for and organise their job search in the most effective and impactful manner
- Share success stories, valuable experiences, and challenges with other partners
- Build meaningful relationships and networks which will assist them to move ahead

Events are hosted by the corporate members and organised by the partner volunteers with the support of the company hosting the event and some service providers. They give an opportunity for the host company to showcase their company and, together with service providers, share useful information on job search and career development.

DCIS ACTIVITIES IN DENMARK

Besides taking part in the global collaboration it varies immensely how much time, money, and energy the different Danish universities use on DCIS. Roughly, the Danish universities can be divided into three groups: those who have no resources dedicated to DCIS, those organising some events and assistance to spouses, and finally the universities who have professional DCIS in place.

DCIS PROGRAMMES ORGANISED OUTSIDE THE UNIVERSITY

AAU, ITU, RUC, and GEUS do not have any specific resources dedicated to DCIS. Most of them refer to existing DC programmes offered via public initiatives. In International House Copenhagen several DCIS career initiatives are offered free of charge. For example, the municipality of Copenhagen initiated Copenhagen Career Program, which provides services for accompanying spouses residing

in Copenhagen who are pursuing a career in Denmark. First Job Copenhagen provides foreigners with general knowledge regarding job-seeking subjects in Denmark.

Private organisations, such as Spousecare are also part of International House, and UCPH has its DC office there, which results in fruitful collaboration and organising of events together with the different groups in the house. Workindenmark, also based in International House and part of the Danish Ministry of Employment, also assists spouses. There are in total 3 Workindenmark Centers covering the whole country.

In other parts of Denmark, several public and private initiatives assisting spouses are available and in constant development to help the growing number of spouses asking for support. The following initiatives are a few of the many programmes:

- DI Global Talent, a part of the Confederation of Danish Industry, manages Expat in Denmark. This national platform builds on regional and local expat networks and the companies´ willingness to host social and cultural events for professionals throughout the country.
- Work-live-stay Southern Denmark has a career portal that aims to create a single entry point to all there is to know about the career opportunities and the good life in Southern Denmark. People will get a "one-stop shop" to companies, job opportunities, people, cities, nature, leisure life, family life, events – in fact, everything you need to know about having a challenging career and establishing a life in the Southern part of Denmark is available through this portal.
- Spouse Community Aarhus is a membership-based social and professional network that supports and welcomes international spouses to Denmark's second biggest city, Aarhus. This initiative is run by spouses, and has spouses as the main target.
- Besides the municipality of Copenhagen, there are several other municipalities pursuing DC initiatives. For example the municipality of Vejle has a "Spouse House", which is a network targeting international spouses living in the area. All the other activities are mentioned on their website.

UNIVERSITIES ORGANISING A LIMITED AMOUNT OF DCIS

CBS and SDU use roughly 0.3 full-time equivalent (FTE) on DCIS. CBS organises meet-and-greet meetings with employees and the spouse. They also offer several integration packages via an external vendor. SDU supports and advices spouses with job search via connecting them to a job coach or job consultant outside the University. Furthermore, they organise job seminars with focus on CVs, cover letters, and job interviews.

DTU

The DTU Spouse Network supports and advices with job search via career workshops and mentoring programmes. The focus is on CV and cover letter check, personal branding, and networking with other spouses and potential employers. They have created a Career Group on LinkedIn, and it is possible as a spouse to use external support of professional head-hunters. Moreover, they are part of the Steering Committee in IDCN.

They also offer support with integration aspects such as: housing, schools and childcare, insurances, taxes, cultural integration and life in Denmark, Mother Tongue Groups, free language courses, Danish Culture Workshops, Cultural Intelligence Courses, DTU International network, and a closed Facebook group only for spouses (where spouses support each other in the relocation).

UNIVERSITIES HAVING DCIS IN PLACE

AU, DTU and UCPH have around 5 years of experience offering DCIS. In all these universities more than 1.5 FTEs are used to assist the spouses to their international researchers in the best way.

AU

AU offers an Expat Partner Programme and a Relocation Service. The Expat Partner Programme is offered to the spouses and partners of international researchers relocating to Denmark for a position at AU from postdoc level (basic) to associate professors and up (individualised), while the Relocation Service is for assistant professors or higher positions.

The basic service of the Expat Partner Programme covers: Intro and welcome, a pre-recruitment meeting, info regarding co-ops and relevant links, workshops at AU and with partners, IDCN membership, Danish culture and labour market, and education. The individualised service of the Expat Partner Programme covers: CV, LinkedIn, Job databases, feedback on job applications, competence mapping, personal profile analysis, Danish culture, interview technique, network introduction/assistance, and personal coaching sessions.

The Relocation Service covers: pre-recruitment meeting, registration, family, school and day care, and housing (advice and suggestions).

UCPH

At UCPH, 1.5 FTEs are directly working on DCIS. These free of charge services are offered to international scientific staff, from PhD students upwards via the Dual Career ~ Spouse Network. This network assists accompanying partners by providing professional and personal network opportunities and guidance in job search in Denmark through personal coaching and workshops. Furthermore, there are organised monthly social events for children and their parents.

More than 500 registered active partners are part of the Dual Career ~ Spouse Network (2018). 65% are female and 35% male. About 75% are looking for jobs. Each year approximately 150 1:1 job coaching sessions are held. Partners are encouraged to actively organise and participate in the events. This has resulted in them setting up their own job search group - Dual Career ~ Spouse Job Seeker's network, where meetings are held every 2nd week. UCPH offers the following DCIS:

- Career counselling (1:1)
- Monthly International spouse career lunch with input from guest speakers, recruiters/head hunters, international spouses, and expats
- Dual Career ~ Spouse Job Seeker's network provides the opportunity to meet-up informally and receive input from other job seeking professionals, explore resources, job leads, and exchange information
- Kid's events for parents with children who would like to get acquainted to fun cultural family activities that are typically Danish
- Joint venture events and workshops with International House Copenhagen service providers
- Monthly newsletter

Additionally, there is a team at UCPH of six consultants supporting with specific integration issues related to moving to and settling in Denmark e.g. residence permit, housing childcare and school, tax and pension, banking and insurance, and health and medical care.

CHAPTER B – IMPACT OF DCIS

WHY DCIS ARE CRUCIAL

Over the last few decades we have witnessed an increase in the international mobility of academics, especially among PhD students and postdocs. In response, a growing number of European universities are developing and implementing DCIS to attract and retain international researchers who move abroad with their family.

These researchers are often joined by a partner who resigns from a permanent position at home. In most cases the partner works in academia and is typically a woman who accompanies her male partner, even though both partners often have equivalent research qualifications.

On many occasions, if a researcher returns home sooner than expected, it is because the partner is not able to find suitable employment in the new country.

A possible key to attract and retaining high-profile researchers is also to focus on DCIS. These individually tailored services are essential, because they help international partners understand the job search process so they gain the needed skills and knowledge in order to embark on a future career in Denmark. Over the years we have witnessed that these so-called "soft-factors" can become the decision-making and defining factors in many hirings.

All Danish universities appear to have a focus on DCIS and their services depend on the available resources.

EXPERIENCE WITH DCIS TODAY

In Denmark, where living expenses are among the highest in Europe, it is crucial that both partners work. This makes DCIS even more important.

A growing number of Danish universities are currently actively working with DCIS and sharing experiences, as well as developing tools to make these services available for their internationals.

Since 2012, more and more accompanying spouses to international employees have used the DCIS. The many new initiatives make sure that spouses either find a job or the network they are looking for in Denmark. These activities are noticeably improving the situation of many spouses. Evaluations show that participants received the necessary training, information and networking, which eventually resulted in a job. Partners stated that being part of the network has made them happier about their stay in Copenhagen and that they are planning to stay longer.

To give partners the opportunity to meet company representatives and to do job-related voluntary work, UCPH decided in 2016 to set up a subsidiary of the International Dual Career Network or IDCN in Copenhagen. The activities of IDCN are focused on career events hosted by corporate members from various sectors.

Relocating and living in another country can be both challenging and exciting. There are often many practical matters to figure out. Moreover, finding a job can be a complete new and foreign experience. DCIS assist in building up a new social and professional network as well as additional knowledge on working and living conditions in a Denmark. Therefore, DCIS are without doubt an important HR service. It may not immediately change the gender balance so that more male researchers follow their female partners abroad, but it definitely helps the accompanying partner to have more chances to explore and pursue a career in a new country.

Therefore, it is crucial that DCIS become an accepted and standard offer for university employees, and that accompanying partners get intensive and personalised career guidance. DCIS could also offer new opportunities to more male researchers so they can join their female partners and continue their research career in another country.

CHAPTER C – CHALLENGES & RECOMMENDATIONS

CHALLENGES

- Most Danish universities do not reach all the spouses they would like to reach. There is focus on how to communicate (websites, direct mail, information meetings etc.), but it is important to be realistic that not everybody receives this information. When a researcher and their family move abroad, there is a lot to consider, and not everybody reads or processes new information in the same way.
- Actively involving spouses in organising events and workshops is a good idea, but the challenge is that if they get jobs, they stop being active in the programmes and it can be hard to have continuity in the programmes.
- Management is often interested in receiving quantitative data about DCIS. Even though many spouses are getting jobs, it is hard to proof exactly what or who causes this and not all spouses report back after getting a job. Additionally, part of the programmes are successful as the spouse is satisfied (or even happy) with his or her situation in Denmark (e.g. because of voluntary work or meeting new friends) and would like to stay, but this is hard to measure.

RECOMMENDATIONS

- **Managing of expectations**
  Be very explicit what you offer and what you do not offer. The name: Dual Career Services implies for some people that a career is offered, while the Danish universities who offer DCIS, only assist in finding jobs and helping with CV and cover letter, but they do not offer directly jobs at the university, just because you are a spouse to a researcher.

- **Collaboration**
  Collaborate with as many organisations ad companies as possible to prevent organising the same events and workshops. Combine forces to give all spouses in the area as much interesting offers as possible. Become an expert in a specific topics or area (e.g. CV writing) instead of being mediocre in many topics. Moreover, this saves a lot of resources.

- **Networking**
  Network and create networks specifically around DCIS within your region and/or country. Join forces because many other organisations face the same challenges and it is easier to move issues politically if you are united.

- **External speakers**
  By inviting external speakers or recruiters many (network) events can be organised without using a lot resources.

- **Ambassadors**
  Spouses whom you have been helping and assisting, who found a job are very willing to keep on contributing to your DCIS. They can open doors for other spouses, but they are also willing to organise trainings, be speakers or contribute in any other way.

TARGET GROUP

The target group for receiving DCIS at Danish universities differs from university to university. DTU and UCPH offer DCIS to all the spouses related to their international employees (in Denmark, PhD students are considered employees) and those related to the Danish employees coming back from a work experience abroad. This concerns both scientific and technical personal, from PhD students to professors and head of sections/institutes. At AU, PhD students are not included in the services, while UCPH offers extra services (such as house search offered by external companies) for associate professors and up.

DCIS: ACTUAL OFFERS

As described in the previous chapter, Danish universities offer different DCIS and activities, all depending on the available resources. Since many public organisations, such as municipalities, develop good quality spouse programmes, all universities do refer to those. These websites, meetings, and workshops are very popular, and spouses meet other spouses who are connected to different universities and companies. IDCN is also used by all universities to give spouses the opportunity to do voluntary work as well as improving their competencies by joining one of the IDCN spouse committees.

All universities offer information to spouses in one way or another. Websites are provided by all, while some universities actively send welcome mails and monthly spouse newsletters (UCPH). These newsletters contain information about what to do and places to visit in the Copenhagen area, and information about how other spouses found jobs. Some universities give the opportunity to meet with a consultant who either can direct the spouse in the right direction, or actively coach the spouse to, for

example, find and search the right job in Denmark (AU, DTU, and UCPH).

Job search workshops, network events, and thematic meetings are organised by AU, DTU and UCPH. Also at these events, external speakers and specialists help the spouses in the best possible way. At UCPH for example, monthly Spouse Career Lunches often features recruitment consultants from private companies who use 2 hours to inform and train spouses in job search in Denmark.

RESOURCES (FUNDING & STAFF)

For most universities it is not easy to measure the resources and funding, because staff is not dedicated exclusively to working with spouses. More than half of the Danish universities do not reserve any resources to assist DC spouses, while the others use between 0.3 - 1.5 FTEs. At DTU, four employees are engaged in working with spouses, but they all have also other tasks. Moreover, four other employees are involved in spouse related activities in a lesser extent. AU uses 1.5 FTEs in the Expat Partner Programme, and 0.5 FTEs is allocated in a split with Relocation Services (housing, schooling, registrations etc.). At UCPH, 1.5 FTEs are directly working on the Dual Career ~ Spouse Network, while six people are involved in other activities where spouses participate.

All universities use money to support the spouses who are affiliated to their researchers (e.g. they all pay a membership fee for IDCN). Other financial means are not disclosed in the survey and interviews. Most universities participating in the interviews are willing to give the numbers, but they simply do not have the overview how much is spent on DCIS.

NETWORK & COMMUNICATION

All Danish universities are involved in several DC networks. The people involved in working with DCIS are always placed in the central administration. In some cases closely related to HR offices, in others as a unit itself.

The advantage of being closely connected to HR is that information about the existence of the DCIS easily reaches the spouses. Some organisations offering DCIS stated that it can be a challenge to communicate information about the services while the first contact to the researchers is through other HR employees. Therefore, some focus, e.g. AU, on direct contact with staff who are recruiting scientific personnel; prior to, during and after the recruitment processes. (face-to-face, e-mail, Skype).

DTU and UCPH send welcome mails directly to spouses, as they are informed when new international employees are recruited. At UCPH and AU, new employees fill out the details of the spouse while registering themselves. These welcome mails contain information about the programme and invite the spouse to a welcome 1:1 meeting (UCPH) or a Welcome Seminar (DTU). Some universities (e.g. DTU) also have specific spouse LinkedIn and Facebook groups.

AU, DTU and UCPH all having more resources dedicated to DCIS, discuss DC issues, plan events, organise workshops etc. daily at work, and inform other people at the university through personal contact, mail, and as part of information meetings. Most Danish universities are spread out over town (or situated in different cities) so it is important to reach colleagues with different strategies. UCPH sends out a newsletter to all their international employees (1850 in 2018) where information is shared about the available DCIS. Departments and institutes also invite the DC staff to share the information among their staff (AU calls this "road shows").

Externally, all universities are part of the Danish IDCN network, and the Danish University Spouse Network, meeting three times a year. Moreover, there is a close contact to the different external Danish networks as described in the previous chapter. Some Danish universities are also in close contact to other European universities sharing DC experiences. UCPH plays an active role in Dual Career EURAXESS projects and is also represented in the board of the global IDCN.

All universities inform via their own websites and refer to other websites, trying not to overload the newcomers with too much of the same type of information. Some have printed information (DTU, AU, and UCPH), newsletters and direct emails to the spouses.

EVALUATION

AU reports yearly to the AU management through KPIs, evaluates through an external partner, and through IDCN. Internally in the team – it is planning during 2018 to implement a new evaluation process and tool.

DTU evaluates their program through a bimonthly group meeting, where they discuss response and participation of their events and seminars. At the end of the year they summarize and plan the yearly activities to come.

UCPH evaluates the DCIS programmes on different levels. There is close contact to the spouses and during each 1:1, during events and workshops spouses are asked to give feedback on what should continue as it is and what can be improved, changed, or removed. They also send a yearly survey with options for writing comments and suggestions. UCPH is also using the bigger and broader university surveys and the IDCN evaluations to gain knowledge on which services are good, what else is needed and what can be improved.

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COUNTRY REPORT GERMANY

EXECUTIVE SUMMARY

"How we made it happen? Politics and funding gave the key ignition for Dual Career efforts in Germany. But it was close collaboration and networking on a national and international level that led to the fast professionalisation and sustainable establishment of services."

CONDITIONS FOR DCIS IN GERMANY

Focusing on the national characteristics of DC work in The German report first requires an overview of the specifics of German research landscape and research politics. As a country with over 83 million inhabitants and with a strong public education system, there are 115 higher education universities, about 300 universities of other types (e.g. for applied sciences, arts, private universities), and over 200 of outstanding non-university research institutes funded by the federal and/or state governments. In addition, there are also several private higher education and research institutions. Despite these large numbers of institutions, cutting costs over a prolonged period caused the deterioration of working conditions for scientists and researchers. By the 1990s, this had led to a massive brain drain.

Aimed at turning around this development, some large-scale nationwide programs were established after the millennium. Innovative research projects should compete for funding by these programs. At the same time, they were forced to improve working conditions in research, in order to attract and retract the best researchers worldwide. The three major programs and initiatives:

- Excellence Initiative, start of funding in 2007
- Female Professors' Program ("Professorinnenprogramm"), start of funding in 2009
- Audit Family Friendly University, already started in 1998 but gained its peak of awareness about five to ten years later

To a different extent, these programs fostered:

- Attracting and retaining the best researchers nationwide and worldwide
- Promotion of research careers of women
- Improvement in work-life-balance at higher education institutions
- Internationalisation and increase of researchers' mobility

Consequently, these programs also provided funding for opening services that support the goals listed above, by giving incentives to researchers for taking up work in Germany. Therefore, a considerable number of universities established their Dual Career Services (DCS) due to these programs – which also explains why most of today's around 50 DCS were established in less than only a decade.

Many DCS started around the same time and all "from scratch". It soon became evident that a fast professionalization of these young services as well as public relations on a large scale could be performed best by initializing a nationwide network. So, the first 20 DCS founded the Dual Career Network Germany (Dual Career Netzwerk Deutschland, DCND) in 2010. The DCND determined the following goals for its work:

- Professionalisation of DCS advisors (e.g. exchange of expertise, tailored trainings)
- High quality of DC advice by setting up nationwide standards
- Joint PR efforts
- International networking
- Increasing the attractiveness of Germany as a research and science location

During its first years, the DCND developed a best-practice guideline that serves as a quality standard. It is acknowledged by all DCND members and the central criterion to be granted admission to the network. In 2018, 43 professional DCS are joined under the roof of the DCND. This extent of close cooperation among DCS on a national level can be considered as unique worldwide; there is no other national network comparable to this one.

RECOMMENDATIONS FROM A GERMAN PERSPECTIVE

Given the benefits experienced by the DCND, the founding of a *nationwide network*, or also on an international level, can be explicitly recommended. It highly accelerates the development of each individual DCS as well as it raises the general public awareness for DC issues. The implementation of best-practice guidelines also proved to be very beneficial.

Nevertheless, such an expert network is not able to substitute a *regional network*. The latter serves as a collaboration platform for employers within a commutable distance, in order to help DC clients directly by identifying vacancies, also on the hidden job market.

On the institutional level, *communication* is crucial. First, it is necessary to receive acceptance and support by other departments. In Germany, DCS have to collaborate closely with various other services (i.e. Welcome Services, Family Services etc.), as there is a high diversification and specialization among professional services. This implies that DCS mainly focus on the support of job searches and rarely deal with other integration resp. relocation issues. Second, colleagues of other services should also know the portfolio as well as the limits of DCS, so they will not relay incorrect information that can lead to unrealistic expectations of the clients.

On the individual level, the challenges appear to be very similar to the ones in other countries. Challenges could be detected in difficult client/advisor-relationships, i.e. refusal to accept advice or recommendation. These challenges can be met by *skilled, experienced advisors* knowing the limits of their service and being able to refer to other experts (like coaches, or even therapists) that can help with difficulties reaching beyond regular DC support. Another challenge is a lack of open positions and/or funding for academic DC partners wishing to continue their research career. For these clients, an *independent program offering bridge-funding* to talented DC partners would be very helpful and beneficial – both for the DC couple as well as the research system.

It is important to highlight that German DCS support international (around 30%) as well as German DC couples. Hence, in terms of the target group, Germany may differ from other countries.

CHAPTER A – OVERVIEW OF THE DCIS LANDSCAPE IN GERMANY

ACTORS – WHO ESTABLISHED DCS?

In Germany, Dual Career support is mainly offered by universities. Almost every second university (approx. 50) runs its own professional Dual Career Service – meaning offices with trained advisors as contact persons, a transparent service portfolio, and public information, and/or with an official Dual Career policy, enacted by the university boards, that defines the processes and structures of the Dual Career support.

In addition, there are many more universities, universities of applied sciences, and other types of academic and higher education institutions[1] that at least acknowledge the needs of Dual Career couples in hiring processes, and therefore offer some kind of less structured support.

1 For further information please visit: http://www.germaninnovation.org/research-and-innovation/german-research-landscape

Though Dual Career support has been very well established in the academic sector over the past ten years, its impact on the industrial sector is still rather small. In industry, Dual Career issues are acknowledged, if at all, in an informal way and they depend on individual cases. Nevertheless, several companies can be found as members in regional Dual Career networks, collaborating with other employers from academia and industry in Dual Career issues. This form of engagement can be regarded as a minimum support for Dual Career couples.

WHY? – THE GOALS OF DC SUPPORT

The gap in the extent of Dual Career efforts between academia and industry results from the specific requirements within the German research culture. Researchers are expected to have worked in several institutions and countries when applying for professorships. Therefore, they are facing certain mobility requirements.

Universities and other higher education institutions aim at facilitating the hardships deriving from mobility requirements (i.e. finding new accommodation, new job for trailing partner/spouse, and child care or schools, as well as setting up a new social infrastructure etc.), while at the same time trying to attract and retain the best researchers worldwide. Offering Dual Career services also helps to fulfill the universities' strategies on family support (as part of work-life-balance), gender equality (recruiting

talented female researchers), and internationalisation and diversity (enhance recruitment of international researchers and open up the universities for diverse ways of life). Of course, this also involves Welcome and Integration Services with which the DCS usually closely cooperate – i.e. DCS in Germany focus strongly on the job search of the trailing partners and not on the social integration.

AND POLITICS? – THE NATIONAL FRAMEWORK

Of course, it is no coincidence that such a large number of research institutions established DCS within only one decade. Around the millennium, the paradigm of research promotion shifted.

In the 1990s, an exceptional high number of excellent researchers left the country due to unattractive working conditions in academia after many years of cutting costs. Germany suffered from a tremendous brain drain. It was forced to develop new strategies and to change research politics. A lot of research was done to analyse the situation and to develop recommendations. Some of these research projects focused on how to attract and to retract the best researchers. Apart from appropriate salaries, state of the art facilities or other "hard" factors, also the "soft" incentives were identified.

One of the most severe problems was the work-life-balance of researchers, especially when they moved to Germany from abroad without having a social network at their new homes. At this time, DC couples as a broader social phenomenon appeared for the first time and a considerable number of research projects on this issue were funded. They built on the US-American research that had already started in the 1960s (see list of publications in the attachment). The research and its recommendations led to a high awareness for the needs of DCCs in academia, and this issue was considered when setting up large funding programs to trigger a fundamental change in the research system of Germany.

The **promotion of women and internationalisation** in academia became a precondition for funding by the German Research Foundation (the largest national research funding organisation). Therefore, gender equality and international mobility of researchers also became important factors in research proposals submitted within the **Excellence Initiative**, the nationwide highly competitive program for top-level research. In two funding lines the Excellence Initiative funds large joint research projects (also together with non-university research institutes such as Max-Planck-, Leibniz- or Helmholtz-Institutes) in the so-called Clusters of Excellence. The second funding line awards exceptional top-level research universities the so-called Universities of Excellence. In order to get funding in both of the funding lines, universities were challenged to implement action plans to enhance gender equality and international mobility. DC was one of those measures to facilitate mobility and careers of female researchers, as they are more often in a relationship with another academic.

The first five-year funding period of the Excellence Initiative" started in 2006/2007 and was funded with 1.9 billion Euros; the second one started in October 2012 and was funded with 2.7 billion Euros in total. Since October 2017, the Excellence Initiative has been providing a bridge funding for current projects until the end of 2018. Proposals for a third period of the now so-called "Excellence Strategy" will be evaluated during 2018 for the Clusters of Excellence and during 2019 for Universities of Excellence. The next funding period for the Clusters of Excellence will start in January 2019 with a funding period of seven years; the funding for up to eleven Universities of Excellence will start in November 2019 and is supposed to be a long-term promotion. From 2018 on, the total funding will be 533 million Euros per year financed by the federal government (75 percent of the volume) and the federal states (25 percent of the volume). Due to the long funding periods and the amount of funding, requirements regarding the establishment of new structures, supporting women's' careers, and facilitating (international) mobility had a huge impact on research organisations in Germany. Although many DCS started through the funding of the Excellence Initiative, many of them are no longer "pilot projects", but have been transformed into permanent services paid out of the universities' budgets.[2]

Another program especially created to promote women in top positions in academia was the **Female Professorship Program** (*Professorinnenprogramm*) funded by the BMBF (Federal Ministry for Education and Research) which started in 2008. Successful universities received full five-year salaries of a newly appointed female professor, under the condition of using 50 percent of the funding for gender equality measures – like DCS. This program provided

2 More information about the Excellence Initiative can be found at www.dfg.de/en/research_funding/programmes/excellence_initiative/index.html
More information about the Excellence Strategy can be found at www.dfg.de/en/research_funding/programmes/excellence_strategy/index.html

a subsidising of up to three new female professors. Consequently, many of the first DC Services were funded by these national programs.

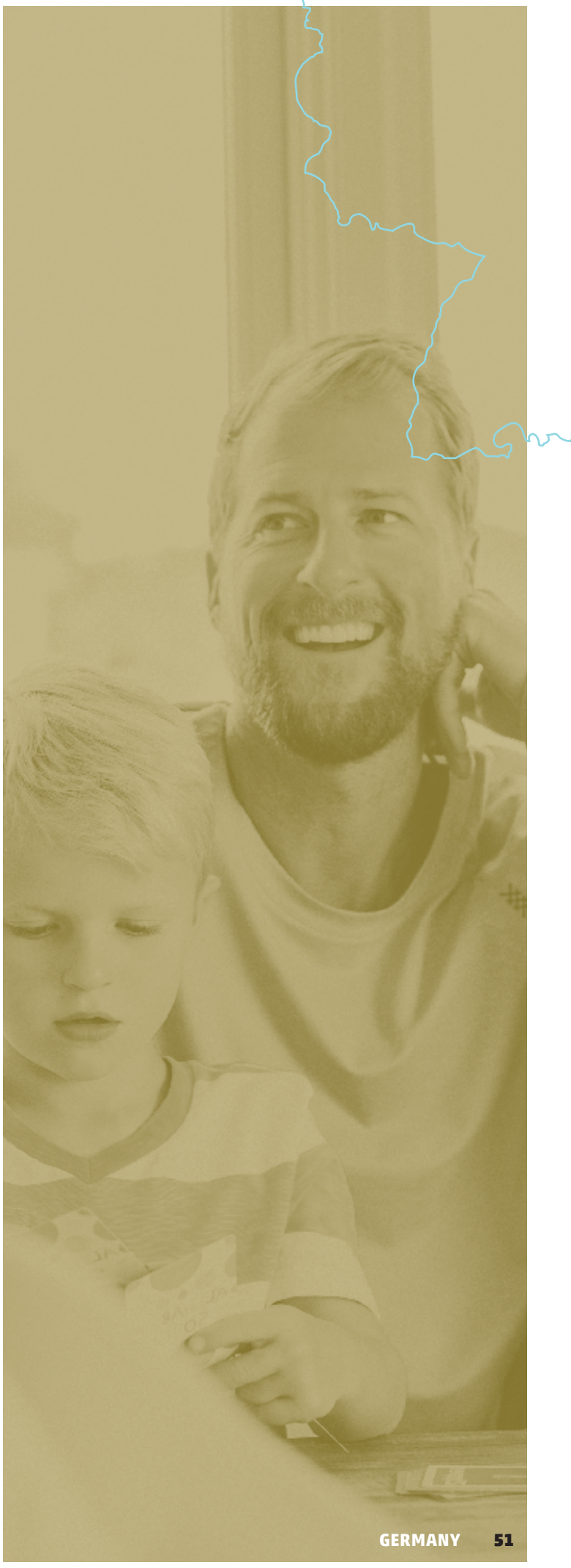
Over the period of ten years, the BMBF funded 500 female professorships with 300 million Euros altogether. The first funding period of the Female Professorship Program took place from 2009 until 2013, the second, and current, runs from 2014 until 2018. A third funding period will start in 2019, so universities submitted their proposals in 2018. Obviously, this is one more long-term program aiming at the sustainable change of university structures and culture.[3]

One more motor of change was the **Audit family-friendly university** that helped universities to develop structures and services to better reconcile work and family life. A major part of the participating universities integrated DCS into their target agreements.[4]

Even the universities that refrained from taking part or were not successful within the programs mentioned above were pushed into offering DC support, to avoid being disadvantaged when competing for researchers with other universities. Between 2005 and 2010 numerous DCS were established and 20 founded a nationwide network, the Dual Career Network Germany (DCND)[5] in 2010. Since then, the DCND[6] pursues the following goals:

Professionalisation of DCS advisors (e.g. exchange of expertise, tailored trainings)

- High quality of DCadvice by setting up nationwide standards
- Joint PR efforts
- International networking
- Increasing the attractiveness of Germany as a research and science location



3 More information on the „Female Professorship Program" is available at www.bmbf.de/de/das-professorinnenprogramm-236.html

4 More information on this audit: www.berufundfamilie.de

5 As the DCND is the central actor for DC issues in Germany, the project experts were recruited from there and not from the EURAXESS Network Germany. The EURAXESS Bridgehead Germany is located at the Alexander-von-Humboldt-Foundation that takes care of researchers' international mobility issues by various programs. They do not offer any kind of DC support.

6 Details can be found at the bilingual (German and English) website of the DCND: www.dcnd.org

CHAPTER B – IMPACT OF DCIS

Before professional **supporting structures** had been established in Germany, the situation for trailing partners and spouses was much more challenging.

In the best case, informal information was given by hiring managers or colleagues. Of course, this was not comparable to systematic information and counselling tailored to the individual needs of DC couples. Since most women in relationships are younger than their male partners and therefore not yet that advanced in their careers, it was, and still is, common that mainly women follow their male partners to new locations.

Without any DC support, this had a negative impact especially on the career paths of women: Due to cultural habits, the female partners often feel responsible for the relocation process and the management of the family. They organise the moving, arrange the new homes, and accustom the kids into child-care facilities or schools. Furthermore, they do the domestic work, manage the leisure time activities of the family, and try to establish a new social network. Their agendas usually do not leave sufficient time and energy for an intensive job search. In addition, the partners can easily get overstrained by the challenges of the job search at the new place. They are not familiar with the regional labor market, they lack contacts to employers, they are usually insecure in handling the application standards, and in finding successful application strategies (especially when they come from abroad without any experience on the German labor market).

Consequently, lack of support regarding reintegration into the local labor market turns out to be a huge challenge to the majority of the trailing partners. Career interruptions and even career break-ups often follow. Hence, Dual Careers do not have the chance to develop their potential. In the past, many highly qualified partners (mainly women) inside and outside academia lowered their career ambitions and started to work in less qualified jobs. In the worst cases, they disappeared completely from the labor market.

For this reason, couples in which both partners obtained a highly-developed career they would not wish to jeopardise, would usually not move together to the new place. Instead, a part-time presence at the university became common among professors. The mutual arrangement was to be at the university from Tuesday to Thursday, and to spend the rest of the week at the family's place in another region. This arrangement was accompanied by many stressors: the professors tried to arrange all their universities' duties (like researching, teaching, advising, participating in committees) in only three days and led a distance relationship with their partners including running two households and uncountable hours in train, car, or plane. Over the long-term, this unhealthy and family-unfriendly life style can be acknowledged as one of the reasons why the rate of female professors in Germany is still below average.

It is obvious that DCS improved the situation for the second moving partners tremendously: They provide them with important information on the regional job market, they recommend employers and can also open doors to hiring managers (if contacts are applicable). Further, they offer individual and encouraging advice (e.g. self-marketing, application strategy, orientation on the regional labor market) that enhances the partners' chances on the labor market. In addition to that, DCS also have an important psychological effect on the partners: for the majority of people, the job search is a highly stressful process characterised by many 'ups and downs'. The feedback of DC partners who benefitted from DC advice shows that they feel better prepared for the competition, well supported and higher motivated to follow their career ambitions, even if the first applications failed. Therefore, DCS can be considered an important pillar to foster the careers of the trailing partners that facilitates and enhances the job search and often leads to better career options.

It would be too shortsighted to illuminate only the impact of DCS on the individual Career paths of the trailing partners. Due to the above-mentioned nationwide programs and political claims, the establishment of DCS took part in changing the culture in academia and in society: family-friendly conditions for working parents, promoting of women in top positions, and shaping a working culture that allows people with different experiences and ways of life to develop their potentials. Of course, these goals are not fully reached yet, but Germany is on the way towards a cultural shift. Once starting with the idea to attract and to keep the best researchers, the working conditions at universities have changed significantly during the last ten years. The progress of DS support is one example that shows how the paradigm is changing:

Before DCS were established, universities lacked one crucial cultural precondition: the **political awareness and willingness** to take care of DC partners. In the founding years, the young DCS had to face a situation in which the

support of DC couples was seen as not necessary or even threatening. Due to the clause of nepotism, public service institutions refused married couples to work in the same institution to prevent any form of favoritism. The long tradition of this clause formed a working culture in which it became almost unimaginable why universities should proactively help the partners of the new researchers to find a job (especially in the same university). It took the DCS an intensive phase of persuasion to convince the key players at their universities to raise awareness for the needs of DC couples. Eventually, the increased competition for excellent researchers as well as the political claims mentioned above put the needs of DC couples in a different light and paved the way for DCS. Nowadays, most DCS at universities are established as long-term services. In addition, many universities passed DC policies that embed the necessity to support DC couples within the organisations' structures and form a Dual Career-friendly atmosphere.

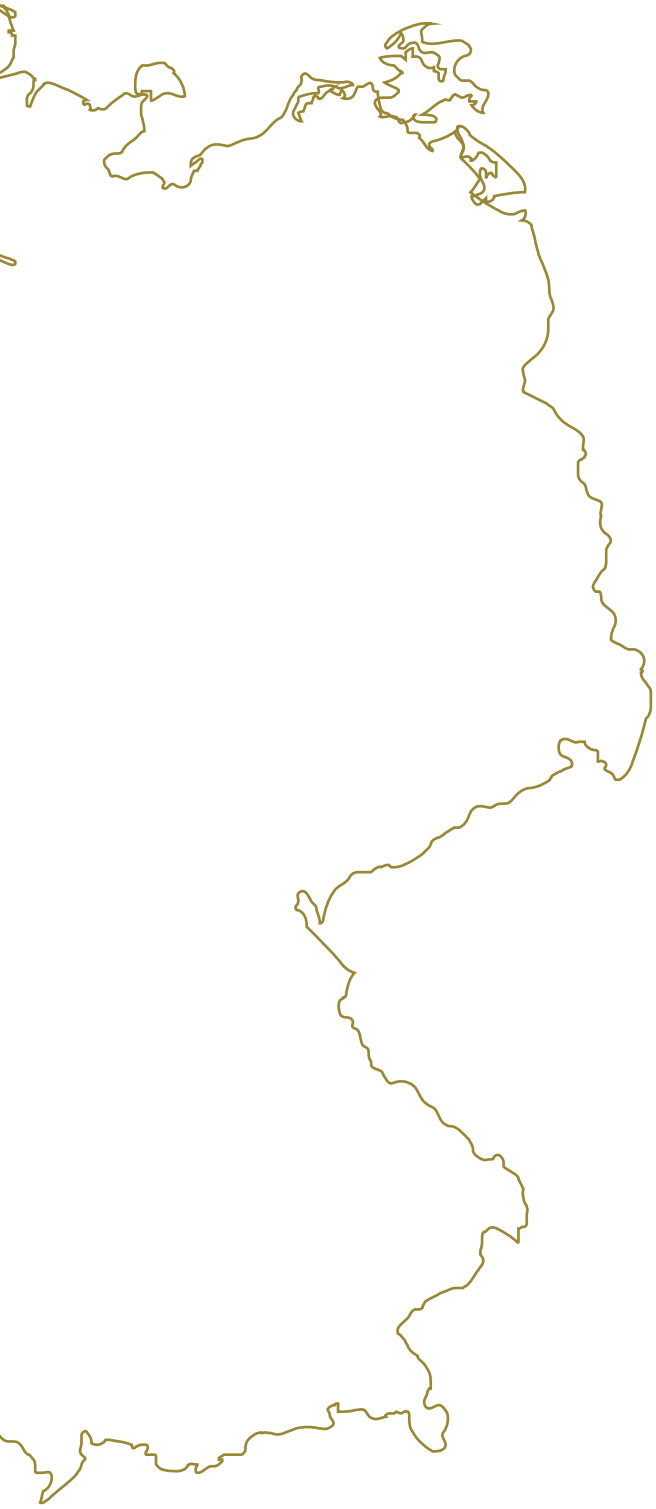
After approximately one decade of DC support, it is clear that these services are more than just help desks for job seekers. Instead, they also contribute to **four important universities' strategies**:

First of all, DCS is regarded as **recruiting** instruments that helps the universities to attract and to retain the important key players for research and professional services. Especially in the attempts to recruit female professors, universities often had to face that the job offer was turned down if the male partner was not offered clear career perspectives as well.

Secondly, DC support is widely seen as a tool to enhance **family-friendly conditions** in research. It encourages the couple to live in the same city and to realise its plans for founding a family respectively to take care of the children together.

Thirdly, at many universities advising DC partners is also part of the strategy to realise **gender equality**. DCS promote actively equal partnerships in which both partners can take their next career step – regardless of the fact if the woman is the first or the second moving partner.

Fourthly and lastly, DCS contribute also to **internationalisation and diversity**. For instance, they support international couples during their start in Germany, or understand it as a matter of course to advise same-sex couples. Herewith, they contribute to an open-minded university culture that welcomes researchers with different experiences and ways of life.



CHAPTER C – CHALLENGES & RECOMMENDATIONS

In order to identify the challenges and recommendations that could be given from a German perspective, the DCND member-DCS were interviewed using the questionnaire that was jointly developed by the DCIS Expert Group. The goal was to give a broad picture of the German DC landscape. The interviewed DCS were selected by the following criteria:

- Size (located at small as well as at large universities)
- Location (in metropolitan as well as in rural areas)
- Funding (well-funded and less well-funded)
- Variety of organisational forms: DCS at universities, at universities for applied sciences, and DC networks offering direct support to their members' DCCs
- Offering exceptional and innovative tools to support their DCCs

The DCS were interviewed on their standard tools as well as on their "specials" they use to support their DCCs. Interviews were taken with (cities by alphabetical order):

- Dual Career Support, Central Administration of Bayreuth University
- Dual Career Network South Eastern Lower Saxony, Allianz für die Region GmbH [Agency for the promotion of economic development], Braunschweig
- Dual Career Service for Newly Appointed Professors, Appointment Team of the Rector, Technische Universität Dresden
- Dual Career Network Northern Bavaria, University of Erlangen-Nürnberg
- Dual Career Service Frankfurt, Equal Opportunities Office, Goethe-University Frankfurt
- Dual Career Service, Equal Opportunities Office, Freiburg University
- Dual Career Support, Office for Equal Opportunity, Family Affairs and Diversity, University of Konstanz
- Dual Career Service, Special Department of the Presidium (for third-party funding), University of Applied Sciences Ostwestfalen-Lippe, Lemgo
- Dual Career Advice (DCA), Personnel Development, Johannes Gutenberg University Mainz
- Dual Career Program, Personnel Development, University of Stuttgart

CHALLENGES & RECOMMENDATIONS

NATIONAL/REGIONAL LEVEL

In Germany, one of the main obstacles for foreigners wishing to enter the job market is lack of German language skills. Apart from very few industries (i.e. natural sciences, IT) fluent German is a precondition for finding employment. As German is neither a world language nor easily to be learnt, international newcomers find themselves in the lengthy process of learning German first before they are ready to apply.

Another burden for foreign job seekers are the very specific customs and rules regarding applications, such as giving details on personal data or even attaching a portrait photo to the CV. Due to laws protecting employees from being fired easily, employers choose their staff very carefully during long selection processes. Public employers also have to involve union representatives, women's' officers and representatives of employees with disabilities in order to increase equal opportunities on the one hand, but on the other hand, it slows down hiring processes. Not receiving any reply or updates over weeks can be very discouraging for newcomers. All these aspects result in the need to give intensive support and advice over a long period of time, and, hence, drains on the resources of the DCS.

To meet this challenge, it can be recommended to develop and offer **suitable information material**, printed and online, explaining the cultural differences and show i.e. example application documents. If there are enough clients, group workshops or online webinars could also help to save time. These offers can also be provided in collaboration with other departments of the university, i.e. student's career services. Since German beginner courses are currently often overbooked (also due to large numbers of refugees arriving to Germany 2015-2016), it can be helpful to open up **German classes** originally designed for international students or researchers also to DC partners.

In structurally weak regions, and sometimes in metropolitan regions, it can be impossible to find job vacancies matching the profile of the DC partner, especially if she/he is very specialised or carries out a profession that is not sought after in this region. In these cases, an **individual solution or compromise** should be found, together with the DC partner. That can range from working in another profession, taking further education trainings, or (continue to) commute long distances.

INSTITUTIONAL LEVEL

When establishing a new DCS, a number of challenges within the own organisation have to be met. First, considerable efforts in **internal PR work** must be made. As outlined above, before the institutionalisation of DCS, the majority of people working at universities were not aware of the needs of DC couples.

In order to achieve internal acceptance and support of newly established DCS, the service has to present itself, the way it works, and its goals to various other groups within the university: researchers as well as administrators, deans as well as secretaries. Apart from meetings and personal presentations, internal media should be used, such as articles in the employee's magazine, intranet, and placing hints and info on brochures and web sites of other integration services (i.e. welcome centers, family service). In addition, the DCS should always explain clearly what it is able to achieve (e.g. information, advice, liaising contacts), and what its limits are (e.g. finding a job for the partner).

Another challenge is the high turnover among DC advisors. All DCS in Germany started as pilot projects, mainly funded through some external program. Therefore, the DC advisors started their work with only limited contracts, soon started to look for new jobs and left when getting a chance, just in case this time contract would not be extended. Frequent changes of the advisory staff had a negative impact on the DCS itself as the client/advisor-relationships as well as the network-relationships suffered, and know how as well as experience were lost.

Hence, organisations deciding to establish a DCS should start with a **sustainable concept** to ensure it will exist long-term in order to get it running efficiently and attract qualified staff for the advisory positions. DC policies help to incorporate the DC approach into the organisation.

INDIVIDUAL LEVEL

At the individual level, the most challenging aspect is lacking motivation of clients when they expect the DCS to "catch" a job for them, or when they refuse to accept advice. A way to meet this challenge is to ensure in your communication that the clients are responsible for the results of their job search and have to make efforts themselves. A **skilled advisor** can motivate the client or make him/her realise why he/she lacks motivation (e.g. relationship and intercultural conflicts) in order to overcome this barrier.

Another difficulty occurs when the clients are not clear about their future career goals. If they wish or need to change profession when moving to a new city or to a new country they need guidance of a qualified advisor to gain

orientation and a clear focus of their professional goals. In any case, DC advisors should be prepared to recommend other specialists if any other kind of counseling is required (e.g. coaching, psychotherapy).

A quite specific problem arises when academic DC couples seek assistance and hope for two jobs in the same research organisation. In Germany, often anti-nepotism rules apply which implies that vacancies in the public service must be published and the best applicant should be hired. Therefore, DC partners must not be prioritised in hiring processes. At the same time, many organisations refuse to employ couples in the same chain of command.

Hence, vacancies in other research organisations should be identified. Having numerous and **diverse network** partners is helpful. For early career researchers, **bridge funding** to give them the opportunity to develop an application for external third-party funding can be another option. For senior researchers looking for permanent positions, it is much more difficult to find satisfying solutions as permanent positions are rare.

TARGET GROUPS

STANDARD SERVICES IN GERMANY

All DCS at universities address their services to newly appointed or employed professors (full and junior professors). Apart from that, more and more services also welcome partners of newly employed postdoctoral researchers. Some services even assist partners of PhD candidates or members of professional services in key positions.

It should be highlighted that in Germany not only internationals are eligible to the DCS, but also nationals. In fact, only approx. 30 percent of the clients are foreigners. Also for Germans, it can be challenging to find a job in a new city due to highly specialised profiles or after (longer) career breaks.

DC SERVICES: ACTUAL OFFERS

STANDARD SERVICES IN GERMANY

According to the quality criteria of the Dual Career Network Germany, there is a commonly shared set of standard services at professional DCS. All offer:

Information and advice on

- application processes (e.g. job search, application documents, job interview)
- application strategy
- the regional labor market
- training possibilities

Individual counselling on

- personal career development

Support during the job search

- research for potential employers
- matchmaking with potential employers
- help with the transfer requests of civil servants

Extension and maintenance of important contacts

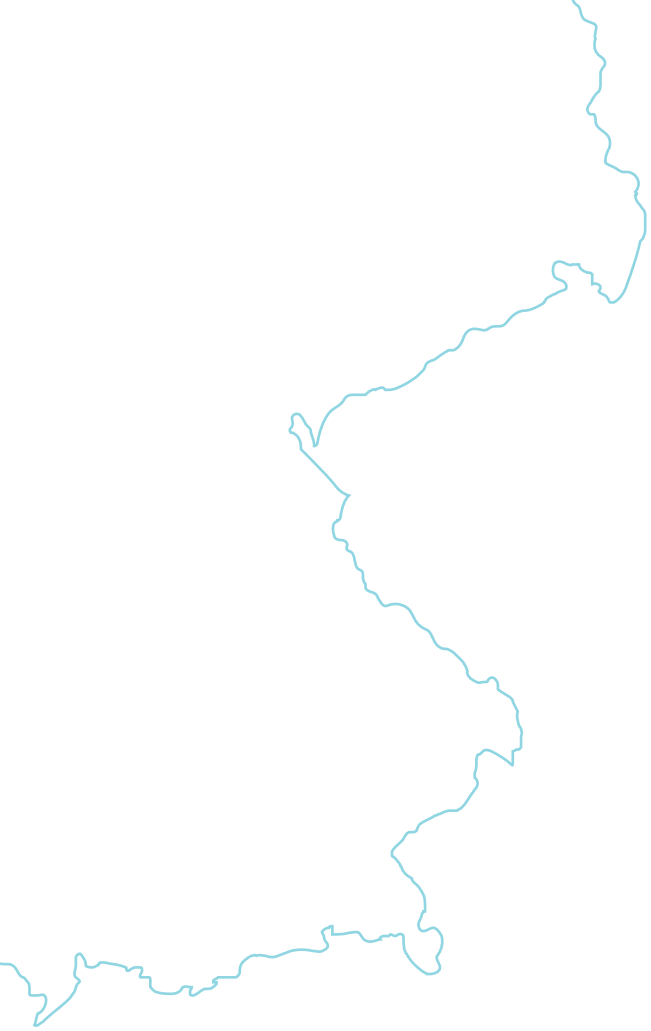
- to rectorate/deans, HR managers, and other services within the university (e. g. Office for Equal Opportunities and Family Affairs, Welcome Center, Research Support, Academic Staff Development)
- to HR managers and service providers outside the university (e.g. companies, language schools, sworn translators)
- to multiplicators in the region (e. g. Chamber of Industry and Commerce, regional staff networks, regional Welcome Center)
- coordination of a regional DC network with universities (of applied sciences), companies, municipality and employment agency

Professional services at German universities are highly distinguished. Therefore, DCS in Germany focuses strongly on the job search. Nevertheless, sometimes one person is responsible for different services at the same time, e.g. family service, welcome service, staff development.

Exceptional services of individual DCS in Germany

In addition to these basic services, some DCS offer further individual services to their clients. These services usually depend on the institutional mission, the local needs and possibilities, and qualification of the advisor:

- "Kompetenzenbilanz" (assessment of competencies): Special coaching technique to identify transferrable skills and resources of the client. The main goal is to help the clients developing ideas about their future job
- Mentoring and/or coaching for DC partners with external providers
- Buddy-network for international female partners: matchmaking between similar cases in order to foster social integration
- Counselling on reconciliation of work and family (incl. distribution of tasks with the partner)
- Information and help concerning social integration (e.g. events, trips, info packages for newcomers and their families)



RESOURCES (FUNDING & STAFF)

Although the DCS offer a set of standard services, their individual resources for staff and funding vary remarkably – depending on the target group, the size of the university and its general funding. Within the DC Network Germany, staff capacities vary from two hours up to 80 hours per week. These marginal values are exceptional – the majority of DC advisors can invest at least 20 hours per week. With less hours, it is barely possible to run a professional service that keeps its knowledge state of the art, and connecting with HR executives inside and outside university. In addition to the DC advisors, some DCS can draw on the help of student assistants.

In the early years, almost every DC advisor had a limited contract as DCS was an open experiment. As soon as the benefits of DCS became tangible, more and more advisors received a fixed contract. In 2018, approx. 50 percent of the DCS had been transformed into permanent services. Apart from the staff resources, DCS either have their own budget for travelling, training, and public relations measures, or they have access to resources of their divisions. Some well-funded universities also have a budget to establish (bridging) positions or to finance development measures (e.g. language courses, coaching, trainings) for DC partners.

NETWORK

Networking is crucial for DCS. DC advisors network on three different levels:

- Informal (but nevertheless important) network within their own university (e.g. heads of departments, other professional services).
- Regional network with other employers like other research organisations and companies in order to mutually identify vacancies and career opportunities on the hidden job market.
- Nationwide networking within the DCND: exchange of expertise among DC advisors from universities or regional networks.

The development and the distribution of regional networks in Germany appears to be a unique phenomenon. In 2018, 18 regional networks were associated to the DCND – spread all over the country. Besides employers, these networks also comprise of multipliers (such as associations like federal job agency, economic promotion agency, network for family support, business clubs, Chambers of Commerce). Usually, these networks were established by universities and are also managed by them. Most of them are free of charge for their member organisations as they are rather built on mutual support.

Benefits of these networks:

- Information on job opportunities
- Benevolent evaluation of the partners' profiles and support concerning job opportunities or other helpful contacts
- Sharing information and good practices to solve DC issues

As these regional networks were already established when opening the DCS, they already existed before the International Dual Career Network (IDCN) started in Europe. This is the reason why there is no local chapter of IDCN in Germany, yet.

COMMUNICATIONS (INTERNAL + EXTERNAL)

As highlighted above, communicating the DCS's portfolio towards clients and stakeholders involved in the integration process is very important. This helps to manage the expectations from the beginning, and strengthens awareness and support from within the university as well as external stakeholders. DCS use different tools such as:

Standard tools in Germany

- Website
- Flyer
- Letter of appointment
- Welcome folders for newly appointed professors/new staff

Some DCS in Germany

- Job announcements
- Presentation on events for new staff/faculty

EVALUATION

There are no results of evaluation published because they usually involve sensitive data such as personal data of clients, and data on appointment procedures (e.g. success rate). Nevertheless, most DCS assess their services internally in order to improve their offers:

Tools applied

- Annual statistics or reports to own management
- Collection of clients' feedback when the support ends; instruments range from asking in final meetings to structured online feedback surveys
- Some pursued an evaluation of their service after running a few years
- One DCS cooperated with two research projects (psychology and sociology) on the needs of DCC

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Map of DCND members

COUNTRY REPORT THE NETHERLANDS

EXECUTIVE SUMMARY

"All universities that offer DCS, believe that the DCS enhances their international attractiveness as an employer and increases the wellbeing and the retention rate of their researchers."

The Netherlands, with their extensive knowledge economy, offer a fertile soil to international researchers. Of the roughly 26,000 researchers registered in the country, 9600 (36%) are international. A considerable part of the international researchers are accompanied by their partner, who usually are highly educated.

Most the partners seek to continue their own career and to apply their knowledge and professional skills. They form a potentially valuable asset to the Dutch knowledge economy. In daily practice, however, they often stay 'under the radar'.

A proper integration and career support to these partners is a key factor in making the internationals stay with their families. Job satisfaction of the researcher also depends heavily on the spouse's wellbeing, and the opportunity to pursue a career in the Netherlands.

THE CONTENT OF THE COUNTRY REPORT

In this report, we examine the state of DCIS offered to the accompanying partners/spouses of international researchers by Dutch Universities and research institutions and, to a lesser extent, by internationally operating companies. The report primarily focuses on Dual Career Services (DCS) and less on Integration Services.

THE MAIN FINDINGS

- In the Netherlands, universities are the key players in the field of DCIS
- All universities offer Integration Services to international researchers and their partners
- Half of the Dutch universities and some companies offer some sort of Dual Career Service (DCS)
- Not all of them label the service as DCS
- The institutions that do not offer DCS report a variety of reasons
- The extent of and the time when the service is being communicated varies largely
- Frequently the eligibility of the partner to the DCS depends on the position of the researcher
- Some universities organise the DCS in-house, while others outsource it
- Most institutions do not have a formally written-down policy on DCIS
- The institutions report an increase in requests for DCS
- Implementing DCS, or expanding them comes with a variety of challenges
- We believe most of these challenges can be overcome. (See the chapter on challenges and recommendations in the report)
- DCS is largely an emerging topic in the Netherlands
- Presently there is no formal DCS network in the Netherlands.

CHAPTER A – OVERVIEW OF THE DCIS LANDSCAPE IN THE NETHERLANDS

RESEARCHER MOBILITY AND DCIS

On a population of over 17 million inhabitants, the Netherlands homes:

- 14 research universities (270,000 bachelor and master students)
- 6 government recognised dedicated research institutes
- 37 universities of applied science (453,000 students, mostly undergraduate)

In 2016 (the latest validated statistics found), the research universities and institutions had a total of around 45,500 employees, of whom 58% (26,490) consists of scientific staff (PhD candidate and up) and 42% is support staff.

Of those 26,490 scientific staff members, on **average of 36.3%** (9634) were international, a percentage that has been steadily rising over the past decade.

These percentages range between **16%** of international scientific staff (Dutch open university) to **52%** (universities of technology in Delft and Eindhoven). The other universities are somewhere in between[1].

RESEARCHERS COMING WITH PARTNERS

The following pattern emerged regarding the percentage of those international researchers that bring along their partner:

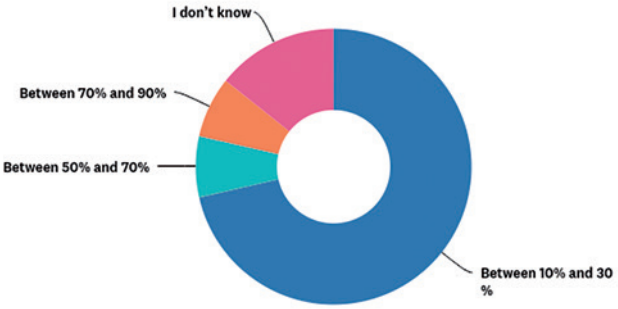


Fig. 1: percentage of international researchers in Dutch universities and research institutions that bring along their spouse / partner (either directly, or later through a family reunion procedure).

MALE PARTNERS

Among the international accompanying spouses and partners at Dutch universities and research institutions, male partners form a (growing) minority.

The following graph shows the percentage of male spouses:

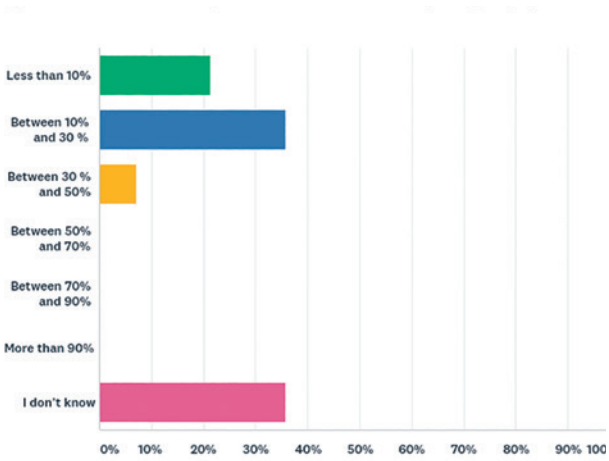


Fig. 2: percentage of male accompanying partners, as reported in the survey.

1 Source: Rathenau Institute.

International researchers are not only hired by Dutch universities and research centers, but also by companies, especially companies with established R&D centers in the Netherlands.

LEGAL FRAMEWORK

The Dutch Immigration and Naturalization Service (IND) uses IND Directive 2005/71/EC for non-Dutch citizens to work as a scientific researcher in the Netherlands, and it gives a comprehensive list of employers who offer such positions. The IND list includes both universities, companies and research centers/institutions.

Accompanying spouses and legally recognised partners of international knowledge migrants are at liberty to work in the Netherlands (work permit). And, like the first hire knowledge migrants, they are exempted from the compulsory integration requirements that are imposed on other immigrants.

KEY PLAYERS

Academic organisations are clearly ahead of the other clusters in responding to global mobility challenges and adopting/implementing solutions.

From our survey among universities, companies and service providers, this report identified several stakeholders, who work progressively with DC and follow-up interviews was carried out with:

- Groningen University
- Radboud University (Nijmegen)
- Delft University of Technology
- Maastricht University
- Eindhoven University of Technology
- Companies - Shell
- Service providers - Global Connections
- Other organisations - Expat Spouses Initiative

DUAL CAREER IN EMERGING PHASE

DC is predominantly an emerging topic in the Netherlands, especially in the last 3 - 5 years.

In the Netherlands, there is yet no formally established DC network. DC activities take place at institutional level. However, the first inter-institutional initiatives towards DC are emerging.

CHAPTER B – IMPACT OF DCIS

DC SERVICES ON OFFER

In our survey[1], we asked several questions about the DC Services that are being offered, and what are the main incentives for doing so.

All 14 Dutch research universities responded to the survey, yielding a 100% response.

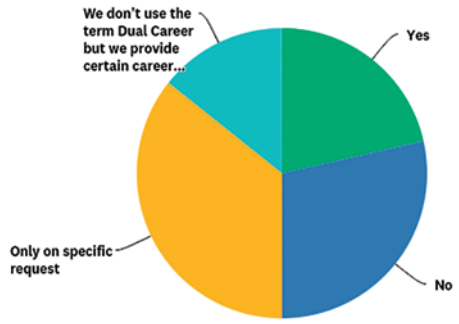


Fig. 3: Answers to the question 'Do you provide Dual Career Services to the accompanying partners of your employees? Note that some institutions do offer certain career services, without actually labelling them as 'Dual Career Service'.

Why organisation do or do not offer DC services

Those institutions that reported offering DC Services were asked about their main incentives for doing so. Here are the main incentives that were reported:

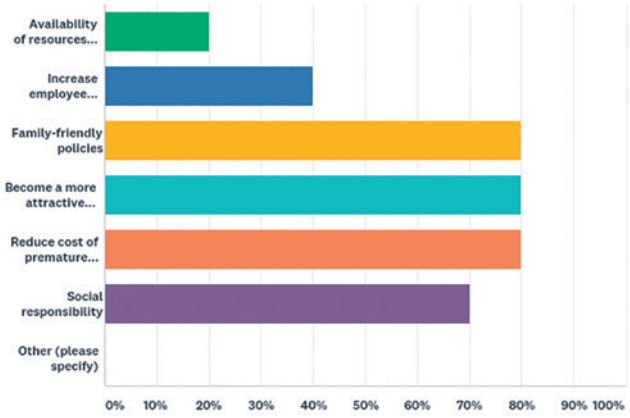


Fig. 4: Incentives for offering DC Services, as reported by the institutions in our survey.

Reasons for not offering DCS

Those institutions that reported not offering DC Services were asked about the underlying reasons for that. Below are reasons given.

Note that 'it's not our policy' was reported as a reason by all institutions that reported not offering the service in the previous graph.

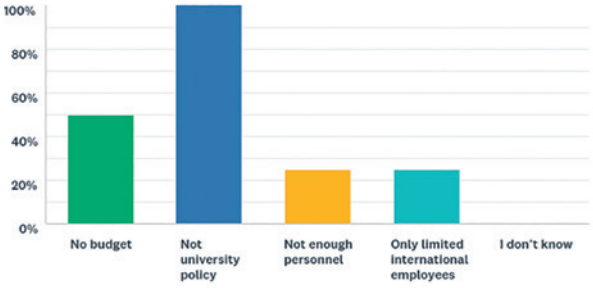


Fig. 5: Answers to the question 'If you don't provide Dual Career Services, what are the reasons for that?'

1 The quantitative research and survey on Dual Career Services for international researchers is carried out by Camilla Spadavecchia (Ph.D. in Migration and Intercultural Processes), Jie Yu (Ph.D. in Human Geography) and Carolien Westra (M.Sc. in Global Studies).

MATCH AND MISMATCH OF REQUEST AND OFFER

Our survey also investigated the match or mismatch between the services that were requested and those that are actually being offered. This question produced some interesting matches, but also some significant mismatches:

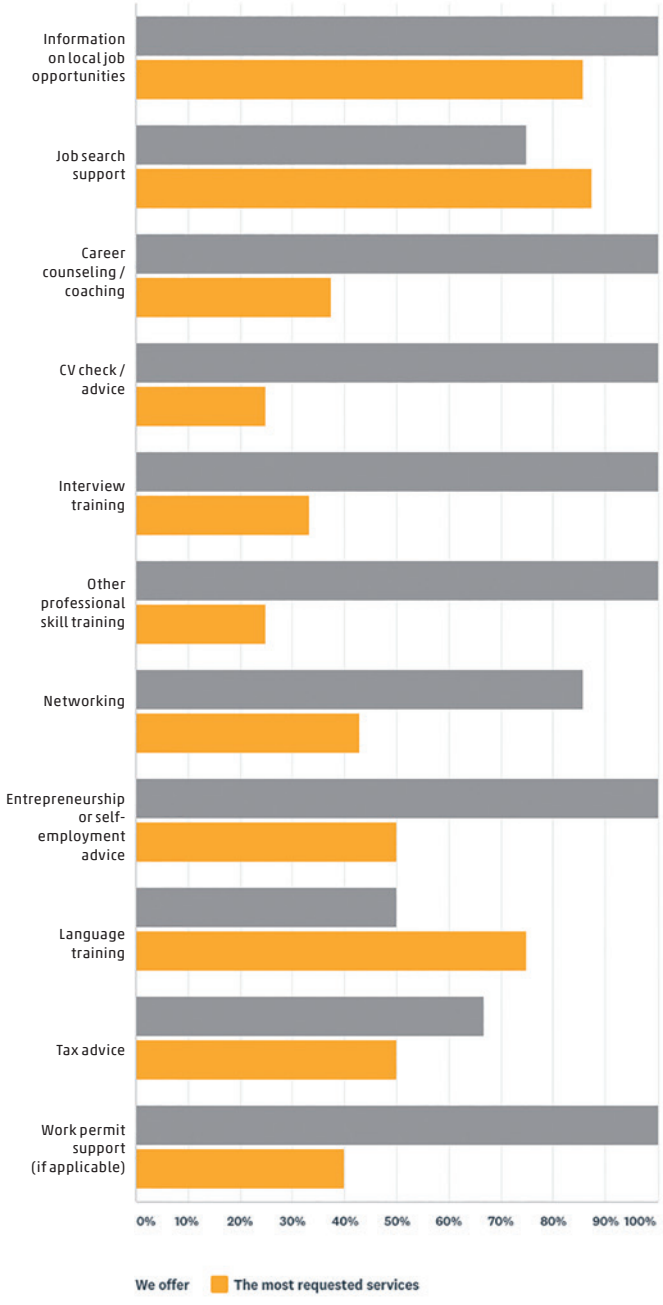


Fig. 6: Services provided by universities versus those they perceive as requested.

Opening-up internal vacancies

Most universities do not offer access to their internal vacancies to the accompanying partners, or do so only under particular circumstances:

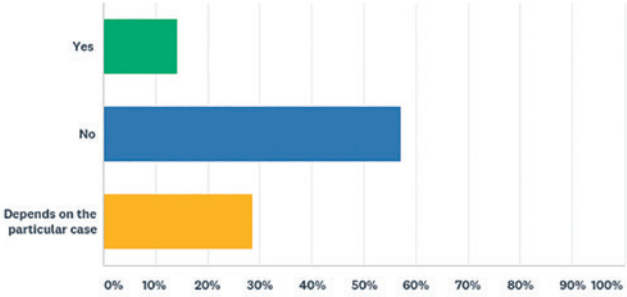


Fig. 7: universities reporting offering their internal vacancies to the accompanying partners.

DEPENDENT ON POSITION

In close to 40% of the cases, whether services are offered to the spouses depends on the position of the researcher.

Here is the answer to the question 'Do you offer Dual Career Services to the partners of PhD's and postdocs?

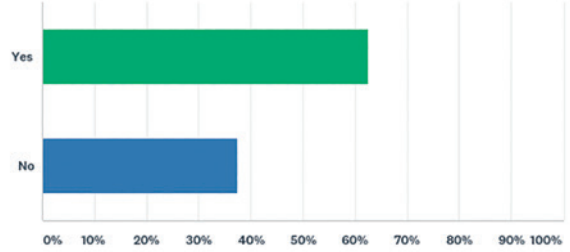


Fig. 8: the percentage of institutions in which DC Services are being offered to PhD's and postdocs.

MOSTLY NO WRITTEN DCIS POLICY

Interestingly, most of the institutions that did report offering some form of DC support do so without having a formal policy written down.

Here are the answers to the question: does your institution have a formal DC Policy?

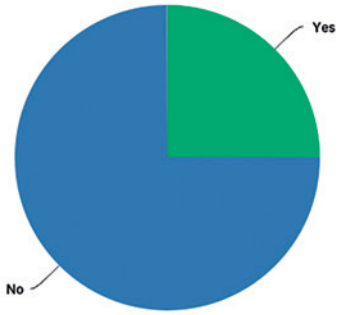


Fig. 9: percentage of institutions offering DCS that have or do not have a formal policy regarding this offer.

IN-HOUSE VERSUS OUTSOURCED

Roughly, one third of the institutions that offer DC Services organise these in-house, whereas almost two thirds have other ways to do so. As demonstrated by the answer to the question 'Do you offer DCS in-house?'

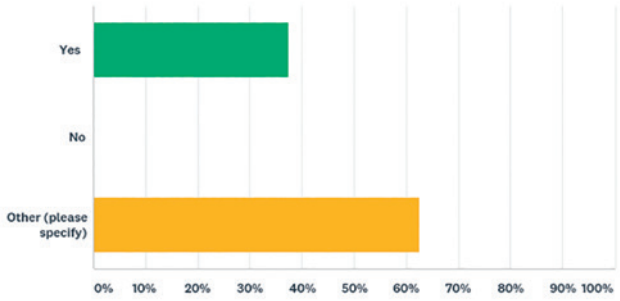


Fig. 10: percentage of institutions that offer DCS who do so in-house

Dedicated budget
Only 3 institutions reported having a dedicated budget available for DCS. In all 3 cases this budget was in the order of below 500 Euro's per person.

COMMUNICATION (OR NOT)

In the survey, we could not discover a significant pattern in how the DCS is communicated to potential or current employees.

The answer to the question: 'When and how do you communicate to your current and future employees about the DC support your university provides?', showed a wide variety in answers:

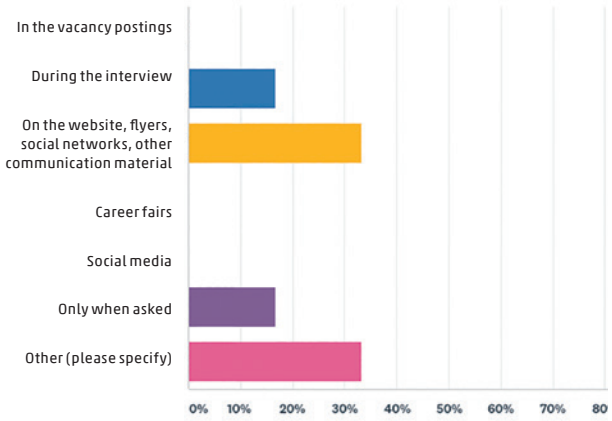


Fig. 11: ways and time that institutions providing DCS actually communicate so.

Since when
Most institutions that offer DCS have done so in a short time span:

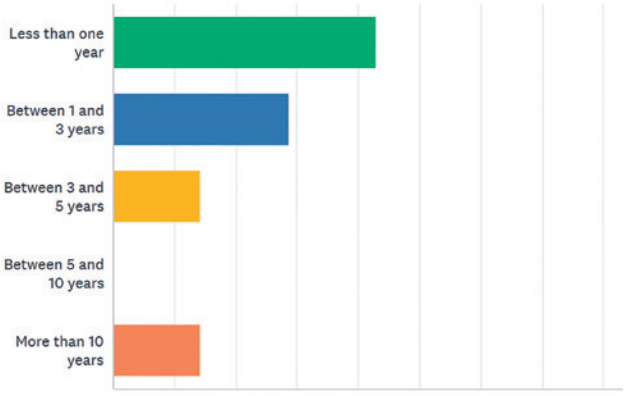


Fig.12: The number of years that the institutions offering DCS reported doing so

INCREASE IN REQUESTS

Most institutions reported an increase of request for DCS, over the past 3 years:

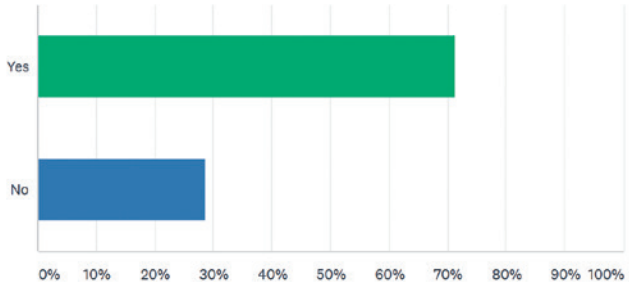


Fig. 13: percentage of institutions reporting an increase in requests for DCS. (This question was answered by half of the institutions).

IMPACT

In our research, employers mention the following as top reasons to implement Dual Career and Integration Services:

- Become a more attractive employer
- Being seen as an employer with family-friendly policies
- Retention of talent

All institutions who offer DCS agree that it helps them attract and retain talent:

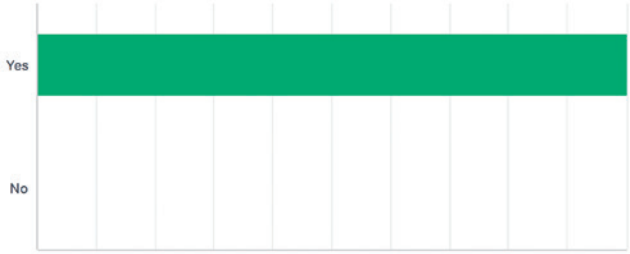


Fig. 14: percentage of institutions that offer DCS who think it helps them attracting and retaining talent: full agreement!

EXPERIENCES & TESTIMONIALS

We conducted post-survey interviews with selected universities that participated in our survey.

Radboud University Nijmegen reported, among others:

- It took little convincing [of the management] for the University to implement DCS since similar programs already existed at other universities within and outside of the Netherlands.

- After we started DC Services we started collaborating with other services within and outside of the University to be more efficient with our time and money.

- The benefits are mostly that contracts are less likely to be terminated before the end date because partners feel more comfortable living in the Netherlands (which saves us money).

- We hand them all the tools to navigate through the Dutch job market, create networking possibilities and most importantly: make them feel heard. Furthermore, employees feel a lot more comfortable working long days and participating in events knowing that their partner is OK and not sitting alone at home.

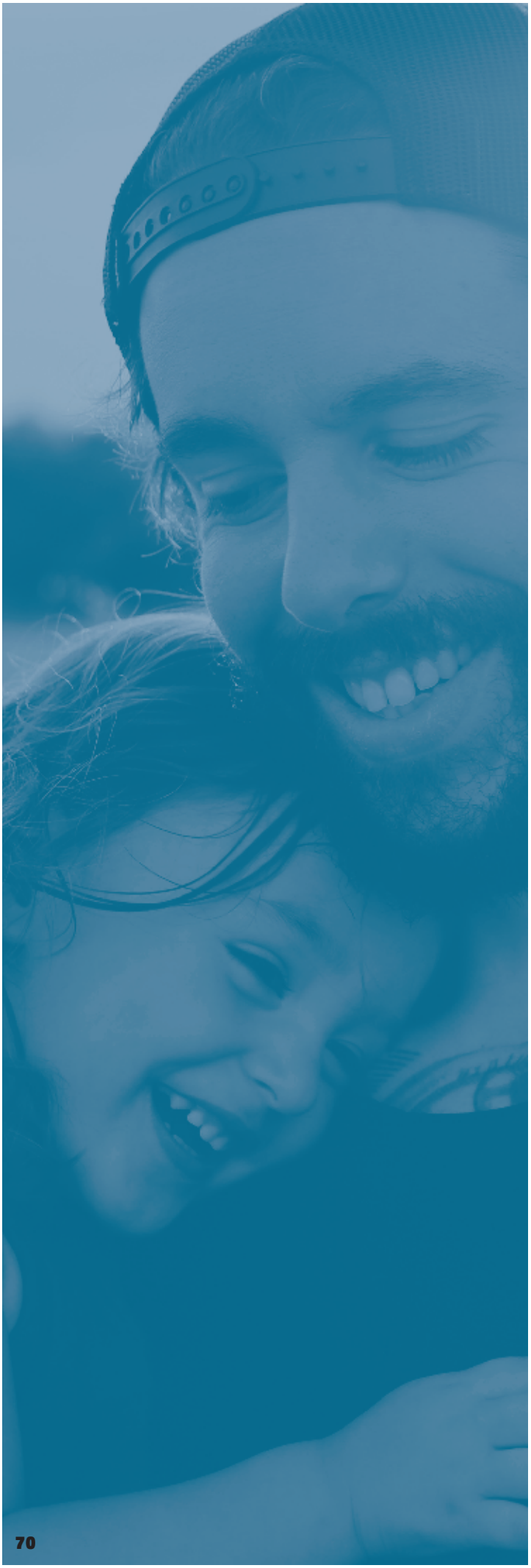
EINDHOVEN UNIVERSITY OF TECHNOLOGY (TU/E) REPORTS:

- After we implemented first a social support program for the accompanying partners, and next started to refer to the Expat Spouses Initiative career support, we have noticed a strong decrease in the premature leaving of researchers due to spousal unhappiness.

- That is what we aimed for.

- Outside of our original scope, we learned that TU/e offering the services reflects positively on our branding and recruitment capabilities.

- Regularly, participating spouses reported that the fact that we were offering these services was one of the deciding factors (some went so far as to say: was the deciding factor) for the first hire to choose for TU/e.



CHAPTER C – INTEGRATION SERVICES

The focus in this task group was primarily on the DC aspects of DCIS. Still, we would like to dedicate some attention to the aspect of Integration Services. In our view, a solid package of Integration Services is an essential part of the whole process of onboarding in the new country and city.

A proper onboarding lays the groundwork for finding one's feet in the new environment, and provides the foundation or platform from which the accompanying partner can re-design her or his professional life.

INTEGRATION SERVICES ON OFFER

To a certain extent all universities in our survey reported offering integration services.

For companies the same only goes to a far lesser extent. Web research showed that a meagre 13 companies out of the 102 who's website was researched, offer some sort of integration service to accompanying partners.

SORT OF SERVICES

Integration Services, as they are being offered, can be distinguished into 'hard ones' (administrative, technical, material) and 'soft ones' (social, getting connected, start or expand a network, get to know environment).

HARD INTEGRATION SERVICES REPORTED

- Arranging visa / family reunion service
- Help with finding housing
- Assisting with healthcare insurance / referring to 'internationals friendly' healthcare providers
- Setting-up a bank account
- Tax support

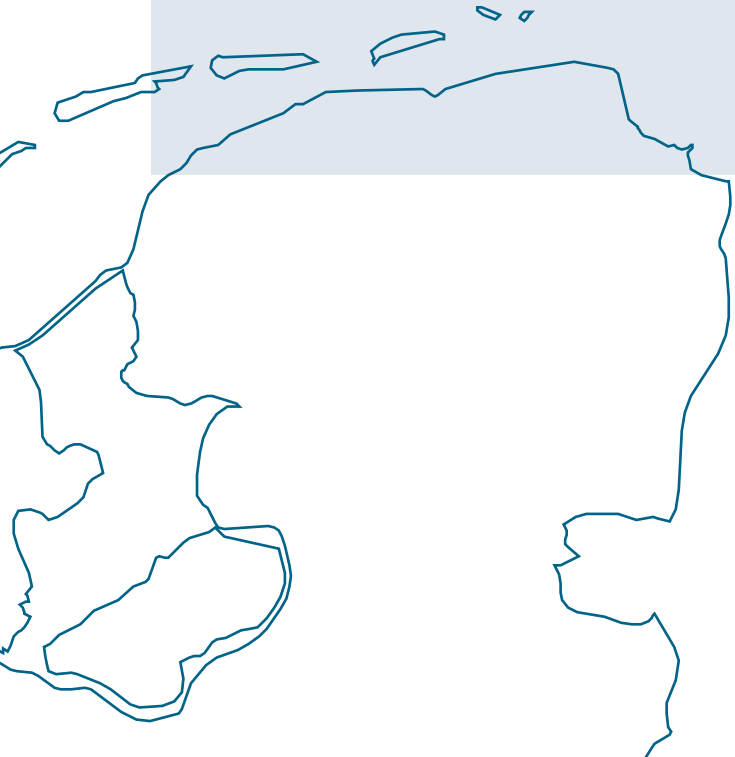
SOFT INTEGRATION SERVICES REPORTED

- Social support programs
- Languages courses
- Guided tours through the city
- Dedicated sport programs
- Network meetings / 'meet the locals' programs
- Workshops on cultural differences / understanding the new host culture
- Groups and platforms on social media

CHAPTER D – CHALLENGES & RECOMMENDATIONS

This chapter lists the challenges that DCIS can face in the daily (Dutch) practice. Per challenge there is listed one or more recommendations.

CHALLENGES	RECOMMENDATIONS
TARGET GROUP Spouses are often in the loop of universities. E.g., many universities are unaware of their EU spouses, since they do not need to register.	**TARGET GROUP** Check if you can take a recruitment-based approach (internally hire the spouse, find out what is the legal feasibility) in DC support, as part of your recruitment procedure.
Target group needs help to ask the right questions (question articulation).	Look at spouses as an addition. A 'pool of potential staff', rather than as an 'issue' that has to be resolved.
No efforts in place to take an internal recruitment approach towards spouses.	Organise that 'professional pool' on a national or regional level, rather than on the level of an individual employer. Thus, you generate more critical mass.
Support for the spouse goes through the first hire's contract. This hinders building a larger pool of talent, which may help to build a professional network of spouses/partners.	Create an independent database of accompanying spouses. Ask permission to contact them directly with relevant info and support.
Number of males spouses rising - different support needed. Midcareer advice and how to handle CV gaps.	Investigate the particular needs and questions of male accompanying spouses. (Assumption: on a basic level these are similar to those of female spouses, but might be communicated differently and require different strategies). Make a distinction between the (many) career starters among the spouses and the mid to late career ones as well as providing the right career advice.



CHALLENGES	RECOMMENDATIONS
DC SERVICES (ACTUAL OFFER) Universities offer some form of career support without offering them as DC support. Although several Dutch universities are early adopters and far ahead on their industry-peers in responding to Dual Career, the approach, efforts and offer of different universities are different. The local labor market largely influences the rationale behind independent approaches. Nevertheless, they may benefit from standardizing and sharing certain general activities and best practices on Dual Career. This is not the case at the moment.	Assimilate all career-related support your university offers as programs, workshops, trainings, events etc. Roadmap towards targeted collective solutions designed for a group of spouses - individually or in partnership with other organisations - will both multiply effect as well as creates visibility for the organisation Dual career networks/efforts coordinated locally or regionally with other organisations or nationally with other universities. Work together with career centers, department of management studies or entrepreneurship training, language support, alumni support etc. Discuss with relevant stakeholders to combine efforts, resources and communication.
Integration Services Most integration services provided are usually what is needed on arrival. Awareness and communication about more long-term skills (e.g. cultural awareness, social integration) are not properly accessed or available.	Make integration services an integral part of your services. They provide for an initial 'soft landing zone' for the spouses. For most spouses, this landing zone sooner or later will act as the starting point from which they can find their way into career orientation and integration.
In-house versus outsourced We have come across examples of both Dual Career Services organised in-house and outsourced. In proper conditions both work well.	For services that are outsourced the strong recommendation to the outsourcing institution is to: • Remain very visible in the process (it is 'your' service, although you outsource it) • Stay in regular and close contact with your external service provider(s), in order to keep track of the spouse's career progression.

CHALLENGES	RECOMMENDATIONS
RESOURCES - FUNDING & POLICY 75% of Dutch universities do not yet have written DCS policy.	A written policy in the management level is not just highly recommended, but necessary to effectively address DCIS. Generally the policy should take into consideration and work together with: • HR • Recruitment • Communication Consider a policy in place to check possibility to recruit the spouse internally.
Eligibility criteria to receive support (spouses of PhD Student, Asst. Professor, Professor etc.) vary widely between universities. Eligibility criteria influence the impact of the spousal support offered, as a critical mass do no benefit from these services. A limited offering reduces the possibility to scale-up Dual Career initiative of the organisation or adopt more effective/long-term Dual Career solutions	Widen the eligibility criteria for DCIS. If the DCIS is offered to a critical mass, there is more possibility for collective solutions to emerge and the impact to be larger.
Funding and staffing Often there is no or too little budget towards DCIS- The situation in university may vary from 'no staff' to a referral or to a dedicated Dual Career Officer. (In average and most cases spouses may receive support worth a budget of 500 Euros per person).	Allocate funding for at least one full-time DCIS Officer

CHALLENGES	RECOMMENDATIONS
NETWORK There is yet no national Dual Career network in the Netherlands. Regional networks are emerging, but yet rare.	Organise stakeholders - companies, government, internationals, international facilities, service providers in cooperating networks.
Spouses are too often still regarded as 'a target audience'. 'They' for whom 'we' need to organise programs for.	Initiate and support the bottom-up growth of a (more or less) self-sustaining DCIS network for spouses and by spouses/partners. Give them access to your networks and resources.
This underestimates the spouses' capacity for self-organising, and it puts an unnecessary strain on the institutions resources.	Explore the opportunity of self-driven spouse/partner initiatives. This can be very beneficial and good for one's self-esteem, since you get to apply your social and professional skills. On top of that, since it is a 'let the work do the work approach', it will not place a strain on your institution's available staff.

CHALLENGES	RECOMMENDATIONS
COMMUNICATION Organisations, even if they offer DCS, do not always refer to Dual Career Services as Dual Career Services	If you offer DCIS, especially before arrival, advertise it in your recruitment efforts as well as keep the spouses informed after arrival.

CHALLENGES	RECOMMENDATIONS
EVALUATION	100% of the Dutch universities agree offering DCIS has a positive impact in terms of attracting and retaining international talent and their families.

EXPERIENCES & TESTIMONIALS

As stated by one of our interviewees, from Radboud University Nijmegen:

- "I would advise anyone who is starting up or developing DC Services to start with making optimal use of the resources that are already available within the University (faculty career services, career development center, personnel association, international office). Start collaborating. This makes the service well known throughout the University and saves a lot of time and money.
- One thing this report states is still missing in the Netherlands is a national career network. Germany already has a very effective one. It would greatly benefit by sharing best practices with all the other DC officers and by creating an online platform for each other and also for our DC clients".

CHAPTER E – PLANS FOR THE NEAR FUTURE

In the near future, several plans and ideas are emerging: There is talk of setting-up a national DC network. This may either build upon the existing infrastructure of the 'Inter University Network Internalisation' or be set-up more or less from scratch. In both cases, it will be beneficial to work together with the Dutch EURAXESS Bridgehead organisation.

Two universities (Tilburg University and Wageningen University) are jointly involved in the process of implementing the working model of the Expat Spouses initiative career support, which proved to be quite successful in Eindhoven, into their own services. Whether this will eventually grow into a nation-wide system remains to be seen. There are pro's and con's to both a regional set-up and a nation-wide one.

There are ideas to set-up a more encompassing system of registering accompanying spouses and partner (per university). This will facilitate a much easier and direct line of communication with the spouses. The benefits are that the spouses and partners can more easily be reached with relevant information. It remains to be investigated if such a system is still feasible within the EU GDPR.

THE AUTHORS OF THIS REPORT

The authors of this report will gladly further share their experiences with you, and provide you with tips, consultancy and advice on DCIS as well as how to implement these initiatives in your institution.

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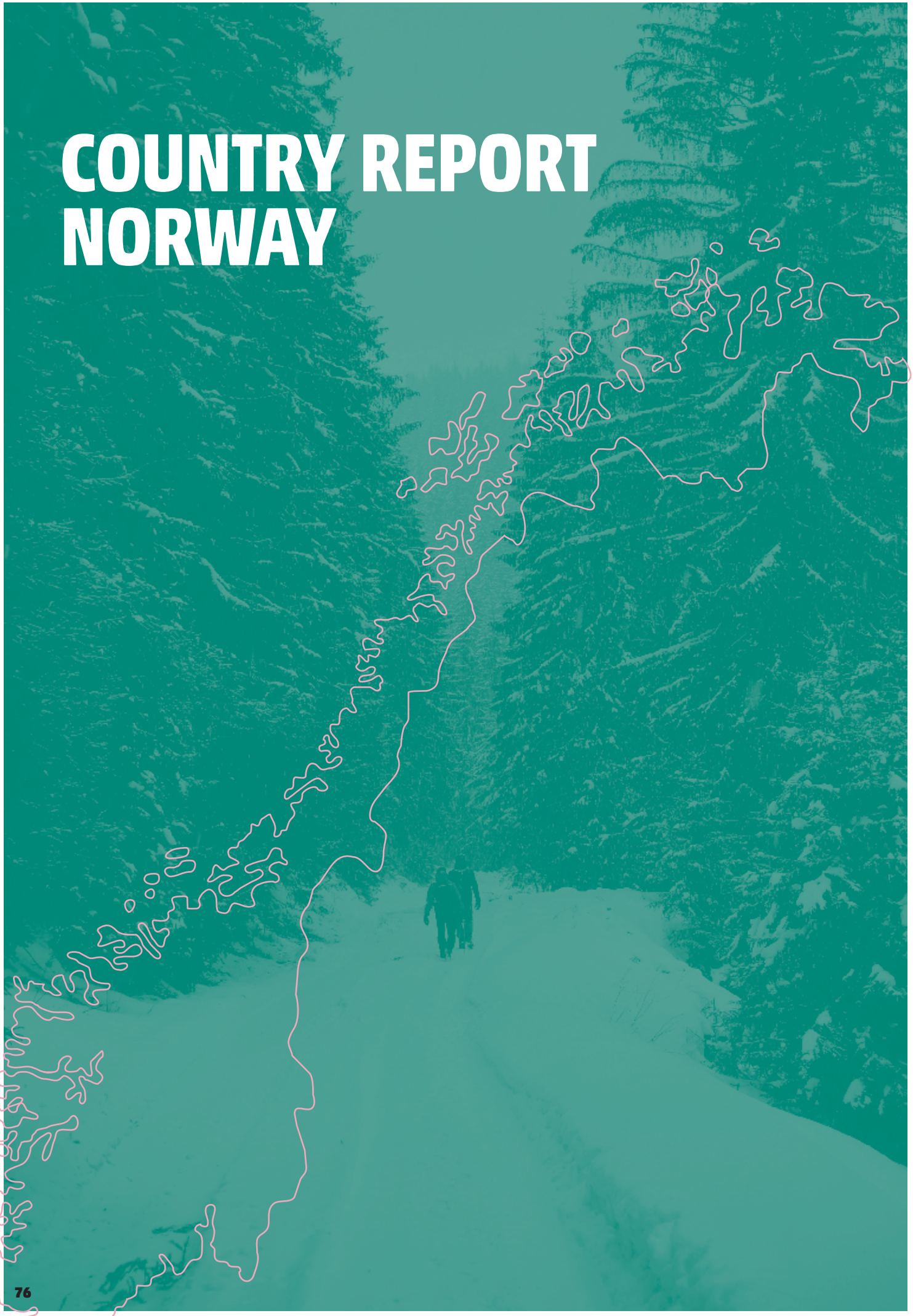
COUNTRY REPORT NORWAY



EXECUTIVE SUMMARY

NORWAY

The development of DCIS in Norway is in a thriving phase and will evolve further in the coming years.

Internationalisation is a top priority in an ever-changing Research & Development (R&D) landscape and on the forefront of every university strategy. Hence DCIS is required as the researchers relocating ask for support, and expect the institution to offer services to the partner in order for her/him to continue developing their career. It is a matter of attracting the right people and making them stay. In Norway, the acknowledgement of the need to offer these services are present and the resources keep growing within the institutions. Institutions not offering in-house services cooperate or buy services from the *International Network of Norway (Chamber of Commerce) INN* or similar organisations.The target groups for the services vary and in the future, the differentiation of services will be more visible.

DCIS go hand in hand, and by including the partners in most services offered to the researchers, the partners get networks, cultural and language trainings. Knowing the target group and managing expectations is a first step, developing a professional service and promoting it being step two. Building on the relocation service in place and cooperation between the institutions on DC and other networks has started. It is also important to have the right competencies in-house, and make sure that management invests in the talented partners, who will benefit Norway.

"This report offers an insight in the development of services in Norway and hopefully inspiration to what and how to establish it at your institution."

CHAPTER A – OVERVIEW OF THE DCIS LANDSCAPE IN NORWAY

NORWAY AND R&D

Norway, with a population of approximately 5.2 million inhabitants, living across a long stretch of land from Nordkapp in the arctic north to the beaches of Kristiansand in the very south, and only a short ferry ride from Denmark, attracts a good crowd of international researchers every year.

The research and educational landscape in Norway is changing from a more traditional one-campus university, university colleges, colleges for applied education and research institutes, to a structure where the universities and colleges are merging and become larger entities with bigger units and several campuses in more than one city. These changes might have an effect on the topic of this report on DCIS. Norway has currently 12 universities, 15 university colleges and 6 specialised university institutions.

More than 80 000 people were employed in R&D-related activities in 2016, of which 68% were scientists. Of these scientists, 38% were women. R&D expenditure for 2016 amounted to 2,03% of GDP. 46% of this expenditure came from public funding.

DUAL CAREER SERVICES AND INTEGRATION SERVICES

DEVELOPMENT IN NORWAY

The Norwegian EURAXESS Network has existed for more than 10 years and is a valuable source of knowledge related to international researcher mobility to and from Norway. Over the years, the institutions have developed competencies on international mobility of researchers and their families. Along with this, the services offered to newcomers have progressively developed, and in the last 1-3 years the resources both in staff and budget has grown dramatically, resulting in several specialized offices/units/teams working full time with international researchers and their families, offering a variety of services. The awareness of the institutions recruiting internationals reflects the acknowledgement of the need to be attractive in the global labor market and the importance of Integration Services in the such processes. After recruiting, it also pays off investing in tailor-made and specialised services toward international staff, both in the short- and long-run.

Dual Career Services (DCS) in Norwegian institutions are to some extent implemented. The services offered to the accompanying family varies across the institutions. Specialised DCS services will continue to grow further at most institutions as resources are allocating to carry out this task.

FACT FINDING TO THIS REPORT ON DCIS

The DCS has been on the agenda of the Norwegian EURAXESS Network for a long time and in 2016 it was listed as one priority area for the network to co-operate on. Later a working group was set up to develop the initiative further. Starting out to identify the situation within Norway on DCS, a desk study was conducted, and surprisingly enough very little was to be found on this topic in Norway. Why? Initially, it was hard to identify the right terminology since the topic in Norwegian and in English, has several names and meanings. Secondly, finding services promoted by companies to their potential staff/hired staff is hard, as most of this information is to be found on the intranet. Thirdly, services like DC are not offered to all hires, and therefore it is more of an exclusive offer to some potential staff. Additionally, this can be a part of a negotiation packaged when in a hiring process and not a default service.

In addition to EURAXESS centers there are several companies offering relocation services and one main actor is the Chamber of Commerce and their INN network offering relocation services in most major cities in Norway. They primarily offer services to member organisations against a fee. Some of these locations also offer DCIS, both included in the welcome program and as additional package. INN Oslo has long experience with Dual Careers and offer a variety of services along with knowledge of what it takes to have successes with DCS work. Their experience was collected in an interview and will be part of this report. There are also private companies offering these services to their own staff.

In the task for this project it was later agreed to focus on what the EURAXESS Service Centers/Institutions offers. 8 Norwegian Universities from the EURAXESS Network were contacted.

5 structured interviews were conducted using the interview guide developed by the DC Expert Group with the following universities:

- The Norwegian University of Science and Technology (NTNU)
- OsloMet - Oslo Metropolitan University
- University of Agder (UiA)
- University of Bergen (UiB)
- University of Oslo (UiO)

Information exchange was done with the remaining 3 institutions:

- Norwegian University of Life Sciences (NMBU)
- University of Stavanger (UiS)
- University of Tromsø - The Arctic University of Norway

In addition, several study visits and site visits have taken place, and relevant information from these is included in this report. The 8 institutions are geographically spread and among the largest institutions in Norway. There will be no presentation of the individual institution, but you can find contact details to the institutions on the www.euraxess.no webpage, and feel free to contact any EURAXESS Service Center for further information.

SERVICES ON OFFER

In general, when talking about Dual Career, many institutions highlighted that; "we do not offer anything", but this country report found out that most institutions actually offer some services related to Dual Career already and plan to introduce more services.

When talking about Dual Career, it is vital to see what the content of the services are and how they support the DC perspective. In addressing Integration Services, Norway is establishing a starting point for the accompanying partner/spouse in order to make the transition in a new country easier. Dual Career Services is described as a broad set of services and some cross over to more general Integration Services. Dual Career Services can be understood as career counselling and coaching, CV writing, training for interview, understanding the labor marked etc. Language training, cultural training and networking can be seen as both DC and Integration Services.

In Norway, the targeted institutions in this report offer a variety of these services, some only to the researcher, but in general they are open to both the researcher and the accompanying partner/spouse. Only one institution has a set of Dual Career Services as listed above and staff dedicated to DC at the time of the interview. Two more institutions were in the process of recruiting personnel for the relocation unit and plan to expanding their Dual Career Services. One institution was recruiting staff and had a long-term plan to include DC as a specific task. Only one institution had their services listed on the webpage as services offered. All institutions recognise the role of such services and the benefit of offering it.

TARGET GROUP

In Norway, there is a little diversification in the Dual Career Services offered. Partners to researchers at all levels have access to most of the services provided from their institution. When looking at who is offered extra service from external provides, the higher positions and more long-term positions are more likely to have access to the services. The Norwegian University of Science and Technology (NTNU) offer in-house a DC program to all partners planning on staying 2 years or more. 60-70 partners are currently part of this program. Professors and others higher positions are more likely to ask for Dual Career Services and can bring it into the negotiations. Institutions that are planning to develop their services on DC discuss to what extent they should differentiate the services they will offer to different types of researchers. Today the services are for international staff, but also national staff relocating from abroad or nationally would need services and a discussion on differentiation should include these groups.

RESOURCE AND TASKS

The staff working with EURAXESS and relocation services in Norway are mainly located in the HR department. The number of staff varies from 6 full time positions to less than 1 at the different EURAXESS Network institutions contacted in this project. Over the last 2 years an increase in staff from 1 to 2 or more has occurred. Only 2 out of the 8 institution have less than 1 full position dedicated to relocation.
The portfolio of services offered varies. Most institutions offer general service. One institution offers all services and another institution offers several of the Dual Career Services in addition to the rest on the list. A description of DCIS can be as follow:

General Integration Services

- Immigration and work permits
- Accommodation
- Tax
- Healthcare and social security
- Childcare and School
- Social activities

Career related

- Cultural courses
- Working in Norway courses
- Language training
- Pre-arrival info/support
- Outgoing mobility

Dual Career Services

- Career Counseling and coaching
- Labor marked info
- CV writing
- Applying for a job courses
- Career networking events

INTERNAL OR EXTERNAL SERVICE PROVIDERS

In order to provide sufficient support to incoming researchers and their family, most of the institutions cooperate with external providers. The trend seems to be that with less internal staff, more services are offered by external partners.

The INN network connected to the Chamber of Commerce are the most frequently used for partner support and social activities, even for general relocation services like immigration etc. In some cases, the university goes in partnership with INN in order to co-operate on activities and networking events. Most of Norway's main cities lay geographically far apart, and have little regional connection to each other, including a separated labor

market due to the distance. Each city needs to establish its own structure and networks. The structure of the labor market also varies. Some cities enjoy a more international oriented industry, have more English speaking companies and a larger international community. Others have fewer international companies or a more specialised industry, which makes DC work harder. The universities are important and often large employers both in numbers and in recruiting of internationals. In the local context this makes them valuable partners in working with and facilitating for the international community.

The benefit of having access to a structured service for DC couples is vital when recruiting in a competitive market. Being in close connection to the new employees and helping them, gives valuable input about your own institution. Having the services in-house can be a strength also in the feeling of being cared for and being valued, in addition to the gained knowledge about international staff and recruitment. When using an external provider of services, make sure you also make the personal connection to the partner. Either way, it is important to stay connected to the researchers and their partners through the whole recruitment process and their stay at your institution.

DUAL HIRING

The universities in this report are all state universities and all hires are regulated under the same laws and regulation. The main principle in hiring is OTM-R (Open Transparent Merit-based Recruitment) and the best-qualified are to be offered the job. Therefore, dual hiring is complicated in Norway. There are also issues related to having couples at different levels in the same management line, as one being superior to the other in vertical structure. There is not a problem working at the same institution though. In the recruitment process the issue of DCIS often comes up and there are efforts made to help in finding funding or pass on the CV in order to assist DC couples, but this it is not institutionalized. Dual hiring happens in Norway too, but mainly in the non-public sector and is becoming more common as the awareness of DC couples and the understanding the need for it in attracting talents.

OsloMet ask for information about the partners competence when employing (voluntary of course).They offers traineeships to some of the partners upon request. This is in general done in cooperation with the Norwegian Labor and Welfare Administration, with the purpose to achieve experience, language training, and work reference in Norway. Traineeships are popular and useful in order to prepare for the national labor market; several other institutions also offer this like UiB, UiO and NTNU among others.

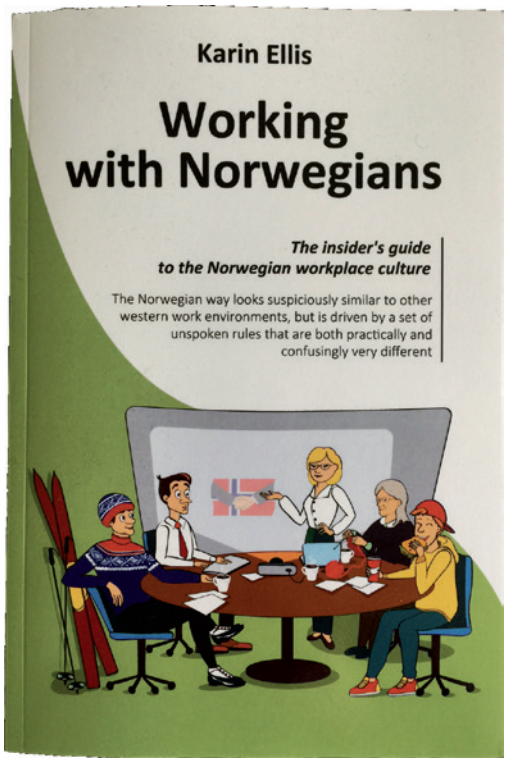
DUAL CAREER POLICY

None of the institutions have a separate DC policy in place, but some have it included in the relocation and onboarding projects that support the family. At the The University of Agder (UiA) they are working systematically with a strategy for internationalization under the title "Global Mindset" and within this defining the future of their services. Having a separate DC policy does not seem to be vital in order to work with DC. Along with better resources on staff mobility service, DC arise as an important area to develop further, and stepping up the focus on accompanying family is now on the agenda of all the centers.

CULTURAL TRAINING AND LANGUAGE COURSES

Most institutions offers Norwegian language courses. Courses are often free of charge for the researchers and sometimes for the partner. Others have a reduced fee. The University of Oslo (UiO) developed a tailor made language course for the international staff and their partners years back – it is still very popular. The University of Bergen (UiB) was the first to offers free language courses to the partners. In Norway language training is an important employability factor for positions outside academia. Norwegians are happy to speak English, and this makes life easy for expats, but social life and practical issues are easier when you know the local language.

Introducing culture to accompanying partners is a good preparation, no matter what they will do during their stay. Including work life knowledge and working culture prepares them for the process of approaching the labor market. In Norway, most institutions now offer this to researchers and more are starting to invite the partners. Some have separate sessions for partners to focus more on the process and give additional motivation. The University of Stavanger offers a service in cooperation with INN where culture and social integration is part of the service for the whole family. These courses also gives excellent opportunities for networking for the partners.



This book is based on the courses given by Karin Ellis.

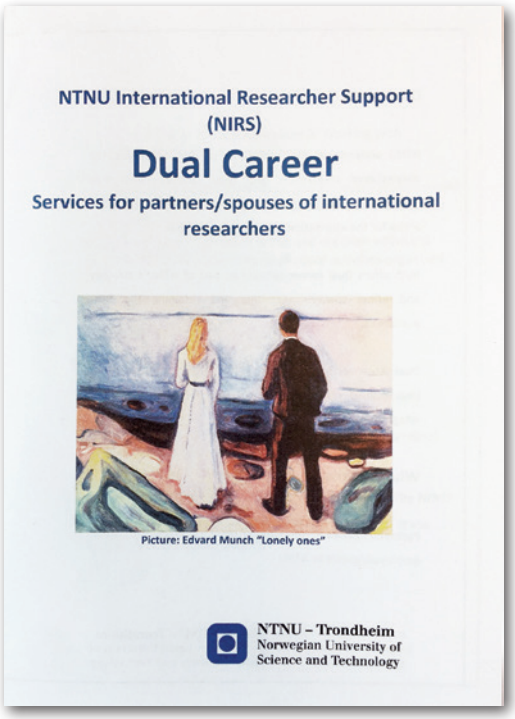
NTNU offer separate trainings on" Norwegian culture and how to apply for a job" for partner. The course is part of a program for DC partners at NTNU. The course addresses Norwegian culture and work life, in addition a section on how to apply for a job with hints and tips as well as the process, interviews, and so on. By only including partners, they can share experience, establish network, and talk about their challenges. The course "Working with Norwegians" and other cultural trainings is provided by all interviewed institutions. Some also offer this to partners. Giving the newcomers a cultural frame to work from, both makes them better equipped to understand their surroundings, interpret the situations better, and avoid misunderstanding where cultural differences appear, rather than to make it personal. Cultural training improves navigation and reduces uncertainty a long with a better chance to act in a way that enhances communication with locals.

CAREER SERVICES

Career services for students is offered on campus by Career Centers. They are open to students and several institutions mention this as a future possibility to cooperate in order to offer this to the partners as well – given that the career counselling is professionalised with a person having the right competencies. In the EURAXESS network in Norway the staff is mainly located in the HR department and hold high HR competencies. Then several have substantial knowledge in recruitment and can offer support to partners in special situations when DC is not a regular part of the services. Dual Career Services like coaching and counselling is time-consuming and needs to be followed up, so even with the right competencies in place resources need to be allocated and several institutions therefore use external services for selected groups of partners - mainly to permanent academic positions.

PRE-ARRIVAL AND PRE-VISIT

Pre-arrival services includes different aspects linked to employment and are of importance in managing expectations from both the employer and potential employee. Pre-visit can be a beneficial action in order to get a realistic picture of the new location. By including



Leaflet from NTNU

a meeting with the relocation service and even a DC consultant, both the researcher and the partner have a chance to orient themselves in a way that makes it easier to take informed decisions. It also gives an opportunity to look into and start preparing a DC process early, including a realistic perspective on job opportunities. NTNU offers skype meetings with partners before arriving to Trondheim.

NETWORKING AND SOCIAL INTEGRATION

Getting a job is much easier if you have a network in Norway. This is the same as everywhere else. Many jobs in the non-public sector are never on job-offer portals and short-term positions are often not presented in public. By establishing a network, the individual partner enhances her/his chances in finding a position. There are several ways to create networking possibilities for the partners. All the institutions offer some events already and several of them are developing more events for international researchers and their partners.

Networking within the institution

Social activities for the partners to meet other families/ couples in a friendly setting, i.e. parties, guided tours, seminars, language training organised by the university, weekly language cafes, special spouse activities with our without kids, fieldtrips are all examples from Norway. Many of which can be organised at low costs and with small resources, whereas other demand a bit more. Establishing a platform within the institution where the partners can take care of organising activities, peer groups or events for themselves both, create activity and support development of skills for the partners involved.

Networking within your institution also includes other departments, HR staff and other relevant units. Tapping into resources and knowledge within the institutions has value for both the partners and the unit working with DCIS. The people working within the institution have knowledge about hiring, career development, about open positions or trainings offered where also partners can be invited.

Networking within the community – initiated by the institution/support

The benefit of cooperation across sectors is emphasised by all institutions, In DC work, we all need a network outside our own institutions for various reasons. The most important being networking and job opportunities for partners. Identifying different local networks within the expat community is one option another is professional networks for women/ for all at local level. Voluntary work or NGOs can offer networking opportunities for partners. Networks and organisations also offer relevant trainings. Relocation companies and recruitment agencies can be interested in cooperation as well.

Networking with municipality

Connecting with the municipality to seek common projects or identifying resources working with similar target groups or international issues can be useful. In Norway Chamber of Commerce has both connections to employer that can have a common interest in cooperation as many companies suffer the same difficulties in recruiting. Recruiting agencies and national labor administration are also good examples of such institutions with a common interest and with knowledge of the labor marked and activities linked to finding a job. Job fairs can be good arenas where the DC staff and the partners meet with recruiters and get to know the local scene.

Networking at national/international level

Learning from each other, discussing difficulties and good strategies can be beneficial, also addressing issues related to the DC users, to policy makers and others, improves the work at all levels. The same goes for international cooperation, such as EURAXESS and other networks, this project being one good example.

CHAPTER B – IMPACT OF DCIS

WHY DCIS

The EURAXESS Network celebrated 10 years recently. The need to recruit and retain researchers in Europe was the motivation to establish services for mobile researchers. Welcoming services for researchers along with improving regulations for immigration, social security, funding etc. had priority to make the transfer easier. The institutions saw the need to facilitate and assist the researchers in this in order to make the move smooth, to get the paperwork done correctly and to save time for the researcher so they could concentrate on the actual job. Internationalisation, benefits and challenges has increased over the years. Highly skilled individuals tend to join up with other highly skilled individuals, and both men and women expect to pursue a career. When relocating is wanted, or needed this makes it more difficult. More women than men follow their partner to a new destination without having a job to move to and faces a career gap, making it also a gender issue. In the "old times" this was less recognised as a problem, but luckily this is changing. More men now follow their female partners, and the female partners expect to continue working at the new destination There is a shift in the role the employer expect to take, as before this was a private matter, now it is a strategic matter. More researchers ask for this service and the management ask for support in order to attract the right people in a competitive environment, where family life also matters.

IMPACT

Offering Integration Services has benefited the reputation of the institutions and given a more predictable recruitment/relocation processes. There is less stress for the researchers, their families, and the local management and HR. Professional handling of the relocation of the researchers gives a prediction and effectiveness for everybody. When working with the families it became evident that support for partners linked to a further career is crucial to make the transition work better. For the partners and the researcher having support on DC can be a game changer in choosing the next location.

Knowing that many expats break their stay to go back earlier due to lack of opportunities for the accompanying partner, DCIS becomes an investment also for the institution. In having a centralised function with expertise, the visibility, the knowledge and the impact on building networks, develop service etc. improves and take the "responsibility" away from the hiring department and the colleagues of the researcher, and create a more independent relationship for the partner still within the institution.

An aspect stressed by the hired researchers and the partners with offering DC is that the institution care for the whole family's wellbeing, not only in words but also in resources.

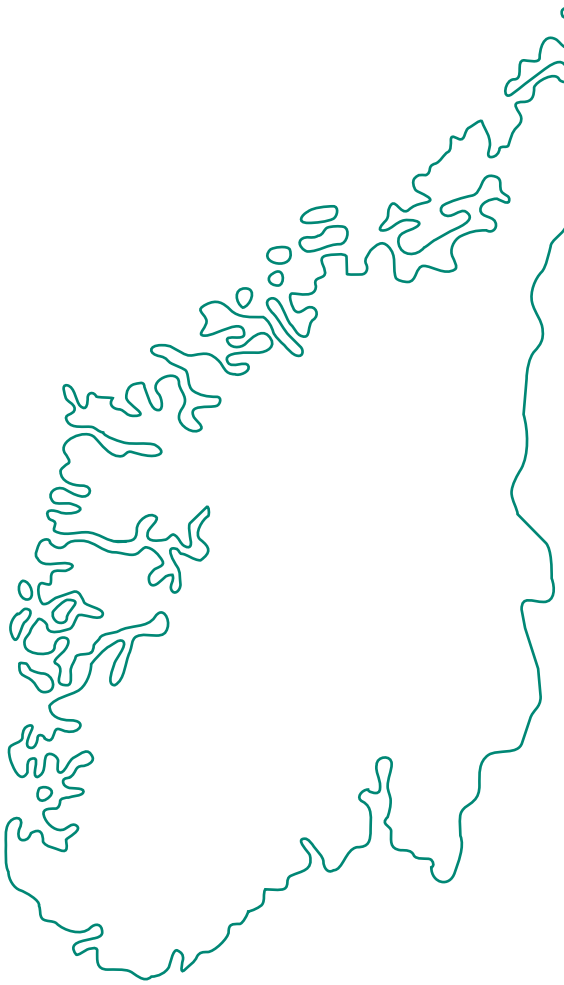
CHAPTER C – CHALLENGES & RECOMMENDATIONS

You will find a selected number of challenges and recommendations below. These a just a small selection, depending on your situation, your starting point and a lot of other factors will be of importance. Get started with DCIS is the best recommendation of all, because it is so needed for our international partners and staff and it makes difference.

TARGET GROUPS

Identify the target group and get to know them. Do you already have contact with them?

In Norway, most of the partners have access to services including social integration and this is a way to meet them. If opting for a smaller target group, prioritise higher positions or permanent positions when offering extended services is one way to do it. The duration of stay of the partner being one factor to consider when offering Dual Career Services. Long-term stays increases the possibility of success in the job market. Make sure your chosen target group are in line with and supported by the institution in order to avoid unmet expectations.



DC SERVICES

Look to what you or your institution already offer of services and see if some of them actually work for DC purposes as well. If you offer services with the specter of DC make them visible and label them as DC services. Being specific on which services are provided and how, helps everybody. Start out with a number of not so demanding services and then build it up when the resources and competences are in place. Even using an external provider can be a solution at first. Make sure to offer regular activities rather than one big event, as motivation and support over time can be crucial in establishing a trusting relationship, also knowing that getting a career going in a new country takes time.

A growing number of services offered in Norway, cultural courses and language training being the most common. Including the partners in social and networking activities is also done on a large scale and benefit both the employee and the partners as the have common activities to attend.

Suggested DC activities: Individual meeting with career focus and support with CV. Career counselling, seminars with experts on the regional labor marked, peer review groups and network events with a career focus.

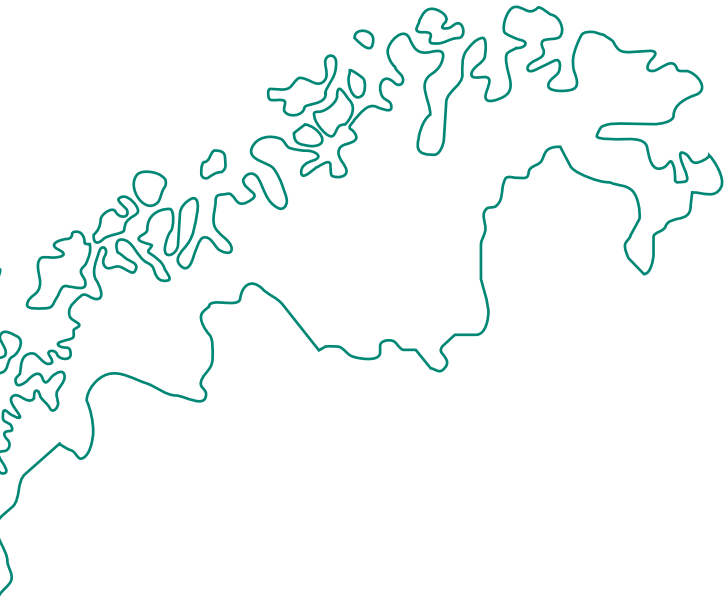
RESOURCES (FUNDING & STAFF)

More resources allows more activity and often includes more competence. In order to set up a DCIS both resources and competence has to be in place as well as a systematic approach. A dedicated person/team to work with DC is recommended, but it does not have to be full time. Engaging the partners in activities and in organising their own activities should be supervise by a resource at the institution. Maybe offering a small budget and some infrastructure for them is a good start, these activities also gives them experience and possibilities to get reference for later.

In Norway growing number of staff are dealing with relocation service. 4 institutions have 2 – 6 fulltime position for relocation, including DCIS. One has 1 position and the rest are part time resources. Only 1 institution has a dedicated position for DC in a part time position.

NETWORK

One cannot do without networking. Networking events for the partners are important, within the institution HR, head of office are good helpers. In the community looking for NGOs, professional networks, Chamber of Commerce, and municipality structures are good sources for the DC work.



Setting up structured networks with other companies and institutions can be a way forward. This creates both networks for the partners and for the institutions, increasing the chances for career possibilities for the partners.

As "everybody" is looking for help to get their partners employed – make sure to offer your support to other partners. Everybody needs to give and take in such a network for it to sustain over time. Short-term apprenticeship, counselling, circulation of CV's, networking events etc can be part of such a network.

COMMUNICATIONS (INTERNAL + EXTERNAL)

The institutions will only flag Dual Career Services when they feel they have a substantial package to offer, but will assist upon request to a larger extent than their promotion of it. External communication attracts networking opportunities for the institution. Most common way to promote is webpages, leaflets and in presentations.

Promoting the service internally to HR and Head of departments is vital as they are the first contact point in the process of hiring. In promoting the services, they can present them at the right time and in the right manner, including what the institution can offer (and not). Getting the expectations right both linked to career opportunities and what support will be offered from the very start benefits everybody.

External promotion has a value in attracting and in the pre-arrival phase. The potential candidates get an impression of what the institution offers, and this has hopefully a positive implication on the decision-making. When DCS are established, promoting it through the job advertisement can be a good idea.

EVALUATION

This report has given an opportunity to collect the best practice of the Norwegian Network and enhancing the value of Dual Career Services. Related to this work, study visits and seminars has happened and strengthen the visibility and benefits of DCIS in Norway and more services will be offered in the future. A stronger cooperation within EURAXESS Norway will be a first step and the working group can lead us forward.

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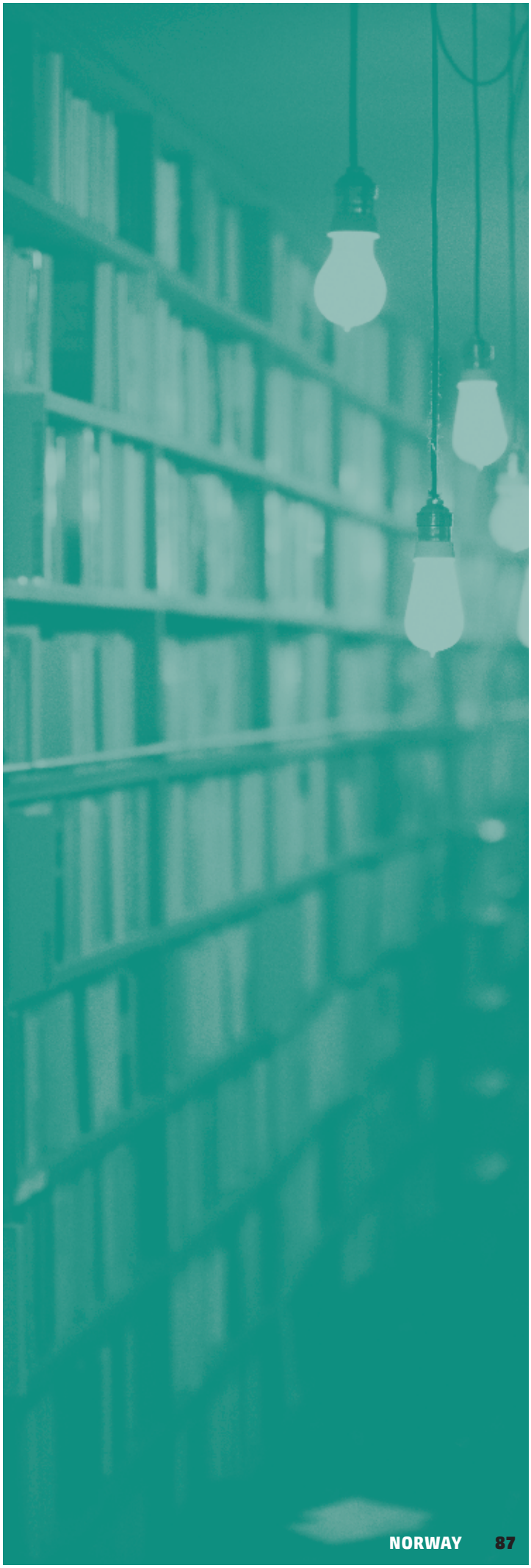


COUNTRY REPORT SWITZERLAND

EXECUTIVE SUMMARY

"Academic institutions are aware of the challenges international researchers and their families face and some have already introduced DCIS 20 years ago, with a greater increase in programmes within the last 5 years."

SWISS UNIVERSITY LANDSCAPE AND THEIR CHALLENGE

In our analysis, we discovered a surprisingly broad landscape of different institutions of higher education in Switzerland. These include:

- 12 main research-based academic institutions (10 Universities and two Technical Universities)
- 7 publicly-financed and two privately-financed Universities of Applied Sciences
- 14 independent Universities of Teacher Education as well as two Universities of Teacher Education, which are integrated within Universities of Applied Sciences

In addition to these, there are a few other research institutions, which also hire internationally but which we did not have contact with. At all of these institutions, diverse initiatives are flourishing, which could all be bundled under the umbrella of Dual Career and Integration Support. These schemes vary both in size and scope and the services offered, are not necessarily labelled as "Dual Career". The reason for this is that universities tend to propose such services with different motivations; some hope to use the service to recruit new professors more successfully, some want to be more attractive for international doctoral and postdoctoral researchers.

Others offer Dual Career and relocation services with work-life-balance and family friendliness in mind. Whatever the motivation, these initiatives facilitate the hiring of international academic staff by Swiss universities.

Switzerland is a small country with short commuting distances and a very diverse job market. Many of the universities in Switzerland either are found in or are part of a larger global job market, including big national and international employers, as well as SME and innovative start-up companies. These businesses and academic areas are easily located within commuting distance. This situation makes the professional integration of partners who do not speak the local language possible - however, such integration does not happen automatically and it is still sometimes challenging.

Although Switzerland relies heavily on international experts and has always absorbed specialists from abroad in its working population, finding a position in Switzerland, as a natural continuation of one's previous career path, is by no means an easy task for international partners who follow their life partners up the career ladder. Any support scheme offered by Swiss universities - and there are many diverse schemes - is well received and thankfully used.

The corporate sector and international NGO sector are not the only ones seeking to attract highly qualified international employees: Swiss universities largely recruit their scientific staff (on all levels of academic career paths) from abroad and therefore face strong international competition.

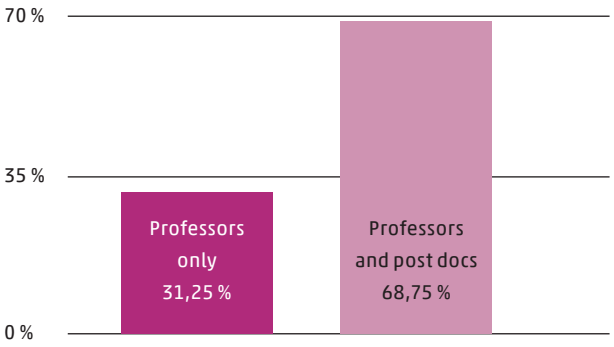


Fig. 1: Target population benefitting from Dual Career Services. Percent of the universities offering the service.

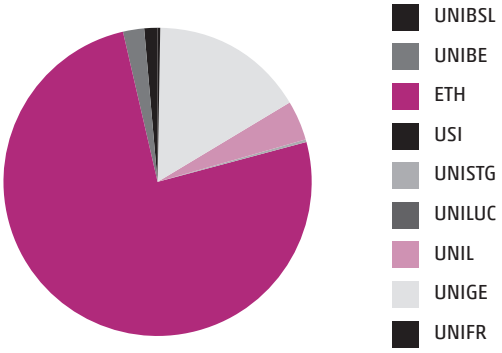


Fig. 2: Number of Dual Career cases cared for by institutions since 1999.

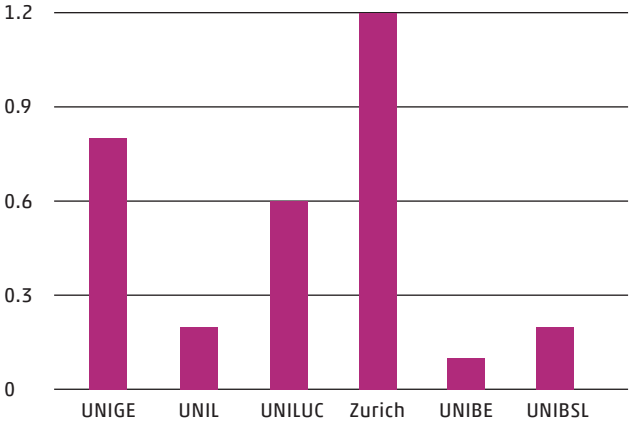


Fig. 3: Women supported by an FNS Dual Career grant (2008-2012).

DUAL CAREER AND INTEGRATION SCHEMES

These Dual Career and integration schemes and measures can be divided into two areas:

1) **Dual Career and professional integration schemes for partners on the one hand**

2) **Family integration schemes that address issues relevant for all family members on the other**

Family integration schemes mainly include topics like housing, schooling and childcare, insurances and taxes, but also cultural aspects related to living in Switzerland and learning the culture and language (French, German or Italian). To a large extent, the individual needs of each family dictate the support requested from and provided by the universities. Relocation topics most of the time are addressed by welcome centres, HR departments or equal opportunity offices.

The support provided to international partners regarding their professional integration is equally diverse, since universities need to address issues related to careers in academia as well as in the corporate world, NGOs, or in social, health and school environments. Furthermore, some partners are interested in setting up their own business. Others need information about further education options, the recognition of their diplomas or career transitions, and re-orientation after a career break. All of these issues are addressed by most of the Swiss universities, either by specialised DC teams, HR people, career centres, or also on an ad-hoc basis by deans and other players of the recruitment process.

All participants involved in DC issues unanimously explain that having clear and transparent rules about hiring partners in their own institution is needed and highly valued. However, not all universities have their own respective rules and/or a clear policy approved by their governing boards.

Sometimes, these rules are implicit and applied on a daily business approach, but it would have a higher impact on all parties involved (including the DC partners), if rules, based upon a clear policy, were agreed upon in all Swiss universities. This would enable a smoother management of expectations based on clearly communicated guidelines and would reduce the potential for frustration on both sides tremendously.

It would also be useful to be able to brand academic institutions as "Dual Career and family friendly" employers. Although explicit regulations may not exist as such, all universities state that the hiring of a partner in the same university can be challenging. No university supports the hiring of two life partners for the same office or professional unit; that one person reports to his/her partner is considered a no-go. Positions are always advertised and given on a fit and merit based recruiting process.

It is generally agreed that networks and informal contacts facilitate the work of DC advisors. A number of local, regional and even national initiatives have emerged as a result. Despite all networks and endeavours of DC advisors, the topic is still challenging for all parties involved and requires individual discussions, clear management of the expectations, creativity, and sometimes even a component of luck to find long-term and sustainable solutions.

CHAPTER A – OVERVIEW OF THE DCIS LANDSCAPE IN SWITZERLAND

THE UNIVERSITIES IN SWITZERLAND

In Switzerland, there are 12 academic institutions: 2 Federal Technical Universities (ETH in Zurich and EPF in Lausanne) and 10 Cantonal Universities (University of Basel, University of Berne, University of Fribourg, University of Geneva, University of Lausanne, University of Lucerne, University of Neuchâtel, University of St. Gallen, Università della Svizzera Italiana and the University of Zurich). Some of them are relatively small, others are quite large. Some are comprehensive universities, others are specialised.

Old institutions dating back to the Middle Ages can be found next to relative newcomers. While some have a more national scope, others are ranked internationally. All language areas in Switzerland are covered. The specialisation, size and internationalisation strategy constitute the factors determining to what extent universities address the DCIS issue. Likewise, different Swiss universities have either been actively addressing the issue when recruiting (mainly) new professors for almost 20 years (e.g. ETH Zurich); others are just starting with new measures (e.g. University of St. Gallen).

In recent years, the Rectors Conference of Swiss Universities ran a specific DCC Module within its Equal Opportunity Programme 2008-11/12 (In: Obexer-Ruff, G & Rothäusler, I 2010, «Die Förderung von Dual Career Couples an den Schweizer Universitäten», in Gramespacher, E, Funk, J & Rothäusler, I (eds), Dual Career Couples an Hochschulen, pp. 149-159, Opladen/Farmington Hills, and see also https://www.buerobass.ch/fileadmin/Files/2013/CRUS_2013_DCC_Broschuere_e.pdf) for all 10 Cantonal Universities offering financial support to 2nd hire partners - in total 27 "cases" from 7 universities: BS-1, BE-5, GE-3, LS-3, LU-1, NE-3, ZH-11 have been funded. This enabled the universities to build up DCC structures, which they could continue within the measures included in their Gender Equality Action plans (2013-16 and 2017-20). Depending on the recruiting strategy of the individual university, Dual Career and integration aspects are rooted in and offered by different services.

Whereas the service is automatically included in the hiring process of new professors and part of a rector's or president's office in bigger and more international universities (as is the case in the two ETHs and the University of Zurich), other universities include DCC services in welcome centres (University of Geneva), integrated either within an HR section, an equal opportunity and diversity section, or sometimes also as part of an international office (University of Basel, University of Berne and University of Lausanne). All universities decided to vary their support depending on the target group, for whom they are offer such services. Partners and families of newly recruited professors tend to receive a "VIP" service including individual coaching and support, whereas partners and families of postdocs, doctoral students and other (temporary or permanent) researchers mostly receive online support and general information, which is not individually tailored to their situation.

OVERVIEW ON SERVICES

As mentioned above, the range of services offered varies based on the target group.

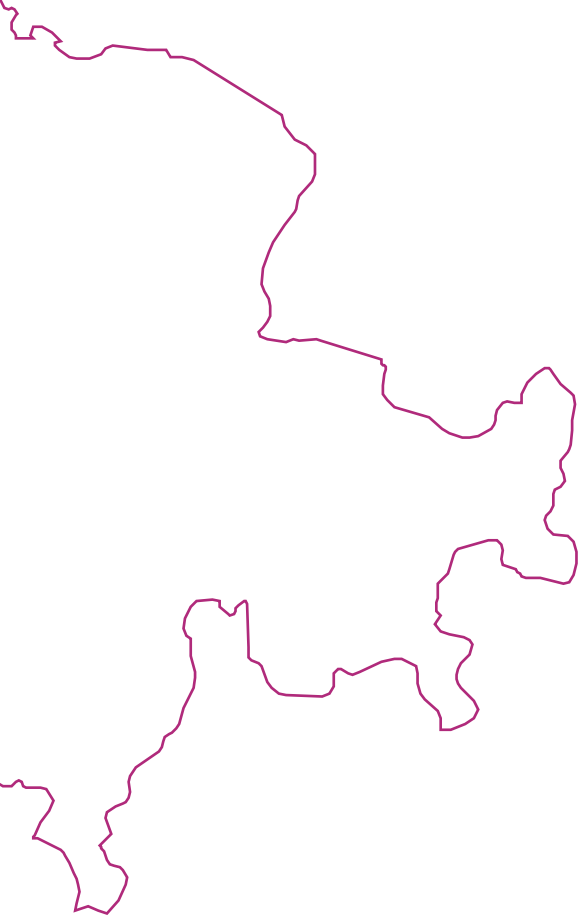
The "VIP package" is offered to families and partners of newly recruited professors from abroad. The reason for this is that these individuals are much more rooted in their current home country, and both leave well-functioning structures and careers behind, as they are simply more advanced in their careers and well established than researchers in the beginning of their academic careers (e.g. postdocs and docs).

A partner of a new professor tends to be in his/her 30ies or 40ies and on a clear and well-defined career track. Quitting this path and moving to a new country with often a new language means that he/she is in danger of considerably slowing down or even interrupting his/her career for the sake of the other partner's advancement in his/her career. With women (who usually were the second hire/partner, historically), who are well educated and pursuing their own professional careers, neither of the partners is as willing to leave everything behind with no future employment perspectives. The universities that aim to hire professors from abroad are thus faced with two alternatives: either they fail to recruit because of the lack of career perspectives for the following partner, or universities address the career issues of the partner and tries to provide him/her with a perspective.

The reality today forces all universities to discuss this topic during each new hiring process. Candidates have learnt their lessons well in the past years and play the Dual Career and integration card in every negotiation process with increasing expectation and urgency. The so-called "war for talents" around the world does not allow universities to ignore these matters. Swiss universities, to a certain extent, are in a very privileged situation: they are mostly located in bigger cities with a diversity of other employers, Switzerland is considered a very innovative country with a large number of international companies and organisations (where the working language is often English) and there is a relatively low unemployment rate. A job market for highly-educated partners exists. The task of the universities' DC counsellors therefore mainly consists of connecting the partners with relevant people and industries, giving advice about the Swiss job market, providing tips on how to network and search for a job, explaining the need for learning the local language, and providing intercultural training. These activities are made easier by networks in which the universities increasingly become members, namely IDCN (International Dual Career Network, www.idcn.info), ADCN (Academic Dual Career Network, network in which all Swiss universities are members and which serves to exchange best practice and support in special cases), but also smaller and more local professional networks which are door openers for international partners.

Statistics (P. Dubach, T. Hinz, *Dual Career couples at Swiss Universities, Centre for labour and social policy*) and experience show that scientists are often in a couple with other scientists. Unless the partners pursue a research career in industry, he/she plans to pursue his/her career at the same (or other, if available) university as well. And since many couples get together during their time as students, they often work in the same field – or are even used to working together. Such constellations quickly raise the question of nepotism. This calls for clear rules and regulations if and under what circumstances a partner can be hired for the same institution as the first hire.

Although only few Swiss universities have published DC rules or policies, all emphasise that a partner is not to be employed in a way that he/she directly reports to his/her partner. And since Swiss universities are financed to a large extent by tax payer money, positions generally need to be advertised (open transparent merit based recruitment OTMR) and several candidates need to be invited for an interview and compared. Hiring is always based on fit and merit, and not on goodwill. Only when a person fits and brings the necessary background, experience and credentials, he/she is accepted and can pursue his/her career independently.



Although DC constellations might be more quickly resolved if these rules were not as strict, the career of the partner as well as the reputation of all parties involved, including the university, would be at stake. Compromising on fit, quality and organisational subordination is thus not an option. This means no promise and false hopes to partners. Instead, counsellors recommend being creative, working with networks, contacts and career coaching. All of this is time consuming and sometimes too slow and very frustrating for the partner. But in Switzerland it is considered to be the only respectful and sustainable approach. On this, there is unanimous agreement amongst all Swiss universities.

Not all universities have the need to offer a very large and sophisticated DCIS programme. Sometimes, scarcity of resources hinders the development of such services, even if the need is there and acknowledged. Therefore, the Swiss universities published a lot of very helpful information on websites, flyers and brochures. These resources are complemented by the very comprehensive and centrally updated EURAXESS website (https://euraxess.ec.europa.eu/switzerland/information-assistance/looking-job/dual-careers).The EURAXESS-portal provides well-structured and always updated information on job search information and links to employers in Switzerland as well as links and information to other integration topics. The universities then tend to complement this information with local and specific information, which allows the new hires to orient themselves very easily.

One aspect of DC support measures, which potentially worries the questioned DC advisors, is the aspect of discrimination against other potential employees. Researchers hired from abroad receive support on aspects which could also be labelled as a "private matter and of no concern to the employer". This support is not granted to everybody, but only to a certain part of the population, who are encouraged to move to Switzerland from abroad. Although these measures are always offered with a view towards minimising the mobility obstacles international researchers face (and universities tend to value mobility in a research career as indispensable and therefore required), the local candidates and their partners may feel discriminated against as they receive no individual support. They are expected to know their way around Switzerland, have their network and should not rely on the guidance of the university. This is of course common sense and can easily be explained when made transparent. Still, the notion of discrimination is a topic, which universities need to be aware of and handle with care. It must be stated though, that the Swiss universities consider the topic "promotion of (young) researchers" to be one of the first priorities on their agenda and for strategic planning.

Various offers have been created in the context of specific programmes (e.g.: Transferable Skills Programme of the Universities of the Suisse Latin (CUSO) and the respective national Transferable Skills Network , swissuniversities programmes P-1, P-7, P-11 etc.) as well as local activities (Graduate Campus of the University of Zurich, Graduate Center of the University of Basel, GRACE etc.) in order to support the local researcher community. Experience in other academic environments is, in any case, usually considered an important element in the recruitment process for all academic levels. Mobility for all of those who wish to build a successful academic career is thus necessary - not just nice to have! This idea of "brain circulation" also means that even Swiss researchers are being recruited back to Switzerland and could thus profit from these services. Since an increasing number of universities in the world meanwhile offer DC support, researchers and academics, who are mobile will profit from such services one way or the other.

CHAPTER B – IMPACT OF DCIS

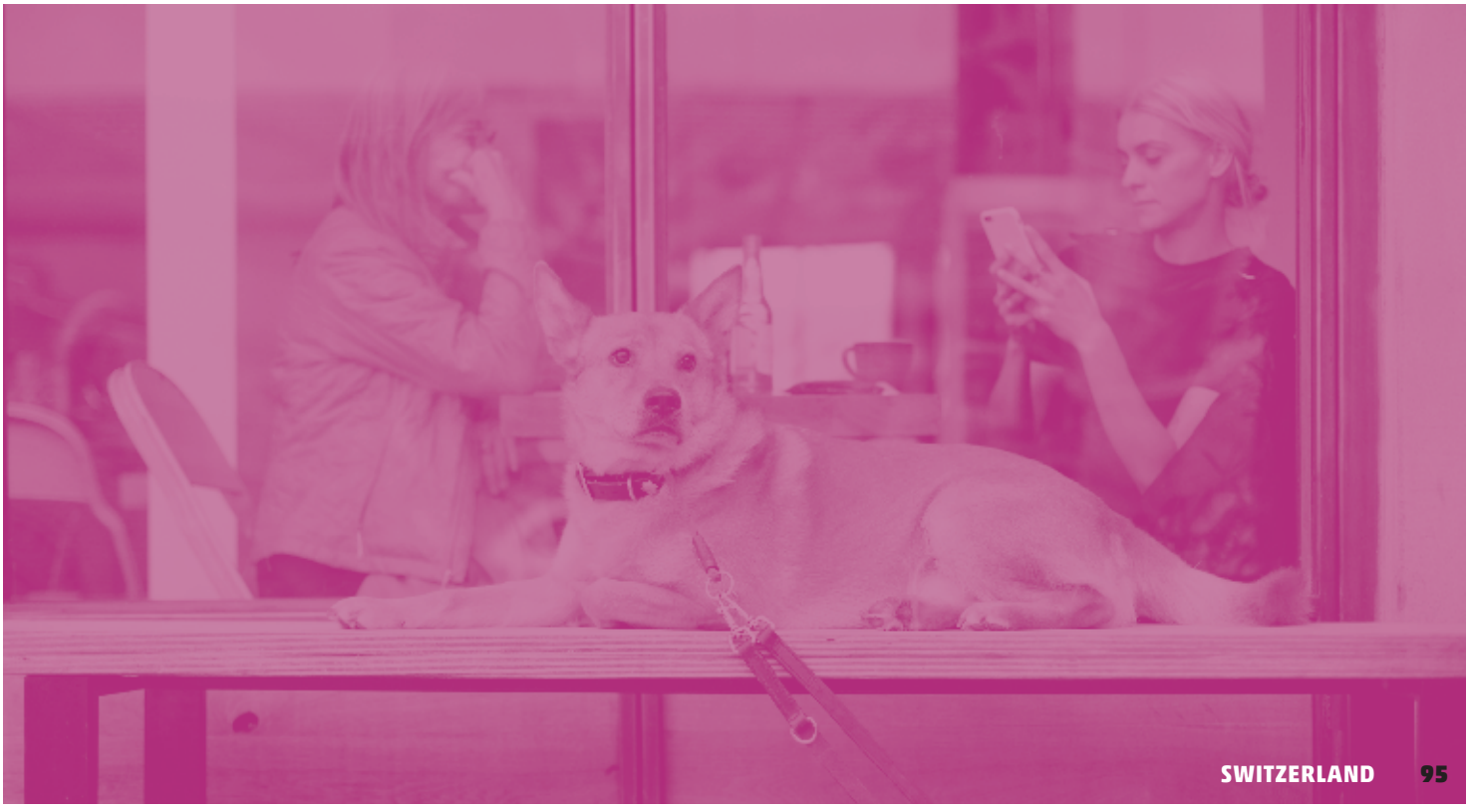
WHY DUAL CAREER SERVICES ARE CRUCIAL

Since the middle of the 1990s, renowned universities that recruited their professors and scientific staff from around the world observed that international researchers became increasingly hesitant to accept an offer and move out of their country with their families – even when the offer was attractive and the new position promised a career boost. The hesitation came from the family, and in particular from the partner. Whereas families previously were generally supported by a sole breadwinner and the other partner was responsible for the household work, societal changes brought along more and more women determined to pursue their own professional careers and this made the required mobility of scientists a challenge.

Even when the professor/candidate experienced a boost to his (rarely her) scientific career with an international move, the then so-called "trailing spouse" experienced the opposite. She (rarely he) gave up her career for the sake of his, was pushed back in the career path and was left to her own investigation skills to find a new employer. This slowed down women's careers, adding more bumps and interruptions.

In the 1990s, women increasingly demanded that their professional integration be actively supported by the hiring institution. If not, the university was faced with rejected offers, difficulties in hiring the ideal candidate and it wasted time, money and energy of search committees, deans and staff on unsuccessful hires. This is when universities started to offer DCIS support and saw the successful hiring of a new professor and scientist more comprehensively by also including the demands of and considering issues related to professors' partners and the children. The rather insignificant relocation support schemes from the past, which mainly focused on moving benefits and sometimes-temporary housing, grew.

With Dual Career and integration schemes, even very challenging hires could be successfully concluded when options were presented to the partner regarding his/her career, when children were introduced to the local school and childcare system, when homes were found and insurance, taxes and all other issues, which a family faces after an international move, were addressed. Today, almost 20 years after the first DCS was founded in Europe, such services have become indispensable and often decisive elements in the recruiting of highly skilled researchers and professors. Such services are now common practice in all Swiss universities.



EXPERIENCE WITH DUAL CAREER SERVICES TODAY

The first institution in Europe that introduced a Dual Career Advice (DCIS) was ETH Zurich in 1999. The ETHZ has almost 20 years of experience hiring new professors with such services. Whereas this service was new in the early 2000s and commented by candidates as an amazingly unique and wonderful offer, it is now considered standard and natural to all candidates who enter negotiations.

Candidates even actively introduce it as part of every negotiation and clear demands and requests are presented from the very beginning. In today's age, it seems for universities that recruit excellent candidates from abroad, the personal situation for new employees must be addressed. Universities must be proactively involved. The candidates have learnt their lessons well over the past years. Their demands for career support for their partners and integration support for their families has increased over time. A university that fails to take these demands seriously will most likely fail in the hiring of candidates.

Today, candidates compare offers of different institutions and even if the institution offer is excellent, family reasons and missing opportunities for their partners make them go elsewhere (or stay in the current institution, which often tries to retain the person by increasing his/her package as well). The challenge for the hiring institution consists in managing the expectations of the candidate, in having clear and transparent DC rules and regulations, which do not violate good hiring practice in general and do not create different hiring processes and criteria for DC hires and other hires. Discrimination should not be an issue when DC support is discussed, nor should nepotism. One core element, which all Swiss universities agree on, is the strict rule stating that couples are not to be employed in a way that forces one partner to report to the other. They are not to work within in the same research group. There is further unanimous agreement amongst the Swiss universities that the hiring of DC partners is under strict scrutiny and no compromise is to be made when it comes to quality and fit. Once these elements are defined and accepted, DC Services start coaching, networking and guiding DC partners through a job search process, which ultimately should result in the partner signing a work contract. This job search can be long and does not automatically lead to a first position, which is also a career advancement for the partner.

Even with DC support, partners have a harder time relaunching their professional activities in a new environment. DC advice thus often includes support to partners who must handle frustration and who need new orientation. In such situations, the DC advisor needs to be very careful to motivate and encourage the partner in his/her orientation and transition phase, and in case of serious troubles, she/he also needs to be open towards connecting the partner to medical or therapeutic support. Some criticism of these DCIS support measures express the fact that they are granted to an already privileged population. This may be correct, but experience shows that the services also benefit more and more postdoctoral and Ph.D. partners, who are in precarious contractual constellations with temporary contracts and unsecure perspectives.

Individual universities, and also countries, benefit from diversity in their faculty; this diversity therefore promotes equal opportunities for men and women. Communities also benefit when hiring excellent well-established researchers and professors as well as promising young academics from all over the world. These people give up their home country and friends to contribute towards the development of our country and the education of the next generation. It only seems fair that universities should provide support as a means of compensation so that they can more easily integrate into Switzerland.

CHAPTER C – CHALLENGES & RECOMMENDATIONS

The biggest challenge mentioned by actors involved in DC Support is the aspect of **expectations management**. This obviously includes adapting expectations of a candidate and his/her partner so that they do not have false hopes or a wrong picture of what their professional life will be like after the move. However, expectations management also concerns deans, board and staff members who all demonstrate a strong interest in making sure the hire concludes successfully. Having a DC Service helps, but it is by no means a guarantee.

The **potential for discrimination** should also not be underestimated. Depending on who the target group is (professors only or also postdocs and docs), and depending on the scope of the package (VIP vs more web-based information material and networking opportunities "only"), people might feel discriminated. The same can be true for local employees whose partners are in similarly precarious professional situations.

Another challenge concerns the support given to postdocs and docs as they have **temporary contracts and short-term perspectives**. This makes networking and connecting to the local industry and employers more challenging. The short-term perspectives of the temporary academic staff thus conflict with the more long-term perspectives of employers.

The DC advisors often work with people who go through a very challenging phase of their life. This is equally challenging and requires fine intuition and tact. It is thus highly recommended to be **transparent** as to what is possible and what is not. Having a publicly accessible **DC policy** is therefore vital in order not to leave anybody in an ambiguous and unclear situation. Equally important is the development of communication strategies and identification of an official contact person for DC issues. It is then up to the individual institution as to how, when and where to integrate DC Services in their organisation. It may well be that this element is decisive when it comes to the success and effectiveness of such a service.

Apart from a transparent and publically accessible policy, it is important that the institutions **define the "why", "what" and "to whom" very clearly**. This helps limit frustration and unclear situations.

An institution that offers DCIS also needs to **train and select the DC advisor** so that he/she has the relevant skills to guide people in difficult situations and handle the aforementioned challenges professionally and with aplomb.

TARGET GROUP

Most Swiss universities offer DC Services to the partners of the newly recruited professors from abroad. Most of the time, this small group gets very personalised support. For the much larger group of partners of other researchers (mainly postdocs and sometimes doctoral students), the DC Service is usually much less individual and more generic, in the sense that these partners mostly profit from online information and networking events, with no individual support. However, the experience gathered from supporting a VIP target group can be beneficial to all if the information is publicly disseminated on a website or during group workshops. The online ETH application guide for instance is used outside of ETH Zurich by other DCS and is accessible to any job searcher.

DC SERVICES: ACTUAL OFFERS

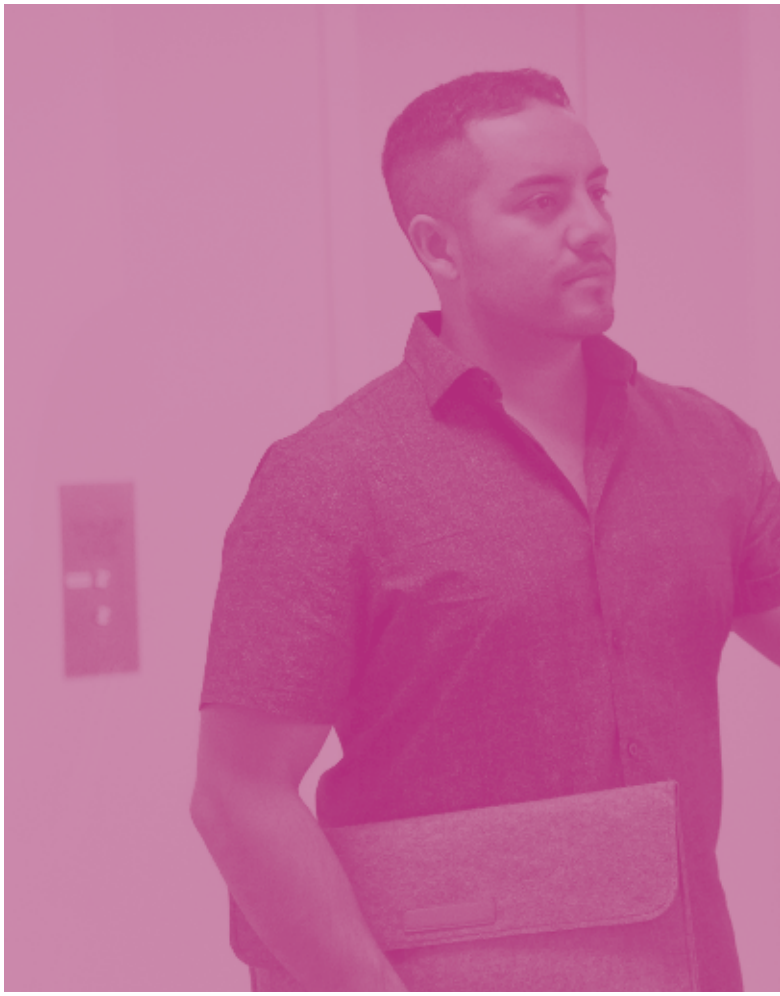
Depending on the scope of the DC Service, these services include individual coaching, support in writing cover letters and CVs, respecting local traditions, introduction to potential employers and peers, checking of diploma and (formal, legal) requirements (work permit, recognition of diploma), information on further education and (local) language support, as well as career counselling and guidance.

RESOURCES (FUNDING + STAFF)

In Switzerland, funding and staffing of such programmes clearly depend on the recruiting strategy of the universities. More resources are allocated if there is consequent international recruiting and if the number of hires from abroad is high. Apart from staff dedicated to coaching and counselling services, some universities can choose to allocate a budget to the partner so that he/she can find potential employers or also "grant money" for the first few months. This works in academia provided that the two criteria "quality" and "fit" are never neglected and the person is placed where he/she fits, serving the institution and boosting the partner's career.

NETWORK

In Switzerland, small and big networks are mostly locally rooted. These networks facilitate the job search of the partners and the support the work of the DC Counsellors. Two relatively new networks deserve mention in this report: One interesting network is the International Dual Career Network (IDCN). This network has three different hubs in Switzerland in Basel, Geneva and Zurich. Members of these hubs are mainly international corporate members and a few Swiss universities. IDCN facilitates the networking for the partners with HR, recruiters and managers of these companies and they receive training and exposure to potential employers. The second network was founded in 2016 and is the academic version of IDCN. The Academic Dual Career Network includes Dual Career, HR and/or Equal Opportunity Officers from every university in Switzerland. The goal of ADCN is to exchange experience and best practice in order to help DC Counsellors when it comes to linking partners to research groups or peers in neighbouring institutions.



COMMUNICATIONS (INTERNAL + EXTERNAL)

The most effective vehicle for communicating internally and externally about the DC Service are websites and flyers. Those universities, which have a standardised DC Service and process in place, operate with questionnaires and proactively contact and introduce their service to the candidates while they are still in the negotiation process. Events intended for the aforementioned networks also encourage the spread important roles and values and supports the functioning of services.

EVALUATION

Evaluation of the service is mostly done by asking the concerned partner for feedback, sometimes by collecting statistics about successful hires and simply by keeping in touch with the whole family during a transition period after the move. Having a contact person within the employer of the first-hire is highly appreciated and benefits not only the employer's branding, but also creates a very trustful relationship between the employees and the employers.

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