Human Resources Strategy for Researchers (HRS4R)

at German Sport University Cologne

Deutsche
Sporthochschule Köln
German Sport University Cologne

Content

Introduction

The EU Commission awards the quality label *HR Excellence in Research* – within the framework of the Human Resources Strategy for Researchers, HRS4R – to research institutes that offer researchers both good working conditions and an appropriate working environment. This award is based on the standards set out in the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*[1].

With receipt of this award, it is documented that institutions recognise the principles of the *European Charter for Researcher*s and the *Code of Conduct for the Recruitment of Researchers* and commit themselves to upholding them. It also demonstrates to the European Commission and to the public that researchers find excellent framework conditions for their research projects, transparent and fair recruitment procedures and a positive and stimulating working environment – as well as personal development opportunities.

The award is linked to the implementation of 40 principles on the basis of the Human Resources Strategy for Researchers (HRS4R), thus sets a structural framework for the institutions. These principles are divided into four areas:

- » Area I: Professional and Ethical Aspects
- » Area II: Recruitment and Selection
- » Area III: Working Conditions and Social Security
- » Area IV: Training and Professional Development

The award is associated with the permission to use a corresponding logo *HR Excellence in Research* showing the entire (international) scientific community, employees, existing and potential partners and the public that the institution is continuously improving its working conditions for researchers. Therefore, it also ensures even more international visibility.

German Sport University Cologne (GSU) has decided to apply for this award and, by entering this process, GSU is positioning itself as a university that is aiming to offer researchers at all career levels a stimulating and inviting working environment and attractive working conditions. Simultaneously by recognising the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers* GSU is embracing EU's quality standards and facing international competition.
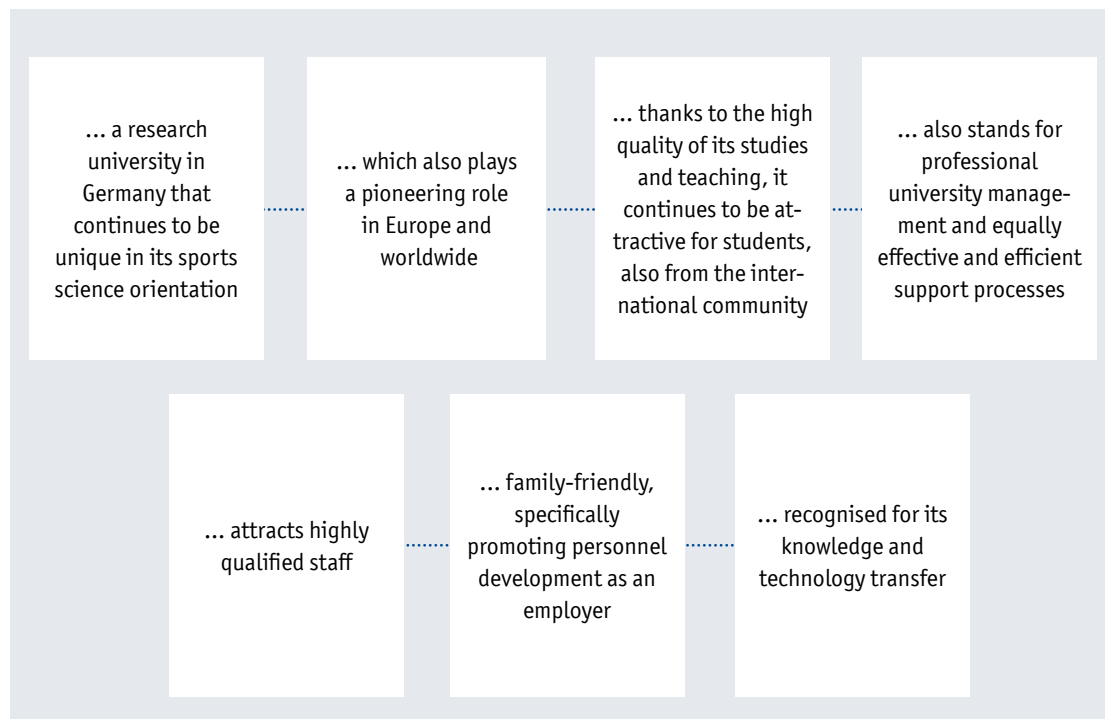
GSU has always been offering academics at all career levels a wide range of support options. However, GSU is aiming to further bundling, expanding and focussing them – in accordance with the a.m. thematic fields described by the EU.

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[1]   https://euraxess.ec.europa.eu/jobs/charter-code-researchers

German Sport University Cologne

GSU is unique in its thematic orientation and plays a leading role nationally and internationally: While sport science at other universities co-exists alongside many other disciplines, GSU offers an extraordinary constellation. With about 350 researchers at 19 institutes, not only a comprehensive range in sport is addressed but also the corresponding depths in the area of social, behavioural and life science for sport and movement scientific subdisciplines. With "sport and movement" as the overriding reference point, activities in research, teaching and knowledge transfer are developed and focused on the key topics of performance, health, society and education. In its University Development Plan 2021-2025[2] (UDP, 2021) GSU has drawn the following vision: German Sport University is …

… a research university in Germany that continues to be unique in its sports science orientation	… which also plays a pioneering role in Europe and worldwide	… thanks to the high quality of its studies and teaching, it continues to be attractive for students, also from the international community	… also stands for professional university management and equally effective and efficient support processes
… attracts highly qualified staff	… family-friendly, specifically promoting personnel development as an employer	… recognised for its knowledge and technology transfer	

A modern human research management and specifically human resources development and in this context the award of the quality label *HR Excellence in Research*, HRS4R, are key components of the UDP 2021-2025 and are firmly anchored in GSU's vision and organization. HRS4R belongs to the UDP 2021-2025 core focus "Expanding research excellence" (Vice-Presidency Research, Scientific Staff and Young Academics), as research excellence is a central development goal of GSU and the training and recruitment of excellent (young) researchers are essential for this. GSU is also involved in the nationwide HRS4R working group of the German Rectors' Conference[3] and a working group from a nationwide network of HR developers at higher education institutions in order to exchange ideas and learn best practices.

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2   Hochschulentwicklungsplan 2021-2025 der Deutschen Sporthochschule Köln, see https://www.dshs-koeln.de/fileadmin/redaktion/Aktuelles/Publikationen_und_Berichte/Publikationen/HEP/Hochschulentwicklungsplan2021-2025.pdf (Link to German document)

3   Hochschulrektorenkonferenz (HRK) https://www.hrk.de/

Implementation

Methodology

GSU's leading board, the President's Office, has commissioned a core working group to accompany and set up the process and implementation of the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*.

The interdepartmental core working group, with the support of numerous university committees, academics and non-academic work units, conducted a detailed gap analysis through an intensive work process in terms of their compatibility with the 40 principles of the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*. Other evaluations that have been made by researchers or lecturers prior or parallel to the internal analysis were used as additional input. On the basis of this gap analysis several actions were identified in different fields that will be implemented in the following years in order to fulfill EU's quality standards and ensure constantly improving working conditions for all personnel.

Gap Analysis / Strengths and Weaknesses

As mentioned above the 40 principles of the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers* belong to four different areas: Professional and Ethical Aspects, Recruitment and Selection, Working Conditions and Social Security and Training and Professional Development. By following this structure, major strengths and weaknesses were evaluated through this gap analysis.

Ethical and Professional Aspects
Overall, GSU complies with most of the principles regarding ethical and professional aspects, thus is already well positioned in this regard.

Many aspects are already covered by both existing legal regulations in Germany and internal guidelines and structures at GSU. Generally, strategic aims governing GSU's research environment are specified in the UDP 2021-2025. The Ethics Committee supports researchers with regard to ethical principles and standards and has set up an internal application process for receiving an ethic approval for research projects.

A universal backup system ensures the data security of central systems as well as the establishment of secure storage strategies. There is also the possibility of long-term archiving and publishing research data through cooperations with supra-regional associations. So far, there are no guidelines for handling research data. Such a guideline and the implementation of support structures for researchers in the field of research data management are currently being set up.

GSU has adopted its own Open Access Strategy in 2018 which needs to be revised as a further step. Also, support and advisory structures for open access publishing need to be established.

Moreover, it has been determined that GSU currently has no systematic approach when it comes to training of – especially new – researchers. However, some aspects are already covered by the curriculum for doctoral students. Additionally, it has been found that international (non-German-speaking) researchers have no full access to important information documents in English.

Apart from the above mentioned topics, no further actions seem necessary in this area.

Recruitment and Selection

A lot of aspects regarding recruitment and selection in Germany are regulated in different laws or binding legal frameworks, e.g. defining entry and admission conditions for researchers at all career stages with regard to payment, basic qualifications and requirements[4] or ensuring that the best candidate based on suitability, qualification and merit should be selected[5]. Moreover, conditions governing the fixed-term appointment of scientific staff and regulations regarding the prolongation of an employment contract due to absences as a result of maternity leave or serious illnesses are regulated[6] as well as equal entry and admission opportunities for men and women as well as for people with disabilities[7]. Women for example are specifically encouraged to apply in all job advertisements posted by GSU to increase the proportion of women.

Institutional entry and admission requirements specifically for young researchers are laid down in the internal Doctorate Regulations (2021) and have recently been updated after an internal evaluation and institution-wide discussion process. The Statutes for the Appointment of Professors and Junior Professors (2020) define entry and admission standards for senior researchers (R3) aiming for a professorship at the GSU.

However, significant gaps can be identified in the area of recruitment and selection of researchers. While the recruitment process is clearly defined for non-researchers, it is not yet standardized for researchers. Detailed selection guidelines describing the different necessary steps of the process as well as standardized interview guidelines have to be developed in order to guarantee transparent and fair recruitment and selection processes. This includes the development of an OTM-R (Open, Transparent, Merit-Based Recruitment) policy as requested in the HRS4R implementation process.

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4   Based on the Collective Agreement for the Public Service of the Federal States in combination with the Higher Education Act of North Rhine-Westphalia.
5   Based on the Basic Law for the Federal Republic of Germany, the Law on the Regulation of the Status of Civil Service Employees in the Federal States and the Collective Agreement for the Public Service of the Federal States.
6   Based on the Academic Fixed-Term Contract Act.
7   Based on the General Equal Treatment Act as well as the Gender Equality Act for the State of North Rhine-Westphalia and the SGB IX - Rehabilitation and Participation of Persons with Disabilities.

In the past, some efforts were made to develop competency requirement profiles for different levels of working experience. Based on this pre-work, GSU has to make sure that they match the EU research profiles R1-R4. These requirement profiles should be finalized, published and actively communicated.

Furthermore, there is no e-recruitment tool in place. Open positions are not always posted in English and/or on Euraxess or through other relevant portals.

Training and Professional Development

In the area of training and development, both strengths and weaknesses have been identified at GSU: Researchers at GSU have access to numerous support and assistance services, such as a mentoring programme for young female researchers, a comprehensive range of consulting services for the area of transfer or third-party funding. A particular strength is seen in the newly launched doctoral training programme, which has been supporting young researchers since 2021 with a comprehensive, interdisciplinary offering. The doctoral training programme includes topics such as project management, science communication, scientific writing, leadership and teambuilding qualification, etc. In addition, the signing of a supervision agreement between the doctoral student and supervisor is now mandatory. This includes target agreements and a commitment to regular exchange and is intended to ensure improved supervision. Thus, while there is a well-structured and extensive programme for doctoral students, the existing offer for researchers at levels R2 and R3 (postdoctoral researchers) is significantly lower. A clear weakness was identified here. GSU is currently in the process of identifying the needs and interests of postdoctoral researchers and developing a PostDoc programme focusing on training and coaching researchers including the question of scientific guidance and supervision agreements taking into account the advanced level of experience and independence of this group.

In addition to target group-specific offerings for doctoral students and postdoctoral researchers, GSU already has some overarching offerings for all university employees in the area of personnel development. An internal human resources development workgroup has been set up in 2021 whose aim it is to discuss perspectives and strategies to develop GSU's HR activities further and to bundle information about and access to professional trainings. Registration, needs assessment and evaluation procedures are to be standardized throughout all units. GSU could provide more and better information resources for staff members (with supervision/leadership tasks) about different (already existing) options.

Working Conditions and Social Security

Regarding working conditions and social security, GSU fully complies with most of the principles. This is partly due to the legal requirements set by the Federal Republic of Germany and the State of North Rhine-Westphalia. This applies in particular to the areas of funding and salaries and participation in decision-making. The length of employment of researchers is clearly regulated by the legislator. Due to the requirements of the *Academic Fixed-Term Contract Act* and the *Part-time and Temporary Employment Law*, it is difficult for GSU to offer permanent employment relationships. However, by signing the *Contract on Good Conditions of Employment for the University staff in North Rhine-Westphalia*, GSU tries to offer all employees the best possible employment relationship.

GSU has created a good environment for researchers through its modern research infrastructure, a well-developed network to partner universities, but also international, national and regional associations and stakeholders, as well as through an extensive range of consulting services. Researchers, but also non-scientific employees, find good working conditions at GSU through flexible working hours, a family-friendly working environment, an extensive range of company sports, as well as coorperate health management. In addition, the Equal Opportunity Office, the Family Service, the Anti-Discrimination Office and the Representative for Severely Disabled Employees ensure an equal and inclusive working environment.

Mobility is valued and understood in a multidimensional way at GSU. The international office and a service for visiting scholars ensure a pronounced welcoming culture, while 60 partner universities underscore the international character of the university. Mobility is also appreciated at the professional level: Interdisciplinarity is integrated into the UDP 2021-2025 as a strategic goal and as an integral part of the university's self-image.

A comprehensive range of support and advice on intellectual property exists at GSU, as does a broad range of offers on university didactics and teaching evaluation.

Weaknesses were identified in the area on gender balance, career and access to career advice. Although there are numerous offers, measures and advice centers at GSU on gender equality and the advancement of women (e.g. Equal Opportunity Office, Family Service, TeamWork Science), too few women are represented in leadership and management positions. However, gender balance at all levels is firmly anchored as a goal in the UDP 2021-2025 and the current Equal Opportunity Plan (2021). Gaps were also identified at GSU for the area of career development and career counselling: Although there is already an existing continuing education and career development programme for researchers at GSU (for example doctoral training programme, TeamWork Science, event series, career day etc.), the implementation of a programme specifically geared to Post-doctoral researchers is still missing (see Main Action IV), including a counselling offer on non-university career paths for researchers (R2 and R3).

Main Actions

The gap analysis has shown that many principles are already fully implemented at GSU or are already in the process of being implemented as part of current development processes. For some principles, however, larger gaps were identified. As a result, GSU sets the focus on specific main actions for the next years. They require longer-term strategies, preparations and implementation processes at GSU and are prioritized. Main actions or priorities can consist of several smaller actions that belong to same area, but that can be implemented or rolled-out independently. Four main actions are: Support Structure for Research Data Management, Open Access Support Structure and Strategy, Recruitment and Selection, PostDoc Programme and Leadership Development.

Main Action I
Support Structures for Research Data Management

The digital transformation also in the higher education system requires tailored strategies and measures in science when it comes to research data management. The collection, analysis and publication of research data is a natural part of day-to-day scientific business. However, numerous challenges and questions arise when dealing with research data, for which support and advice through an appropriate infrastructure is necessary. These include technical support, questions about legal aspects, requirements of research funding organizations, archiving and more.

So far, there are no consulting or support structures for the area of research data management at GSU. In order to implement such a service in the long term, a strategy is required that, on the one hand, takes into account the special and individual needs of the university and its researchers and, on the other hand, involves the numerous relevant actors and organizational units. The subject-specific requirements of sports science and the individual disciplines at GSU must also be taken into account. An examination of the subject area "sports science" and the associated challenges but also opportunities with regard to research data management are therefore a prerequisite for the successful establishment of consulting and support structures at GSU. Within the framework of Main Action I, advisory and support services are therefore to be systematically established at GSU:

» Research Data Policy
  › Development and publication of a research data policy that regulates handling, storage, publication etc. of research data
  › Integration of the policy into the Open Science Strategy
» Consulting offer for data management plans
  › Development of consulting services by the Department for Research and Young Academics
» Creation and provision of information material
  › Website with topic-specific information on research data management
  › Topic-specific brochures/cheat sheets
» Lectures/Workshops
  › Regular lectures and workshops on research data management topics
  › Integration into teaching (e.g. doctoral programme)

In addition to the consulting and information services, it is also planned to establish exchange platforms, publication and archiving options and IT services. The needs of the researchers are to be asked for and taken into account in the development of the support and consulting services.

Main Action II
Open Access Support Structure and Strategy

At GSU, there is not yet a complete systematic support or advisory service on the topic of open access publishing. A strategy that has already been drawn up, which, among other things, recommends that researchers publish in open access and encourages them to exercise their second publication rights, is in urgent need of revision. The proportion of open access publications at GSU has risen sharply in recent years. In this context, there is an increasing need for advice and information on funding opportunities, legal issues, quality assurance and compliance with the requirements of research funding organizations for open access articles.

In the current UDP 2021-2025, the topic of open access is already anchored as an important measure in the context of providing the best possible environment for research at an international level: "It is the aim to digitise the research landscape at GSU by developing and implementing a concept for the publication of research data, e.g. in subject-specific repositories, by participation in consortium activities in North Rhine-Westphalia as part of the transformation process in the publication system, by revision of the open access strategy and development of targeted advice, information and support for researchers in the area of open access".[8]

A corresponding advisory and support process with specific assistance is to be developed and implemented. First steps have already been taken by establishing an open access working group where stakeholders from science, administration and GSU central library are represented in order to establish and further develop a well-working and transparent publication culture at GSU. The following goals have already been identified:

» Revision and publication of the Open Access Strategy
» Creation of a central contact point (Open Access Officer)
» Offering advice on open access issues
» Expansion of the information offered (website, help pages, etc.)
» Regular information events and workshops
» Integration into teaching (e.g. doctoral program)
» Becoming capable of action and decision-making through discussion of strategic issues
» Examination of further measures (e.g. hosting, publication fund, etc.)

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8   Hochschulentwicklungsplan 2021-2025 der Deutschen Sporthochschule Köln, see > https://www.dshs-koeln.de/fileadmin/ redaktion/Aktuelles/Publikationen_und_Berichte/Publikationen/HEP/Hochschulentwicklungsplan2021-2025.pdf

Main Actions III
Recruitment and Selection

A lot of aspects regarding recruitment and selection in Germany are regulated in different laws or binding legal frameworks ensuring, for example that the best candidate based on suitability, qualification and merit should be selected.

However, significant gaps can still be identified in the area of recruitment and selection of researchers and need to be addressed through different (main) actions in the following years in order to guarantee an open, transparent and merit-based recruitment (OTM-R) process and improve overall candidate experiences. By using and following the OTM-R checklist and toolkit published by the working group of the Steering Group of Human Resources Management under the European Research Area[9], GSU makes sure to meet high quality standards in recruitment and selection as the recruitment of highly motivated and qualified researchers and non-scientific stuff is crucial for GSU's performance and success. In order to specifically focus on this area and meeting this priority, an extended working group including the Staff Council for Academics was established who will develop an OTM-R policy as a key element in the HRS4R strategy and be responsible for the implementation process.

The following measures have also been identified:
» Standardisation of the recruitment process for researchers including the development of supporting material, e.g. guidelines, checklists and templates
» Finalisation of GSU competency requirement profiles for different levels of working experience reflecting the R1-R4 profiles
» Implementation of an e-recruitment tool
» Systematic information/training of all personnel involved in a selection process
» Establishment of a quality control mechanism for the whole process
» In order to bundle internal competencies and create synergies, the extended working group and a HR project group who is mainly responsible for the implementation of an e-recruitment tool is collaborating closely and supporting each other.

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9 https://cdn1.euraxess.org/sites/default/files/policy_library/otm-r-finaldoc_0.pdf

Main Action IV
PostDoc Programme

GSU recognizes a need to provide more transparency and stability of postdoctoral careers and career options. Due to fundamental challenges of the German science system regarding career perspectives, which the postdoctoral researchers at GSU also face, a specific need for action is identified which includes the establishment of a systematic qualification and counselling programme for postdoctoral researchers at GSU. The introduction of an interdisciplinary qualification and counselling offer has the following goals:

» Provide better career orientation opportunities for postdoctoral researchers to enable a more realistic assessment of their own skills, career paths, goals, prospects, etc.
» Increase the chances of employment in the non-academic job market and allow for better planning of one's own career outside of academia
» Support the profiling and increase the independence of postdoctoral researchers
» Improve the interdisciplinary qualification of future managers
» Make career opportunities and perspectives at GSU more transparent, structured and projectable and thus also increase job satisfaction and the compatibility of family and career for employees

To this end, university-specific requirement profiles are to be elaborated and adapted to the specific challenges within the different postdoctoral researcher phases in order to provide them with a more transparent overview of the demands placed on them. Specific measures are to be developed which meet the immediate and urgent need of (young) researchers for sufficient job security and long-term career prospects.

These measures should be closely coordinated with other activities offered by various internal support structures (e.g. PostDoc Office, PhD Office, Equal Opportunities Office, Family Service Office, Corporate Health Management, University Didactics, etc.) as well as external cooperations (e.g. with the University of Cologne, German University Association "DHV"). In addition, data on researchers in the postdoctoral phase should be collected regularly in order to make strategic decisions.

Main Action V
Leadership Development

As for now GSU does not offer systematic leadership development (for researchers). PhD candidates can choose leadership classes as part of their study programme, young female researchers can apply for a dedicated mentoring programme and technical and administration staff can participate in various classes offered by "Hochschulübergreifende Fortbildung", a central body in North Rhine-Westphalia that organizes trainings for universities and higher education institutions.

Nowadays, leadership tasks become more and more important due to a quickly changing (work) environment. This includes typical management tasks, but also communication and collaboration skills as work interdependencies, project and team work increase and some challenges can only be solved successfully if a group of people is efficiently working together. Therefore, not only supervisors or leaders need to continuously improve their leadership skills, but also employees who are leading smaller work groups.

In order to systematically support researchers and non-scientific employees with current or future leadership tasks, a training concept has to be developed. As soon as the GSU requirement profiles (see Main Action IV) for researchers are adopted, the training offer will be linked to them. Courses from the doctoral training programme, the PostDoc programme (yet to be developed) and single trainings offered by other internal departments, e.g. Corporate Health Management, are to be aligned and different formats, e.g. trainings, lectures, mentoring etc. and collaborations with other universities are to be considered in order to make target group specific offers. With regard to leadership development there is a strong link to Action IV as most postdoctoral researchers have to have leadership skills – either at GSU or outside academia. Moreover, data that has been assessed in the past e.g. through different surveys should be used as a basis. Special needs of the group of professors at GSU have to be assessed as well in order to support them taking into account that they serve as role models for other (young) researchers with leadership tasks.

Action Plan

Based on the profound gap analysis and corresponding efforts an initial action plan was set up. It will be re-evaluated during the interim assessment two years from potentially achieving the *HR Excellence in Research* award.

Abbreviation:
StAPS = Stabsstelle Akademische Planung und Steuerung = Department of Academic Planning and Management, FwN = Abteilung Forschung und wissenschaftlicher Nachwuchs = Department for Research and Young Academics, D2 = HR Department, HR Development = Personalentwicklung, HR Development Working Group = Arbeitsgruppe "PE-Austausch" (Extended), HRS4R Working Group = (Erweiterte) Arbeitsgruppe EU-Charta, Personnel Marketing = Arbeitsgruppe Personalmarketing

No.	Action	GAP Principle(s)	Proposed Timing	Responsible Unit	Indicators/Target(s)
	Area: Training & Development				
1	Further development and finalization of a PostDoc programme, e.g. including trainings and mentoring and a structured supervision system for postdoctoral researchers (Main Action IV)	37,38	Q2 2023	FwN (PostDoc Office)	• Programme is finalized and communicated • Programme is rolled out • Programme components are evaluated by participants (Q2 2024)
2	Discussion of scope for annual interviews between employee and supervisor including aspects of career development	28,37,40	Q1 2023	HR Development / internal management and decision boards	• Scope is discussed • If applicable: Guidelines are developed and changes communicated
3	Development and implementation of an internal training concept for supervision and management/ leadership competences (including outcomes of mental risk assessment 2021 and health as one topic) (Main Action V)	24,37,40	start in Q2 2023	HR Development	• Concept is developed • Requirement profiles are reflected after finalization • Offers are communicated and rolled out • Offers are evaluated (Q3 2024)
4	Further development of existing qualification and development opportunities in the area of HR including a broader range of academic and non-academic issues; alignment of different offers through the recently established human resources development working group	2,3,5,8,9, 21,28,31, 38,39	Q2 2024	HR Development Working Group	• Offers are aligned (no duplicates!) • Offers are finalized and communicated
5	Standardization of registration, general needs assessment and evaluation procedures throughout all units regarding internal qualification and development offers	39	Q3 2024	HR Development Working Group (IT if necessary)	• Central registration and evaluation tool/platform is rolled-out and in use
6	Needs assessment regarding further qualification of professors and development of respective offers (Main Action V)	38	Q4 2024	HR Development / FwN	• Needs are assessed • If applicable: Offers are developed, communicated and rolled out
7	Reflection and evaluation of new forms of qualification, e.g. job shadowing, intervision, peer teaching etc.	33,39	Q2 2025	HR Development Working Group	• New ideas are reflected and discussed • If applicable: Offers are extended or adjusted and communicated

No.	Action	GAP Principle(s)	Proposed Timing	Responsible Unit	Indicators/Target(s)
Area: Ethical & Professional Aspects					
8	Needs assessment in the areas of anti-discrimination and diversity and development of respective information and training content etc.	10	Q1 2023	Diversity	• Diversity Summerschool (September 2022) is evaluated and reflected • If applicable: Actions are developed
9	Revision and communication of the internal Open Access Strategy and implementation of support structure for OA-processes (Main Action II)	8	Q2 2023	FwN	• OA Strategy is released
10	A more structured onboarding process for new researchers has been partially implemented and should be extended to the professors' level including transfer of relevant knowledge regarding academic structure and internal processes and policies	4,5	Q2 2023	StAPS / FwN	• Onboarding concept is extended • Meeting with new professors are offered and information about internal academic structures, processes and policies is provided
11	Standardized information sessions and/or (web-based) material for (new) German and non-German speaking researchers on relevant (new) internal and external policies and regulations (e.g. good research practice, data security)	2,3,5,7,31	Q3 2023	StAPS / FwN	• Relevant content is developed • Content is implemented in curricula (Master, PhD and PostDoc programmes) and sessions are offered regularly
12	Creation and communication of guidelines for dealing with research data and implementation of support structure for research data management (Main Action I)	2,3,7	Q4 2023	FwN	• Guideline is written and published • Guideline is communicated amongst researchers • Support structure is established
13	Implementation of mentoring or buddy programmes for new employees	4,5	Q1 2025	Personnel Marketing	• Buddy or mentoring programme is developed and rolled-out • Programme is evaluated (Q2 2026)
14	Structured onboarding event/information sessions for supervisors/managers on internal leadership tasks and expectations (Main Action V)	5,6,7	Q4 2023	HR Development	• Content is created (based on action 3) • Onboarding event / information sessions especially for new supervisors/managers are organized
15	Translation of important strategic documents and regulations and target group-specific distribution (to new researchers, e.g. University Development Plan, Knowledge Transfer Strategy)	2,4,8,31	Q4 2023	Responsible units and/or external translation office	• Relevant documents are translated and communicated

No.	Action	GAP Principle(s)	Proposed Timing	Responsible Unit	Indicators/Target(s)
	Area: Working Conditions & Social Security				
16	Inclusion of postdoctoral female researchers in the existing mentoring programme TEAMWORKScience for female PhD students (Main Action IV)	27,38	Q2 2023	Equal Opportunity Office / FwN (PostDoc Office)	• Postdoctoral female researchers are included in next mentoring cohort • Programme is evaluated by postdoctoral female researchers after participation
17	Creation of exchange and networking opportunities for women	27	Q2 2023	Equal Opportunity Office / HR Development	• Information session is organized on International Women's Day to inform about internal offer • Specific networking events for women are organized and rolled out
18	Establishment of trainings and consultation for postdoctoral researchers on different career options, e.g. career coaching/counselling and career development advice (Main Action IV)	21,28,30	Q1 2023	FwN (PostDoc Office)	• Existing concept is finalized and rolled out
19	Update of the Statutes for the Appointment of Professors and Junior Professors (Berufungsleitfaden) in order to attract more female candidates	27	Q3 2023	Equal Opportunity Office	• Finalization of the revised Statutes for the Appointment of Professors and Junior Professors • Feedback from and approval by Senate
20	Development and implementation of a management programme for women (or extension of an existing programme with exclusive modules)	27,37	Q3 2023	FwN (PostDoc Office) / Equal Opportunity Office	• Management programme for women is developed, communicated and rolled out • Programme is evaluated when finished

No.	Action	GAP Principle(s)	Proposed Timing	Responsible Unit	Indicators/Target(s)
	Area: Recruitment & Selection				
21	Discussion and finalization of internal requirement profiles for researchers (based on R1-R4) including the consideration and definition of teaching skills and leadership (Main Action IV)	12,13,21, 28,31,33, 36,37,40	Q1 2023	FwN (PostDoc Office)	• Profiles are finalized and approved by President's Office • Profiles are communicated and reflected in different recruitment and selection processes and training and development programmes
22	Implementation of an e-recruitment tool (including call for tender) (Main Actions III)	13	start in Q4 2023	D2	• Tool is implemented • Users are trained • Additional support material is developed and accessible
23	Definition of a recruitment process including the appointment and composition of selection committee members, development and implementation of recruitment and selection guidelines (including e.g. checklists and best practices) for non-professorial teaching and research staff, assessment templates in order to hire based on skills and competencies to avoid biases and unconscious discrimination against candidates (Main Actions III)	12-18,20	Q3 2023	D2 / Extended HRS4R Working Group	• Process is reviewed • Guidelines are developed • Euraxess is used for job posts • Guidelines are communicated and content is explained in trainings for selection committee members if needed
24	Development of a monitoring and quality system for recruitment including complaints mechanism and means to monitor whether the most suitable researchers apply (Main Actions III)	12	Q4 2023	D2 / Extended HRS4R Working Group	• "most suitable researcher" is internally defined • Monitoring and quality system is developed and in use
25	Development and communication of an internal OTM-R Policy (Main Actions III)	12,15	Q3 2024	Extended HRS4R Working Group	• Policy is published on website
26	Training/information of selection committee members in the area of OTM-R including the awareness of biases e.g. due to gender or the reputation of an institution (Main Actions III)	14,17,20	Q2 2024	D2	• Training content is developed • Selection committee members are trained
27	Evaluation of the new internationalization module as part of the GSU internal research funding programmes in order to further promote and acknowledge mobility experiences	18	Q4 2024	FwN	• Funded projects and their outputs are evaluated