

Paths to Success

HR Strategy

for the field of research

based on the
Human Resources Strategy
for Researchers (HRS4R)

Revised version – January 2021



FH MÜNSTER
University of Applied Sciences



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1. FH Münster University of Applied Sciences

Magnet University FH Münster – this is the guiding principle that sums up our activities in higher education management and human resources management. Behind this principle is the aspiration to be an attractive employer with excellent framework conditions and career development prospects. We employ around 1,200 staff, including 280 professors, in Münster, Steinfurt and a number of other “FH locations” in the Münsterland region. Our diversity of disciplines – from Architecture/Design to Engineering and Health Sciences to Social/Business Sciences – gives our 15,000+ student population the opportunity to choose from a comprehensive range of 100 or so degree programmes. External funding totalling €20 million gives an indication of our application-oriented approach in research and transfer. FH Münster comprises 12 schools/departments, 1 teaching institute, 9 research institutes and 8 central service facilities.

Besides a wide range of consecutive Bachelor and Master’s programmes, we also offer dual programmes combining Bachelor studies with a company-based apprenticeship. We also offer numerous continuing education options. Those wishing to gain further qualifications after completing a Bachelor and Master’s degree can work towards a doctorate at our university on the basis of a cooperative doctoral examination procedure.

With our educational programmes and research work, we place ourselves at the service of society. We see ourselves as a (regional) innovation driver, ensuring cooperation processes between science and the world of work at numerous levels. In this respect, quality is the foundation on which our actions are based.¹⁾ Quality sets the standards for our teaching, with a wide range of programmes consistent with the needs of the market. Quality is the foundation for successes in research and transfer, and the hallmark of a finely tuned system of internal resource management.

1) In 2011, FH Münster became Germany’s first system-accredited university of applied sciences, and was the first HEI in the country to receive re-accreditation in 2018, valid until 30 September 2026.

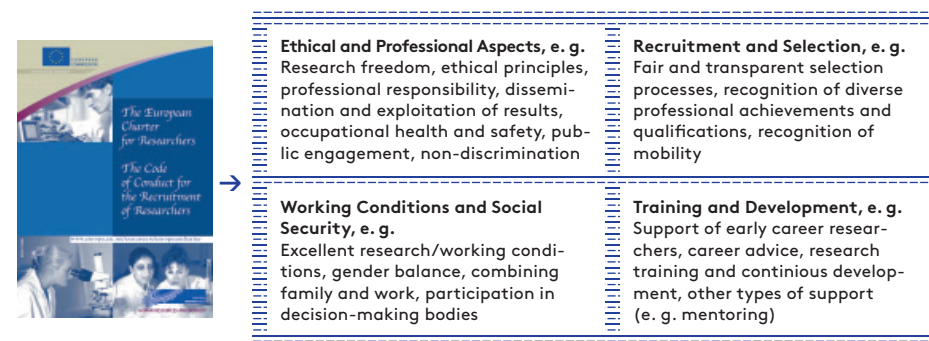
In a bid to embrace this standard of quality every single day, we must ensure our ability to recruit highly qualified staff and to retain them by offering attractive working conditions and career development prospects. After all, we see our employees as the key factor of success for our university’s strong performance.

2. Points of reference and incorporation

2.1 The “HR Excellence in Research” award

In autumn 2015, FH Münster was one of the first higher education institutions (HEI) in Germany to receive the *HR Excellence in Research* award from the European Commission. The award documents the fact that our university recognises the principles set out in the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*, and undertakes to comply with them. Since then, the award has served as both a reward and an incentive for us. As a result, we offer scholars the best possible framework conditions for their research endeavours, transparent and fair recruitment procedures, a positive and stimulating working environment, as well as an interesting range of personal career development opportunities.

Figure 1
Fields of action within the Charter for Researchers and the Code of Conduct



The Charter for Researchers and the Code of Conduct represent the central points of reference in the HR Strategy presented in this document. We implement the 40 principles associated with this on the basis of the *Human Resources Strategy for Researchers* (HRS4R) as a structural framework. These principles comprise four areas: *Area I*: Ethical and Professional Aspects; *Area II*: Recruitment and Selection; *Area III*: Working Conditions and Social Security; and *Area IV*: Training and Development (see Figure 1).

2.2 Strategic incorporation of the HRS4R

We ensure the sustainable implementation and further development of the HRS4R at our HEI by *incorporating it strategically* at two levels.

2.2.1 The University Development Plan

We primarily define future goals and development measures in the perspectives teaching, research and resources in the University Development Plan (UDP). In the process, we concentrate on setting priorities by documenting which potentials we seek to develop and utilise over the next five years and which associated activities are to be tackled during this period. A central element of the UDP is the Academic Scorecard (ASC).

As in the last implementation period, the design of the HRS4R process is integrated into the University Development Plan (UDP V, 2021-2025), meaning that it is firmly embedded within the institution's strategy. Under the guiding principle of "Magnet University FH Münster", the four areas of the HRS4R are addressed in two areas of the UDP in the form of specific actions:

In the case of the *research perspective*, the *strategic objectives* are to "become a Magnet University – strengthen its role as a sought-after research and innovation partner" and to "shape change – find answers to the challenges of future working and living environments". Associated with this are four *sub-objectives* that are relevant to *Areas I, III and IV of the HRS4R*: a) Making research and innovation processes international; b) Embracing open innovation and open science; c) Initiating research careers; and d) Enhancing technologies, innovation and entrepreneurship in the region.

In the case of the *resource perspective – human resources* (see table below), the *strategic objectives* are to "become a Magnet University – increase attractiveness as an employer" and to "shape change – perform consistently well in a changing working environment". Broken down into the three *sub-objectives* – a) optimise recruitment and selection process, b) systematically develop human resources, and c) shape the working environment – there are significant overlaps with *Areas II, III and IV of the HRS4R* in this case.

Table 1
Excerpt from the Academic Scorecard (UDP V): objectives, goals and actions within the human resources perspective

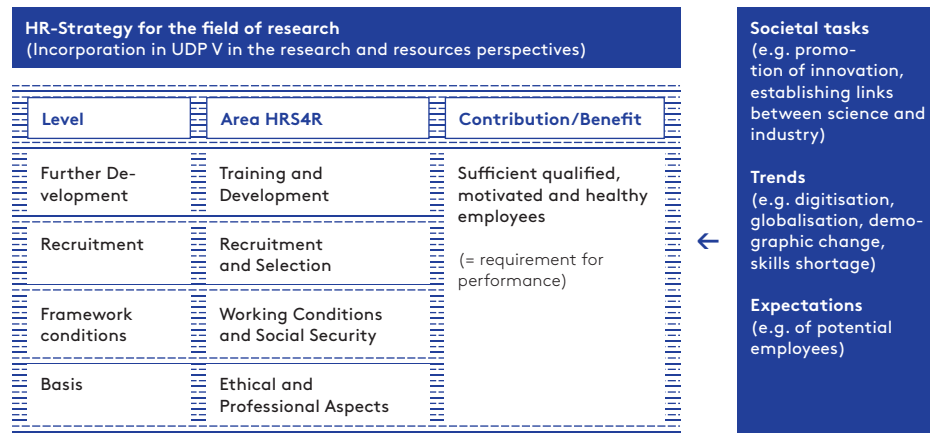
Thanks to this multidimensional strategic incorporation of the HRS4R, and the topics associated with it, we are working towards a sustainable and extensive implementation.

Strategic objective	Specific goal	Actions
Become a Magnet University – increase attractiveness as an employer Shape change – perform consistently well in a changing working environment	Optimise recruitment and selection process	<ul style="list-style-type: none"> ➤ Add an interdisciplinary perspective to the ap-ointment procedure ➤ Develop and implement staff recruitment concept for the non-academic area ➤ Achieve and further develop a recruitment policy (OTM-R) from a gender perspective ➤ Introduce an appointment monitor
	Systematically develop human resources	<ul style="list-style-type: none"> ➤ Offer programmes for early-stage researchers ➤ Continue "PATHS TO SUCCESS", based on the Human Resources Strategy for Researchers (HRS4R) ➤ Offer professional development and information events on the topic of "modern and flexible work organisation" and "gender equality"
	Shape working environment	<ul style="list-style-type: none"> ➤ Systematise and intensify employer branding ➤ Develop workplace and student health management as required ➤ Introduce guidelines on mobile working

2.2.2 HR Strategy for the field of research

The HRS4R is also the central point of reference of the HR Strategy for the field of research presented in this document. In addition to considering an orientation towards research-specific and ethical principles, we also take account of a modern working environment as a foundation for the successful implementation of the HRS4R. On this basis, the recruitment and further development of qualified researchers at all stages of their career (R1-R4) of the European Framework for Research Careers are at the heart of our considerations. These points represent a central requirement for “performance”, which is enshrined in our Mission Statement, and hence the effective perception of our role in society as a promoter of innovation and as a link between the world of work and science. In addition, a strategic, modern and innovative HR system on the basis of the HRS4R delivers adequate responses to social trends and challenges as well as to the expectations of (potential) employees. Figure 3 provides a summary of the aspects addressed in this section.

← Figure 2
Classification and context of our HR Strategy for the field of research

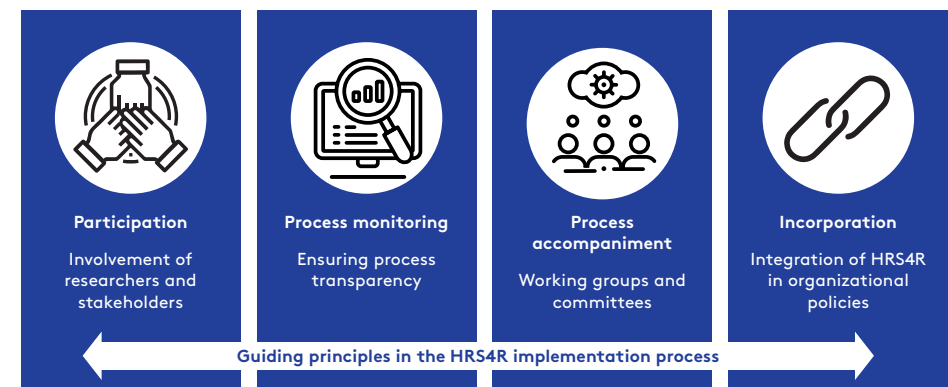


3. The implementation process

3.1 Guiding principles

The process for implementing the actions (see action plan, page 15 ff.) in the new implementation round is being undertaken in the same way as before, characterised by the following guiding principles: **Participation:** We are convinced that intensive involvement of different groups of researchers (R1-R4) and stakeholders is the basis for ensuring the sustainably successful implementation of the actions. This ensures that we develop actions that are specifically geared to the needs of researchers. **Process monitoring:** Continuous process monitoring using a purpose-developed tool creates transparency about the state of implementation in each case, and allows early intervention in cases of deviation. The HRS4R Coordinator is responsible for monitoring activities. **Process accompaniment:** Based on monitoring, process accompaniment is provided at different levels: the working group meets every two months; the Steering Group is informed about the status quo at least twice a year (or more frequently if there are deviations from the schedule); and the Senate Commission for Research and Transfer is particularly involved in the needs assessment phases. **Incorporation:** To ensure the sustained implementation of the HRS4R, it has become incorporated in our organisational policies in multiple ways (especially in our HR Strategy and the University Development Plan).

→ Figure 3
Guiding principles in the HRS4R implementation process



3.2 Process accompaniment and involvement of the management

We shape **process accompaniment** at different levels with the involvement of our researchers, in consultation with university management. The *HRS4R working group* is made up three employees from Human Resources; it operates in collaboration with Research Funding. The HRS4R Coordinator has regular consultations with the relevant people responsible for the actions, organisational units and stakeholders, and is responsible for monitoring the process. The working group meets every two months, and uses the monitoring tool to monitor the progress of the process. The *Steering Group* is made up of the President of FH Münster, the Vice-President for Research and University Planning, and two employees from Human Resources. The Steering Group is generally informed about the state of implementation at least twice a year. If the HRS4R Coordinator or the HRS4R working group identify significant deviations from the action plan in the case of individual actions, an unscheduled meeting of the Steering Group is convened. The *Senate Commission for Research and Transfer* represents the relevant groups of researchers, and is composed of two responsible Vice-Presidents, seven professors, three academic staff members, one member of the group of technical and administrative staff, and three students. The Commission discusses conceptual considerations and reflects on the progress of the process.

Besides being involved in the Steering Group, the management of our HEI is continuously involved in the further development of the HR Strategy: goals and implementing measures are agreed on with the responsible members of the Presidential Board in each case. In addition, we regularly inform the Board of Trustees about current and planned activities, and put our approach up for discussion.

3.3 Involvement of researchers, stakeholders and organisational units

To us, a *lively culture of participation* is a key feature of effective personnel work. In the course of drawing up, implementing and further developing our HR Strategy, we therefore place particular emphasis on the *involvement of different groups of researchers (R1-R4), stakeholders and organisational units* as well as a *high degree of needs orientation*. In addition to the inclusion of the management (see point 2.4), we consider these points to be key factors for the successful implementation of the actions and a sustainable cultural development.

When assessing needs, we work with a number of different *survey formats* such as qualitative individual interviews, surveys and workshops. In order to cover the widest diversity of opinion, we take into account our diverse disciplines (non-technical, semi-technical and technical departments) when selecting discussion partners and workshop participants. Actions are also developed in consultation with internal bodies (e.g. the Academic Staff Council, the Equal Opportunities Officer, the Disabilities Officer) and in some cases communicated directly to the researchers concerned at staff meetings. We regularly involve the *Commission for Research and Transfer* (see above), a body firmly enshrined in the institution, in the HRS4R process in order to develop or discuss ideas, steps and actions. Given that the Commission is composed of researchers at different stages of their career, we can ensure that a range of views from many levels are heard and different perspectives are considered.

4. Strategic (re-)alignment

4.1 Overview

In the course of the **initial submission of the HR Strategy (2015)** and during the **internal review (2017)**, we identified various strengths and potential for development based on the GAP analysis. On this basis, we defined and implemented advancement actions. The initial GAP analysis and interim evaluations based on the 40 HRS4R criteria showed that all areas of the HRS4R (Area I: Ethical and Professional Aspects, Area II: Recruitment and Selection, Area III: Working Conditions and Social Security, Area IV: Training and Development) have important potential, and that organisational advancement can best be achieved when all areas are adequately taken into account.

As a result, ever since working with the HRS4R, we have taken into account each of the four fields of action of the HRS4R by implementing several actions. Since then, the basic focus has changed only slightly; this is reflected, for example, in the larger number of actions in the individual fields. In light of the needs identified, we particularly focused on Area II during Phase 1 (2015-2017), which involved aspects such as implementing an OTM-R policy; during Phase II (2018-2020), we gave priority to addressing Areas III and IV. To be precise – and this was the specific area of focus for the last period – we devised and implemented new human resources development measures, and integrated them with existing activities into a structured human resources development system.

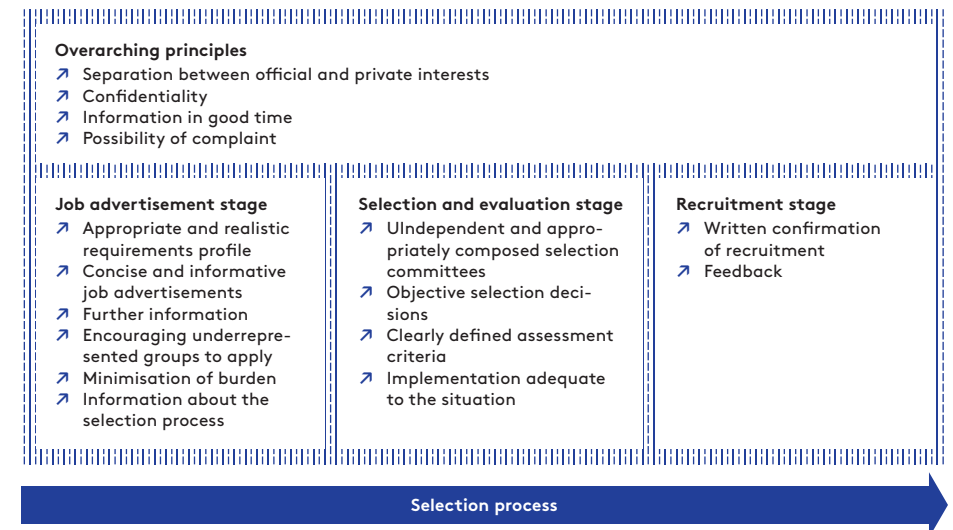
The overarching focus continues to apply, and will also be used as a basis for the **new period (2021-2024)**. We identified the need for this in the internal review and in an extensive SWOT analysis. A key finding of the SWOT analysis was that staff recruitment continues to be a major challenge for us, due to strong competition with private sector employers. To meet this challenge, we must make sure that we are able to attract highly qualified staff and retain them by offering attractive working conditions and career development prospects. The specific objectives and actions associated with this are shown in the action plan (pages 15 ff.).

4.2 OTM-R at FH Münster

There is a great demand for qualified researchers in the labour market. There is strong competition for this group of persons not only within the higher education system, but also between HEIs and business enterprises. An institution’s decision for or against an application is influenced by numerous factors besides the job profile. *Open, transparent and merit-based recruitment (OTM-R)* plays a key role in this context. OTM-R ensures that (potential) applicants are fully informed of the vacant position, the recruitment procedure and the career development prospects involved. In addition, OTM-R stands for equal opportunities and fair selection processes, where the decisive criteria are merit, aptitude and qualifications.

We are strongly convinced of the importance of open, transparent and merit-based recruitment processes, and consider OTM-R to be an essential element of our HR Strategy. In autumn/winter 2020, we extensively revised our OTM-R policy, which had been developed in 2017, coordinated with various bodies and finally adopted by the Presidential Board.

Figure 4
OTM-R principles



We published the new version of our OTM-R policy in January 2021. The OTM-R principles contained in the OTM-R policy (see Figure 4) are divided into four areas and integrated into the guidelines/processes for selection procedures (R1&R2 and R3&R4).

By engaging in exchange with all actors involved, the specific stages of selection procedures are regularly reviewed, updated and further developed in the context of the university-wide, award-winning quality management system, which has been established for years. The processes for selection procedures stored in the FINDUS® process portal create the basis for this. In addition, the OTM-R working group, newly established in 2017, regularly reflects on the implementation of OTM-R at our university, and helps to identify potential for improvement. Findings from these processes have been incorporated into the amended OTM-R policy (2021). In the **new period**, we are concentrating our implementation efforts on aspects such as the further improvement of identifying expertise in our appointment procedures and the introduction of an appointment monitor that promotes transparency. The OTM-R working group and the university's internal quality management team will continue to support the implementation of OTM-R.

5. Interlinking

In order to ensure that personnel work is effective, the *actions* must be *interwoven effectively* in the individual areas. We attached particular importance to this aspect in our HR strategic (re-)alignment on the basis of the HRS4R. For example, we view the consideration of research-specific and ethical principles as well as the ensuring of attractive working conditions and career development prospects to be essential basic conditions for success and performance at our university, and for its continued attractiveness. This is an important foundation for successful recruitment processes. In order to ensure interlinking in practice, those responsible for the actions work closely together across departments with the HRS4R Coordinator as the connecting element. Examples of this interlinking are the events offered jointly by the FH Family Service and Workplace Health Management.

Taken together, the objectives and actions defined in our HR Strategy for the field of research represent a contemporary HR system in higher education that is oriented towards researchers' individual needs, societal requirements and higher education policy necessities. It focuses central areas of modern human resources management in the context of HEIs and covers the entire staff life cycle, from the recruitment or entry of qualified researchers to the provision of working conditions that promote performance and health, as well as attractive career development prospects. In this respect, we take into account career paths within academia as well as in the private and public sectors.

6. Outlook: Magnet University FH Münster

In order to ensure that the HR actions are also implemented successfully on the basis of the HRS4R process in the new period, we are again devising them in close cooperation with the main persons responsible, organisational units and stakeholders, taking into account the four guiding principles of participation, process monitoring, process support and incorporation. We continue to focus on the interests of researchers and stakeholders. Taken as a whole, we consequently aim to achieve a high level of acceptance of the HRS4R process, to successfully implement the actions, to attain a high degree of organisational penetration and, finally, to further develop our organisational culture in a positive light. In this way, we ensure that FH Münster offers attractive PATHS TO SUCCESS for many researchers, both now and in the future. In order to communicate this to the outside world, we have been systematising many of our offers under the heading “PATHS TO SUCCESS” since 2017. We will continue along this path in the future – supported by the guiding principle *Magnet University FH Münster*.

7. Annex: action plan

↘ The action plan is displayed on the following pages.

Action Plan 2017-2020

Area I: Ethical and Professional Aspects						
Action 1	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Further develop the workplace health management system (WHM).	7. Good practice in research	Q3 2020	WHM	<ol style="list-style-type: none"> 1. Delivery of workshops to analyse psychological stress and resources in the workplace (min. 4 workshops). 2. Implementation of activities to promote health (min. 2 activities) and their evaluation. 	Completed	<ul style="list-style-type: none"> • The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 41).
Action 2	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Review and, where applicable, improve workplace integration management.	7. Good practice in research	Q2 2019	WHM	<ol style="list-style-type: none"> 1. Execution of review (result) 2. Revision of the FINDUS process and other documents (completion). 	Completed	
Action 3	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Translate basic processes in the HSE system (Workplace safety, health protection and environmental protection) into English.	7. Good practice in research	Q4 2019	HSE	<ol style="list-style-type: none"> 1. Number of processes and documents in the HSE system that have been translated (min. 30 processes). 	Completed	<ul style="list-style-type: none"> • The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 39).
Action 4	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Enhance IT security.	7. Good practice in research	Q3 2020	K	<ol style="list-style-type: none"> 1. Development and implementation of further IT security measures (min. 3 guidelines/measures). 	Completed	
Action 5	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Modernise hardware and software.	7. Good practice in research	Q3 2020	K, DPC	<ol style="list-style-type: none"> 1. Financial backup of ongoing modernisation (provision of funds) 	Completed	
Action 6	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Promote the transfer of research results and the use of knowledge.	<ol style="list-style-type: none"> 8. Dissemination, exploitation of results 9. Public engagement 	Q3 2020	VP 3, TAFH	<ol style="list-style-type: none"> 1. Implementation of the "Transfer 2020" strategy (result). 2. Execution of a transfer audit (result). 	Completed	<ul style="list-style-type: none"> • The "Transfer 2020" strategy was implemented as planned and will be readjusted from 2021 in the form of the new University Development Plan V. In concrete terms, this means creating an even more distinct content-based and interdisciplinary profile; making research and innovation processes even more international; embracing open innovation and open science; initiating research careers; and enhancing technologies, innovation and entrepreneurship in the region (for new actions in this thematic area, see Actions 28-31).

Area II: Recruitment and Selection

Action	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Action 7						
Review appointment processes with regard to the composition of appointment committees in relation to the selection decision.	10. Non-discrimination	Q4 2019	EOO	1. Implementation of an analysis and presentation of a result.	Completed	
Action 8						
Sustainably implement the OTM-R policy.	12. Recruitment (Charter) 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code)	Q2 2019	HR	1. Further implementation of points from the OTM-R checklist that are still unresolved (in particular concerning question 12). 2. Provision of information and further training on the topic of OTM-R to persons involved in selection processes (min. 6 events). 3. Existence of information and training materials. 4. Regular meetings of the OTM-R working group (min. 3 meetings).	Completed	<ul style="list-style-type: none"> The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 36).
Action 9						
Establish an alumni network of former PhD students.	12. Recruitment (Charter), additional	Q4 2019	HR, TAFH	1. Establishment of a database. 2. Selective sending of information (min. 3 mailing campaigns). 3. Holding of events for special purposes (min. 1 event).	Completed	
Action 10						
Intensify services for international employees, exploit synergies with International Office.	18. Recognition of mobility experience (Code)	Q2 2019	HR, IO	1. Implementation of the support concept for refugee researchers/researchers at risk (support of min. one refugee researcher). 2. Introduction of additional services and information sources for international staff (min. 1 new offer).	Completed	

Action 11	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Make job advertisements more international.	18. Recognition of mobility experience (Code)	Q2 2019	VP 1, HR	1. Process optimisation and evaluation of the effects of international job advertisements (existence of a result). 2. Implementation of activities for researchers at risk (min. 1 activity).	Completed	
Action 12	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Strengthen the international outlook at FH Münster.	18. Recognition of mobility experience (Code)	Q4 2018	VP 1, IO	1. Conceptual design and implementation of further internationalisation activities in the areas of "Internationalisation @ Home", "student mobility" and "business development" on the basis of the ASC Internationalisation (min. 3 activities). 2. Addressing of the topic "acquisition of PhD students abroad" in the Internationalisation working group (existence of a result).	Completed	
Action 13	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Promote researchers in the postdoctoral phase.	21. Postdoctoral appointments (Code of Conduct)	Q3 2018	HR	1. Implementation of the "Trainee Professorship" support programme (Nachwuchsprofessur); target group: postdocs (min. 3 applications submitted). 2. Offer of career advice for postdocs (provision of the service). 3. Establishment of a quality event for assistant professors.	Completed	

Area III: Working Conditions and Social Security

Action 14	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Further develop the workplace health management system.	23. Research environment	Q3 2020	WHM	1. Delivery of workshops to analyse psychological stress and resources in the workplace (min. 4 workshops). 2. Implementation of activities to promote health (min. 2 activities) and their evaluation.	Completed	<ul style="list-style-type: none"> The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (See Action 41).
Action 15	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Review and, where applicable, improve workplace integration management.	23. Research environment	Q2 2019	WHM	1. Execution of review (result). 2. Revision of the FINDUS process and other documents (completion).	Completed	
Action 16	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Expand advisory services on the topic of combining family and work.	24. Working conditions	Q1 2024	EOO, Family Service, HR	1. Establishment of flexible child care at the Steinfurt site (establishment). 2. Development of additional advisory services and concepts (min. 114 consultations / 3 implemented concepts). 3. Linking of the different advisory services with other services offered at FH Münster (also in cooperation with HR).	In Progress	<ul style="list-style-type: none"> The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 46).

Action	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Action 17						
Consider the issue of equality in concepts ("normalisation").	24. Working conditions	Q3 2020	EOO, HR	1. Avoidance of gender stereotypes in concepts (e.g. no specific mentoring for women, normalisation).	Completed	
Action 18						
Further establish the support of early stage researchers as an element of human resource development.	28. Career development	Q4 2018	HR, TAFH	<ol style="list-style-type: none"> 1. Implementation of the further developed PhD programme ("Qualifizierungsstellen") (min. 20 individuals supported). 2. Offer of career advice for all early stage researchers (establishment of the service, min. 80 consultations). 3. Improvement in the provision of information for PhD students, e.g. on cooperative PhD programmes (min. 2 information materials and 3 events). 4. Establishment of a presentation and networking event for academic staff (in particular early stage researchers) on a trial basis. 5. Inclusion of the support of early stage researchers in the university-wide human resources development concept to be further developed. 	Completed	<ul style="list-style-type: none"> • The action is modified to ensure continuous improvement, updated with a new name/focus and different objectives/indicators, and merged into other actions (see in particular Action 50, as well as Actions 55, 56, 59, 60).
Action 19						
Support early-stage researchers in the postdoctoral phase.	28. Career development	Q3 2018	HR	<ol style="list-style-type: none"> 1. Implementation of the "Trainee Professorship" support programme ("Nachwuchswissenschaftler"); target group: postdocs (min. 3 applications submitted). 2. Offer of career advice for postdocs (provision of the service). 3. Establishment of a quality event for trainee professors. 	Completed	<ul style="list-style-type: none"> • The action is modified to ensure continuous improvement, updated with a new name/focus and different objectives/indicators, and merged into other actions (see Actions 55, 56, 60).
Action 20						
Provide selected professional further training of a general interest to academic staff.	28. Career development	Q2 2019	HR, Presidential Board	<ol style="list-style-type: none"> 1. Internal consultation: definition of topics (e.g. Advanced Statistics, Programming in R, Scientific Writing) and clarification of the structures and responsibilities required for implementation. 2. Based on this: provision of funding. 3. Implementation of events (min. 6 workshops executed). 	Completed	<ul style="list-style-type: none"> • The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 60).
Action 21						
Further train professors with responsibility for staff on the topic of human resources development and leadership.	40. Supervision	Q3 2020	HR; in some cases P, VP 2, VP 3	<ol style="list-style-type: none"> 1. Offer of consultation and coaching on the topic of leadership and conflict resolution (provision of the services). 2. Preparation of new deans for leadership and managerial duties (min. 10 participants). 3. Implementation of an on-boarding and development programme for (new) professors. Examples of topics: strategy, leadership, research management (min. 20 participants). 4. Inclusion of the qualification of professors on the topic of human resource development and leadership in the university-wide human resources development concept to be further developed. 	Completed	<ul style="list-style-type: none"> • The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 58).

Action 22	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Offer career advice for all groups of researchers.	30. Access to career advice	Q1 2018	HR	1. Number of consultations and workshops conducted (min. 120 consultations, 5 workshops).	Completed	
Area IV: Training and Development						
Action 23	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Improve review and feedback mechanisms.	36. Relation with supervisors	Q4 2019	HR, VP 2, Sc. Comm. DC	1. Implementation of the further developed process on PhD programme ("Qualifizierungsstellen") (min. 20 individuals supported).	Completed	
Action 24	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Develop a mentoring programme for the area of research.	37. Supervision and managerial duties	Q3 2019	HR	1. Integration of mentoring into the university-wide human resources development concept to be further developed.	Completed	
Action 25	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Implement knowledge retention options in the case of departing employees.	37. Supervision and managerial duties	Q3 2019	HR	1. Conceptual design and creation of a "knowledge retention toolbox", implementation of consultations and information events (min. 6 consultations / 2 information events).	Completed	
Action 26	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Further develop the human resources development concept of FH Münster.	38. Continuing Professional Development	Q2 2020	HR, P	1. Needs assessment in exchange with target groups and stakeholders (min. 25 discussions and 4 workshops). 2. Introduction of new tools and offers (min. 3 tools and offers). 3. Existence and implementation of a modified human resources development strategy. 4. Public relations (min. 8 entries on the intranet)	Completed	<ul style="list-style-type: none"> The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 51).
Action 27	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Further train professors with responsibility for staff on the topic of human resources development and leadership.	40. Supervision	Q3 2020	HR, in some cases P, VP 2, VP 3	1. Offer of consultation and coaching on the topic of leadership and conflict resolution (provision of the services). 2. Preparation of new deans for leadership and managerial duties (min. 10 participants). 3. Implementation of an on-boarding and development programme for (new) professors. Examples of topics: strategy, leadership, research management (min. 20 participants). 4. Inclusion of the qualification of professors on the topic of human resource development and leadership in the university-wide human resources development concept to be further developed.	Completed	<ul style="list-style-type: none"> The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 58).

Legend: Abbreviations (“Responsibility” column)

P:	President
K:	Chancellor
VP 1:	Vice-President for teaching and international affairs
VP 2:	Vice-President for Research and University Planning
VP 3:	Vice-President for Knowledge Transfer, Cooperation and Innovation
HSE:	Occupational health and safety and environmental protection
DPC:	Data Processing Centre
EOO:	Equal Opportunities Officer
WHM:	Workplace Health Management
HR:	Human Resources
IO:	International Office
TAFH:	TAFH Münster GmbH (Transfer Agency)
Sc. Comm. DC:	Scientific Commission of the Doctoral College

Action Plan 2021-2024

Area I: Ethical and Professional Aspects						
Action	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Action 28						
Promote open access and launch a publishing fund.	8. Dissemination, exploitation of results, 9. Public engagement	Q1 2022	UL, VP 2	1. Establishment of the fund and support/awarding of approx. 50 publications amounting to €40,000 p.a.	New	
Action 29						
Develop research data management.	3. Professional responsibility, 8. Dissemination, exploitation of results, (and 23. Research environment (Area 3))	Q1 2023	RF, VP 2	1. Completion of research data management (result/product)	New	
Action 30						
Implement current research information system (CRIS).	5. Contractual and legal obligations, 8. Dissemination, exploitation of results, 9. Public engagement	Q4 2023	RF, VP 3, VP 2	1. Implementation of research information system (result/product)	New	
Action 31						
Support individuals interested in starting a business and founders.	8. Dissemination, exploitation of results, 9. Public engagement	Q4 2023	StC / VP 3	1. Realisation of 300 consultations.	New	
Action 32						
Establish an Ethics Committee.	2. Ethical principles, 4. Professional attitude	Q1 2024	Senate	1. Establishment of the Ethics Committee and holding of min. 4 meetings 2. Development of regulations	New	
Action 33						
Undertake a study to analyse the gender pay gap at FH Münster.	10. Non-discrimination (and 26. Funding and salaries (Area 3))	Q4 2021	Project team	1. Existence of a result 2. Implementation of measures, if necessary and possible	New	
Action 34						
Revision of the guidelines for good scientific practice	3. Professional responsibility, 4. Professional attitude, 5. Contractual and legal obligations	Q2 2021	VP 2, Senate	1. Drafting of the guidelines 2. Approval in the senate	New	

Area II: Recruitment and Selection

Action	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Action 35						
Add an interdisciplinary perspective to the appointment procedure.	12. Recruitment, 13. Recruitment (Code), 14. Selection (Code), 16. Judging merit (Code), 19. Recognition of qualifications (Code)	Q1 2024	HR	<ol style="list-style-type: none"> 1. Completion of information materials 2. Establishment/nomination/qualification of an individual to accompany the appointment procedure 3. Pilot (external) support of 4-5 appointment procedures 	New	
Action 36						
Achieve and further develop a recruitment policy (OTM-R) from a gender perspective.	13. Recruitment (Code) & 14. Selection (Code) (and 10. Non-discrimination (Area 1), 27. Gender balance (Area 3))	Q1 2024	HR	<ol style="list-style-type: none"> 1. Revision and publication of the OTM-R policy, and its integration into processes and guidelines 	New	<ul style="list-style-type: none"> • Advancement and update of Action 8 with a new name/focus and different objectives/indicators.
Action 37						
Introduce an appointment monitor.	15. Transparency (Code)	Q1/Q2 2021	HR	<ol style="list-style-type: none"> 1. Completion/implementation of the appointment monitor 	New	
Action 38						
Recruit employees with an international background.	18. Recognition of mobility experience (Code), Recognition of qualifications (code), (and 29. Value of mobility (Area 3))	Q1 2024	VP 1, HR Supporting: IO	<ol style="list-style-type: none"> 1. Completion, adoption (resolution) and implementation of a concept 2. Existence of an (interim) result (implementation analysis) 3. Further increase in international job advertisements (almost 100% of professorships; where suitable, also for academic and teaching staff; EURAXESS & academics.com portals) 	New	
Action 39						
Clarify the term “internationalisation” and take measures (e.g. translation of websites), as required.	18. Recognition of mobility experience (Code), (and 29. Value of mobility (Area 3))	Q1 2024	VP 1, VP 3, UC	<ol style="list-style-type: none"> 1. Translation of the vast majority of websites aimed at target group(s) abroad (concrete target value will only become apparent during implementation) 	New	<ul style="list-style-type: none"> • Advancement and update of Action 3 with a new name/focus and different objectives/indicators.

Area III: Working Conditions and Social Security

Action	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Action 40						
Systematise and intensify employer branding.	23. Research environment	Q1 2024	HR	1. Completion, adoption (resolution) and implementation of a concept 2. Existence of an (interim) result (implementation analysis)	New	
Action 41						
Develop workplace and student health management as required.	23. Research environment, 24. Working conditions, (and 7. Good practice in research (Area 1))	Q1 2024	WHM	1. Implementation of 10 activities to further develop workplace health management (WHM) and 5 activities to further develop student health management (SHM) (e.g. prevention and health promotion campaigns, workshops on work-care balance, employee survey, implementation of focus groups, development and implementation of an WHM communication concept). 2. Closer networking between WHM + HR Development as a result of the Jour Fixe (min. 1x per quarter).	New	<ul style="list-style-type: none"> Advancement and update of Actions 1 and 14 with a new name/focus and different objectives/indicators.
Action 42						
Introduce guidelines on mobile working.	23. Research environment, 24. Working conditions, 29. Value of mobility	Q2 2022	HR	1. Completion, adoption (resolution) and introduction of the guidelines 2. Existence of an (interim) result (implementation analysis)	New	
Action 43						
Promote student, lecturer and staff mobility (also with UAS7).	29. Value of mobility	Q1 2024	VP 1, IO	1. Completion, adoption (resolution) and implementation of a concept 2. Existence of an (interim) result (implementation analysis)	New	
Action 44						
Ensure a safe working environment during times of a pandemic; develop an online teaching and learning environment.	23. Research environment, 24. Working conditions	Q2 2021	K	1. Acquisition of technology to the amount of €245,000 (allocation) 2. Creation and publication of online teaching guidelines	New	
Action 45						
Improve the communication of research support at FH Münster and give greater importance to research.	23. Research environment	Q4 2022	RF, VP 2, VP 3	1. 10 activities carried out to increase transparency with regard to a) research support and b) the importance of research (e.g. provision of information to bodies, websites, information events, researcher breakfast mornings)	New	

Action 46	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Promote family-friendliness and gender equality.	23. Research environment, 24. Working conditions, 27. Gender balance, (and 10. Non-discrimination (Area 1))	Q1 2024	EOO, HR	<ol style="list-style-type: none"> Implementation of min. 6 events on the topic of: a) Parental allowance, parental and maternity leave; b) "My parents are (gradually) growing old" Delivery of min. 6 workshops on the topics of: a) Dealing with unacceptable behaviour; b) Financial literacy for women; c) Women in leadership; d) Salary negotiation for women. Establishment and implementation (3x) of a career circle to promote gender equality in career prospects (together with human resources development) Establishment of a holiday childcare programme 	New	<ul style="list-style-type: none"> Advancement and update of Action 16 with a new name/focus and different objectives/ indicators.
Action 47	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Create opportunities for interdisciplinary exchange in the field of research.	23. Research environment	Q4 2022	VP 3/VP 2	<ol style="list-style-type: none"> Implementation of 5 events (e.g. researcher breakfast mornings) 	New	
Action 48	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Promote knowledge management ("Arrival at FH Münster").	24. Working conditions	Q3 2022	HR, DPC	<ol style="list-style-type: none"> Completion of information materials "Arrival at FH Münster" Delivery of 110 introductions to knowledge management tools, e.g. Confluence (dependent on demand) 	New	
Action 49	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Promote online research and collaboration tools.	23. Research environment	Q1 2023	DPC	<ol style="list-style-type: none"> 250 users who work with online tools (e.g. Confluence) (recorded on the basis of access authorisations/licences) 	New	

Area IV: Training and Development

Action 50	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Offer programmes for early stage researchers.	38. Continuing Professional Development & 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q1 2024	HR	<ol style="list-style-type: none"> Provision of financial resources totalling min. €3,400,000. Promotion of min. 15 new individuals in the PhD programme 6 new professional development offers for early stage researchers 	New	<ul style="list-style-type: none"> Advancement and update of Action 18 with a new name/focus and different objectives/indicators.
Action 51	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Continue the "PATHS TO SUCCESS" human resources development concept, based on the HR Strategy for Researchers (HRS4R).	38. Continuing Professional Development & 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q1 2024	HR	<ol style="list-style-type: none"> Continuation of PATHS TO SUCCESS to the year 2024 Development of 6 new offers 	New	<ul style="list-style-type: none"> Advancement and update of Action 26 with a new name/focus and different objectives/ indicators.

Action 52	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Implement professional development offers and provide information on the topic of “modern and flexible work organisation” and “gender equality”.	38. Continuing Professional Development & 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q1 2024	HR, EOO	<ol style="list-style-type: none"> 1. Completion and publication of 2 guidelines (online teaching, working from home) 2. Conceptual design, establishment and implementation (6x) of events 3. Establishment and implementation (3x) of a career circle to promote gender equality in career prospects (together with EOO) 	New	
Action 53	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Expand involvement in the Doctoral Studies Programme of the Federal State of North Rhine-Westphalia.	37. Supervision and managerial duties, 38. Continuing Professional Development & 39. Access to research training and continuous development, 40. Supervision, (and 28. Career development (Area 3))	Q3 2021	VP 2, HR	<ol style="list-style-type: none"> 1. Representation of FH Münster with min. 15 professors 	New	
Action 54	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Give human resources development a more international outlook.	38. Continuing Professional Development, (and 29. Value of mobility & 28. Career development (Area 3))	Q1 2024	VP 1, HR, Supporting: IO	<ol style="list-style-type: none"> 1. Delivery of min. 6 English-language professional development programmes in the field of science (HR, DC) 2. Delivery of min. 15 foreign language courses for staff (primarily English, as well as Spanish courses within the “International Engineering” project) 	New	
Action 55	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Make career paths towards a professorship at a university of applied sciences more transparent (career description).	38. Continuing Professional Development, 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q4 2023	HR	<ol style="list-style-type: none"> 1. Completion and publication of information materials (e.g. website, informative presentation) 2. Participation in 4 UAS7 career fairs 	New	<ul style="list-style-type: none"> • Advancement and update of Actions 18 and 19 with a new name/focus and different objectives/indicators.

Action	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Action 56						
Illustrate and promote other career paths for academic staff apart from becoming a professor at a university of applied sciences.	38. Continuing Professional Development, 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q4 2021	HR	1. Completion of information materials (e.g. website, informative presentation) 2. Establishment of an advisory process (min. 20 advisory processes)	New	<ul style="list-style-type: none"> Advancement and update of Actions 18 and 19 with a new name/focus and different objectives/indicators.
Action 57						
Expansion of the coaching pool.	30. Access to career advice	Q2 2022	HR	1. Existence of a new coaching pool with min. 6 coaches	New	
Action 58						
Design and offer a leadership qualification for professors and other executive staff in the field of research.	36. Relation with supervisors, 37. Supervision and managerial duties, 38. Continuing Professional Development	Q1 2024	HR	1. Delivery of 2 leadership workshops 2. Delivery of 2 workshops on "Digital collaboration / leadership / team organisation" 3. Organisation of 1 meeting to facilitate exchange between professors responsible for supervising PhD students (e.g. during a researcher breakfast morning) 4. Delivery of 3 workshops for deans	New	<ul style="list-style-type: none"> Advancement and update of Actions 21 and 27 with a new name/focus and different objectives/indicators.
Action 59						
Create opportunities for PhD students to share experiences and ideas (e.g. a group of regulars).	38. Continuing Professional Development & 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q1 2024	HR / DC	1. Establishment of 2 representatives (Münster/Steinfurt) 2. Implementation of 2 networking events (depending on how the COVID-19 pandemic pans out) 3. Delivery of 2 high-quality presentation events (e.g. symposium)	New	<ul style="list-style-type: none"> Advancement and update of Action 18 with a new name/focus and different objectives/indicators.
Action 60						
Further promote the qualification of academic and teaching staff.	38. Continuing Professional Development & 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q1 2024	HR	1. Delivery of 15 workshops on topics such as: a) Research at universities of applied sciences; b) Successful doctorate or on-boarding for PhD students with a networking option; c) Participation in conferences; d) Poster presentations; e) Thesis defence; f) Acquisition of external funding; g) Qualitative research, publication management; h) Networking at conferences.	New	<ul style="list-style-type: none"> Advancement and update of Actions 18, 19 and 20 with a new name/focus and different objectives/indicators.
Modification of the HR-strategy based on feedback of the assessors during the re-certification process						
Action 61						
Translate relevant strategic documents and websites into English (based on Action 39)	18. Recognition of mobility experience (Code) (as well as 29.	Q1 2024	VP 1, VP 3, UC, HR	1. Translation of at least 10 strategic documents and/or websites (concrete number dependent on outcomes of review in Action 39)	New	

	Value of mobility (Area 3))					
Action 62	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Actively promote a balanced gender ratio		Q1 2024	P, VP 2, EOO, HR	<ol style="list-style-type: none"> 1. Establishment of an “Active Recruiting” position for the direct approach of women and international employees 2. Gender- and diversity-specific review and revision of job postings 3. Further development of the recruitment guideline with regard to gender aspects 4. Establishment of at least 12 gender-specific training and service offerings 5. Successful participation in the Diversity Re-Audit 	New	
Action 63	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Training of researchers in competitive tendering/allocation processes		Q1 2024	VP 2, VP 3, TAFH, HR	<ol style="list-style-type: none"> 1. Conception and implementation of at least 3 topic- and target group-specific workshops 2. Conception and implementation of at least 3 workshops on the topic of “research data management” (funding bodies in competitive award processes increasingly demand data management plans) 3. At least 30 issue-specific consultations 	New	

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Sc. Comm. DC:	Scientific Commission of the Doctoral College
UL:	University Library
RF:	Research Funding
StC:	Startup Consultancy of FH Münster and TAFH
UC:	University Communication