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<tr>
<td><strong>I) Ethical and Professional Aspects</strong></td>
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| 7. Good practice in research | Intensify awareness briefings on the topic of occupational health and safety and environmental protection. | HSE | End of 2015 | New, more appropriate criterion: Trend in the number of persons given awareness briefings. | **Current status:**
- Scheduled performance, measure completed, not considered in the new Action Plan.
**Implementation:**
- Increase in the number of persons briefed/advised (from 40 per year to approx. 90 per year).
- Implementation of laboratory/workplace inspections with a comprehensive HSE analysis (involving the Medical Officer and Staff Council), approx. 12 per year. (additional action)
- Inclusion of briefing as an obligatory task of professors in the HSE management system. (additional action)
- Information (input) on occupational health and safety at the introductory event for newly appointed professors and inclusion of information on the intranet site for newly appointed professors. (additional action)
**Commentary:**
- In the future, the continuous delivery of consultation and workplace inspections as well as information for newly appointed professors. |
| | Translate basic processes in the HSE system into English. | HSE | End of 2016 | Number of processes in the HSE system that have been translated. | **Current status:**
- Scheduled performance, sub-goal achieved, further consideration in the new Action Plan.
**Implementation:**
- 17 processes have been translated so far.
- Other documents relating to hazard assessment, workplace safety instructions, working with hazardous substances and laboratory activities have been translated. (additional action)
**Commentary:**
- Continuous process.
- In the future, continuous translation of additional processes into English. |
| | Strengthen IT security. | IT Committee | End of 2016 | Development and implementation of IT security measures. | **Current status:**
- Scheduled performance, sub-goal achieved, further consideration in the new Action Plan.
**Implementation:**
- Development and implementation of IT security guidelines as well as an Information Security Management System (ISMS).
- Technical support relating to IT systems, penetration testing of existing and new IT systems.
**Commentary:**
- Continuous process.
- In the future, continuous development and implementation of further IT security measures. |
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|                      | Modernise hardware and software.                  | DVZ            | End of 2017  | Number of measures taken to expand and re- new hardware and software. | **Current status:**
|                      |                                                   |                |              |                                            | • Scheduled performance, sub-goal achieved, further consideration in the new Action Plan. |
|                      |                                                   |                |              |                                            | **Implementation:**
|                      |                                                   |                |              |                                            | • Implementation of 2 extensive IT modernisation projects: |
|                      |                                                   |                |              |                                            |   o Modernisation project: “Central server, storage and data centre infrastructure of Münster University of Applied Sciences” within the “Major instrumentation funded by the federal states” programme, investment volume €2.45 million, completion Q4 2016. |
|                      |                                                   |                |              |                                            |   o Modernisation project: “Expansion of the university’s local data network” within the “Major instrumentation funded by the federal states” programme, investment volume €0.743 million, completion Q3 2016. |
|                      |                                                   |                |              |                                            | • In addition, ongoing/cyclical modernisation: |
|                      |                                                   |                |              |                                            |   o of computer desktop systems every 5 years, |
|                      |                                                   |                |              |                                            |   o of licences relating to servers (e.g. VM-ware, anti-virus, anti-spam), |
|                      |                                                   |                |              |                                            |   o of university-wide licences (e.g. MS Office via federal licence agreement, SPSS), |
|                      |                                                   |                |              |                                            |   o of identity management systems. |
|                      |                                                   |                |              |                                            | **Commentary:**
|                      |                                                   |                |              |                                            | • Continuous process. |
|                      |                                                   |                |              |                                            | • In the future, continuous modernisation of hardware and software. |
| 11. Evaluation/appraisal systems | Evaluate the quality of research on the basis of cross-university standards. | Senate Commission for Teaching, Research and Continuing Education | Start of 2016 | Participation and involvement in NRW-Graduierteninstitut (PhD Institute) | **Current status:**
|                      |                                                   |                |              |                                            | • Scheduled performance, measure completed, not considered in the new Action Plan. |
|                      |                                                   |                |              |                                            | **Implementation:**
|                      |                                                   |                |              |                                            | • Co-initiation of the NRW-Graduiertenkolleg and regular participation. |
|                      |                                                   |                |              |                                            | **Commentary:**
<p>|                      |                                                   |                |              |                                            | • In the future, further participation in the NRW-Graduiertenkolleg. |</p>
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<tr>
<td><strong>II) Recruitment and Selection</strong></td>
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| **12. Recruitment** | Establish the promotion of early-stage researchers as an element of human resource development | HR | End of 2016 | Implementation of measures to promote early-stage researchers, provision of funding to promote early-stage researchers. | **Current status:**
- Scheduled performance, sub-goal achieved, further consideration in the new Action Plan.  
**Implementation:**
- Conceptual further development of the “Qualification Positions” support programme (target group: researchers without a PhD) and provision of funding.  
- Development and implementation of the Trainee Professorship (“Nachwuchsprofessur”) support programme (target group: postdocs).  
- Conceptual design and implementation of career guidance for early career researchers as well as the provision of consultation (a total of 19 consultations in person, by phone or by email as well as a careers workshop with 32 persons).  
**Commentary:**
- Continuous process.  
- In the future, the further development and differentiation of support of early career researchers as a human resources development instrument and inclusion in the university-wide human resources development concept to be developed further (measures, e.g. implementation of the further developed process of qualification positions, sustainable implementation of career guidance (under Point 28 in the new Action Plan).  |
| | Provide further training to professors with responsibility for staff on the topic of human resources management. | HR | End of 2016 | Development of in-house seminars on this topic. | **Current status:**
- Scheduled performance, sub-goal achieved, further consideration in the new Action Plan.  
**Implementation:**
- Conceptual design and delivery of a seminar on the topic of “Appointment Processes”. A total of 32 professors have participated so far.  
- Obligation of newly appointed professors to participate in a series of seminars provided by the hdw network in which one’s own role and the tasks associated with that role are reflected upon. A total of 35 professors have participated so far (course: “Principles of University Teaching 1 + 2”). (additional action)  
- Enabling of participation in other training options on the topic of “Human Resources Management” via the hdw network. (additional action)  
**Commentary:**
- Continuous process.  
- In the future, further training of professors on the topic of OTM-R (under Points 12-20 in the new Action Plan) and development of new measures on the topic of HR management. Inclusion of the measures in the university-wide human resources development concept to be developed further. Examples of measures include: consultation and coaching on the topic of “leadership and conflict resolution”, advanced leadership training for new deans as well as leadership and management training for newly appointed professors (under Point 28 in the new Action Plan).  |
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| 13. Recruitment (Code of Conduct) | Further standardisation of the recruitment procedures for research staff. | HR | End of 2016 | Provision of assistance (e.g. preparation of instruction manuals and guidelines). | **Current status:**  
Scheduled performance, measure completed, not considered in the new Action Plan.  
**Implementation:**  
- Needs assessment (survey) and based on this:  
- Development and publication of a needs-based guide for selection processes for academic staff (career levels R1 & R2 of the European Framework for Research Careers).  
- Execution of an OTM-R analysis.  
- Conceptual design and implementation of an OTM-R policy. (additional action)  
**Commentary:**  
- In the future, implementation of selection processes on the basis of the new guide. |
| 14. Selection (Code of Conduct) | Make it obligatory for the chair of an appointment committee to participate in "Optimising recruitment procedures" training. | HR | End of 2015 | Inclusion of this point in the appointment regulations, number of people who have participated in seminars. | **Current status:**  
Scheduled performance, measure completed, not considered in the new Action Plan.  
**Implementation:**  
- Obligatory participation in the seminar has been specified in the appointment regulations (Section 9 (1)).  
- A total of 32 persons have received further training since summer 2015.  
**Commentary:**  
- Future delivery of further advanced training. |
| | Further standardisation of selection processes for academic staff. | HR | Mid 2016 | Revision of the selection process. | **Current status:**  
Scheduled performance, measure completed, not considered in the new Action Plan.  
**Implementation:**  
- Needs assessment (survey) and based on this:  
- Development and publication of a needs-based guide for selection processes for academic staff (career levels R1 & R2 of the European Framework for Research Careers).  
- Implementation of an OTM-R analysis.  
- Conceptual design and implementation of an OTM-R policy. (additional action)  
**Commentary:**  
- In the future, implementation of selection processes on the basis of the new guide. |
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<tr>
<td>15. Trans-</td>
<td>Inform candi-</td>
<td>HR</td>
<td>Mid 2016</td>
<td>Development of a</td>
<td><strong>Current status:</strong> Scheduled performance, measure completed, not considered in the new Action Plan. <strong>Implementation:</strong> Needs assessment (survey) and, based on this: Development and publication of a needs-based guide for selection processes for academic staff (career levels R1 &amp; R2 of the European Framework for Research Careers). Preparation of flyers for applicants providing concise information on the selection process. (additional action) Execution of an OTM-R analysis Conceptual design and implementation of an OTM-R policy. (additional action) <strong>Commentary:</strong> In the future, continuous notification of applicants about the selection process.</td>
</tr>
<tr>
<td>parency Part 1 (Code of Conduct)</td>
<td>dates about the recruitment process prior to the selection process (area &quot;employees subject to collective agreements&quot;)</td>
<td></td>
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<td>concept for the provision of sources of information for candidates.</td>
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<td>16. Judging</td>
<td>Create further tools to improve the assessment of candidates.</td>
<td>HR</td>
<td>End of 2016</td>
<td>Development/use of new methods for assessing applicants.</td>
<td><strong>Current status:</strong> Scheduled performance, measure completed, not considered in the new Action Plan. <strong>Implementation:</strong> Implementation of an online recruitment tool with a variety of functions for assessing candidates. In this respect, professional experience can be illustrated and weighted using an input mask for applicants. This enables a ranking order to be created. <strong>Commentary:</strong> In the future, continuous use and further improvement of the online recruitment tool.</td>
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<td>merit (Code of Conduct)</td>
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<td>17. Variations in the chronological order of CVs (Code of Conduct)</td>
<td>Embed this topic in work processes.</td>
<td>HR</td>
<td>End of 2016</td>
<td>Consideration of this topic in measures concerning Points 13 and 16.</td>
<td><strong>Current status:</strong> Scheduled performance, measure completed, not considered in the new Action Plan. <strong>Implementation:</strong> The online recruitment tool used at Münster University of Applied Sciences enables applications to have chronologically variable CVs. A passage that assesses deviations in chronological order as being potentially positive was included in the guide for selection processes. <strong>Commentary:</strong> In the future, continuous consideration of this topic in all selection processes.</td>
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| 18. Recognition of mobility experience (Code of Conduct) | Intensify services for international employees, exploit synergies with IO. | HR, IO | Mid 2015 | Introduction of new services and information sources for international staff. | **Current status:**  
- Scheduled performance, sub-goal achieved, further consideration in the new Action Plan.  
**Implementation:**  
- Conceptual design and publication of different English-language information offers for international employees. These include  
  - A to Z guide for new academic staff,  
  - Information flyers related to appointment processes.  
- An established contact person for international employees at the International Office.  
- Development of a support concept for refugee researchers/researchers at risk.  
**Commentary:**  
- Continuous process.  
- In the future, implementation of the support concept for researchers at risk. |
| Make job advertisements more international. | HR | End of 2015 | Adoption of resolution, number of job advertisements published internationally in relation to the number of job advertisements published nationally, number of job advertisements in English. |  
**Current status:**  
- Sub-goal has been achieved partly with delay, further consideration in the new Action Plan.  
**Implementation:**  
- Positions are extensively advertised internationally or in the English language.  
- All Professorships (R3&R4) have been advertised on EURAXESS and Academics.com (since May 2016 = 19 international/English-language announcements, equates to 100%).  
- If suitable, positions for academic staff (R1&R2) will be announced substantially on EURAXESS from November 2017 onwards. From March to October 2017, this topic was integrated into processes (e. g. guideline, process management system FINDUS®).  
- If a vacancy is suitable for refugees, the position is marked with the option “SCIENCE4-REFUGEES” on EURAXESS.  
- International announcement of PhD positions at partner universities of MSB (Münster School of Business).  
- Commitment for researchers at risk (**additional action**):  
  - Münster University of Applied Sciences has joined the “Scholars at Risk” network,  
  - Successful application for a scholarship for a researcher at risk via the Philipp Schwartz Initiative of the Alexander von Humboldt Foundation.  
**Commentary:**  
- Continuous process.  
- In the future, process optimisation and evaluation of the effects of international announcements. |
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| 18. Recogni- | Strengthen th- | HR, IO          | End of 2016 | Development of concepts and measures for promoting internationality, number of concept developments implemented. | Current status:  
  • Scheduled performance, sub-goal achieved, further consideration in the new Action Plan.  
 Implementation:  
  • Development and implementation of three concepts (1: Incentive scheme for a) internationalising teaching, b) teaching staff and c) promoting international partnerships; 2: Concept for refugee researchers/researchers at risk; 3: Programme for students entitled to asylum).  
  • Entrenchment of the topic of “internationalisation” in the University Development Plan of Münster University of Applied Sciences as a strategic area of development and drawing up of an Academic Scorecard (ASC) “Internationalisation”. (additional action)  
  • Establishment of an “Internationalisation” Working Group chaired by the Vice-President for Teaching and International Affairs, and regular meetings. (additional action)  
 Commentary:  
  • Continuous process.  
  • In the future, conceptual design and implementation of further internationalisation measures in the areas of “Internationalisation@Home”, “student mobility” and “business development” on the basis of the ASC Internationalisation.  
  • In the future, addressing of the topic of the “acquisition of PhD students abroad” in the Internationalisation Working Group. |
  • Scheduled performance, measure completed, not considered in the new Action Plan.  
 Implementation:  
  • Information document for the professional recognition of degrees and qualifications was prepared and included in the FINDUS® process for selection processes. It contains all kinds of information and links (e.g. ANABIN – information portal for foreign qualifications).  
 Commentary:  
  • Future use of new sources of information. |
| 21. Postdoc- | Promote re-     | HR             | End of 2016 | Implementation of measures to support early career researchers. | Current status:  
  • Scheduled performance, sub-goal achieved, further consideration in the new Action Plan.  
 Implementation:  
  • Development and implementation of the “Trainee Professorship” support programme (target group: postdocs).  
  • Conceptual design and implementation of career guidance for postdocs.  
 Commentary:  
  • Continuous process.  
  • In the future, further expand postdoc support as a human resources development instrument and integrate it into the university-wide human resources development concept to be further developed (measure, e.g. establishment of an assistant professorship quality event). |
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| 21. Postdoc-toral recruitment and appointments (Code of Conduct) | Create financial support for interviews (individual decisions) | HR / Finance | End of 2015 | New, more appropriate criterion: Decision-making and presentation of this point in existing guides for selection processes. | **Current status:**
- Scheduled performance, measure completed, not considered in the new Action Plan.
**Implementation:**
- Adoption of resolution to also enable postdocs, teaching staff for special duties and other academic staff to be reimbursed for costs.
- Entrenchment of this point in the guide for selection processes.
**Commentary:**
In the future, continue to grant financial support for selection interviews. |
| III) Working Conditions and Social Security | Expand advisory services on the topic of combining family and work. | EOO (Family Service) | Mid 2016 | Development of new concepts, number of consultations held, preparation of information material on this topic. | **Current status:**
- Scheduled performance, sub-goal achieved, further consideration in the new Action Plan.
**Implementation:**
- Since 2014, development of a wide range of new concepts, services and information material for employees in the areas of consultation, child care, coaching, financial support, infrastructure and networking.
- Consultations held with a total of approx. 101 employees (2015-2016).
**Commentary:**
- Continuous process
- In the future, further development and implementation of concepts and provision of consultations. |
| 24. Working conditions | Promote women in mid-level research positions. | Presidential Board, HR, EOO | Start of 2015 | Advertisement for junior professorships for women, preparation of information material/events for women, improvement in the combination of family and work. | **Current status:**
- Scheduled performance, measure completed, not considered in the new Action Plan.
**Implementation:**
- Conceptual design and implementation of the "junior professorship" ("Nachwuchsprofessur) support programme specifically for women in mid-level academic positions (including announcements, information material). A total of 9 women have received support.
- Close networking with FH Family Service to improve the combination of family and working life.
**Commentary:**
- In the future, further support of women in mid-level academic positions. |
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| 28. Career development | Strengthen cooperation with other universities of applied sciences in order to promote PhD students. | Senate Commission for Teaching, Research and Continuing Education | Start of 2016 | Participation and involvement in NRW-Graduierteninstitut (PhD Institute) | **Current status:**  
- Scheduled performance, measure completed, not considered in the new Action Plan.  
**Implementation:**  
- Co-initiation of the NRW-Graduiertenkolleg and regular participation.  
**Commentary:**  
- In the future, further participation in the NRW-Graduiertenkolleg. |
| Offer a Careers Service for PhD students. | HR | End of 2015 | Expansion of the graduate school by adding professional development elements. | **Current status:**  
- Scheduled performance, sub-goal achieved, further consideration in the new Action Plan.  
**Implementation:**  
- Conceptual design and implementation of career guidance for early career researchers.  
- Provision of initial consultations for PhD students (a total of 13 individual consultations in person, by phone or by email, careers workshop with 32 PhD students, information workshop PhD support / qualification positions with 6 PhD students).  
**Commentary:**  
- Continuous process.  
- In the future, expansion of the service for all groups of researchers. |
| 33. Teaching | Make reductions in teaching loads more transparent and comprehensible. | HR | Mid 2015 | Publication of information on this topic. | **Current status:**  
- Scheduled performance, measure completed, not considered in the new Action Plan.  
**Implementation:**  
- Preparation and publication of an information brochure on reductions in teaching loads.  
**Commentary:**  
- Continued consideration of this topic throughout the university. |
| As and when required, offer support by teaching staff in order to relieve professors from their teaching duties. | HR | As and when required | New more appropriate criterion: number of reductions in teaching loads. | **Current status:**  
- Scheduled performance, measure completed, not considered in the new Action Plan.  
**Implementation:**  
- Professors are relieved of teaching duties by teaching staff as needed on the basis of defined criteria.  
- Number of reductions in teaching loads: 2015 = 80, 2016 = 100, 2017 = 75.  
**Commentary:**  
- In the future, further approval of support provided by teaching staff. |
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| 34. Complain-tants/ap-peals | Ensure better communication of the existence and duties of the ombudsmen. | Senate Commission for Teaching, Research and Continuing Education | Start of 2016 | Participation and involvement in NRW-Graduierteninstitut (Ph.D. Institute). | Current status:  
- Scheduled performance, measure completed, not considered in the new Action Plan.  
Implementation:  
- Co-initiation of the NRW-Graduiertenkolleg and regular participation.  
Commentary:  
- In the future, further participation in the NRW-Graduiertenkolleg. |

**IV) Training and Development**

| 36. Relationship with supervisors | Improve review and feedback mechanisms. | “Good PhD” Working Group | Start of 2016 | Introduction of target achievement tools (e.g. forms or reports). | Current status:  
- Scheduled performance, measure completed, not considered in the new Action Plan.  
Implementation:  
- Conceptual design and introduction of a PhD logbook as an accompanying feedback instrument in the doctoral examination procedure.  
- Assessment of the logbook by a scientific commission in the context of qualification positions. (additional action)  
Commentary:  
- In the future, use of the PhD logbook and improvement if necessary. |

| 37. Supervision and managerial duties | Develop a mentoring programme for the area of research. | HR | Mid 2018 | Establishment of a project group, conceptual design and implementation of a mentoring programme. | Current status:  
- Scheduled performance, sub-goal achieved, further consideration in the new Action Plan.  
Implementation:  
- Internal consultation and definition: mentoring programme primarily required for trainee professors ("Nachwuchsprofessuren"). PhD students are integrated within a mentoring structure.  
- Conceptual design and integration of mentoring into the Trainee Professorship programme.  
Commentary:  
- Continuous process.  
- Next step: inclusion of the mentoring programme in the new university-wide human resources development concept to be developed. |
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<tr>
<td>40. Supervision</td>
<td>Improve review and feedback mechanisms.</td>
<td>“Good PhD” Working Group</td>
<td>Start of 2016</td>
<td>Introduction of target achievement tools (e.g. forms or reports).</td>
<td><strong>Current status:</strong>&lt;br&gt;• Scheduled performance, measure completed, not considered in the new Action Plan.&lt;br&gt;<strong>Implementation:</strong>&lt;br&gt;• Conceptual design and introduction of a PhD logbook as an accompanying feedback instrument in the doctoral examination procedure.&lt;br&gt;• Assessment of the logbook by a scientific commission in the context of qualification positions. (<strong>additional action</strong>)&lt;br&gt;<strong>Commentary:</strong>&lt;br&gt;• In the future, use of the PhD logbook and improvement if necessary.</td>
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<td>Provide further training to professors with responsibility for staff on the topic of human resources management.</td>
<td>HR</td>
<td>End of 2016</td>
<td>Conceptual design of in-house seminars on this topic.</td>
<td><strong>Current status:</strong>&lt;br&gt;• Scheduled performance, sub-goal achieved, further consideration in the new Action Plan.&lt;br&gt;<strong>Implementation:</strong>&lt;br&gt;• Conceptual design and delivery of the seminar “Supervising PhD students” (12 persons have participated so far).&lt;br&gt;• Enabling of professors to participate in events offered by HDW on the topics of “Consultation and Coaching”, “Developing and Teaching” and “Key Transferable Skills”.&lt;br&gt;<strong>Commentary:</strong>&lt;br&gt;• Continuous process.&lt;br&gt;• In the future, development of additional measures on the topic of HR management for professors and integration into the university-wide human resources development concept to be developed (measures such as: consultation and coaching on the topic of “leadership and conflict resolution, advanced leadership training for new deans, leadership and management training for newly appointed professors (under Point 28 in the new Action Plan).</td>
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**Legend:** Abbreviations (“Responsibility” column)  
HSE: Occupational health and safety and environmental protection  
DVZ: Data Processing Centre  
EOO: Equal Opportunities Officer  
HR: Human Resources  
IO: International Office