PATHS TO SUCCESS

HR Strategy for the field of research

based on the

Human Resources Strategy for Researchers (HRS4R)
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1. Münster University of Applied Sciences

Münster University of Applied Sciences offers its 14,000+ students a comprehensive range of courses featuring 87 Bachelor and Master’s programmes in engineering and social sciences, business administration and economics, and creative disciplines. A total of 276 professors conduct research at our higher education institution (HEI) with the support of more than 750 academic and non-academic staff. Interdisciplinary work is a matter of course at all our departments and schools. Our HEI has extensive contacts: it collaborates with regional, national and international research institutions and business practice partners to develop innovative responses to contemporary challenges.

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 HEI by means of a cooperative doctoral examination procedure.

Quality is the benchmark for the teaching we provide, featuring a wide range of offerings aimed at the requirements of the market. Quality is also the foundation for research success, making our HEI one of the universities of applied sciences with the highest share of external
funding. Münster University of Applied Sciences was the first university of applied sciences in Germany to receive institutional accreditation and has now also become the first to receive institutional reaccreditation.

2. Points of Reference for drawing up our HR Strategy

2.1 The "HR Excellence in Research" award

In autumn 2015, Münster University of Applied Sciences was one of the first HEIs in Germany to receive the Human Resources Excellence in Research award. The award documents the fact that Münster University of Applied Sciences 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. As a result, Münster University of Applied Sciences offers scholars excellent 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.

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

2.2 Strategic incorporation

The sustainable implementation and further development of HRS4R at our HEI is ensured by its *strategic incorporation* at two levels:

2.2.1 University Development Plan

Future goals and development measures in the perspectives teaching, research and resources are primarily defined 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). When defining goals and strategies for the current UDP IV (period 2016-2020), we paid particular attention to our six strategic areas of development, which are a recurring theme throughout the entire plan (see Figure 2).

In the UDP, HRS4R is located at the intersection of the strategic areas of development of human resources development and Transfer 2020 with the perspectives research and resources: the great importance that our HEI attaches to modern human resources management is reflected in the UDP IV in the definition of the human resources development thematic area as a strategic area of development in which emphasis is placed on associated measures. Researchers at all career levels (R1-R4) of the European Framework for Research Careers take centre stage. With regard to the area of development Transfer 2020, HRS4R contributes to the further strengthening of research activities at our HEI. In the university-wide Academic Scorecard, our commitment to shaping the HRS4R process and to topics related to HR in general is specifically evident in several goals and measures of the perspectives research and resources (see Table 12):

1 In the European Framework for Research Careers, researchers are divided into four groups: R1 = First Stage Researchers up to the point of PhD, R2 = Recognised Researchers (PhD holders), R3 = Established Researchers (generally professors), R4 = Leading Researchers (generally professors).
2 Measures directly concerning human resources management or HRS4R are shown in italics.
<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Specific goal</th>
<th>Measure</th>
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<tbody>
<tr>
<td>□ Create a more distinct profile (Research area)</td>
<td>□ Optimise conditions for conducting research</td>
<td>□ Implement the European Charter for Researchers (Human Resources Strategy for Researchers – HRS4R)</td>
</tr>
<tr>
<td>□ Promote early career researchers</td>
<td></td>
<td>□ Further improve research infrastructure, apply for research building</td>
</tr>
<tr>
<td>□ Recruit and retain qualified personnel (Resources area)</td>
<td>□ Increase attractiveness as an employer</td>
<td>□ Integrate research into QM system</td>
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<td></td>
<td>□ Implement the European Charter for Researchers (Human Resources Strategy for Researchers – HRS4R)</td>
<td>□ Establish Münster University of Applied Sciences as an employer brand, in particular make the working environment staff friendly (also reconciliation of career interests and family life)</td>
</tr>
<tr>
<td>□ Promote professional university management</td>
<td>□ Establish Münster University of Applied Sciences as an employer brand, in particular make the working environment staff friendly (also reconciliation of career interests and family life)</td>
<td>□ Continue target group-specific measures for professors (recruitment and further training), employees and in the advancement of women</td>
</tr>
<tr>
<td>□ Extend the human resources development concept and supplement it</td>
<td>□ Qualify staff for management tasks and motivate them accordingly</td>
<td>□ Develop and establish an incentive scheme</td>
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▲ Table 1: Academic Scorecard: objectives and measures on the perspectives research and resources
2.2.1 HR Strategy for the field of research

HRS4R is also the central point of reference of our *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 HRS4R. On this basis, the recruitment and further development of qualified researchers at all career levels 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 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.
2.3 Involvement of the management and supervisory bodies

In the framework of the HRS4R process, the management of our HEI is continuously involved in the further development of the HR Strategy: specific goals and implementing measures are agreed on with the responsible members of the Presidential Board in each case. The Steering Committee consists of the President of Münster University of Applied Sciences, the Vice-President for Knowledge Transfer and Partnerships as the user representative as well as two supplier representatives from Human Resources. The new Action Plan, for instance, was adopted by the Steering Committee. In addition, we also presented the current status and the way forward to the Board of Trustees (eight persons) and the Senate (24 persons, including 6 R1&R2, 12 R3&R4 and 6 students) for discussion, e.g. in the context of the internal review (summer 2017).

2.4 Involvement of researchers, stakeholders and organisational units

In the course of further developing our HR Strategy, in the context of the internal review we placed particular emphasis on the involvement of different researcher groups (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 2.3), we consider these points to be key factors for the successful implementation of the measures and a sustainable cultural development. The basis of the review was a monitoring tool – based on the existing Action Plan – in
which, e.g. the current status of the measures and further steps are documented.

The Senate Commission for Research and Transfer assumes the role of the *User Committee* for the HRS4R process. This commission represents the relevant researcher groups, and is composed of the Vice-President responsible, seven professors, three academic staff members, one member of the group of technical and administrative staff and three students. Important steps and measures are presented and discussed within the commission. This composition ensures that a range of views from many levels are heard and different perspectives are considered. Implementation concepts and the new Action Plan, for instance, were discussed by the commission. *Theme-related discussions* with the main persons responsible for the individual measures and organisational units represent a valuable source of information in the framework of the HRS4R process (discussions with 21 persons in the context of the internal review). Different kinds of *surveys* (individual interviews, survey of points following a workshop, written surveys) are an important tool for fleshing out the need for development (survey of 65 persons in the context of the internal review, including 35 R1&R2 and 18 R3&R4). Another instrument of participation is the presentation and discussion of concepts at *workshops and events* (involvement of 72 researchers in the context of the internal review, including 32 R1&R2 and 40 R3&R4). In this way, we were able to generate numerous starting points for the new Action Plan. Concepts were also developed in close consultation with *internal bod-
ies (e.g. Academic Staff Council, Equal Opportunities Officer, Disabilities Officer) and in some cases communicated directly to the researchers concerned at staff meetings.

3. Implementation stages and milestones

The shaping of human resources management on the basis of HRS4R is being undertaken at our HEI as a continuous process. In this connection, a particularly important milestone is the aforementioned strategic incorporation of HRS4R and various measures associated with this, as well as the topic of human resources development in the current UDP. In this way, targets and measures are further accelerated within the HEI in the context of human resources management. We shape the implementation of HRS4R as a structured process of continuous further development: in close exchange with our researchers, we are constantly on the look-out for ways in which to improve our human resources management in all of the HRS4R fields of action, seeking to further develop our organisational culture in a sustainable manner. Figure 4 shows the key milestones in the HRS4R process.
In the last period, various developments had an impact on our HR Strategy, two examples of which deserve mentioning: first of all, we responded to the issue of refugees with several measures, creating relevant course offerings (see below, Area II). As a second relevant influencing factor, the maxim of reviewing recruitment processes under OTM-R aspects and of devising policies, guides and work aids linked to the so-called “strengthened process” of HRS4R led us to further step up efforts in Area II (see below, Area II).

### 4.1 Overview

In the context of the initial submission of the HR Strategy in 2015, we identified various strengths and areas of development based on the previously conducted gap analysis. Important measures for further development were defined in all four thematic areas of HRS4R. At that time, the greatest need for action was identified in Area II, which is why particular emphasis was placed on this area. We defined,
scheduled and specified actions for different areas in the previous Action Plan.

The overarching objective in the implementation of the HRS4R process in the last period (2015-2017) was to ensure transparent and fair recruitment procedures, to provide a positive and stimulating working environment and to offer excellent career development prospects for researchers. Based on the gap analysis, priority in HR management was given to Area II. The overarching objective continues to apply and will also be applicable to the new period (2017-2020), albeit with a different prioritisation: in view of the numerous actions and improvements undertaken in Area II, it is no longer necessary to focus on this area. Instead, we concentrate mainly on Area IV in the new period. To be precise – and this is the specific area of focus for the new period – we will devise and implement new human resources development measures, and integrate them into a structured human resources development system with existing measures. An overview of the four areas with the relevant prioritisations is given below. For a detailed presentation of the measures, please refer to the Action Plans enclosed (see Annex).

In Area I, the focus was on the action fields Good practice in research (No. 7) and Evaluation/appraisal systems (No. 11) in the last period. Continuous monitoring and the internal review in 2017 indicate that we have successfully implemented all measures or achieved sub-goals in this area. In fact, a total of four additional actions were implemented in this area extending beyond the original Action Plan. Since the measures concerning occupational health and safety and IT security are continuous processes, we have also stipulated these in the
4. Strategic (re-)alignment

Action Plan for the **new period** – partly with modified implementation indicators and objectives. In the framework of continuous further development and newly determined priorities, we have also included two additional measures in the context of occupational health management, e.g. in Action Field No. 7 as well as defining three new action fields (No. 8: *Dissemination and exploitation of results*; No. 9: *Public engagement*; No. 10: *Non-discrimination*) backed up with measures.

In all action fields (12-21) of **Area II**, we successfully implemented the measures and achieved important subgoals in the **last period**. Examples worth mentioning include the execution of an *OTM-R analysis*, the development of an *OTM-R policy* and *commitment for researchers at risk* as additional actions (see below). We developed a **needs-based and sustainability-oriented support structure** for such researchers, we joined the “Scholars at Risk” network and have been granted a *scholarship* for a researcher at risk via the Philipp Schwartz Initiative of the Alexander von Humboldt Foundation. In addition, vacant positions appropriate for refugee researchers are marked “*refugee-friendly***” on EURAXESS (Area II, see below). At the same time, the internal review showed that further measures lead to a continuous improvement of recruitment routes in some action fields. In keeping with this finding, we have updated our priorities for the **new period** and defined new measures in part. For example, the *Establishment of an alumni network of former PhD students* (Action Field 12) and the sustainable *Implementation of the OTM-R policy* (Action Fields 12-20) were specified as new measures. In addition, we have defined new implementation indicators for a number of continuous measures for the new period (e.g. Action Fields 18 & 21). The modified or extended
implementation indicators for the measure *Promotion of researchers in the postdoc phase* are one example of the prioritisation of the topic “human resources development”. In this context, we intend to step up the further training of professors on the topic of *HR management and leadership* (Action Field 12).

In Area III, we also managed to successfully implement the measures and achieve important subgoals in the **last period**. It should be noted that the funding instrument of assistant professorships developed at Münster University of Applied Sciences in the context of the *Promotion of women in mid-level academic positions* (Action Field 24) was conceptually groundbreaking for an announcement of the Federal State of North Rhine-Westphalia (title: “Career paths FH professorship”). For the **new period**, we have defined further action fields (Action Field 23) as well as new measures (Action Fields 24, 27 and 30) and implementation indicators (Action Field 28) in the context of continuous further development at Münster University of Applied Sciences. The modified implementation indicators in Action Field 28 *Career development* indicate the high priority of the topic of “human resources development” in the new period.

We also successfully implemented measures and achieved important subgoals in Area IV in the **last period**. For example, we managed to significantly improve *control and feedback mechanisms* by conceptually designing and introducing a PhD logbook. It is worth emphasising the additional action of the *Assessment of the PhD logbook* by the Scientific Commission of the Doctoral Studies Programme, linked to individual feedback. In the **new period**, the needs-oriented development of a modified *human resources development concept* (Action
4. Strategic (re-)alignment

Fields 38 & 39) is to be stepped up in this area under the heading PATHS TO SUCCESS – in addition to the integration of mentoring in the human resources development programme and the further training of professors on the topic of human resources development and leadership.

4.2 OTM-R at Münster University of Applied Sciences

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. In this context, open, transparent and merit-based recruitment (OTM-R) plays a central role. It 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.

Since we are strongly convinced of the importance of open, transparent and merit-based recruitment processes, we defined numerous measures for further improving selection processes under OTM-R aspects in the 2015-2017 Action Plan. The recruitment procedures for researcher groups R1&R2 (academic staff members) and R3&R4 (professors) were analysed in detail. As an additional action in the last period, an OTM-R policy was drawn up based on the analysis, presented to various bodies, coordinated and finally adopted by the
Presidential Board. The OTM-R principles contained in the OTM-R policy are divided into four areas (Figure 5) and integrated into the guides for selection processes (R1&R2 and R3&R4).

By engaging in exchange with all actors involved, the specific stages of the selection process 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 stored in the FINDUS® process portal create the basis for this. In the **new period**, implementation will take place at different levels. These include, for example, informing and training those involved in selection processes, drawing up information and training materials, implementing measures arising from the OTM-R analysis and regular meetings of the OTM-R Working Group (e.g. on quality assurance).
5. Interlinking

In order to ensure that personnel work is effective, the measures must be interwoven effectively in the individual areas. We attached particular importance to this aspect in our strategic (re-)alignment on the basis of HRS4R. For example, we view the consideration of research-specific and ethical principles as well as the ensuring of appealing framework conditions and career development prospects to be essential basic conditions for success and performance at our HEI, and for its continued attractiveness. This is an important foundation for successful recruitment processes. At the same time, only qualified, motivated and healthy employees can contribute to the success of our HEI. And yet how can such employees be recruited in times of skills shortages and greater competition for qualified researchers? A recruitment system based on OTM-R principles, in turn, is an important prerequisite for this.

Taken together, the goals and measures 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 employee 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 consideration not only career paths within academia but also in the free economy and in the public sector.
6. Outlook – PATHS TO SUCCESS at our university

In order to ensure that the HR measures 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, applying the aforementioned starting points (discussions, surveys, workshops and events, consultation with internal bodies). Once again, we accompany the further implementation with systematic monitoring. The basis for this is the monitoring tool, as well as the continuation of the participation and coordinating processes in the different areas described above. We continue to focus on the interests of researchers and stakeholders. Taken as a whole, the aim of the measures listed in this document is to achieve a high level of acceptance of the process, to successfully implement the measures, to attain a high degree of organisational penetration and, finally, to realise the positive further development of the organisational culture. In this way, we ensure that Münster University of Applied Sciences will remain and continue to offer many researchers attractive PATHS TO SUCCESS.

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<th>Action field</th>
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<th>Responsibility</th>
<th>Timing</th>
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</tr>
<tr>
<td>I) Ethical and Professional Aspects</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 renew 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:  
  - 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.  
  - 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:  
  - of computer desktop systems every 5 years,  
  - of licences relating to servers (e.g. VM-ware, anti-virus, anti-spam),  
  - of university-wide licences (e.g. MS Office via federal licence agreement, SPSS),  
  - 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:**  
In the future, further participation in the NRW-Graduiertenkolleg.  

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| II) Recruitment and Selection | 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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| 15. Transparency Part 1 (Code of Conduct)                                   | Inform candidates about the recruitment process prior to the selection process (area "employees subject to collective agreements") | HR             | Mid 2016       | Development of a concept for the provision of sources of information for candidates. | **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).  
  • 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)  
  **Commentary:**  
  • In the future, continuous notification of applicants about the selection process. |
  • Scheduled performance, measure completed, not considered in the new Action Plan.  
  **Implementation:**  
  • 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.  
  **Commentary:**  
  • In the future, continuous use and further improvement of the online recruitment tool. |
| 17. Variations in the chronological order of CVs (Code of Conduct)           | Embed this topic in work processes.                                            | HR             | End of 2016    | Consideration of this topic in measures concerning Points 13 and 16.               | **Current status:**  
  • Scheduled performance, measure completed, not considered in the new Action Plan.  
  **Implementation:**  
  • 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.  
  **Commentary:**  
  • In the future, continuous consideration of this topic in all selection processes. |
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<th>Indicator(s) / Target</th>
<th>Current status / Implementation / Commentary</th>
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</thead>
</table>
| 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.  
  - 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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<tr>
<td>18. Recogni-</td>
<td>Strengthen the</td>
<td>HR, IO</td>
<td>End of</td>
<td>Development of concepts</td>
<td><strong>Current status:</strong> Scheduled performance, sub-goal achieved, further consideration in the new Action Plan. <strong>Implementation:</strong> 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) <strong>Commentary:</strong> Continuous process. In the future, addressing of the topic of the “acquisition of PhD students abroad” in the Internationalisation Working Group.</td>
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<td>tion of mobi-</td>
<td>international outlook at the university of applied sciences.</td>
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<td>2016</td>
<td>and measures for pro-</td>
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<td>tionality, number of concept develop-</td>
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<td>of Conduct)</td>
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<td>ments implemented.</td>
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<tr>
<td>19. Recogni-</td>
<td>Improve transparency in issues concerning the recognition of qualifications.</td>
<td>HR, IO</td>
<td>End of</td>
<td>Development of work aids and information documents.</td>
<td><strong>Current status:</strong> Scheduled performance, measure completed, not considered in the new Action Plan. <strong>Implementation:</strong> 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). <strong>Commentary:</strong> Future use of new sources of information.</td>
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<td>tion of qual-</td>
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<td>ifications</td>
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<td>(Code of Conduct)</td>
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<td>21. Postdoc-</td>
<td>Promote researchers in the postdoctoral phase.</td>
<td>HR</td>
<td>End of</td>
<td>Implementation of measures to support early career researchers.</td>
<td><strong>Current status:</strong> Scheduled performance, sub-goal achieved, further consideration in the new Action Plan. <strong>Implementation:</strong> Development and implementation of the “Trainee Professorship” support programme (target group: postdocs). Conceptual design and implementation of career guidance for postdocs. <strong>Commentary:</strong> 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).</td>
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<td>Action field</td>
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| 21. Postdoctoral 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                                |                                                                              |                |                |                                                                                      |                                                                                                                                                                                  |
| 24. Working conditions                                                     | 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. |
| 27. Gender balance                                                         | 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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</table>
| 34. Complaints/appeals | 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 (“Nachwuchssprofessuren”). 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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<th>Indicator(s) / Target</th>
<th>Current status / Implementation / Commentary</th>
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</table>
| 40. Supervision | 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.  
**Commentary:**  
In the future, use of the PhD logbook and improvement if necessary. |
| Provide further training to professors with responsibility for staff on the topic of human resources management. | HR | End of 2016 | Conceptual design 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 the seminar “Supervising PhD students” (12 persons have participated so far).  
Enabling of professors to participate in events offered by HDW on the topics of “Consultation and Coaching”, “Developing and Teaching” and “Key Transferable Skills”.  
**Commentary:**  
Continuous process.  
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). |

**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

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<tbody>
<tr>
<td><strong>I) Ethical and Professional Aspects</strong></td>
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<tr>
<td>7. Good practice in research</td>
<td>Further develop the occupational health management system.</td>
<td>HM</td>
<td>Q3 2020</td>
<td>- Delivery of workshops to analyse psychological stress and resources in the workplace (min. 4 workshops).&lt;br&gt;- Implementation of measures to promote health (min. 2 measures) and their evaluation.</td>
<td>- New measure in the context of continuous further development at Münster University of Applied Sciences.</td>
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<td></td>
<td>Review and, where applicable, improve occupational integration management.</td>
<td>HM</td>
<td>Q2 2019</td>
<td>- Execution of review (result/ conclusion).&lt;br&gt;- Revision of the FINDUS process and other documents (completion).</td>
<td>- New measure in the context of continuous further development at Münster University of Applied Sciences.</td>
</tr>
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<td></td>
<td>Translate basic processes in the HSE system into English.</td>
<td>HSE</td>
<td>Q4 2019</td>
<td>- Number of processes and documents in the HSE system that have been translated (min. 30 processes).</td>
<td>- Continuous measure.</td>
</tr>
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<td></td>
<td>Strengthen IT security.</td>
<td>IT Commission</td>
<td>Q3 2020</td>
<td>- Development and implementation of further IT security measures (min. 3 guidelines/measures).</td>
<td>- Continuous measure.</td>
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<td></td>
<td>Modernise hardware and software.</td>
<td>K, DVZ</td>
<td>Q3 2020</td>
<td>- Financial backup of ongoing modernisation (provision of funds).</td>
<td>- New implementation indicator in the context of the continuous measure.</td>
</tr>
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<td></td>
<td>Promote the transfer of research results and the use of knowledge.</td>
<td>VP 2, TAFH</td>
<td>Q3 2020</td>
<td>- Implementation of the “Transfer 2020” strategy (result / conclusion).&lt;br&gt;- Execution of a transfer audit (result / conclusion).</td>
<td>- New action field and new measure in the context of continuous further development at Münster University of Applied Sciences.</td>
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<tr>
<td>II) Rekrutierung und Auswahl</td>
<td>Sustainably implement the OTM-R policy.</td>
<td>HR</td>
<td>Q2 2019</td>
<td>• Further implementation of points from the OTM-R checklist that are still unresolved (in particular concerning question 12).&lt;br&gt;• Provision of information and further training on the topic of OTM-R to the persons involved in selection processes (min. 6 events).&lt;br&gt;• Existence of information and training materials.&lt;br&gt;• Regular meetings of the OTM-R Working Group (min. 3 meetings).</td>
<td>• New measures in the context of continuous further development at Münster University of Applied Sciences.</td>
</tr>
<tr>
<td>Recruitment (Charter)</td>
<td>Establish an alumni network of former PhD students.</td>
<td>HR</td>
<td>Q3 2020</td>
<td>• Establishment of a database.&lt;br&gt;• Selective sending of information (min. 3 info mails).&lt;br&gt;• Holding of events for special purposes (min. 1 event).</td>
<td>• New measure in the context of continuous further development at Münster University of Applied Sciences.</td>
</tr>
<tr>
<td>Recognition of mobility (Code)</td>
<td>Intensify services for international employees, exploit synergies with IO.</td>
<td>HR, IO</td>
<td>Q2 2019</td>
<td>• Implementation of the support concept for refugee researchers/researchers at risk (min. 1 supported refugee).&lt;br&gt;• Introduction of additional services and information sources for international staff (min. 1 new offer).</td>
<td>• New implementation indicators within the continuous measure.</td>
</tr>
<tr>
<td></td>
<td>Make job advertisements more international.</td>
<td>VP 1, HR</td>
<td>Q2 2019</td>
<td>• Process optimisation and evaluation of the effects of international announcements (result / conclusion).&lt;br&gt;• Implementation of activities for researchers at risk (min. 1 activity).</td>
<td>• New implementation indicators within the continuous measure.</td>
</tr>
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<td>Action Field</td>
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<tr>
<td>18. Recognition of mobility (Code)</td>
<td>Strengthen the international outlook at Münster University of Applied Sciences.</td>
<td>VP 1, IO</td>
<td>Q4 2018</td>
<td>• Conceptual design and implementation of further internationalisation measures in the areas of &quot;Internationalisation @ Home&quot;, &quot;student mobility&quot; and &quot;business development&quot; on the basis of the ASC Internationalisation (min. 3 measures). • Addressing of the topic of the &quot;acquisition of PhD students abroad&quot; in the Internationalisation Working Group (result / conclusion).</td>
<td>• New implementation indicators within the continuous measure.</td>
</tr>
<tr>
<td>21. Postdoctoral recruitment and appointments (Code of Conduct)</td>
<td>Promote researchers in the postdoctoral phase</td>
<td>HR</td>
<td>Q3 2018</td>
<td>• Implementation of the Trainee Professorship support programme (&quot;Nachwuchsprofessur&quot;); target group: postdocs (min. 3 applications submitted). • Offer of career guidance for postdocs (provision of offer). • Establishment of a quality event for trainee professors.</td>
<td>• New implementation indicators within the continuous measure.</td>
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### III) Working Conditions and Social Security

<p>| 23. Research environment | Further develop the occupational health management system. | HM | Q3 2020 | • Delivery of workshops to analyse psychological stress and resources in the workplace (min. 4 workshops). • Implementation of health promotion measures (min. 2 measures) and their evaluation. | • New action field and new measure in the context of continuous further development at Münster University of Applied Sciences. |
| Review and, where applicable, improvement of occupational integration management. | HM | Q2 2019 | • Execution of review (result / conclusion). • Revision of the FINDUS process and other documents (completion). | • New measure in the context of continuous further development at Münster University of Applied Sciences. |
| 24. Working conditions | Expand advisory services on the topic of combining family and work. | EOO, Family Service, HR | Q4 2019 | • Establishment of flexible child care at the Steinfurt site. • Development of additional advisory services and concepts (min. 114 consultations / 3 concepts). • Linking of the different advisory services with other services offered at Münster University of Applied Sciences (also in cooperation with HR). | • New implementation indicator within the continuous measure. |
| Consider the issue of equality in concepts (&quot;normalisation&quot;). | EOO, HR | Q3 2020 | • Avoidance of gender stereotypes in concepts (e.g. no specific mentoring for women, normalisation). | • New measure in the context of continuous further development at Münster University of Applied Sciences. |</p>
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</table>
| 28. Career development | Further establish the support of early-stage researchers as an element of human resource development. | HR, TAFH | Q4 2018 | • Implementation of the further developed process of qualification positions (min. 20 persons supported).  
• Offer of career guidance for all early career researchers (provision of offer, min. 80 consultations).  
• Improvement in the provision of information for PhD students, e.g. on cooperative PhD programmes (min. 2 information materials and 3 events).  
• Establishment of a presentation and networking event for academic staff on a trial basis (especially junior researchers).  
• Include the support of early career researchers in the university-wide human resources development concept to be further developed. | • New implementation indicators within the continuous measure. |
| Support early-stage researchers in the post-doc phase. | HR | Q3 2018 | • Implementation of the Trainee Professorship support programme ("Nachwuchsprofessur"); target group: postdocs (min. 3 applications submitted).  
• Offer of career guidance for postdocs (provision of offer).  
• Establishment of a quality event for trainee professors. | • New implementation indicators within the continuous measure. |
| Provide selected professional further training of a general interest to academic staff. | HR, Presidential Board | Q2 2019 | • Internal consultation: definition of topics (e.g. Advanced Statistics, Programming in R, Scientific Writing) and clarification of the structures and responsibilities required for implementation.  
• Based on this: provision of funding  
• Execution of workshops (min. 6 workshops). | • New measure in the context of continuous further development at Münster University of Applied Sciences. |
| Further train professors with responsibility for staff on the topic of human resources development and leadership. | HR, in part P, VP 2 | Q3 2019 | • Offer of consultation and coaching on the topic of leadership and conflict resolution (provision of offers).  
• Preparation of new Deans for leadership and management tasks (min. 10 participants).  
• Implementation of an onboarding and development programme for (new) professors. Examples of topics: strategy, leadership, research management (min. 20 participants)  
• Inclusion of the qualification of professors on the topic of human resources development and leadership in the university-wide human resources development concept to be further developed. | • New implementation indicators within the continuous measure. |
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<tbody>
<tr>
<td>30. Access to career guidance</td>
<td>Offer career guidance to all groups of researchers.</td>
<td>HR</td>
<td>Q1 2018</td>
<td>Number of consultation sessions and workshops conducted (min. 120 consultations / 4 workshops).</td>
<td>Current Status: New measure in the context of continuous further development at Münster University of Applied Sciences.</td>
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<tr>
<td>IV) Training and Development</td>
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<tr>
<td>36. Relationship with supervisors</td>
<td>Improve review and feedback mechanisms.</td>
<td>HR, VP 3, Sc. Comm. PK</td>
<td>Q4 2010</td>
<td>Implementation of the further developed process of qualification positions (min. 20 persons supported).</td>
<td>Current Status: New implementation indicators within the continuous measure.</td>
</tr>
<tr>
<td></td>
<td>Develop a mentoring programme for the area of research.</td>
<td>HR</td>
<td>Q3 2019</td>
<td>Integration of Mentoring in the university-wide human resources development concept to be further developed.</td>
<td>Current Status: New implementation indicators within the continuous measure.</td>
</tr>
<tr>
<td></td>
<td>Implementation of offers for the transfer of knowledge in the case of leaving employees.</td>
<td>HR</td>
<td>Q2 2018</td>
<td>Conception and creation of a &quot;Toolbox knowledge transfer&quot;</td>
<td>Current Status: New measure in the context of continuous further development at Münster University of Applied Sciences.</td>
</tr>
<tr>
<td></td>
<td>Further develop the human resources development concept of Münster University of Applied Sciences.</td>
<td>HR, P</td>
<td>Q2 2020</td>
<td>Needs assessment in exchange with target groups and stakeholders (min. 25 conversations and 4 workshops).</td>
<td>Current Status: New measure in the context of continuous further development at Münster University of Applied Sciences.</td>
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<td>Introduction of new instruments and offers (min. 3 instruments).</td>
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<td>Existence and implementation of a modified human resources development strategy.</td>
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<td>Public relations (min. 8 publications in the intranet)</td>
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<tr>
<td>40. Supervision</td>
<td>Further train professors with responsibility for staff on the topic of human resources development and leadership.</td>
<td>HR, in part P, VP 2</td>
<td>Q3 2020</td>
<td>Offer of consultation and coaching on the topic of leadership and conflict resolution (provision of offers).</td>
<td>Current Status: New implementation indicators within the continuous measure.</td>
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<td></td>
<td>Preparation of new Deans for leadership and management tasks (min. 10 participants).</td>
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<td>Implementation of an on-boarding and development programme for (new) professors. Examples of topics: strategy, leadership, research management (min. 20 participants).</td>
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<td></td>
<td>Inclusion of the qualification of professors on the topic of human resources development and leadership in the university-wide human resources development concept to be further developed.</td>
<td></td>
</tr>
</tbody>
</table>
Legend: Abbreviations ("Responsibility" column)

P: President
K: Chancellor
VP 1: Vice-President for Teaching and International Affairs
VP 2: Vice-President for Knowledge Transfer and Partnerships
VP 3: Vice-President for University Planning and Young Scientists
HSE: Occupational health and safety and environmental protection
DVZ: Data Processing Centre
EOO: Equal Opportunities Officer
HM: Health Management
HR: Human Resources
IO: International Office
TAFH: TAFH Münster GmbH (Transfer Agency)
Annex 3: Action Plan 2017-2020, Gantt Chart

<table>
<thead>
<tr>
<th>Action Field</th>
<th>Title action</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Good practice in research</td>
<td>Further develop the occupational health management system.</td>
</tr>
<tr>
<td></td>
<td>Review and, where applicable, improve occupational integration management.</td>
</tr>
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<td></td>
<td>Translate basic processes in the HSE system into English.</td>
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<td></td>
<td>Strengthen IT security.</td>
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<td>Modernise hardware and software.</td>
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<td>8. Dissemination and exploitation of results</td>
<td>Promote the transfer of research results and the use of knowledge.</td>
</tr>
<tr>
<td>10. Non-discrimination</td>
<td>Review appointment processes with regard to the composition of appointment committees in relation to the selection decision.</td>
</tr>
<tr>
<td>12. Recruitment</td>
<td>Sustainably implement the OTM-R policy.</td>
</tr>
<tr>
<td>13. Recruitment (Charter), additional</td>
<td>Establish an alumni network of former PhD students.</td>
</tr>
<tr>
<td>18. Recognition of mobility (Code)</td>
<td>Intensify services for international employees, exploit synergies with IO.</td>
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<td></td>
<td>Make job advertisements more international.</td>
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<tr>
<td>18. Recognition of mobility (Code)</td>
<td>Strengthen the international outlook at Münster University of Applied Sciences.</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
</tr>
<tr>
<td>21. Postdoctoral recruitment and appointments (Code of Conduct)</td>
<td>Promote researchers in the postdoctoral phase</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
</tr>
<tr>
<td>23. Research environment</td>
<td>Further develop the occupational health management system.</td>
<td>Q3</td>
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<td>Q1</td>
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<tr>
<td></td>
<td>Review and, where applicable, improvement of occupational integration management.</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
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<tr>
<td>24. Working conditions</td>
<td>Expand advisory services on the topic of combining family and work.</td>
<td>Q3</td>
<td>Q4</td>
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<td></td>
<td>Consider the issue of equality in concepts (&quot;normalisation&quot;).</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
</tr>
<tr>
<td>28. Career development</td>
<td>Further establish the support of early-stage researchers as an element of human resource development.</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
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<tr>
<td></td>
<td>Support early-stage researchers in the postdoc phase.</td>
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<td>Q4</td>
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<td></td>
<td>Provide selected professional further training of a general interest to academic staff</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
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<tr>
<td></td>
<td>Further train professors with responsibility for staff on the topic of human resources development and leadership.</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
</tr>
<tr>
<td>30. Access to career guidance</td>
<td>Offer career guidance to all groups of researchers.</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
</tr>
<tr>
<td>36. Relationship with supervisors</td>
<td>Improve review and feedback mechanisms.</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
</tr>
<tr>
<td>37. Supervision and managerial duties</td>
<td>Develop a mentoring programme for the area of research.</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
</tr>
<tr>
<td></td>
<td>Implementation of offers for the transfer of knowledge in the case of leaving employees</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
</tr>
<tr>
<td>38. Professional development</td>
<td>Further develop the human resources development concept of Münster University of Applied Sciences.</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
</tr>
<tr>
<td>40. Supervision</td>
<td>Further train professors with responsibility for staff on the topic of human resources development and leadership.</td>
<td>Q3</td>
<td>Q4</td>
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</tbody>
</table>
Imprint

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