

Maßnahmenplan HRS4R

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	<i>Free text -100 words max</i>	<i>Retrieved from the GAP Analysis</i>			
1	<p>Increased international visibility of RUB, Better integration of international scientists:</p> <p>Establishment of an English-language support service to provide information and official documents in English that are also specified and/or adapted to the needs of international researchers:</p> <ul style="list-style-type: none"> - Creation of classification frameworks of the documents - Separation of internal and external information - Determine relevance for target group. - Adaptation to international target group - Determine future procedure for providing and regularly updating English-language documents/information/Website. 	<p>all-encompassing Contractual and legal obligations Non discrimination Recruitment (Code)</p>	Starting in Q4/2023	Administrative Department for Organizational and Professional Development	<p>Establishment of the English Support Position:</p> <ul style="list-style-type: none"> - Matrix created for classification. - Plan developed for future actions. - Translations started. - Development and communication of RUB German-English Glossary and Style Guide regarding standardization of English language publications as internal standard.
2	<p>Increased international visibility of RUB; Better integration of international scientists:</p>	Recognition of the profession	Q1/2024 - Q2/2024	Welcome Centre at the International	Process analysis of registration; increase in number of registrations of international

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	<p>Analysis of the process of registering international researchers in an internal database hosted by the Welcome Centre:</p> <ul style="list-style-type: none"> - Objective: better inform academic hosts (i.e. chairs and departments) about the database and create a standardized process. - first steps: Analyze the process of registering international researchers in an internal database hosted by the Welcome Centre to better monitor and track incoming mobility and improve international researchers' access to services and information. 	Contractual and legal obligations		Office (database); Administrative Department for Organizational and Professional Development (process)	researchers; increased access by international R1-R4 researchers of services provided by the International Office
3	<p><i>Quality assurance of internationalization:</i></p> <p>Development and implementation of new Internationalization Strategy and Action Plan:</p> <ul style="list-style-type: none"> - Implementation of the Strategy Board on Internationalization by the Senior Policy Advisor to the Rector for Internationalization 	all-encompassing Contractual and legal obligations Recognition of mobility experience (Code)	Q1/2023-Q3/2024	Senior Policy Advisor to the Rector for Internationalization	Development and publication of Mission Statement, Strategy and Action Plan on Internationalization by the Strategy Board Internationalization
4	<p><i>Optimizing the integration of new professors into RUB structures and processes in order for them to be able to start work quickly and to</i></p>	Working conditions Complaints/appeals Contractual and legal obligations	Q3/2023-Q2/2024	Administrative Department for Organizational	Updating of current onboarding process (available in German & English)

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	<p><i>optimize administrative processes that affect their work and integration:</i></p> <p>Develop structured onboarding for newly appointed professors (national/international):</p> <ul style="list-style-type: none"> - Evaluation and process description of the current processes for onboarding newly appointed professors - Development of new structures or optimization of existing ones 			and Professional Development/ Administrative Department for Human Resources and Legal Affairs	
5	<p><i>Optimizing the integration of new professors into RUB structures and processes for them to be able to start work quickly and to optimize administrative processes that affect their work and integration:</i></p> <p>Better visibility of English language counselling, training and career guidance offers:</p> <ul style="list-style-type: none"> - Adapt webpages and service portal accordingly for international target groups. - Set up page with bundled information. - Advertise specifically during the onboarding of international hires. 	Working conditions	Q3/2023 - Q2/2024	Administrative Department for Organizational and Professional Development/ Research School	Redesign of the web pages; Access to services made available in German and English

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	<ul style="list-style-type: none"> - Establishment of a feedback system for international researchers regarding their needs, requirements, and satisfaction. 				
6	<p><i>Fair and transparent selection procedures:</i></p> <p>Establish OTM-R Policy:</p> <ul style="list-style-type: none"> - Establish an OTM-R Policy for the recruitment and hiring process. - Basic review of the currently existing procedures with regard to the OTM-R toolkit. - Develop an overall recruitment strategy, establish positive recommendation culture, check knowledge deficits and other impediments for potential international staff. - Make calls for applications for scientific mid-level staff more international competitive/attractive. 	<p>Recruitment (Code) Transparency (Code) Selection (Code) Gender Balance</p>	<p>Q3/2023- Q2/2024</p>	<p>Administrative Department of Human Resources and Legal Affairs/Administrative Department for Organizational and Professional Development</p>	<p>OTM-R Policy created.</p>
7	<p><i>Diversity-sensitive/transparent selection process/Diversity-oriented employee approach:</i></p> <p>Establish inclusion plan (that considers disabilities/impairments) for scientific employees</p>	<p>Non discrimination</p>	<p>Q4/2023- Q3/2026</p>	<p>Administrative Department for Human Resources and Legal Affairs/Admini</p>	<p>Plan has been drawn up and approved by the Rectorate.</p>

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				strative Department for Organizational and Professional Development	
8	<p><i>Increase international expertise in all areas of the RUB:</i></p> <p>Specialized international professional development training for University Administration (AdmINT program)</p> <p>Finalize, institutionalize, and recognize RUB AdmINT program</p>	Non discrimination Recruitment all-encompassing	starting in Q4/2023 when English support position can be staffed	Administrative Department for Organizational and Professional Development/ International Office when English support position can be staffed	Consistent development of English language skills and "intercultural and international competences" for all employees
9	<p><i>1. Fair and transparent selection procedures;</i></p> <p><i>2. Diversity-sensitive/transparent selection process/Diversity-oriented employee approach:</i></p>	Non discrimination Recruitment Recruitment (Code) Evaluation and	Q3/2023-Q2/2024	Administrative Department for Organizational	Availability of regular trainings regarding unconscious bias; participation rate of appointment trustees;

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	<p>Unconscious bias awareness campaign:</p> <ul style="list-style-type: none"> - Create, implement, and campaign for learning resources discussing unconscious bias and their effects on notions of excellence, meritocracy, and evaluation in academia. - Further sensitize appointment trustees and other disseminators regarding the topic of internationalization/intercultural perspectives in recruitment. - On-site training services and options, complemented by flexible online courses; target groups comprise all status groups at RUB with a specific focus on appointment trustees and leaders responsible for recruitment, evaluation, and advancement. 	<p>appraisal systems Judging merit (Code) Selection (Code) Gender Balance</p>		<p>and Professional Development</p>	<p>availability of online self-learning resources</p>
10	<p><i>Optimization of high-quality research environment for researchers:</i></p> <p>Develop a guiding document which defines the roles, responsibilities, and requirements of R2 researchers (addresses visibility and status of R2 researchers):</p> <ul style="list-style-type: none"> - Discussion of the paper between rectorate, administrative experts, and the target group 	<p>Postdoctoral Appointments Recognition of the profession</p>	<p>Q3/2023- Q1/2024</p>	<p>Research School</p>	<p>Guiding document is adopted.</p>

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	<ul style="list-style-type: none"> - Implementation after internal approval. 				
11	<p><i>Optimization of high-quality research environment for researchers:</i></p> <p>Establish certificate program for professional leadership:</p> <ul style="list-style-type: none"> - Concept development - Approval by the rectorate - Specification of details - Selection of an external provider - Start of the operational implementation - information of the target group and registration 	<p>Supervision and managerial duties</p> <p>Supervision</p> <p>Relation with supervisors</p>	Q3/2023-Q2/2024	<p>Administrative Department for Organizational and Professional Development</p>	<p>Start of the operational implementation of the certificate program</p>
12	<p><i>Optimization of high-quality research environment for researchers:</i></p> <p>Make counselling/complaints options more widely known and more easily accessible (English):</p> <ul style="list-style-type: none"> - Create transparency of processes (counselling/complaints) - Clarification of responsibilities - Develop an overview of counselling/complaint services. - Consider intercultural accessibility. 	Complaints/appeals	starting in Q4/2023	<p>Research School / Administrative Department for Organizational and Professional Development</p>	<p>Website and page in the Service Portal in German/English available as an overview; Counselling centers have gone through RUB AdmiNT (issuing of certificate); Internal reference structure established.</p>

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	<ul style="list-style-type: none"> - Make offers accessible in English. - Network counselling centers among each other. 				
13	<p><i>Optimization of high-quality research environment for researchers:</i></p> <p>Discussion of a permanent position concept for R2-R3 researchers:</p> <ul style="list-style-type: none"> - Prepare template and submit to the Rectorate. - Facilitate discussion process. 	Stability and permanence of employment Postdoctoral Appointments	Q2/2023-Q4/2024	Administrative Department for University Development and Strategy/ Administrative Department for Human Resources and Legal Affairs/ Administrative Department for Organizational and Professional Development	Concept developed, approved, and implemented; concept communicated to researchers and relevant stakeholders in research
14	<i>Increase networking possibilities for (international.) researchers:</i>	Working conditions	Q3/2023-Q3/2025	Working Group: Administrative Department for	Concept developed Implementation of first measures.

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	<p>Create networking opportunities (for positive organizational culture) to facilitate interdisciplinary networking:</p> <ul style="list-style-type: none"> - Identifying and revision of existing offers - Development of new concepts for networking formats - Pilot project: Brownbag Lunch 			<p>Organizational and Professional Development /Research School/International Office/Senior Policy Advisor to the Rector for Internationalization/Administrative Department for University Development and Strategy/Administrative Department for Human Resources and Legal Affairs</p>	

No	<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
15	Consultation and placement regarding German language acquisition for international hires (R3-R4)	Working Conditions	Starting in Q4/2023	University Language Centre/ Department of German as a Foreign Language	Offering of individualized language courses by the Department German as a Foreign Language.
16	Joining CoARA	Evaluation/Appraisal System Judging Merit (Code)	Q2/2023- Q3/2023	Administrative Department for University Development and Strategy	Joining the List of Signatories of CoARA