Maßnahmenplan HRS4R

No	Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	Free text -100 words max	*Retrieved from the GAP Analysis*			
1	***Aim: Stronger international orientation of the RUB and better access of international scientists to documents (legal, etc) and to RUB in general. Optimizing framework conditions for international researchers at RUB.*** 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: Subaction 1: Creation of classification frameworks of the documents and relevance determination for target group. Subaction 2: Translation of documents and websites and adaptation to international target group Subaction 3: Determine future procedure for providing and regularly updates of	all-encompassing Contractual and legal obligations Non discrimination Recruitment (Code)	Starting in Q3/2023	Administrative Department for Organizational and Professional Development	Position will be advertised in Q4/2023 and staffed in Q1/2024. A detailed timeline for the subactions can then be developed.

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	English-language documents/information/Website.				
2	*Aim: Optimizing framework conditions for international researchers at RUB. Better data collection for improved access of international R2-R4 researchers to options/information material offered by the International Office to optimize a better integration into the university environment.* 1) Analysis and improvement of the process of registering international researchers in an internal database hosted by the Welcome Centre. 2) Survey to find out more about the detailed needs of the international researchers regarding their access to options/information material and their current working conditions at **RU**B.	Recognition of the profession Contractual and legal obligations	Q1/2024 – Q1/2026	Welcome Centre at the International Office (database); Administrative Department for Organizational and Professional Development (process)	1) Registration process for international researchers (R2-R4) analyzed and deficiencies/inefficiencies identified by Q2/2024. Deficiencies eliminated and registration processes optimized in Q1/2025. In consultation with the rectorate, an examination has been initiated to clarify whether an automatized and mandatory registration is possible. Comparison of number of registrations from Q2/2024 at least every half a year to see if the number of registrations will increase. 2) Conduct a survey (with R3-R4) to inquire about more concrete needs and problems regarding the integration and the need for interdisciplinary exchange and networking opportunities of international researchers at RUB in Q1/2024. Results of the survey will also be used for Action No. 5 and 14. Information regarding R1-R2 will be obtained from regularly conducted surveys and feedback of **RU**B Research School.

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					Solutions will be defined for the identified problems and a follow up survey will be conducted.
3	**Aim: Optimizing framework conditions for researchers at RUB. Involve researchers in international development at RUB.** Comprehensive Strategy Development Internationalization: Developing and implementing a new Internationalization Strategy and Action Plan (Revision of Internationalization Strategy 2010): Develop and implement a new **RU**B Internationalization Strategy and Action Plan that describes strategic objectives and measures in Internationalization at **RU**B as well as a plan for implementation. Perspectives from all status groups, national and international, are included in the development process.	all-encompassing Contractual and legal obligations Recognition of mobility experience (Code)	Q1/2023-Q1/2025	Senior Policy Advisor to the Rector for Internationalization	An interdisciplinary, international strategic board including members from all status groups has been established and tasked with supporting the development process in 2023-2024, in consultation with the rectorate. A working group of operational stakeholders ("operational platform") has been established and tasked with consulting the rectorate on internationalization measures, as well as steering the implementation of the action plan. The a) Mission Statement Internationalization and b) Internationalization Strategy and Action Plan have been drafted and finalized. The strategy documents have been published on the **RU**B website, intranet, and rectorate newsletter after approval by the Senate and University Council. Strategic objectives and measures in internationalization are widely known and implemented university-wide after approval.

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4	**Aim: Optimize the integration of new professors into RUB structures and processes so that they can rapidly begin work; optimize administrative processes that affect their work and integration and provide better access to contractual/legal/work/research documents, etc.** Develop a structured and mandatory onboarding for newly appointed professors (national/international): Subaction 1: Evaluation and process description of the current processes for the onboarding processes of newly appointed professors Subaction 2: Optimization of existing structures and development of new ones.	Working conditions Complaints/appeals Contractual and legal obligations	Q3/2023-Q3/2024	Administrative Department for Organizational and Professional Development/Administrative Department for Human Resources and Legal Affairs	Current processes are being analyzed and illustrated; weaknesses shall be identified by Q1/2024. Current processes shall be optimized, and new ones shall be developed based on the needs of newly hired professors by Q3/2024. All new appointees will be offered onboarding starting in Q3/2024.
5	**Aim: Optimizing framework conditions for international researchers at RUB; Create transparency and openness towards international scientists Strengthen the welcome culture; Ensure good and fast integration into university structures; Foster personal development**	Working conditions	Q3/2023 – Q4/2024	Administrative Department for Organizational and Professional Development/Research School	Landing page with bundling of target group (R1-R4) relevant information and further links shall be developed and communicated. Access to services shall be made available in German and English. By querying the number of clicks on the website at regular intervals, we shall ascertain whether usage reflects an increase in awareness of the page.

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	Better visibility of English language consultation, training and career guidance offers: Subaction 1: Adapt webpages and service portal accordingly for international target groups and set up a landing page with bundled information. Subaction 2: Advertise specifically during the onboarding of international hires. Subaction 3: Establishment of a feedback system for international researchers regarding their needs, requirements, and satisfaction.				Monitoring/observing system of the number of users of the offers will be developed. Results of the survey from Action No. 2 and the feedback structures of **RU**B Research School are evaluated regarding concrete needs in this area and, if necessary, extended actions will be developed.
6	*Aim: Establish fair and transparent selection procedures as well as clear rules about hiring practices that are publicly viewable to optimize framework conditions for researchers at RUB. Communication to employees of fundamental values and standards. Increase of international visibility of RUB.* Establish an OTM-R Policy for the recruitment and hiring process.	Recruitment (Code) Transparency (Code) Selection (Code) Gender Balance	Q3/2023-Q2/2026	Administrative Department of Human Resources and Legal Affairs/Administrative Department for Organizational and Professional Development/ R1 by request through the Research School, Early	OTM-R Policy created, published and communicated in Q3/2024. Calls for appointments and job offers that are advertised internationally are to be advertised automatically on Euraxess in the future.

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	Subaction 1: Basic review of the currently existing procedures with regard to the OTM-R toolkit and develop an overall recruitment strategy. Subaction 2: Make calls for applications for scientific mid-level staff more internationally competitive/attractive and increase the number of job postings on Euraxess.			Career Researchers Board (R2/R3) and Tenure Track Commission (R4) as resonance groups	
7	*Aim: Optimizing framework conditions for researchers at RUB; Improvement of employer attractiveness for scientists with disabilities; Further sensitization of managers (anti-bias trainings, knowledge transfer about support structures for scientists with disabilities) and improvement of the counseling and support network for the target group and managers.* Establish inclusion plan (that considers disabilities/impairments) for scientific employees	Non discrimination	Q4/2023-Q3/2026	Administrative Department for Human Resources and Legal Affairs/Administrative Department for Organizational and Professional Development	Development of actions by Q2/2024. Adoption of the action plan by the university bodies by end of Q4/2024 Depending on the adopted action plan: Implementation by Q3/2026.
8	*Aim: Improvement of the communication with international researchers, better service options for all international employees by the administration.*	Non discrimination Recruitment	starting in Q1/2024 when English support	Administrative Department for Organizational and Professional	Indicators: Program has been finalized and started.

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	Strengthen international and intercultural competencies of the employees of the university as well as science administration and hence optimize framework conditions for international researchers. Finalize, institutionalize, and recognize RUB AdmINT program (Specialized international professional development training for University Administration): Offer special training courses (on site and self-learning) such as language courses and courses on intercultural awareness for employees of the central and science administration (as well as science management) with direct (especially supervisory and advisory) contact to international target groups and international partner institutions as well as with direct reference to strategically important internationalization processes.	all-encompassing	position can be staffed	Development/International Office when English support position can be staffed.	Each department puts together a team that has gone through the AdmINT program. This is compiled individually depending on the size of the department.
9	*Aim: Establish fair and transparent selection procedures. Promote a Diversity-sensitive/transparent selection process/diversity-oriented employee approach.* *Further sensitize appointment trustees and other disseminators regarding the*	Non discrimination Recruitment Recruitment (Code)	Q3/2023-Q4/2025	Administrative Department for Organizational and Professional Development	Q2/2024: Availability of online self-learning resources and at least yearly offer of in-house trainings. By 4/2025, 65% of professors appointed after 1/2024 and 75% of active appointment

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	topic of internationalization/intercultural perspectives in recruitment. Unconscious bias awareness campaign: - Create, implement, and campaign for learning resources addressing unconscious bias and their effects on concepts of excellence, meritocracy, and evaluation in academia. - On-site training services and options, complemented by flexible online courses; target groups comprise all status groups at **RU**B with a specific focus on appointment trustees and leaders responsible for recruitment, evaluation, and advancement. - Mandatory for new appointees and appointment trustees.	Evaluation and appraisal systems Judging merit (Code) Selection (Code) Gender Balance			trustees shall participate in training services regarding unconscious bias/diversity.
10	*Aim: Full professional integration of R2; Strengthening the position of R2 and clearer definition of tasks and status of R2, as these have not been specified to date; Recognition of the profession will be strengthened and encouraged*	Postdoctoral Appointments Recognition of the profession	Q3/2023-Q2/2024	Research School	Guiding document shall be adopted by the rectorate and communicated for implementation to all researchers.

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	Develop a guiding document which defines the roles, responsibilities, and requirements of R2: Discussion of the paper between rectorate, administrative experts, and the target group and implementation after internal approval.				
11	**Aim: Expand the leadership skills of professors and their identification with the values and leadership standards of RUB. Deepen their understanding as personnel developers of junior researchers (R1/R2) and create a supportive environment to provide guidance, support, and feedback to junior researchers (R1/R2) to foster their professional development and promote their career paths.** Establish a certificate program for professional leadership for professors with a focus on newly appointed professors, executives from engineering and administration.	Supervision and managerial duties Supervision Relation with supervisors	Q3/2023-Q2/2024	Administrative Department for Organizational and Professional Development	Concept developed by 03/2023 and approved by the rectorate by Q4/2023. Elaboration of the specific modules in Q1/2024 and selection and assignment of external trainers in Q1-Q2/2024) The Implementation of program management will be implemented in Q2/2024 and the program release and start of registration will start in Q3/2024). Obligation to take part in this training will be decided in the rectorate's approval. At least 15 professors should participate in the program in 2025.
12	**Aim: Optimization of high-quality research environment for researchers. Responsibilities to be clearly presented to ensure easier access for all researchers.**	Complaints/appeals	starting in Q1/2024	Research School / Administrative Department for	Website and page that provides an overview of counselling/complaints services shall be made available in English and German.The internal responsibilities for each service shall be clarified.

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	Provide transparent and faster help with problems both at work and in research. Make counselling/complaints services more widely known and more easily accessible. Subaction 1: Create transparency of processes (counselling/complaints) and clarification of responsibilities. Subaction 2: Develop an overview of counselling/complaint services. Subaction 3: Make services accessible in English. Subaction 4: Network counselling centers among each other.			Organizational and Professional Development	Internal reference structure between the various contact points shall be established.
13	*Aim: Create more stable working conditions and more predictable career paths for the target group (R2-R3) and therefore optimize the high-quality research environment for researchers.* *Improve precarious employment relationships as far as legally possible.* Development of a permanent position concept for R2-R3 researchers	Stability and permanence of employment Postdoctoral Appointments Recognition of the profession	Q2/2023-Q4/2026	Administrative Department for University Development and Strategy/ Administrative Department for Human Resources and Legal Affairs/ Administrative Department for Organizational and	Concept and guideline developed, approved, and implemented. Concept and guideline communicated to researchers and relevant stakeholders in research. A quota strategy for this will be developed in the winter semester 2023/24

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				Professional Development	
14	*Aim: Optimizing framework conditions for researchers at RUB; Improved networking within the research community to facilitate interdisciplinary networking and to improve networking possibilities in the social sphere.* *This aims at establishing a better social strategy at the university as well as a better integration of the researchers into already existing structures.* Foster and promote networking opportunities for national and international researchers at **RU**B: Subaction 1: Identifying of existing services to bundle, what we already have at the chairs/faculty level as well as in the research departments and welcome center/International office and development of new concepts for networking formats if needed. Subaction 2: Development of an evaluation system for services, in order to check how well the offers are received.	Working conditions	Q3/2023-Q1/2026	Working Group: Administrative Department for 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	Existing event and information formats for researchers will have been reviewed and updated the **RU**B website with a compiled overview of services in German and English by Q4/2024. New concepts will be developed afterwards if needed. An event and communication concept as well as implementation plan for networking events for researchers has been developed by Q1/2025 and approved for implementation by the rectorate. An evaluation system will be developed and established by Q3/2024 and first evaluations conducted until Q1/2026: Short surveys will be conducted as a follow up of events and in addition, the number of participants at regularly recurring events is compared to be able to counteract declining participant numbers. These two quality management systems ensure that changes in requirements can be met promptly. Results from the survey from Action No. 2 will be included.

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	Subaction 3: Improving communication about existing offers				Internal newsletters will be reviewed with regard to the need for improvement by Q1/2025.
15	*Aim: Better integration of international scientists into work and improvement participation options.* Consultation and placement regarding acquisition of German language competencies by international hires (R3-R4)	Working Conditions	Starting in Q4/2023	University Language Centre/ Department of German as a Foreign Language	Demand-oriented services is currently in planning/development by the Department of German as a Foreign Language.
16	*Aim: Reform of research performance evaluation in recruitment, hiring, etc. for all researchers (R1-R4) to more closely consider to individual CVs in the appraisal process.* *Commitment to clear, uniform guidelines and guarantee of university-wide standards.* Joining the List of Signatories of CoARA with subsequent implementation of resulting measures	Evaluation/Appraisal System Judging Merit (Code) Variations in the chronological order of CVs (Code)	Q2/2024-Q2/2029	Administrative Department for University Development and Strategy	List of signatories of CoARA shall be joined. First year after signing: Development of planned measures presented and start implementation thereof. After five years: Evaluation of whether the measures have been implemented.
17	*Aim: Anchoring diversity sustainably in the university structures and to design structures and measures that contribute to the inclusion of all university members in everyday university life.*	Non discrimination	Q2/2023-Q1/2025	Administrative Department for University Development and Strategy/ University members as resonance group	Q2/2023: Start of implementation of actions. Q3/2024: Evaluation and adjustment. Q4/2024: Compilation of the 2nd self-report that reflects the auditing process and takes stock of the

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	Execution of the Diversity Audit of the "Stifterverband"				extent to which self-imposed quality goals have been achieved. Q1/2025: Awarding of the certificate