



## HRS4R Revised Action Plan 2023 - 2026

	Nr	Action	Timing	Responsibility	Target	Status
All principles	1.	Conducting an initial HRS4R survey in which all UzL scientists are asked about the four topics defined in C&C	1st quarter 2022	Quality and organizational development + HRS4R working group	- Initial survey is completed by the end of the first quarter 2022	Completed
	2.	Evaluation of the survey results and integration into the action plan (adjustment of defined measures)	1st quarter 2022	Quality and organizational development + HRS4R working group	- Survey results are evaluated by the end of the first quarter 2022  - Action plan is adjusted accordingly	Completed
	3.	Conducting a follow-up survey 2 years after the initial survey to monitor implementation status	1st quarter 2024	Quality and organizational development + HRS4R working group	- Follow-up survey is completed by the end of the first quarter 2024	In progress



Ethical and professional aspects	4.	Development of a questionnaire for self-assessment of the research project and the research data with regard to "dual use", establishment of handouts for dealing with security-relevant aspects and possible risks of one's own research, expansion and more effective communication of corresponding consulting and support services	4th quarter 2023/ ongoing process	Department of Research, Innovation and Transfer (FIT) + Ethics Committee + Central University Library + Communication department	<ul style="list-style-type: none"><li>- Creation of a questionnaire</li><li>- Standard integration of an information document on dual use in welcome documents for new employees</li><li>- Integration of dual use into the external funding process in the form of an active, obligatory query by the administration during the application phase of research projects</li></ul>	In progress
	5.	Development of a self-reflection form on ethical and social aspects of own research, implementation of an information format	4th quarter 2022	Ethical Innovation Hub (EIH)	<ul style="list-style-type: none"><li>- Implementation of a selfreflection questionnaire on ethical and social aspects of one's own research</li><li>- Workshop on ethical and social aspects will be offered once a year in the internal center for further</li></ul>	Completed



Ethical and professional aspects					education starting in 2022	
					- Basic and indepth workshop "Ethics in Science" will be offered 6 times a year in the internal center for further education	
	6.	Development of an event format to deepen communication between scientists and the executive board of the university, e.g. in the form of a question and - answer session	4th quarter 2022	Executive board + Communication department	- question-and answer session with the Executive Board takes place once a quarter (open format, all scientists of the UzL are addressed)	Completed
7.	Development of training measures on the topic of research data management that transfer the necessary knowledge in a sustainable, target group-specific and interdisciplinary manner and are part of the teaching portfolio of the internal center for further education as a standard feature	4th quarter 2023/ ongoing process	Department of Research, Innovation and Transfer (FIT) + Executive board delegate for data management + Internal center for further education	- A course "Good scientific practice - Dealing with research data" will be offered once a year from 2021 onwards in the internal center for further education	Completed	



Ethical and professional aspects	8.	Development of an IP strategy	4th quarter 2024	Department of Research, Innovation and Transfer (FIT) + Executive board	- Existing IP strategy is expanded into a comprehensive IP strategy in accordance with EU criteria	In progress
	9.	Revise guideline on principles for ensuring good scientific practice and adapt to standards of the German Research Foundation (DFG).	1st quarter 2023	Legal Department + Center for Doctoral Studies Lübeck (CDSL)	- Directive is in force	Completed
	10.	Establishment of a consultation hour on good scientific practice for researchers in early career phases	2nd quarter 2023	Center for Doctoral Studies Luebeck + PhD Board	- Service takes place regularly (every 1-2 months) and is well received by the target group	In progress
	11.	Construction of a repository for accessible research data without restrictions	4th quarter 2025	Representative for ethics of safety-relevant research + Presidential Board	- A functioning system has been established - guidelines for handling research data have been issued	New
	12.	Workshop on the creation of a research data management plan for researchers from R2 (with grant eligibility).	4th quarter 2025	Representative for ethics of safety-relevant research + Internal center for further education	- Workshop is offered once a semester	New



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Recruitment and selection	13.	Introduction of a professional personnel management system	Start of preliminary project by 4th quarter 2021 / Main project 2nd quarter 2022 to 4th quarter 2026	Executive board + Human Resources + Quality and organizational development + IT Service Center + Human Resources development	- Completed implementation of the system	In progress
	14.	Introduction of an online application portal	1st quarter 2024	Presidential Board + Human Resources + Quality and organizational development + IT Service Center + Human Resources development + IT-Service-Center + Personalentwicklung	- Completed implementation of the system - All application processes are conducted via the portal	In progress
	15.	Comprehensive English translation of the UzL webpage	2nd quarter 2024	Executive board + Communication department	- 100% availability of webpage content in English by the end of the second quarter of 2024	In progress
	16.	Development of a digital "Welcome Center" for new international researchers and integration in relaunch of the UzL website	2nd quarter 2024	Presidential Board + Communication department + Department of Research, Innovation and Transfer (FIT)	- "Welcome Center" is up and running with website relaunch	In progress



Recruitment and selection	17.	Development of a career portal and integration into website relaunch	2nd quarter 2024	Presidential Board + Communication department + Human Resources development	- Career portal is up and running with website relaunch	In progress
	18.	Consistent publication of scientific positions in English	4th quarter 2023	Human Resources + Communication department	- 100% availability of job postings for scientific positions in English	Completed
	19.	For equivalent application procedures, development of a catalog of criteria for personnel selection and target group specific guidelines (R1-R3):  a) initial selection b) interviews c) final selection	4th quarter 2023	Human Resources + Human Resources development + HRS4R working group + HRS4R steering committee	- Implementation of the criteria catalog	Completed
	20.	Incorporation of the following characteristics into criteria catalog and guidelines for personnel selection (see previous action) with the aim of mandatory checking of all applications: diversity competence, multidimensional career paths, mobility experiences, work experience,	4th quarter 2023	Human Resources + Human Resources development + HRS4R working group + HRS4R steering committee	- Criteria are included as standard in the personnel selection process	Completed



Recruitment and selection		and lifelong professional development				
	21.	Development of an internal, psychological measurement tool for measuring leadership competencies when appointing professors in the section of medicine; after successful piloting, expansion to the section of STEM	Development of the instrument by 4th quarter 2021 / Piloting and expansion to section of STEM by 4th quarter 2023	Executive board + Personnel management working group + Appointments and personnel law unit	<ul style="list-style-type: none"> <li>- Development of the instrument is finished</li> <li>- After successful piloting, comprehensive use in all appointment proceedings</li> <li>- Evaluation of the instrument</li> </ul>	In progress
	22.	Evaluation of the appointment process at UzL	4th quarter 2023	Appointments and personnel law unit + Presidential Board + Quality and organizational development	<ul style="list-style-type: none"> <li>- A survey on the appointment process has been carried out and evaluate</li> <li>- A working group for the development of measures has been established</li> </ul>	Completed



Recruitment and selection	23.	Development of a training for members of appointment committees on legal principles, processes, and bias	2nd quarter 2024	Appointments and personnel law unit	- Workshop is offered once a year	In progress
	24.	Application for the quality seal "Fair and Transparent Appointment Procedures" of the German University Association (DHV)	4th quarter 2022	Department Appointments and Personnel Law + Presidential Board	- Application has been submitted to the DHV	In progress
Working conditions and social security	25.	Development of a Gender Equality Plan (GEP)	4 th quarter 2021	Department of Equal Opportunity and Family + Research Management EU + Executive board	- GEP is published	Completed
	26.	Development of a framework code for good employment conditions	3rd quarter 2022	Human Resources development + Human Resources + Personnel representatives	- Working group is set up - framework code for good employment conditions is developed and established UzL	Completed





Working conditions and social security	27.	Establishment of a working group to create technical and structural conditions for mobile working at UzL	1st quarter 2022	Executive board + IT Service Center + Quality and organizational development + Department of Academic Structures + Academic personnel council	<ul style="list-style-type: none"> <li>- AG is in place</li> <li>- a new service agreement on mobile working is implemented</li> </ul>	Completed
	28.	Campaign to strengthen the representation of the interests of postdocs (R2) within the group of scientific employees and the university structures	4 th quarter 2023 as part of the postdoc network, ongoing process	HRS4R working group + Board election management	<ul style="list-style-type: none"> <li>- Trend in the number of R2 researchers put forward for election is systematically reviewed</li> </ul>	In progress
	29.	Development of information materials for the onboarding of new employees: process visualizations, unified welcome folders, e-learning courses	4 th quarter 2023	Human Resources development + Quality and organizational development + Marketing referent	<ul style="list-style-type: none"> <li>- A working group has been set up to develop a comprehensive onboarding concept</li> <li>- An e-learning onboarding course is developed and evaluated after participation</li> </ul>	In progress
	30.	Application for further funding in the Professorinnenprogramm IV of the Federal Ministry of Research and Education	3rd quarter 2023	Department of Equal Opportunity and Family	<ul style="list-style-type: none"> <li>- Equality Concept for Parity in the Professorinnenprogramm is prepared and submitted</li> </ul>	Completed



Training and development	31.	Revision of the personnel development concept	3rd quarter 2022	Human Resources development	<ul style="list-style-type: none"><li>- Working group is set up</li><li>- personnel development concept is revised and established at UzL</li></ul>	Completed
	32.	Development of a special further training module for researchers with leadership responsibility on personnel selection and other personnel-relevant issues, e.g. gender diversity competence	4th quarter 2023	Human Resources development + Internal center for further education + Department of Equal Opportunity and Family + Department of Academic Structures	<ul style="list-style-type: none"><li>- Thematic brownbag lunches for scientist with leadership responsibility take place at least once every six months (e.g. on personnel selection)</li></ul>	Completed
	33.	Enhancement of individual coaching for the (further) development of the leadership quality of R4 researchers	4th quarter 2022	Human Resources development + Internal center for further education + Executive board	<ul style="list-style-type: none"><li>- Each scientist with leadership responsibility is offered a training to strengthen his or her understanding of leadership and leadership competence, combined with up to 2 individual coaching sessions per year</li></ul>	Completed



Training and development	34.	Development of a mentoring concept for R2 researchers	4th quarter 2023	HRS4R working group + Executive board	<ul style="list-style-type: none"> <li>- Query R2 on demand and format within the planned HRS4R survey (see Action 1)</li> <li>- In case of a positive response in the survey, development and implementation of an offer</li> </ul>	In progress
	35.	Expansion of career development trainings for postdocs (R2)	4th quarter 2021	HRS4R working group + Internal center for further education	<ul style="list-style-type: none"> <li>- A new course offering ("How to start your own lab") is set up within the already existing career counselling offers until the end of 2021, subsequent evaluation</li> </ul>	In progress
	36.	Offer a workshop "CoResolve for Leaders - A Leadership Program of the Lewis Method of Deep Democracy"	2nd quarter 2023	Presidential Board + Human Resources	<ul style="list-style-type: none"> <li>- Workshop is offered once a year</li> </ul>	Completed
	37.	Development and introduction of a one-day job rotation format ("Blickwechsel") to get to know other fields of work beyond one's own	1st quarter 2024	Human Resources development	<ul style="list-style-type: none"> <li>- All employees in science and administration know and use the</li> </ul>	In progress



Training and development					opportunity to change perspective as required	
	38.	Mandatory regulation of structured employee supervisor meetings for scientific personnel	Implement mandatory regulation by 4th quarter 2023	Academic personnel council + Human Resources + Human Resources development + Executive board	<ul style="list-style-type: none"> <li>- Survey of academic staff is completed and evaluated</li> <li>- In case of a positive vote by the researchers, the obligatory regulation will be set out in writing and tracked</li> </ul>	In progress
	39.	Presentation of the concept of collegial consultation for postdocs and, if the response is positive, extension of it to a permanent format	1st quarter 2024	Human Resources development	<ul style="list-style-type: none"> <li>- Concept was presented during the lunch impulses of the postdoc network</li> <li>- A permanent peer group has been established, which meets in a fixed interval for collegial consultation</li> </ul>	New
	40.	Development of leadership standards for UzL	2st quarter 2024	Presidential Board + Human Resources development	<ul style="list-style-type: none"> <li>- Working group is set up</li> <li>- Leadership standards are developed and established UzL</li> </ul>	New