

HR Strategy for at the University of Applied Sciences Brandenburg

Imprint

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Version: 15th December, 2015
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1 Preamble

The University of Applied Sciences Brandenburg (FHB) is a young university location with economic and technical courses and tries to extend and deepen all research activities since its foundation in 1992. The FHB confesses to the principles of the „European Charter for Researchers and The Code of Conduct for Recruitment“. Within the years 2013 and 2014 an internal gap analysis was carried out to proof the quality of research conditions and the adherence of principles.

This document includes a summary of all results of this analysis with consideration of the forty aspects of the „European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers“ („Charter & Code“ or rather C & C) as well as the catalog of actions 2014-2018 for improvement and advancement of particular aspects.

In assessing the results the following aspects have to be considered, the legally prescribed framework, the allocation of funds for research and the role of research at Universities of Applied Sciences in Germany. The FHB has been proven as a research location by increasing third party funds. According to the will of the state government, the FHB should further expand this field of action in the future. The FHB considers this as instructions, where the conditions under which research is carried out should systematically be improved.

2 Methodology

Under the leadership of the vice president for research and transfer, a team of three persons has been compiled in summer 2013. This team developed a procedure for collecting data on the base of the 40 aspects of C & C. A total of three methodological approaches were chosen in order to reach the necessary data for evaluating the overall situation of researchers at the FHB.

During these surveys all levels of the organization which have an impact on the quality of research and the research conditions have been involved: the executive committee, the administration, professors, academic staff and doctoral students.

1. An extensive document research was carried out. There, the documents were analyzed for their content of legal and regulatory rules as well as agreements and advices of the institutional practices and validated towards their range. The legal bases includes in addition to the basic law in which the freedom of research is clearly defined, for example the higher education act of the state of Brandenburg and the constitution of the university. Documents that contain evidence of good scientific practice, originating from the German Rectors' Conference (HRK), the trade unions and the German Research Foundation (DFG).
2. Within September and December 2013 a written survey with all employees which are included in research activities were examined. The main focus of this survey were aspects in ethics and profession of research and the appraisal of working conditions and social security.

3. A consultation of experts were contributed including experienced researchers which employ and care up-and-coming scientists and experts which are responsible for the selection and employment of academic staff. The object of these consultations were practices in recruiting and criteria as well as procedures within the support of academic staff and up-and-coming young scientists.
4. After the written and oral surveys the results were reviewed and discussed within a presentation event with involved researchers. Through this event the opinions of the researchers could be supplemented and commented.

For the data collection four survey instruments have been developed:

- A guideline for categorization, prioritization and assessment of documents,
- An interview guideline for HR managers,
- An interview guideline for supervisors of up-and-coming young scientists,
- A (online) questionnaire for all research active staff of the FHB.

In a final step the results of the oral and written surveys and the final discussion with experienced researchers in the FHB were compared with the legal base, the requirements of the C & C and qualified in their implementation and compliance.

3 Summary of Results

Already in the development of instruments for the conduct of gap analysis it became clear that the responsibility for the observance and the development of the 40 points in the "Charter and Code" are to be located at three levels:

1. **Researchers and supervisors of up-and-coming young scientists** have to take self-responsibility for the observance of certain rules and have to vouch for their professional actions. This includes the active demanding of certain conditions that only allows research actions in high quality. This form of assumption in responsibility takes place in personal responsibility and is not controlled by internal or external authorities. The institutional responsibility of the FHB is to be seen in the comprehensive and sustainable support during this task.
2. **The FHB as a research location** is using standards and agreements to ensure that recruitment and selection procedures are based on the principles of the "Charter and Code". Particular attention will be paid to the quality of support for the young professionals. Through regular training courses and information the FHB ensures the compliance of legal requirements, such as data protection, patent law and health and safety protection at the workplace etc., and provides contact persons for various aspects, for example in the case of an appeal or for questions within the field of gender equality.
3. **Funding and sponsors** ensure with their respective agreements that all research activities are characterized by an appropriate balance between performance and recognition, benefits and expenses and that the time and work schedule can be fulfilled. Furthermore, they already

pay attention when evaluating the offers to ensure adequate pay and good social security for future employees and researchers in the projects.

The presented results cover all three levels and make clear at what point an HR development strategy for researchers at institutional level of FHB starts and where the responsibility of the FHB ends. The resulting action plan focuses on the tasks of the FHB. It contains not only responsibilities, but also deadlines and prioritization.

According to the overall situation and the quality of human resource development strategies, the status of Universities of Applied Sciences is a decisive factor in the case of research in Germany, which will be described in more detail below.

3.1 Research at Universities of Applied Sciences in Germany using the example of FHB

The objective of the establishment of Universities of Applied Sciences in Germany was the creation of educational institutions to train students on a scientific basis with practice-oriented aspects and empower them for independency in a job. Initially, research was not one of the tasks of Universities of Applied Sciences. Only since the amendment of the Higher Education Act of 1985, the application-oriented research and development (R & D) became a task of Universities of Applied Sciences. In recent years, amendments to the country's laws on higher education were made and increased the importance of R & D at Universities of Applied Sciences. Meanwhile, R & D became a working task (with different weights) of all Universities of Applied Sciences.

Universities of Applied Sciences as the FHB have no doctoral or habilitation degrees in contrast to universities. Professors have a teaching load of 18 semester hours per week and a longer term time during the semester. In comparison, university professors work 60% in research of their total time budget with correspondingly low semester hours per week. An improvement represent research professorships, whose share has increased at the FHB to 11 of 63 professorships until today.

The teaching work load is rated to be too high in order to provide high quality research services by many professors (*C & C aspect teaching load*).

The existing ten years show a poor budget situation in the country of Brandenburg and within for the universities in Brandenburg. Thus, also for the FHB which means that substantial funds are extensively deleted and the university gets more dependent on private and competitive external funds. The FHB cannot provide an independent research budget. The research at Universities of Applied Sciences such as the FHB is focused on professors, who successfully solicit third-party funds and can adjust employees for the period of the promotion. (*C & C aspect stability and permanence of employment*)

Many qualified graduates get much more attractive career opportunities outside of the FHB especially in the free market economy. But cooperative promotion procedures are still a possibility for the FHB to

attract qualified graduates for research activities. They obtain a doctorate at a university, but are still active at the FHB.

Currently, twelve doctoral students are employed at the FHB. (*C & C aspects in promoting the field of up-and-coming young scientists and young researchers*)

In recent years, the importance of applied research in the FHB has increased and there are more efforts to its expansion. These efforts are limited by the financial resources and the manageable size of non-professorial teaching staff, in relation to other types of institutions. The conditions are evaluated differently by the surveyed professors and academic teachers of the FHB. The following instruments have been proposed to extend the research activities:

- Allocate an internal university research budget
- Financial incentives (for example as performance-based budget-allocations)
- Reducing the teaching load for requesting and researching university professors through condition change in the granting of research semesters and establishment of more research professorships
- Right to doctorate for Universities of Applied Sciences
- Promoting a comprehensive research culture at university level
- Central part financing

3.2 Funding and legal basis

In the Federal Republic of Germany the financing of higher education institutions is provided by each federal state. Carrier of the FHB is the state of Brandenburg. The federal government is involved in the funding of research through projects on special programs, such as the Excellence Initiative, the Higher Education Pact and the professors program as well as research buildings. This is based on an "agreement between federal and state governments on the promotion of applied research and development at Universities of Applied Sciences under Article 91b of the Basic Law" of 28th of June 2013. The funding covers personnel expenses, neuter administrative expenditures and expenditures for equipment and other investments. Each country provides a part of the total expenditures within the bounds of the financing of basic equipment. The agreement is valid until 31th of December 2018.

Research at the FHB is funded by mostly federally funded programs. Especially, the professors program and FHprofUnt - research at Universities of Applied Sciences with enterprises should be emphasized.

The grouping in a salary scale of scientists and academic staff is based on the collective agreement for the public service of the federal states. It regulates payment categories according to training and experience, leave arrangements and the organization of work schedules. In the field of science personnel mobility is supported by the recognition of relevant professional experience at other universities and research institutions. Existing experiences of academic staff will be consequently taken into account. (*C & C aspects funding and salaries, assessment of income*)

The freedom of science, research and teaching is assured by law by the Basic Law, Article 5, paragraph 3, and the Brandenburg Constitution, Article 31. A breach must be claimed by the researchers themselves. Regarding to the question, if the employment at Brandenburg University guarantee the freedom of science, research and teaching assured by law by the Basic Law, Article 5, paragraph 3 75% of the interviewed persons answered "Yes" and 25% are not sure. In the view of many researcher the lack of independent funding of Universities of Applied Sciences in general greatly restrict the compliance with law. However, there were no specific statements regarding a restriction, therefore the freedom of research is taken for granted. (*C & C aspect freedom of research*)

Ethical principles are familiar to experienced researchers (70% of interviewed persons) and are taken into account in their own words. This also applies to the professional behavior and associated responsibilities. For example, current discussions of ethics committees are tracked and perceived. Only 20% of the interviewed persons mentioned, that they don't know this principles. Prospective, all academic staff getting formalized information during the hiring procedure (see No. 1 Table 1). All professors and academic staff are obliged to report their research activities within the research report every six months. This obligation will be extend to all academic staff (see No. 2 Table 1). Other contractual and legal obligations or agreements on the implementation of accountability vary depending on funds and research assignment. There are no complaints known about violations of the obligations of supporters or sponsors. (*C & C aspects ethic basics; job behavior and responsibility; contractual and legal obligations and rendering of account*)

The legal basis for work and data security, patents and copyrights are well known to the surveyed researchers. Regarding to the question, what kind of legal basis for work and data security was informed, 82% of the interviewed persons answered health and safety, 69% answered publication of research results, 6% answered patent law, 19% answered copy right, 44% answered privacy and 31% answered doctoral study regulations. No one answered, that he/she wasn't informed. The compliance is secured and supported through institutional measures, such as a data protection officer, the center for entrepreneurship and transfer (patent rights), the university library (copyright) and handouts supporting the handling of research data and copyrights. (*C & C aspects in health and safety protection at the workplace, data protection and intellectual property rights*)

In Germany the vast majority of academic professions is not regulated. Foreign natural sciences, arts or social science degrees require in some cases a recognition process with special regulations. In the Federal Republic the recognition of non-regulated university degrees is captured by the National Recognition Act. For foreign degrees, the legal situation of the Lisbon Recognition Convention applies. To assist foreign academics within applications, the Lisbon Recognition Convention provides a formal classification in relation to a university or University of Applied Sciences degree. This task lies with the Central Office for Foreign Education, which is located in the secretariat of the conference of ministers for the

arts and culture of the federal states in Bonn. The FHB follows this approach. In addition, the process for foreign academics will be more formalized (see No. 7 and 11 Table 1). (*C & C aspect recognition of the profession*)

3.3 Institutional practices of the FHB

The FHB published every two to three years a comprehensive research report, which shows the development of third-party funds and pictures most of the research activities. The latest research report belongs to the years of 2013 and 2014. Regarding to the question, how to assure the transparency of third-party funds for internal and external stakeholder, 31% of the interviewed persons answered "permanent information to the stakeholder", 19% show their research methodology and 44% offer a real time status of financing. At current time of the gap analysis there are no central statistics outlining the professors involved in research or how many academic staff is active in which research projects. This should be reviewed as part of the planned measures listed in Table 1. (*C & C aspect accountability*)

To ensure equality between men and women and to achieve a balance equal opportunity commissioner are active as contact partners in the FHB. They attend in recruitment procedures, promote the representation of women in science by using the professors program and report on improvements in this area. With that the FHB succeeds the mission statement in their own structural development plan in which the under-representation of women among up-and-coming young scientists and professors is offensively addressed as a problem. Family-friendliness and accessibility are other priorities of the gender equality concept. The FHB considers this as a meaningful and extendable strategy for the future. As part of the planned measures No. 5 in Table 1 an institution-wide strategy for dealing with different minorities will be developed. (*C & C aspects balance between women and men, non-discrimination*)

The German Research Foundation (DFG) used in 1999 for the first time the "ombudsman for science". Questions about scientific misconduct and the "good scientific practice" can be turned to this committee by scientists. All concerns presented to the Ombudsman are kept confidential. They include, among others, the honesty and completeness in quotations and data and the identification of the contributions of all co-authors. At the FHB the Vice-President for Research is available as ombudsman to ensure good scientific practice for all researchers. Furthermore, the planned measures No. 13 and 14 in Table 1 ensure formalized procedures and guidelines for the future. (*C & C aspects complaints and appeals procedures; co-authorship; professional responsibility and conduct*)

At the FHB all legal requirements for work and data protection as well as patent rights and copyrights are consistently adhered. To ensure the data protection a data protection officer is employed who is at disposal for all relevant procedures. Regular trainings with binding participation for health and safety protection at the workplace are carried out. Further, seminars are held on legal issues in the area of

patent law, and others. The FHB sees a low need for action, which is taken into account in the planning measures in Table 1. (*C & C aspect practices*)

Every year, the FHB is committed at regional and national level with many events for the spreading of research results and discussions on current social issues. In the first two months of 2013 the FHB hosted the 14th up-and-coming young scientists' conference, invited employees of technical professions, which could continue their education in the development of application programs for microcontrollers or organized a security forum on security management. The variety of platforms and formats show a strong network within the region and important national and international partners. Thus, the FHB is fulfilling its social mandate in an excellent manner and provides its own researchers a variety of ways to get socially involved. However, in the future it must be secured that all events are centrally documented. This should be backed up till the end of 2017 (see No. 4 in Table 1). (*C & C aspect commitment to society*)

The work of researchers at the FHB is considered independently in peer review processes and expert networks. Underlining the independence, this assessment is done without any influence of the institution to the proceedings. However, it is not secured how often and when researchers are assessed. Regarding to the question, if an independent consideration occurs, 25% of the interviewed persons answered "Yes", 50% answered "No" and 25% are not sure. A general evaluation of research performance beyond current publications, external funding or other reporting instruments is still not determined at the FHB. Currently, the evaluation of research performance takes place (based on an assessment system) by awarding research professorships and the presentation of results within the "Scientific Colloquium". In addition, the resource distribution model of third-party funding of the state of Brandenburg was used, but this is currently suspended until the new edition. As part of the action planning (see No. 6 in Table 1) a discussion is to be conducted, in which form such an independent and general assessment of the performance of individual research activities could take place. The objective is the development of an independent and general institution wide evaluation system for research activities where particularly successful or dedicated research work at the FHB get an official value esteem. (*C & C aspect assessment systems*)

The participation in various decision-making bodies is open for all researchers at the FHB. Both sides of the university administration as well as the part of the employee representation is repeatedly calling for engagement within the institution. This assessment is in line with the perspectives of the surveyed researchers. Therefore, no action can be seen. (*C & C aspect participation in decision-making bodies*)

Mobility in its different forms (geographical, intersectional, interdisciplinary and virtual as well as between private and public sectors) takes place in very different situations and different groups at the FHB. Professors who have a budget on third-party funds, can participate in these forms of mobility.

This also applies to their academic staff. Professors, who have no third-party funds in disposal can if necessary and justified fall back on budgetary funds. This is at disposal in a limited form for academic staff. Nevertheless, the guarantee is restricted due to the limited financial resources. Reciprocal perceptions and institutional appreciation of various forms of mobility may be even more developed (see No. 10 and 12 in Table 1). (*C & C aspect value of mobility*)

The recruitment procedures at the FHB are split.

1. Recruitment of high school teachers and university professors:

In detail the recruitment procedures are regulated in the statutes to carry out appointment procedure for the creation of professorships, on the employment of visiting professors and to appoint honorary professors at the FHB with respect to all aspects of the C & C. In refer to the regulations from December 11th in 2013 the aspects of "The Code of Conduct for Recruitment" are considered. There is no future need for action by the FHB.

2. Recruitment of academic staff:

These recruitment procedures are partially limited institutional arrangements, since the number of applicant are often exposed, due to short periods of employment public tenders are rare and recruitment usually is done through existing networks inside and outside the institution. However, if interviews are conducted representatives of the staff council, an equal opportunities commissioner and a representative of the HR Department are usually present. The recognition of aspects included in the CV and the transparency of the processes vary according to the extent and duration of employment and to the number of applicants. These procedures become more formulized for the future (see No. 8 and 9 in Table 1).

As described above, taking care of up-and-coming young scientists after the Master's degree is usually not part of the FHB. Since the FHB has great interest in the promotion of young talent excellent carness for doctoral students is partly given. Here, professors are acting as mentors and supervisors to enable conference participation and assist in the publication of research results. In 2014 the FHB set up a cooperative graduate college for up-and-coming young scientists who are in the preparation for or already in a cooperative doctorate procedure. It offers both an intensive care service as well as a scientific program that goes beyond the respective doctoral studies. (*C & C aspects of care*)

In terms of career development of researchers the FHB sees little capacity to take an active role at institutional level. In addition to a professorship, PhD's and experienced researchers have no prospects of potentiality for development in the field of research. Within the discussion on this topic, interviewed people of the FHB formulated this problem as well. For over a decade, this issue is discussed in politics and is proven by numerous studies. To change this situation in the medium term, the FHB supports (sse No. 15 in Table 1) the decision-making process in the German higher education policy. (*C & C aspect career and career counseling*)

At the FHB the professional training in the field of research is mainly within research networks, held at symposia and conferences with national or international context. High activity in this field can be seen by the variety of presentations and a judge numbers of travelling. A professional training specifically for research active staff is being planned (see No. 16, 17 and 19 in Table 1). (*C & C aspect training of researchers*)

When asked about the quality of the research environment and working conditions – in consideration of creativity, research scope, health and safety, reliability in research and self-development – 81% the researchers of the FHB responded basically with satisfaction, while taking into account all aspects of the survey. The facilities with appliances and utensils is evaluated by 50% of the interviewed persons as good and the available resources are sufficient for the fulfillment of the research tasks (44% of the interviewed persons). Especially emphasized is the possibility of flexible working hours (81% of the interviewed persons) and work-life balance (75% of the interviewed persons). Potential for improvement is seen by 82% of the interviewed persons in the support of the administration. (*C & C aspects research environment and research conditions*)

As mentioned earlier, the researchers of the FHB are active in the dissemination of their results. About 69% of the interviewed persons publish regularly in journals, 25% write books, 88% presenting on conferences and 25% using pre-printed forms. For this reason, the work of researchers at the FHB is now nationally recognized and appreciated. Where it is necessary, the FHB is financing technical and advisory resources for an easier and more rapid dissemination of research results (see No. 3 in Table 1). (*C & C aspects dissemination and exploitation of research results*)

4 HR strategy for researchers at the FHB 2014 – 2018

Based on the results of the gap analysis measures were formulated, which are to ensure and anchor the aspects of the "Charter and Code" at institutional level. In the following outline long-term and short-term objectives are proposed with an evaluation between low, medium and high of each objective.

Brandenburg in December 2015

Serial number	Aspects of the Charter & Code	Objectives	Measures	Actors	Timetable
1	Security of ethical and profession related aspects	Standardized information on legal and contractual rights and obligations in research (Starter Kit).	Each researcher is equipped with a "starter kit" at the beginning of their activities at the FHB, in which not only administrative processes are described (as business trip or vacation applications), but also the legal basis for freedom of research, ethnical principles in research, professional behavior and responsibility in the form of extracts from Higher Education Act of Brandenburg and the constitution of the FHB etc.	PVO	Q2 2016
2		Binding agreement to biannual reports of activities in research of academic staff.	The already binding and existing biannual report on teaching and research activities for professors is supposed to be prospectively binding for academic staff as well.	VPF, PVO	Q4 2017
3		Supporting researchers in the dissemination and exploitation of results.	Where it is necessary, the FHB is financing (for example via the funds for research culture), technical and advisory resources for an easier and more rapid dissemination of research results and discusses different possibilities of exploitation of results.	VPF	continual
4		Annual documentation of regional and national open events of the FHB and in participation of FHB, which occupy the social commitment of FHB.	The FHB is already very active in this field. This documentation is made to clarify, what issues and priorities are revitalized and expanded through research at the FHB. Inwardly, the overview can give suggestions, which types of events are particularly proven and should be expanded.	ZMPR	continual
5		Implementation of a diversity management, which systematically records all represented minorities and can react on upcoming needs.	With the equality concept, the focus on family friendliness and the representatives of disabled persons the FHB shows their ability to treat members of the university equivalent, or where necessary to integrate and to take into account special circumstances of employees. In a diversity management these and other minority issues such as ethnic and cultural minorities, sexual orientation, specific age groups, special language groups, etc. are considered and integrated.	GBA, executive committee	Q1 2018

Serial number	Aspects of the Charter & Code	Objectives	Measures	Actors	Timetable
6		Development of an independent and general institutional evaluation system of research services related to an official esteem of particularly successful and dedicated research.	A minority of all professors working at the FHB is active in the acquisition of external funding. They are the ones that allow the perception of the FHB as a research location in a structurally weak environment under difficult conditions. In order to develop a vivid research culture, it is necessary to support the research activities not only financially, but also ideologically. This should be done in respectful manner and by taking into account the individual performance.	VPF, executive committee	Q3 2017
7	Transparency and internationalization of standardized employment procedures	Establishing a multi-lingual (German / English) document structure for employment procedures and labor entry (Starter Kit).	To pave the way into the institution for foreign researchers, all necessary documents should be written in English. ¹ This is regardless the need that foreign researchers learn the German language in the case of a longer activity in Germany.	PVO, ZIS, VPF	Q4 2016
8		Standardization of employment procedures of academic staff in budget positions.	To ensure a minimum of transparency and evaluation in relevant aspects beyond the special qualification an institutional standard should be applied even in short-term employments.	PVO	Q2 2016
9		Definition and standardization of employment procedures of academic staff in third party fund positions regarding duration and circumstances of the position.		PVO	Q3 2016
10		Development of a binding commitment about the evaluation of mobility experiences and trivial		PVO	Q4 2016

¹ Which are developed by the VPF in cooperation with the ZIS and with the help of funds from the Fund for research culture.

Serial number	Aspects of the Charter & Code	Objectives	Measures	Actors	Timetable
		qualifications and experiences.			
11		Establishment of a welcoming culture for foreign researchers.	It is necessary to develop a culture of welcome and to be well prepared for the integration of different cultures and languages in order to make the FHB an attractive employer for international researchers. Currently the FHB uses the Potsdam University Welcome Center. In the future these terms shall be settled contractually and permanently.	VPF, ZIS	continual
12	Improvement of working conditions and social security	Implement a systematic consultation of researchers to expand the mobility and incentives for the development of experiences.	The FHB ensures that there are qualified contact persons per department for this subject. This could be realized through for example training programs (financed by the funds for research culture) for the foreign representatives of the departments and by the scientific commission of the cooperative graduate college.	ZIS, foreign representatives of the departments, scientific commission of the cooperative graduate college	continual
13		Information on rights and responsibilities of intellectual property and co-authorship for researchers.	There are regular discussions among students and academic staff about who is entitled to the rights of a Bachelor's or Master's thesis. A regular training can clarify open questions and contributes to a better understanding of intellectual property. This is also true for the subsequent measure.	Ombudswomen or rather man, commission for good academic practices	continual
14		Uniform agreement on intellectual property and patent rights at Bachelor's and Master's thesis and for co-authorship.	The already published statutes with references on good scientific practice of the FHB is so far completed, as the work (seminar, bachelor and master thesis) of students is explicitly taken into account, too.	VPF, Senate, executive committee	Q1 2018
15		Improving the stability and permanency of employment particularly by project staff.	The situation of academic staff working exclusively in (research) projects is highly precarious - especially if there are already several years of research experience and the qualifications already exceed	PVO, executive committee	continual

Serial number	Aspects of the Charter & Code	Objectives	Measures	Actors	Timetable
			the status of "up-and-coming young scientists". This cannot be changed by the FHB alone. However, the FHB will use their ability linked to the project timelines to exploit working conditions as far as possible.		
16		Implementation of a vocational consulting system (for further education) explicitly for researchers and up-and-coming young scientists.	Although, a career as a researcher currently is not a good prospect in Germany if no professor is desired, it is still possible to establish and qualify oneself in international networks. The advice of specialized national and international colleagues can be helpful.	ZSK	Q3 2017
17	Promotion of young up-and-coming scientists and further education	Development and establishment of a specific offer for further education for scientists.	An interdisciplinary offer for further education will be developed for researchers which allows them to acquire necessary skills in teamwork, project coordination, personnel management, office organization and more.	ZSK	Q2 2016
18		Networking and exchange of supervising professors within the FHB to ensure best practice.	The professors of the FHB are networking across disciplines more than ever before ("Scientific Colloquium" and "Promotion Group") and exchange information about programs, possibilities of care and increased recruitment of up-and-coming young researchers (especially international researchers). This provides synergies.	VPF	continual
19		Specifically for academic staff, an annual offer of staff appraisals focused on the professional development in research.	The fluctuation in the field of academic staff is very high, therefore it is necessary to create and held a binding annually staff appraisal. It is intended to ensure that the professional development of researchers will be promoted in the best case through an activity at the FHB.	PVO, executive committee	continual

Table 1: HR strategy for researchers at the FHB 2014 - 2018

Legend:

- ABF = Auslandsbeauftragte der Fachbereiche
- GBA = Gleichstellungsbeauftragte

- PVO = Personalverwaltung und Organisation
- VPF = Vizepräsidentin bzw. Vizepräsident für Forschung
- WK = Wissenschaftliche Kommission des Kooperativen Promotionskollegs
- ZIS = Zentrum für Internationales und Sprachen
- ZMPR = Zentrum für Marketing und PR
- ZSK = Zentrum für Studium und Karriere

Self evaluation

Outside evaluation

5 Timetable

No	Objectives	Actors	2014		2015				2016				2017				2018				2019	
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Security of ethical and profession related aspects																						
1	Standardized information on legal and contractual rights and obligations in research (Starter Kid).	PVO																				
2	Binding agreement to biannual reports of activities in research of academic staff.	VPF, PVO																				
3	Supporting researchers in the dissemination and exploitation of results.	VPF																				
4	Annual documentation of regional and national open events of the FHB and in participation of FHB, which occupy the social commitment of FHB.	ZMPR																				
5	Implementation of a diversity management, which systematically records all represented minorities and can react on upcoming need.	GBA, Executive commission																				
6	Development of an independent and general institutional evaluation system of research services related to an official esteem of particularly successful and dedicated research.																					
Transparency and internationalization of standardized employment procedures																						
7	Establishing a multi-lingual (German / English) document structure for employment procedures and labor entry (Starter Kit).	VPF, ZIS, Executive Committee																				
8	Standardization of employment procedures of academic staff in budget positions.	PVO																				
9	Definition and standardization of employment procedures of academic staff in third party fund positions regarding duration and circumstances of the position.	PVO																				
10	Development of a binding commitment about the evaluation of mobility experiences and trivial qualifications and experiences.	PVO																				
11	Establishment of a welcoming culture for foreign researchers.	VPF, ZIS																				

No	Objectives	Actors	2014	2015	2016	2017	2018	2019
Improvement of working conditions and social security								
12	Implement a systematic consultation of researchers to expand the mobility and incentives for the development of experiences.	ZIS, ABF, WK						
13	Information on rights and responsibilities of intellectual property and co-authorship for researchers.	Ombudsmen, KWP						
14	Uniform agreement on intellectual property and patent rights at Bachelor's and Master's thesis and for co-authorship.	VPF, Senate, Executive Committee						
15	Improving the stability and permanency of employment particularly by project staff.	PVO, Executive Committee						
16	Implementation of a vocational consulting system (for further education) explicitly for researchers and up-and-coming young scientists.	ZSK						
Promotion of up-and-coming young scientists and further education								
17	Development and establishment of a specific offer for further education for scientists.	ZSK						
18	Networking and exchange of supervising professors within the FHB to ensure best practice.	VPF						
19	Specifically for academic staff, an annual offer of staff appraisals focused on the professional development in research.	PVO, Executive Committee						

Table 2: timetable

Self evaluation

Outside evaluation