

Human Resources Strategy for Researchers (HRS4R)

Christian-Albrechts-Universität zu Kiel

**Implementation of the European Charter for Researchers and
the Code of Conduct for the Recruitment of Researchers**



5. Action Plan (HRS4R) - CAU

5.1 Action Plan (detailed)

Kiel University fully endorses the principles of the European Charter for Researchers and the Code of Conduct for their recruitment. The University Board has therefore decided to survey its activities for the promotion of good research and good working conditions for researchers based on the principles laid down in Charter & Code. On the basis of this survey (gap analysis) which was conducted in 2016, the University Board drew up and endorsed an action plan for the period of November 2016 to 2020 that was also approved by the CAU Senate. Over the next four years the action plan will be implemented in close alignment with the strategic goals of Kiel University.

The following table gives an overview of the actions planned at Kiel University, the objectives intended and the tasks and milestones which will guide their implementation. It is grouped in sections that reflect the four major thematic areas of Charter & Code:

- 4.1 Ethical and Professional Aspects
- 4.2 Recruitment
- 4.3 Working Conditions
- 4.4 Training

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
I: Ethical and Professional Aspects				
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.1 Ethics seminar for newly appointed professors	<ul style="list-style-type: none"> • Raise researchers' awareness of ethical aspects of research in general as well as of their specific disciplines • Train reflection skills and communication skills in the theory of science and ethics • Foster inclusive and sustainable research and innovation • Heighten awareness of implications and societal expectations in research 	<p>Implementation of a one-day ethics seminar & workshop for all newly appointed professors as part of their target agreements. The Seminar will be open to interested professors and postdocs. Topics will include internal and external aspects of ethics in science e.g.: good academic practice, responsible research, dual use</p> <p>T1: evaluate pilot seminar (Nov 2016-March 2017) T2: implement seminar and re-evaluate (April 2017-Dec 2017) T3: continuous implementation (Jan 2018 - Dec 2020)</p>	WB, GRN
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.2 Course program in research ethics	<ul style="list-style-type: none"> • Sensitize students and early career researchers to general ethical issues in research and the specific ethical aspects of their disciplines • Promote inclusive and sustainable research and innovation • Heighten awareness of implications and societal expectations in research 	<p>Development and implementation of an interdisciplinary course program in research ethics for students and doctoral candidates from all faculties</p> <p>T1: prepare project & implement formally (Nov 2016 – Dec 2018) M1: course program is formally implemented (Dec 2018) T5: teach first cohort of participants (July 2019-Dec 2020)</p>	GRN, Phil. Dept.

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.3 Senate committee on ethics in research and university ethics commission	<ul style="list-style-type: none"> Establish a new ethics committee composed of members of the different status groups of CAU personnel that reports to and advises the senate on ethical issues Reorganize the university ethics commission to meet the challenges posed by Responsible Research and Innovation 	<p>Establishment of a Senate Committee on Ethics in Research and the reorganization of the university ethics commission (rights, responsibilities, and tasks) to better advise and support CAU researchers in regard to ethical questions</p> <p>T1: draft plan for new senate committee, adapt Charter for Senate Committees, appoint members (Nov 2016 – June 2017) M2: senate elects committee members (June 2017) T3: reorganization of university ethics commission (July 2017 – Dec 2017) M3: senate elects commission members (Dec 2017)</p>	GF

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.4 Mentoring for female researchers after the doctorate	<ul style="list-style-type: none"> Promote the careers of female researchers after the doctorate to rectify the low number of female professors 	<p>Although 57% of the graduates from Kiel University are women, they make up only about 26% of the researchers being awarded a postdoctoral lecture qualification. In order to rectify this, special support measures, such as via:mento have been implemented at Kiel University. The via:mento program combines one-to-one mentoring by experienced researchers with training and networking opportunities for female scientists (mentees) from all research fields at Kiel University.</p> <p>T1: conduct fourth program cycle with continuous evaluation surveys (Nov 2016 - Aug 2019)</p>	GBb
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.5 Diversity audit	<ul style="list-style-type: none"> Survey diversity oriented measures and projects Sample data on diversity of (early career) researchers at CAU Improve cooperation between all advisors, commissioners & researchers in the field Record and evaluate complaints on discrimination Design diversity strategy for the university 	<p>Implementation of the Diversity Audit 'Managing Diversity' of the Association for the Promotion of Science and Humanities in Germany (Wissenschaftsrat)</p> <p>T1: establish working group and steering committee (Nov 2016- Mar 2017) T2: survey activities, set objectives, develop actions and conduct workshops (Apr 2017-Dec 2017) T3: prepare and conduct final workshop (Jan 2018 – June 2018) M4: diversity strategy & award 'Managing Diversity' (June 2018) T4: implement diversity strategy (Oct 2018 –</p>	GBc

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
			June 2020) T5: prepare re-auditing process (July 2020 – Dec 2020)	
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.6 Implementation of the action plan based on the United Nations Convention on the Rights of Persons with Disabilities	<ul style="list-style-type: none"> Carry out action plan for the implementation of the UN-Conventions on the Rights of Persons with Disabilities 	<p>Implementation of the action plan for the implementation of the United Nations Convention on the Rights of Persons with Disabilities</p> <p>T1: implement action plan & monitor implementation (Nov 2016 – Dec 2020)</p>	Gbc
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.7 Certificate program in entrepreneurship education	<ul style="list-style-type: none"> Offer entrepreneurship education to students and researchers of all faculties Foster entrepreneurial spirit Establish an interfaculty entrepreneurship education program for students and researchers on a permanent basis Support start-ups before and immediately after their establishment 	<p>Establishment of a cross-campus program for students of all faculties that is open to doctoral researchers and researchers in general which will combine various courses in business, entrepreneurship, technology, and ethics with real-world entrepreneurship experience.</p> <p>T1: pilot program (Nov 2017 – Nov 2018) T2: evaluation and adaption (Nov 2018 - Feb 2018) T3: revise and implement permanently (Apr 2019 – Dec 2020)</p>	F2 ZfE, Institut of Business

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.8 Innovation incubator	<ul style="list-style-type: none"> Foster exchange with other company founders Give expert advice to start-ups Supply infrastructure for start-ups 	<p>Establishment of an on-campus innovation incubator to foster new, innovative, technology- and knowledge-based ventures in the region.</p> <p>T1: assess needs for incubator infrastructure and start-up support; develop and implement idea-scouting program; develop and implement strategy for best-practice allocation (Nov 2016 - Sept 2017) M5: planning is completed (Sept 2017) T2: implement, monitor, evaluate activities (Oct 2017 – Dec 2020)</p>	F2 ZfE
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.9 Permanent, transdisciplinary VRE	<ul style="list-style-type: none"> Supply the permanent technical and organizational means for individual and joint research data management 	<p>Implementation of a university-wide Virtual Research Environment (VRE)</p> <p>T1: implement VRE (Nov 2016 – March 2017) M6: VRE can be used (April 2017)</p>	RZ
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.10 Prototype data policy kit	<ul style="list-style-type: none"> Facilitate the creation of comprehensive data policies 	<p>Development of a data policy kit prototype to systematically support the compilation of data policies which structure data formatting for Open Access research data publications and inform users about data quality and meta-data requirements.</p> <p>T1: develop data policy kit (Nov 2016 –Mar 2017)</p>	RZ

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.11 Automated technical support for implementation of data policies	<ul style="list-style-type: none"> Facilitate the creation of comprehensive data policies 	<p>Specification of processes for the organizational implementation of the data policy kit at research institutions and development of automated technical support for the practical implementation of a policy. The data policy kit will allow for automated release and publication of research data under Open Access.</p> <p>T1: write full proposal for research project (Nov - Dec 2016) M7: research project is granted (June 2017) T1: specify processes for the organizational implementation of data policy kit (July 2017 – June 2018) T2: develop automated technical support for practical implementation of data policy kit (Apr 2019 – Mar 2020) M8: data policy kit can be used (July 2019)</p>	RZ

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.12 Consulting and training for research data management	<ul style="list-style-type: none"> Assist researchers with the responsible handling of research data 	<p>Development and implementation of systematic, up-to-date training of researchers to assist them with the responsible handling of research data as outlined in CAU's Guidelines on Research Data Management and Open Access</p> <p>T1: implement consulting services on the curation of research data management and its planning, on the use of VRE, on legal aspects of research data management , and on discipline-specific research data management in the research foci (April 2017 – Dec 2017) T2: evaluate consulting and develop training program based on results of consulting (July 2017 – Mar 2018) T3: offer regular trainings (April 2018 – Dec 2020)</p>	RZ

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.13 Kiel Science Outreach Campus (KiSOC)	<ul style="list-style-type: none"> • Evaluate a variety of science outreach activities on a scientific basis • Develop research-based tools for science communication • Establish a continuing education platform for professional science communicators 	<p>Kiel Science Outreach Campus KiSOC will analyze and evaluate current outreach activities in the fields of Science, Technology, Engineering and Mathematics (STEM) and identify critical factors of success with respect to developing a public understanding of science. KiSOC will classify outreach activities, design research-based improved outreach activities, and help to professionalize outreach communicators and educators by establishing a continuing education platform for players in the field of science communication.</p> <p>T1: start of young researcher group (Nov - Dec 2016) T2: start of ongoing PhD and Master study projects (Jan 2017 – Nov 2019) M9: stakeholder conference (June 2017) M10: joint symposia at conferences (April 2019, Sept 2019) T3: finalize research projects and propose new projects (Dec 2019 - Apr 2020) M11: stakeholder conference (Apr 2020)</p>	IPN

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.1 Good Practice in Research, Ethical and Professional Aspects	4.1.14 Certificate program in science communication	<ul style="list-style-type: none"> • Train students, doctoral researchers and researchers with a doctorate in science communication • Improve knowledge transfer • Qualify early stage researchers for careers in science management and sectors outside the university 	<p>Establishment of a course of studies leading to a certificate in science communication which will be open to students, doctoral candidates, and researchers with a doctorate. The certificate in science communication will also serve to improve the employability of researchers after the doctorate.</p> <p>T1: develop certificate program (Nov 2016 – Sept 2017) M12: announce pilot (Oct 2017) T2: pilot program (Oct 2017 – Mar 2018) T3: evaluation of pilot (Apr – Sept 2018) M13: launch of official program (Oct 2018)</p>	ZfS, GZ
II: Recruitment				
4.2 Recruitment	4.2.1 Recruitment training for new deans	<ul style="list-style-type: none"> • Support new deans • Professionalize recruitment processes 	<p>Systematic training of incoming deans, who are ex officio chairpersons of all appointment committees of their faculty and supervise the recruitment processes for professors.</p> <p>T1: conduct pilot (Oct - Dec 2016) T2: evaluate pilot (Jan - Mar 2017) T3: adjust training (Apr – June 2017) T4: train next group (Oct – Dec 2018)</p>	WB

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.2 Recruitment	4.2.2 New statute on tenure track evaluations	<ul style="list-style-type: none"> Guarantee the reliability and transparency of the tenure track evaluation process 	<p>In order to make the tenure track procedure transparent and legally binding, a new statute on tenure track evaluations will be developed and passed through the university senate.</p> <p>T1: draft statute for the evaluation of tenure track positions (Nov 2016 – June 2017) M14: Publication of Statute in the official journal (June 2017)</p>	R11, F211
4.2 Recruitment	4.2.3 Publication of suitable job advertisements on Euraxess	<ul style="list-style-type: none"> Reach more international candidates for open positions at CAU Increase the number of international researchers at CAU 	<p>In order to get more international candidates and to increase the number of international researchers at Kiel University, all suitable offers will be advertised on the Euraxess Portal in the future.</p> <p>T1: design letter (Apr – June 2017) T2: implement practice (July – Dec 2017) T4: ongoing publication of suitable job offers on Euraxess (Jan 2018 – Dec 2020)</p>	R1
4.2 Recruitment	4.2.4 Revision of the step-by-step guide to employment	<ul style="list-style-type: none"> Further professionalize all recruitment and employment processes for research personnel at CAU 	<p>In order to make the formal employment process easier, the step-by-step guide to the employment of research staff will be updated and revised.</p> <p>T1: revise guide (July – Dec 2017) M15: publish revised guide (Dec 2017)</p>	R12

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.2 Recruitment	4.2.5 Guideline for open, gender-equitable, transparent and merit-based recruitment of research personnel	<ul style="list-style-type: none"> Further professionalize all recruitment and employment processes for research personnel at CAU 	<p>Procedures for the recruitment of non-professorial academic staff are not as clearly regulated as the appointment of professors. Guidelines will therefore be developed for open, gender-and-diversity equitable, transparent and merit-based recruitment for all research personnel.</p> <p>T1: preparation of recruitment workshop (Nov 2016 -Mar 2017) M16: workshop on open, gender-and-diversity equitable, transparent and merit-based recruitment (Mar 2017) T2: draft guideline (Apr – Dec 2017) M17: first draft (Dec 2017) T3: revise draft (Jan – Mar 2018) M18: publish final guideline (Apr 2018)</p>	GB, R15
4.2 Recruitment	4.2.6 Code of Good Employment	<ul style="list-style-type: none"> Agree on a common understanding of the terms of good employment at CAU 	<p>In order to further advance standards of good employment for researchers, a Code of Good Employment at Kiel University will be drafted, published and implemented after endorsement by the University Board and the Senate.</p> <p>T1: discuss range of code with the University Board (Nov 2016 – Mar 2017) T2: draft code (April 2017 – Mar 2018) M19: code is drafted (Mar 2018) T3: senate discusses and endorses code (Apr – June 2018) T4: implement code (Jul – Sept 2018)</p>	R12

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.3 Working Conditions and Social Security				
4.3 Working Conditions and Social Security	4.3.1 Re-organization of class evaluations	<ul style="list-style-type: none"> • Increase the quality and effect of class evaluations • Improve quality of teaching 	<p>University-wide, mandatory and quality-tested evaluation of classes that contain a systematic feedback for the teaching staff</p> <p>T1: devise procedure (Nov – Dec 2016) T2: pilot in selected faculties (Jan 2017 – March 2018) M20: evaluation completed (March 2018) T3: implement in all faculties (Apr 2018 – Dec 2019) M21: new procedure is implemented in all faculties (Dec 2019) T4: continued implementation and monitoring (Jan 2020 - Dec 2020)</p>	WBf, S3
4.3 Working Conditions and Social Security	4.3.2 Training in communication and conflict prevention	<ul style="list-style-type: none"> • Improve communication skills of all employees • Reduce conflicts • Improve interdisciplinary cooperation 	<p>In order to systematically train the communication- and conflict management skills of CAU employees, a program for a university-wide communication and conflict prevention training has been developed and was tested in a pilot faculty.</p> <p>T1: evaluate pilot (Nov – Dec 2016) M22: University Board Decision (Dec 2016) T2: adjust program (Jan 2017 – June 2017) T3: training of multipliers (July – Dec 2017) T4: training of more groups of employees (Jan 2018 – June 2020) T5: training of new employees (July – Dec 2020)</p>	R15

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.3 Working Conditions and Social Security	4.3.3 Career development strategy for researchers	<ul style="list-style-type: none"> Support individual research careers with a framework of clearly identified career tracks 	<p>CAU's HR-Development Department will devise a systematic career development strategy for academics to optimize career advice, coaching, and team development by locating them within a framework of clearly identified career tracks.</p> <p>T1: establish working group (Nov – Dec 2016) T2: identify career tracks (Jan – June 2017) T3: communicate career tracks (July – Dec 2017) T4: accompany professional development (Jan – Dec 2018) T5: evaluate career development strategy (Jan – Dec 2019)</p>	R15
4.3 Working Conditions and Social Security	4.3.4 Development and compilation of staff development materials for researchers with leadership responsibilities	<ul style="list-style-type: none"> Support researchers with leadership responsibilities with materials on career development Improve career development of early career researchers 	<p>In order to support and professionalize supervisors in the faculties, the HR-Development Department will develop and compile staff development materials for researchers with leadership responsibilities.</p> <p>T1: analyze best practice examples (Nov 2016 – June 2017) T2: draft materials (July – Dec 2017) M23: present drafts (Dec 2017) T3: design and publish portfolio of materials in their final form (Jan – June 2018)</p>	R15

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.3 Working Conditions and Social Security	4.3.5 Audit 'Internationalization'	<ul style="list-style-type: none"> • Attract more international students and researchers • Send more CAU students and researchers abroad 	<p>In order to attract more international students and researchers, CAU participates in the German Rectors' Conference's audit 'Internationalization' and is in the process of implementing the measures developed in its internationalization strategy.</p> <p>ongoing</p>	S2
4.3 Working Conditions and Social Security	4.3.6 University fund for internationalization	<ul style="list-style-type: none"> • Improve the university's international visibility and reputation • Improve the conditions for international partnerships and international mobility • Internationalize courses 	<p>Kiel University's fund for internationalization supports projects which strengthen the University's international visibility and reputation, sustain and structurally improve the conditions for international partnerships and mobility, the internationalization of courses, and the international promotion of young scientists.</p> <p>ongoing</p>	S2
4.4 Training				

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.4 Training	4.4.1 Toolkit for supervision agreements	<ul style="list-style-type: none"> • Improve training of doctoral researchers • Support doctoral researchers and supervisors outside structured doctoral programs • Promote the drafting of clear and beneficial supervision agreements between supervisors and doctoral researchers • Simplify drafting of quality approved supervision agreements 	<p>In order to boost the use of supervision agreements, a supervision agreement toolkit will be set up by the Graduate Center. This toolkit will contain building blocks (mandatory and optional) for the compilation of individual supervision agreements that adhere to approved supervision standards. This flexible system is supposed to foster the conscious drafting of helpful supervision agreements between doctoral candidates and supervisors.</p> <p>T1: compile building blocks for toolkit (Jan – Sept 2017) M24: toolbox compiled (Sept 2017) T2: discuss with faculties and devise implementation process (Oct 2017 – June 2018) M25: processes for all eight faculties devised (June 2018) T3: implement processes in the faculties (July 2018 – Dec 2018) T4: monitoring of procedure and adjustments (Jan 2019 – Dec 2020)</p>	GZ

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.4 Training	4.4.2 Recording of data on doctorates	<ul style="list-style-type: none"> • Monitor doctoral training • Evaluate doctoral training • Improve doctoral training 	<p>In accordance with the new federal law on statistics, Kiel University aims at gathering reliable data on the doctoral process in order to better monitor, evaluate and improve its doctoral training.</p> <p>T1: install data acquisition tool (Jan – Dec 2017) M26: tool installed and ready for use (Dec 2017) T2: monitor, maintain, modulate, retouch (Jan – Dec 2018)</p>	R22, GZ

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.4 Training	4.4.3 Internal funding program for early career researchers	<ul style="list-style-type: none"> • Boost the careers and early independence of exceptional early career researchers • Support high quality third-party funded research 	<p>The university will develop and implement an internal funding program with different program lines to boost the careers and early independence of exceptional early career researchers and to support high quality third-party funded research at Kiel University. The program will provide seed money but also involve intense one-to-one coaching and/or the systematic matching of inexperienced applicants with experienced mentors to help early career researchers apply for their first third-party funded research project.</p> <p>T1: revise earlier draft (Nov – Dec 2016) T2: decision on funding program (Jan - Mar 2017) T3: implement funding program (Apr – June 2017) M27: funding program is implemented (June 2017)</p> <p>Ongoing (July 2017 – Dec 2020)</p>	F1

Area	Action Item	Objectives	Description, Tasks (T) & Milestones (M)	Responsibility
4.4 Training	4.4.4 Postdoc platform	<ul style="list-style-type: none"> • Improve networking among early career researchers with a doctorate • Foster exchange with national and international postdoc organizations • Get postdocs' voices heard at the University 	<p>In order to institutionally support postdocs in the phase of high publication pressure and uncertain career prospects and to make their voices heard, the university offers to implement a postdoc platform and postdoc representation at Kiel University.</p> <p>T1: develop plan for the extension of existing postdoc platform (Nov - Dec 2016) T2: decision on and implementation of new platform (Jan – Mar 2017) M28: platform is implemented (Apr 2017)</p> <p>ongoing</p>	VP Early Career Researchers
4.4 Training	4.4.5 Alumni mentoring platform	<ul style="list-style-type: none"> • Prepare postdocs for careers inside and outside the university • Systematic matching of early career researchers with experienced executives from the local economy 	<p>Kiel University has begun to set up an Alumni-Mentoring Platform that will enable early stage researchers to find mentors for careers within the university as well as the private sector outside the university.</p> <p>T1: plan platform (Nov 2016 – Mar 2017) T2: recruit mentors and multipliers (Apr – Sept 2017) T3: implement online-platform (Oct 2017 – Mar 2018) M29: platform is established (Mar 2018) T4: evaluate and adjust platform (Apr 2018 – Dec 2018)</p>	P-AL

5.2 Gantt chart action plan

	main responsibility	2016	2017				2018				2019				2020				page number in proposal			
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
4.1. Good Practice in Research, Ethical and Professional Aspects																						
4.1.1 Ethics seminar for newly appointed professors	WB, GRN	evaluate pilot	implement & re-evaluate				ongoing												9			
4.1.2 Course program in research ethics	GRN, Phil. Dept.	prepare program & implement formally								M1	first cohort of participants								10			
4.1.3 Senate committee on ethics in research and university ethics commission	GF	draft plan, adapt charter appoint committee		M2	reorganize commission		M3	comission etsablished												10		
4.1.4 Mentoring for female researchers after the doctorate	GBb	fourth program cycle																	11			
4.1.5 Diversity audit	GBc	establish working group	conduct workshops				final workshop		M4	implement diversity strategy								prepare re-auditing	12			
4.1.6 Action plan of the UN Convention on the Rights of Persons with Disabilities	GBc	implement action plan																	12			
4.1.7 Certificate program in entrepreneurship education	F2 ZfE, BWL	conduct pilot program								evaluate		revise & implement permanently								13		
4.1.8 Innovation incubator	ZfE	assess needs, plan scouting, plan infrastructure			M5	implement, monitor, adapt												14				
4.1.9 Permanent, transdisciplinary VRE	RZ	implement VRE	M6																		15	
4.1.10 Prototype data policy kit	RZ	develop prototype																			15	
4.1.11 Automated technical support for implementation of data policies	RZ	write full proposal for	M7				specify processes		develop and implement technical support				M8									16
4.1.12 Consulting and training for research data management	RZ			develop training		offer consulting		offer regular trainings										16				

5.2 Gantt chart action plan

	main responsibility	2016	2017				2018				2019				2020				page number in proposal	
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
4.1.13 Kiel Science Outreach Campus (KISOC)	KISOC	prepare	ongoing doctoral projects and master projects				ongoing doctoral projects and master projects				ongoing doctoral projects and master projects				finalize projects					17
4.1.14 Certificate program in science communication	ZFS, GZ	develop certificate program				pilot	evaluation of pilot												17	
4.2 Recruitment																				
4.2.1 Recruitment training for new deans	WB	pilot	evaluate pilot	adjust						train next group									18	
4.2.2 New statute on tenure-track evaluations	R11, F211	drafting of statute																	19	
4.2.3 Publication of suitable job advertisements on Euraxess	R1		design letter	implement practice	ongoing														19	
4.2.4 Revision of the step-by-step guide to employment	R12			revise guide															20	
4.2.5 Guideline for the Recruitment of Research Personnel	GB, R1, R15	prepare workshop	draft of guideline	revisions															20	
4.2.6 Code of Good Employment	R12, R15, WB	coordinate with University Board	draft code				endorse	implement											21	
4.3 Working Conditions and Social Security																				
4.3.1 Re-organization of class evaluations	WBf, S3	devise procedure	pilot in selected faculties				implement in all faculties				monitor				23					
4.3.2 Training in communication and conflict prevention	R15	evaluate pilot	adjust program	train multipliers	train more groups										train new employees	24				
4.3.3 Career development strategy for researchers	R15	establish working group	identify career tracks	communicate career tracks	accompany professional development				evaluate								26			

5.3 Glossary

Milestones	
M1	Course program is formally implemented
M2	Senate elects committee members
M3	Senate elects commission members
M4	Diversity strategy is completed, award 'Managing Diversity' is granted
M5	All incubator services and programs are planned
M6	VRE can be used
M7	Research project is granted
M8	Data policy kit can be used
M9	Stakeholder conference
M10	Joint symposia at conferences (April and Sept 2019)
M11	Stakeholder conference
M12	Announce pilot
M13	Launch of program
M14	Publication of statute in the official journal
M15	Publication of revised guide
M16	Workshop on open, gender –and-diversity equitable, transparent and merit based recruitment
M17	First draft of guideline
M18	Publication of final guideline
M19	Code is drafted
M20	Evaluation is completed
M21	New procedure for class evaluations is implemented in all faculties
M22	University Board decision is made
M23	Presentation of drafts for staff development materials
M24	Toolkit with building blocks for supervision agreements is completed

Internal Responsibility (alphabetically)	
BWL	Institute of Business
F1	Head of Research Affairs
F211	Service Centre for Research, IT and Strategic Innovation/Strategic Recruitment
F2ZfE	Head of the Center for Entrepreneurship
FSB	Family Service Office
GB	Equal Opportunity Officer
GBb	via:mento Coordinator
GBc	Personal Assistant to the Vice President for Diversity
GF	University Board Manager
GRN	Gustav-Radbruch-Netzwerk
GZ	Graduate Center
IC	International Center
KISOC	Kiel Science Outreach Campus
P-AL	Alumni Manager
Phil. Dept.	Philosophy Department
R1	Head of Human Resources Department
R11	Head of Human Resources/Civil Servants
R12	Head of Human Resources/Employees
R15	Head of Human Resources Development Department
R22	Head of Controlling and Statistics Department
RZ	Computing Center
S3	Head of Quality Management
WB	Center for Continuing Professional Development
WBf	Center for Continuing Professional Development/Class Evaluations

Milestones	
M25	Implementation process for toolkit is devised
M26	Data acquisition tool is installed and ready for use
M27	Funding program for exceptional early career researchers is implemented
M28	Postdoc platform is implemented
M29	Online alumni mentoring platform is established

Internal Responsibility	
ZfS	Key Skills Centre