

**Proposed ACTIONS**

**Action 1**

4.1.1 Ethics seminar for newly appointed professors (Ethikseminar für Neuberufene)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	Spring 2017	Central Office for Continuing Professional Development, Gustav-Radbruch Network for Environmental Philosophy and Ethics	seminar evaluations
3. Professional responsibility			
4. Professional attitude			

Current Status	Remarks
EXTENDED	Our mandatory 1-day seminar on research ethics for newly appointed professors has successfully been implemented and was positively evaluated by the participants. At the moment a similar workshop for doctoral researchers is being implemented on a regular basis (once per semester). A workshop for postdoctoral researchers is in the planning stage.

**Action 2**

4.1.2 Course program in research ethics (Zertifikatskurs Forschungsethik)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	Winter 2018	Gustav Radbruch Netzwerk for Environmental Ethics, Philosophy Department	number of participants, evaluation results
7. Good practice in research			

Current Status	Remarks
COMPLETED	The course programm was launched even earlier than had been originally planned. See: <a href="https://www.forschungsethik.uni-kiel.de/de/studiengangsbeschreibung">https://www.forschungsethik.uni-kiel.de/de/studiengangsbeschreibung</a> A journalist from Deutschlandfunk visited the official launch of the innovative course program and reported on it in a national radio feature.

**Proposed ACTIONS****Action 3****Action 3**

4.1.3 Senate committee on ethics in research and university ethics commission (Zentraler Senatsausschuss für Ethik und Ethik

Kommission)

**GAP Principle(s)****GAP Principle(s)**

2. Ethical principles
3. Professional responsibility
4. Professional attitude
7. Good practice in research

**Timing (at least by year's quarter/semester)**

**Timing (at least by year's quarter/semester)**

Winter 2019

**Responsible Unit**

**Responsible Unit**

GF

**Indicator(s) / Target(s)**

**Indicator(s) / Target(s)**

committee is newly established

**Current Status****Remarks**

IN PROGRESS

**Action 4**

4.1.4 Mentoring for female researchers after the doctorate (via:mento, via:mento international)

**GAP Principle(s)**

10. Non discrimination
27. Gender balance
28. Career development

**Timing (at least by year's quarter/semester)**

ongoing

**Responsible Unit**

Equal Opportunity Commissioner

**Indicator(s) / Target(s)**

evaluation

**Current Status****Remarks**

EXTENDED

Will be continued and an additional international line will be offered in English and regularly evaluated.

**Action 5**

4.1.5 Diversity audit

**GAP Principle(s)**

10. Non discrimination

**Timing (at least by year's quarter/semester)**

February 2019

**Responsible Unit**

Diversity Commissioner

**Indicator(s) / Target(s)**

different indicators for the diverse measures

**Current Status****Remarks**

COMPLETED

Diversity strategy has been developed and will be implemented in the course of the next six years.

## Proposed ACTIONS

**Action 6**

4.1.6 Implementation of the action plan based on the United Nations' Convention on the Rights of Persons with Disabilities (Umsetzung der UN Behindertenrechtskonvention)

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
2. Ethical principles	ongoing process	Diversity Commissioner	different indicators for the diverse measures
10. Non discrimination			
<b>Current Status</b>	<b>Remarks</b>		
EXTENDED	Ongoing process. One working group for the implementation of our action plan based on the United Nations' Convention on the Rights of Persons with Disabilities is specifically for researchers. It is important to note that the group does not only address the working conditions of researchers with disabilities at Kiel University. They are also promoting research on the topic.		

**Action 7**

4.1.7 Certificat program in entrepreneurship education

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
8. Dissemination, exploitation of results	Summer 2019	Center for Entrepreneurship (F2 ZfE)	number of participating doctoral researchers, more successful start-ups
33. Teaching			
<b>Current Status</b>	<b>Remarks</b>		
EXTENDED	It took longer than expected to find a suitable teacher for the program.		

**Action 8**

4.1.8 Innovation Incubator

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
8. Dissemination, exploitation of results	ongoing	Center for Entrepreneurship (F2 ZfE)	number of participating entrepreneurs
<b>Current Status</b>	<b>Remarks</b>		
COMPLETED	It took longer than originally anticipated to build the incubator. It was opened in November 2018.		

**Proposed ACTIONS****Action 9****Action 9**

4.1.9 Permanent, transdisciplinary VRE

**GAP Principle(s)**

23. Research environment

**Timing (at least by year's**

Autumn 2019

**Responsible Unit**

RZ

**Indicator(s) / Target(s)**

implementation of the VRE

**Current Status**

IN PROGRESS

**Remarks**

VRE Pilot has successfully been implemented. Core components will be installed by autumn 2019.

**Action 10**

4.1.10 Prototype data policy kit

**GAP Principle(s)**

2. Ethical principles

7. Good practice in research

**Timing (at least by year's quarter/semester)**

Spring 2017

**Responsible Unit**

Computer Center (RZ)

**Indicator(s) / Target(s)**

Completion of the data policy kit

**Current Status**

COMPLETED

**Remarks****Action 11**

4.1.11 Automated technical support for implementation of data policies

**GAP Principle(s)**

23. Research environment

**Timing (at least by year's quarter/semester)**

Summer 2020?

**Responsible Unit**

Computer Center (RZ)

**Indicator(s) / Target(s)**

support for the implementation of data policies is offered

**Current Status**

IN PROGRESS

**Remarks**

DFG (German Research Foundation) proposal was written but not successful. Funding has not been granted. The DFG recommended to hand the proposal in again with small changes. We will hand in a new proposal by summer 2019.

**Proposed ACTIONS**

**Action 12**

4.1.12 Consulting and training for research data management

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
2. Ethical principles			number of requests for consulting,
3. Professional responsibility	Autumn 2019	Computer Center (RZ)	number of participants in the trainings
23. Research environment			

<b>Current Status</b>	<b>Remarks</b>
IN PROGRESS	Consulting is already on offer. So far it has not been requested very often which has made it difficult to design targeted training. Since spring 2018, however, the number of enquiries has increased so that the training program can be developed by autumn 2019.

**Action 13**

4.2.1 Recruitment training for new deans

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
13. Recruitment (Code)	Autumn 2020	Continuing Professional Development	evaluation

<b>Current Status</b>	<b>Remarks</b>
EXTENDED	Recruitment training for new deans has been established and is currently reevaluated. It will be reviewed and adapted according to the results of the evaluation. The new training will then take place in the autumn of 2020.

**Action 14**

Leadership training for new deans

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
3. Professional responsibility			
4. Professional attitude	Autumn 2020	Continuing Professional Development	evaluation
37. Supervision and managerial duties			

<b>Current Status</b>	<b>Remarks</b>
NEW	Pilot has been taught and will be evaluated. The training will be adjusted and then taught in the autumn of 2020.

**Proposed ACTIONS****Action 15**

Mandatory workshop in higher education didactics for new professors

**GAP Principle(s)**

33. Teaching

**Timing (at least by year's quarter/semester)**

regularly two times per year

**Responsible Unit**

Continuing Professional Development

**Indicator(s) / Target(s)**

number of participants

**Current Status**

NEW

**Remarks**

Seminar has been taught as a pilot. It will be regularly taught two times per year.

**Action 16**

4.2.2 New statute on tenure track evaluations

**GAP Principle(s)**

11. Evaluation/ appraisal systems

**Timing (at least by year's quarter/semester)**

Spring 2017

**Responsible Unit**

F211

**Indicator(s) / Target(s)**

publication of the statute on tenure track evaluations

**Current Status**

COMPLETED

**Remarks****Action 17**

New guideline for tenure track evaluations

**GAP Principle(s)**

11. Evaluation/ appraisal systems

**Timing (at least by year's quarter/semester)**

Winter 2019

**Responsible Unit**

F2

**Indicator(s) / Target(s)**

publication of the guideline

**Current Status**

NEW

**Remarks**

**Proposed ACTIONS**

**Action 18**

4.2.3 Publication of suitable job advertisements on Euraxess

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
12. Recruitment	Winter 2020?	R1	all suitable job offers published on Euraxess
<b>Current Status</b>	<b>Remarks</b>		
<b>Current Status</b>	<b>Remarks</b>		
EXTENDED	Some job advertisements are published on Euraxess already. A general, centrally managed publication of all suitable job advertisements has not been established so far.		

**Action 19**

4.2.4 Revision of the step-by-step guide to employment (Leitfaden Ausschreibung)

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
13. Recruitment (Code)	Summer 2019	R12	publication of the step-by-step guide to employment
<b>Current Status</b>	<b>Remarks</b>		
IN PROGRESS	The draft version of the step-by-step guide to employment of research personnel has been completed and has been discussed with the relevant stakeholders and the staff council. We plan to publish it by summer 2019.		

**Action 20**

4.2.5 Guideline for open, gender-equitable, transparent and merit-based recruitment of research personnel

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
10. Non discrimination	Winter 2020	Equal Opportunity Commissioner, Human Resources Development	publication of the guideline
12. Recruitment			
<b>Current Status</b>	<b>Remarks</b>		
EXTENDED	Due to work on the HR Development Concept the guide has not been written so far. It will be a priority for the next 1,5 years.		

**Proposed ACTIONS****Action 21**

4.2.6 Code of Good Employment  
("Verhaltenskodex gute Beschäftigungsbedingungen")

**GAP Principle(s)**

24. Working conditions

25. Stability and permanence of employment

**Timing (at least by year's quarter/semester)**

Summer 2020

**Responsible Unit**

R12

**Indicator(s) / Target(s)**

publication of the code of Good Employment ("Verhaltenskodex gute Beschäftigungsbedingungen")

**Current Status****Remarks**

EXTENDED

Due to other complex negotiations between participating stakeholders the process took longer and will be completed in the summer of 2020.

**Action 22**

4.3.1 Reorganization of class evaluations (Neuorganisation der Lehrevaluation)

**GAP Principle(s)**

11. Evaluation/ appraisal systems

33. Teaching

**Timing (at least by year's quarter/semester)**

Pilot will be conducted in the summer term of 2019, implementation will be completed by summer 2020.

**Responsible Unit**

WBf, QM

**Indicator(s) / Target(s)**

new class evaluations are implemented, new online service is offered

**Current Status****Remarks**

IN PROGRESS

The broad range of academic cultures at Kiel University required a fundamental redesign of our original approach. Based on a scientific survey of class evaluations a new approach was developed which can be flexibly adapted by different users. The course program in higher education didactics has also be revised to offer tailored courses which fill the gaps identified through the class evaluations.



**Proposed ACTIONS**

**Action 23**

4.3.2 Training in communication and conflict prevention (Klartext)

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
4. Professional attitude	open	R15	number of participants
23. Research environment			
<b>Current Status</b>	<b>Remarks</b>		
EXTENDED	The project is under revision and subject to reevaluation of our entire HR Development measures within our new HR Development Concept. The new HR Concept will be published in the summer of 2019.		

**Action 24**

4.3.3 Career development strategy for researchers

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
28. Career development	Summer 2019	R 15, Postdoc Center	publication of the career development strategy for researchers at Kiel University
<b>Current Status</b>	<b>Remarks</b>		
IN PROGRESS	Career tracks have been identified but not yet published, a kick-off event with information on career tracks and career advice at Kiel University is scheduled for July 2019, after the kick-off the information event will be offered biannually		

**Proposed ACTIONS**

**Action 25**

4.3.4 Development and compilation of staff development materials for researchers with leadership responsibilities

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
3. Professional responsibility			
4. Professional attitude			
28. Career development	unclear	R15	materials are published
37. Supervision and managerial duties			

**Current Status**      **Remarks**

**Current Status**      **Remarks**

IN PROGRESS

Guideline for performance reviews for supervisors/employers

/professors has been developed and published.  
[http://www.personalentwicklung.uni-kiel.de/en/informations/informations-internal/conducting-talks?set3\\_language=en](http://www.personalentwicklung.uni-kiel.de/en/informations/informations-internal/conducting-talks?set3_language=en)  
 More materials will be developed with the introduction of career checks as part of our new Human Resources Development-Concept

**Action 26**

4.3.5 Audit Internationalization

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
23. Research environment			
24. Working conditions	2018	International Center	internal review on the implementation of the actions
33. Teaching			

**Current Status**      **Remarks**

COMPLETED

The audit Internationalization had already been completed in 2013. In 2017 and 2018 we conducted an internal review on the implementation of its goals. The nex audit will be scheduled after the finalization of our new internationalization strategy.

**Proposed ACTIONS**

**Action 27**

4.3.6 University fund for internationalization

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

**Responsible Unit**

**Indicator(s) / Target(s)**

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

**Responsible Unit**

**Indicator(s) / Target(s)**

23. Research environment

24. Working conditions

2024

International Center

number of projects funded

29. Value of mobility

**Current Status**

**Remarks**

EXTENDED

In the context of our new strategy for internationalization at Kiel University the fund for internationalization will be continued and a new program line will be added. Besides the proven program line that covers short actions (e.g. workshops, translation of teaching materials, strengthening of international partnerships, international conferences, more foreign language classes) a second line will be added that covers projects with longer durations of up to three years.

**Action 28**

4.4.1 Toolkit for supervision agreements

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

**Responsible Unit**

**Indicator(s) / Target(s)**

36. Relation with supervisors

Summer 2019 and Summer 2020

Graduate Center

toolkit is adapted to and used by all faculties

37. Supervision and managerial duties

**Current Status**

**Remarks**

IN PROGRESS

Because negotiations with the faculties took longer than planned, the implementation of the revised toolkit will be finished by Summer 2020.

**Proposed ACTIONS****Action 29**

4.4.2 Recording of data on doctorates

**GAP Principle(s)****Timing (at least by year's quarter/semester)****Responsible Unit****Indicator(s) / Target(s)****GAP Principle(s)****Timing (at least by year's quarter/semester)****Responsible Unit****Indicator(s) / Target(s)**

30. Access to career advice

36. Relation with supervisors

Winter 2018

R22,  
Graduate  
Centerdata on  
doctorates are  
recorded

37. Supervision and managerial duties

**Current Status****Remarks**

COMPLETED

**Action 30**

4.4.3 Internal funding program for early career researchers

**GAP Principle(s)****Timing (at least by year's quarter/semester)****Responsible Unit****Indicator(s) / Target(s)**

23. Research environment

24. Working conditions

Autumn 2019

F1

26. Funding and salaries

internal  
funding  
program is  
implemented

28. Career development

**Current Status****Remarks**

IN PROGRESS

Due to a change in staff the project took longer. Our internal funding lines will be implemented by Autumn 2019.

**Proposed ACTIONS****Action 31**

4.4.4 Postdoc Platform

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
23. Research environment			
24. Working conditions	Spring 2017	F2	platform is implemented
28. Career development			
30. Access to career advice			

**Current Status**      **Remarks****Current Status**      **Remarks**

EXTENDED      The postdoc platform was established in the spring of 2017 and was upgraded to the Postdoc Center in 2018.

**Action 32**

Postdoc Center

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
23. Research environment			
24. Working conditions	Summer 2018	F2	Postdoc Center is established
28. Career development			
30. Access to career advice			

**Current Status**      **Remarks**

COMPLETED      The new Postdoc Center was established in 2018. It has a full time managing director and an annual budget of € 150000.

## Proposed ACTIONS

**Action 33**

Embedding of our HRS4R into the new HR Development concept

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
38. Continuing Professional Development	Winter 2020	Steering Group HR	HRS4R is embedded in overall HR Development set-up and strategy
39. Access to research training and continuous development			
<b>Current Status</b>	<b>Remarks</b>		
<b>Current Status</b>	<b>Remarks</b>		
NEW	As described in more detail under "Have any of the priorities for the short- and medium term changed?" we developed a new, holistic HR Development Concept for Kiel University in a large-scale, participatory process. We will synchronize our HRS4R with this concept to reap the benefits of the synergies between the two.		

**Action 34**

Introduction of E-Recruitment Tools

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
13. Recruitment (Code)	2020-2024	R1	E-Recruitment tools have been implemented
15. Transparency (Code)			
<b>Current Status</b>	<b>Remarks</b>		
NEW			

**Action 35**

University Fund for Diversity

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
10. Non discrimination	Winter 2024	Diversity Commissioner	(quality of) projects funded
<b>Current Status</b>	<b>Remarks</b>		
NEW	<a href="https://www.diversitaet.uni-kiel.de/de/Diversitaetsfonds.pdf">https://www.diversitaet.uni-kiel.de/de/Diversitaetsfonds.pdf</a>		

**Proposed ACTIONS**

**Action 36**

**Action 36**

Guest Card for for visiting researchers

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

**Responsible Unit**

**Indicator(s) / Target(s)**

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

**Responsible Unit**

**Indicator(s) / Target(s)**

23. Research environment  
29. Value of mobility

Summer 2020

Welcome Center

Number of Guest Card that will be issued to visiting researchers

**Current Status**

**Remarks**

NEW

Aim: granting visiting researchers access to many of the services offered to Kiel University employees.

**Action 37**

4.4.4 Establishment of an Alumni Mentoring Platform

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

**Responsible Unit**

**Indicator(s) / Target(s)**

28. Career development  
30. Access to career advice

**Current Status**

**Remarks**

NEW

**Action 38**

DenkRaum

**GAP Principle(s)**

**Timing (at least by year's quarter/semester)**

**Responsible Unit**

**Indicator(s) / Target(s)**

9. Public engagement  
23. Research environment  
28. Career development

Summer 2020

F2

First cohort of DenkRaum Fellows is taking up work

**Current Status**

**Remarks**

NEW

Innovative ThinkTank/Young Academy which promotes the careers of early career researchers after the doctorate and fosters the exchange between the University and external stakeholders.

**Proposed ACTIONS****Action 39**

Doing a Doctorate on a PhD position

<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
10. Non discrimination			Number of female doctoral researchers with contracts
27. Gender balance	Summer 2019	GZ, GB	
28. Career development			

**Current Status      Remarks**

NEW