

Code of Conduct at Kiel University

Adopted by the CAU's Extended Senate on 25.11.2020

Preamble

Kiel University (CAU) exists through those who research, teach and learn there; and it exists through those who enable research and teaching via their work in technology and administration. Together, they form the heart of our university: they are the driving forces behind dealing with academic challenges and shaping the future.

The university's appeal is significantly influenced by the outstanding scientists who work at the CAU. With excellent research and teaching and good employment conditions, the CAU wants to attract and retain people in all groups and areas of activity. Good employment conditions are important for further successful development as one of Germany's leading universities; it calls for the university to qualify early career researchers for national and international employers, both within and outside the university sector, in the best possible way. Good employment conditions apply to all employees in the scientific, technological and administrative fields, regardless of whether they are employed on a temporary or permanent basis. Decisions about personnel measures go hand in hand with the responsibility of ensuring good working conditions, together with the employees. The Code of Conduct should serve as a guideline for this.

The employment conditions at German universities, and thus also at the CAU, are largely determined by statutory regulations and tariff agreements, as well as financial framework conditions. In a time of insufficient basic funding and increasing temporary third-party funding by the universities, good employment conditions therefore pose a special challenge.

Overcoming boundaries is part of the self-understanding of the CAU – boundaries between disciplinary cultures, disciplines and institutions, internal boundaries between science and administration, and external boundaries between the university and society. The Code of Conduct lays a foundation for this.



Basic principles

We maintain a collegial working relationship in our daily interactions, which is based on respect and appreciation, even if different or contradictory positions and opinions are held.

Our actions are determined by sensitivity to diversity and family-friendliness.

Science must produce verifiable results which meet the ethical standards for dealing responsibly with freedom of research and research risks. We promote equal opportunities among researchers and the diversity in their research.

Appreciation, motivation

We celebrate successes and deal with setbacks together.

All members and associates of the university provide each other with mutual support to achieve the objectives.

The teamwork is particularly characterised by transparency in the form of business meetings and team discussions.

Interaction and leadership

Our interactions are embodied in the form of participation. To enable this, a transparent exchange of information is ensured between all parties involved. All are expressly encouraged to get involved in committees and contribute ideas.

Broad participation and consideration of diverse interests when planning projects and measures ensures transparency and acceptance.

Managers are aware of their special responsibility for maintaining positive interaction. They know that as role models, they decisively shape the working atmosphere, and that practical experience often serves as a guideline for employees who later have managerial responsibilities themselves.

In order to be able to meet the ever-changing challenges for leaders, the managers actively and regularly address the topic of "leadership". Of course, gender equality and diversity must be taken into account when doing so.

Managers are aware of the challenges that particularly accompany the supervision relationship in the scientific field, where they simultaneously serve as supervisor, as assessor of the final thesis and as someone who helps open the door to the scientific community.

Dealing with conflict

Conflicts are normal. Dealing constructively with conflicts is crucial in order to reach a solution which is in the interests of all parties, and to maintain a good working atmosphere.

Resolving conflicts should be approached immediately and on a low-threshold basis. To reinforce this, support offers and opportunities for conflict management are made available, communicated and utilised.

We will not tolerate discrimination, bullying or violence.

Work requirements

An employee's work requirements and expectations regarding performance should be well-balanced with their abilities and possibilities.

Requirements are communicated transparently by the managers, both before the employee takes up the position as well as when their area of activity changes.

Employing student assistants and research assistants

Managers ensure that achieving study goals and preparing for examinations are not compromised as a result of the work as a student or research assistant. They ensure that work time sheets are kept properly, and that the hours recorded correspond with the workload. If the agreed working hours are not achieved or are exceeded, ways are sought jointly to reduce or eliminate the deficit or additional working hours. Regular communication between assistants and their supervisors is ensured.

Employing trainees

The CAU also sees itself as a vocational training provider for trainees. Our trainees are supported in all matters that are essential for achieving the qualification. Regular communication takes place between the trainee and the training supervisor. Of course, the statutory working and learning times are adhered to, and holidays for recreation are granted.

Independence of research associates

We take our commitment seriously for dealing responsibly with freedom of research and teaching. Managers support research associates in the qualification phase right through to independent scientific work in research and teaching. They support their growing independence in the best possible way within the scope of the organisational conditions at the institutions.

We support the inclusion of research associates in existing networks and in the scientific community. This applies in particular to temporary employees.

The compatibility of work and family life

We set ourselves the goal of providing our members with very good conditions for the compatibility of family life with work and study. As such, being family-friendly is a central university policy and societal task.

The measures and offers are aimed at all status groups, regardless of their gender, sexual identity and life situation. We have a broad understanding of the family, which includes all domestic partnerships where people take responsibility for each other.

Managers contribute significantly to implementing the goals of a family-friendly university, and to promoting a family-friendly culture. They should provide the best possible support for the family interests of their employees and students.

Part-time employment

Managers check applications for a temporary reduction in working hours in a careful and sympathetic manner, bearing in mind the personal interests of the applicant as well as the operational planning and the project requirements. We want to meet the legitimate interests of employees and support them in special circumstances, in particular for family and health reasons.

Health management

The mental and physical health of all employees is important to us.

In addition to the occupational safety and health protection, health management makes a contribution to working and employment conditions, which can positively influence the health of employees. Health-promoting living and working conditions are initiated and supported. In addition to offers for health promotion and preventative measures, this also particularly includes a positive working atmosphere and a harmonious environment.

Further and continued education

Continued education is a fundamental building block of our personnel development concept. All employees should be able to participate. Managers encourage regular continued education of the employees, and support their participation in training events which are individually tailored to meet their specific needs.

Diversity and gender equality are taken into consideration in this regard, naturally. Managers identify such topics together with the employees and recommend appropriate continued education courses.

The university's internal continued education offers are continuously expanded and updated in order to make the requested offers available on a sufficient scale.

Specific duties and the obligation to provide continued education arise from the Schleswig-Holstein Integration Agreement (Integrationsvereinbarung) and the CAU's Inclusion Agreement (Inklusionsvereinbarung) for supervisors and for employees who attend to personnel matters, towards employees with a recognised severe disability and those with equivalent status.

Demographic change

Demographic change is altering the age structure at German universities. The institutions at the CAU are actively tackling this challenge through continuous monitoring and personnel management of how many people with what qualifications will leave the CAU in five and ten years due to age reasons.

Recruiting specialists

Recruiting specialists is linked to attractive working and living conditions. The biggest plus points at the CAU include its size as a public employer, the strict compliance with tariffs and the certified family-friendly status. The institutions at the CAU are developing a strategy to recruit specialists.

We want to advertise senior positions on an international basis where possible.

“Onboarding” and “Offboarding”

The CAU is delighted about and looks forward to all new employees, and is proud of the welcoming culture it practices, which supports new arrivals in all areas with different offers. New colleagues receive handouts and information, including this Code of Conduct.

All managers make sure to highlight the experience, skills and abilities of all their employees at the end of their period of employment at the CAU in a respectful and appreciatively formulated final reference, which is issued without delay.

Knowledge transfer

Knowledge transfer also includes safeguarding internal knowledge, i.e. the employees safeguard knowledge that is valuable for carrying out the role, which is made available to current and future employees. This applies in particular to regularly and frequently changing positions, such as those of part-time Deans. If possible, the periods of employment of predecessor and successor should overlap.

Principle of selecting the best candidate

Selecting the best candidate already begins with the job advertisement, in which what is required and what is desirable for the position is clearly stated in writing. When doing so, structured formulations with criteria catalogues must be prepared, and the required criteria must be verifiable and quantifiable as far as possible. We link the principle of selecting the best candidate with the principle of equal opportunities.

Selection procedures and processes

At the CAU, those responsible pay special attention to gender equal and diversity-oriented staff recruitment. Active recruitment is used as an instrument, particularly for professorships and other leadership positions, which also boosts the internationalisation of the CAU. Personnel identification and selection procedures are structured based on transparency, appreciation and quality assurance.



General framework conditions for fixed terms of employment

All managers in science, technology and administration are aware of their special responsibility with regard to fairly and transparently handling fixed terms of employment. They also observe these using personnel development instruments.

Fixed terms without substantive grounds are categorically excluded. They are only used responsibly in exceptional cases, which are specifically listed in the decree issued by the [Ministry of Education, Science and Cultural Affairs on 04.12.2020](#), insofar as a fixed term with substantive grounds is not possible on a legally-sound basis. Such cases are annually evaluated.

Managers ensure that contract extensions are carried out in a timely manner, so that the contract transitions occur without gaps and without avoidable effort for the employees.

Managers inform and advise about opportunities for further employment at the university and in scientific operations.

The responsible institutions at the CAU provide support with appropriate training.

The CAU's personnel development concept supports managers with accomplishing their tasks professionally.

Special framework conditions for research staff

Research staff receive targeted support through the provision of internal interdisciplinary continued education and qualification opportunities. The managers approve this as a matter of principle, and enable regular participation during working hours. Specific measures are recommended by the managers.

The forms of fixed term employment for research staff are consciously chosen in such a way that the employees contractually have the greatest possible security, flexibility and perspective for further funding.

In the case of project-based employment, fixed terms with the right to add certain periods of suspended work on at the end can be used if possible (see Academic Fixed-Term Contract Act).



Fixed terms of employment for qualification

The contract duration for qualifications is appropriately and individually forecast by the supervisor or the manager; it is based on the usual duration in the corresponding subject area (doctoral degree, habilitation).

Within the framework of regular performance reviews, the supervisor supports the achievement of the qualification goal. If the forecast duration changes during the qualification phase, contract extensions are initiated at an early stage.

If the fixed term of employment for qualification expires without the qualification goal (doctoral degree, habilitation) being achieved, then an individual follow-up forecast is made for achieving the goal, and a corresponding further fixed term agreed, within the framework of the resources available and taking the structural issues into account.

Doctoral researchers and supervisors jointly design the framework conditions for the doctoral research phase for the benefit of the individual doctoral researchers. The focus is particularly placed on financing the subsistence costs during the doctoral phase and the related employment contracts with the CAU.

Doctoral researchers who have fixed terms of employment in a third-party funded project which ends before their doctoral research is completed seek further employment in another project or in another state position.

Further information

In addition to this Code of Conduct, the following regulations and agreements apply to CAU employees. This list is not exhaustive:

- [Schleswig-Holstein's anti-corruption guidelines](#)
- [CAU guidelines on handling research data](#)
- [CAU guidelines for good scientific practice](#)
- [Basic principles of Doctoral Degree Regulations](#)
- [Guidelines on dealing with discrimination, sexual violence and harassment at the CAU](#)
- [Guiding principles for personnel development](#)