

Human Resources Strategy for Researchers (HRS4R) at the University of Bremen

based on the European Charter for Researchers and the
Code of Conduct for the Recruitment of Researchers

Internal Review (2024)

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1. Introduction

In September 2022, the University of Bremen received the “HR Excellence in Research Award”. Based on the previous gap analysis und action plan, the University continuously strives to improve academic working conditions – in line with the “Charter for Researchers”. During the first period of the Implementation Phase, up to the Internal Review (September 2022-September 2024), the University has successfully worked on the self-defined actions in order to close the identified gaps and has already been able to complete a distinctive number of actions.

This report gives an update on the current status and future developments with regard to the University’s HR Strategy for Researchers. It is organized along the structure of the etool questionnaire by the EU.

2. Report to the EU

2.1. Organizational profile

(max. 100 words)

Open to unconventional approaches in research and teaching, the University of Bremen has retained its character as a place of short distances for people and ideas since 1971. As an ambitious research university, we stand for research-based learning and a pronounced interdisciplinarity. Today, around 23,000 people learn, teach, research, and work on our international campus, strongly committed to the goals of sustainability. Our Bremen spirit is expressed in the courage to try new things and in supportive cooperation. As part of the European YUFE network, we assume social responsibility in the region, in Europe, and in the world.

2.2. Strengths and weaknesses of the current practice

The aim of this paragraph is to show the extent to which the implementation of the adopted actions has succeeded and in how far the identified gaps have been reduced. The need for further action is derived from the current status. More detailed status reports on the original measures and descriptions of new measures can be found in chapter 3.

2.3. Thematic field 1: Ethical and professional aspects

A high priority action was to establish a [website on “Research Integrity”](#) (action 10). As the website has been launched and is checked regularly, this action is fulfilled completely and by this a major gap is closed. Action 9 is closely connected to action 10 and completed as well: a permanent [e-learning seminar](#) is offered by the Administrative Unit for Early Career Researcher Development (BYRD). In this context [regulations to ensure good scientific practice](#) (i.e. sanction misconduct) have been updated as well and passed by the Academic Senate on April 24, 2022 (action 8).

The high priority action about improving information in English on the university’s websites (actions 5) has been formulated more broadly and therefore fulfilment is more difficult to measure. As the university’s website is updated continuously and information in English is added constantly (e.g. the [Welcome Center](#) has translated many bureaucratic forms and updated information for incomings on their website) this action is regarded as fulfilled, but a new action will be implemented on regular quality control. Additionally, information on data security issues for new employees has been developed by HR department and checked by Legal Office (action 12); this information is part of the onboarding process now. Still to be finished is action 14 (information on safety in English), so this gap could not be closed yet.

A major action regarding principle 10 (anti-discrimination) was to update and adopt a new [Action Plan Inclusion](#), which was fulfilled in 2023 (action 17). At the same time, offers in the field of diversity/anti-discrimination have been re-structured and complemented (action 15).

Additional to the action plan, many actions were taken in the area of diversity/anti-discrimination during Implementation Phase. We want to highlight the most important ones here:

- The university has passed an Anti-Discrimination Statute (Academic Senate, April 17, 2024) and developed an explanatory brochure, supporting action 16. This statute builds upon a long history of counselling about (anti-)discrimination, conflicts and violence at the university, coordinated by Administrative Unit 04 (Equal Opportunities / Anti-Discrimination).
- In connection with actions 15 and 41, a seminar on diversity skills for job postings and selection processes has been developed by Department 2 (HR), Administrative Unit 04 (Equal Opportunities & Diversität) and Staff Council; piloted in quarter II 2024; participants shall act as disseminators in their respective departments. Apart from that, diversity aspects are included into staff development seminars wherever suitable and there is a regular exchange between the university and external trainers regarding their diversity skills.
- [Statement](#) by the university together with the U Bremen Research Alliance about democracy, diversity and open-mindedness as a reaction to current societal developments in Germany.
- [University Action Day against Discrimination "Aware Together"](#) on April 24, 2024.
- [Erasmus Staff Week](#) April 22-26, 2024 by all Higher Educations institutions of the Federal State of Bremen; topic: „Diversity in Higher Education Institutions: Different Perspectives and Experiences“ ([program](#))

Remarks

The University's leadership and the HRS4R Steering Committee are proud of so many successful actions – especially with regard to good scientific practice, diversity and anti-discrimination – which have already been completed. In line with the University's [new mission statement](#), these aspects are part of the university's DNA. The responsible departments have an intrinsic motivation to strive for continuous improvement and to be aware of societal developments. That is why additional actions, which had not been part of the action plan, were kicked-off and completed (e.g. action days, a new anti-discrimination statute and diversity trainings). Some actions are still to be fulfilled, but – taking the long list of already fulfilled actions into account – leadership and steering group are optimistic to fulfil these actions during the continued Implementation Phase and are committed to doing so.

General remarks, which apply to all of the 4 thematic fields:

- The main goal for the Implementation Phase at the University of Bremen is to a) maintain a high standard regarding all principles that had already been regarded as fulfilled during the first gap analysis and b) to complete high priority actions that were identified during the gap analysis. By doing so, the identified gaps shall be reduced as good as possible.
- At the very end of this report (“Additional remarks/comments about the proposed implementation process”) the reviewers' remarks from the Initial Phase (EC Consensus Report of Sept 07, 2022) are commented on regarding their current status.
- Recently, it became apparent that the technical guidelines had been misinterpreted by the University during the Initial Phase: The timings were set very strictly up to the Internal Review, not taking into account that several actions – especially those which aim at changing organizational culture – can only be fulfilled in the middle or long run. The coordinators hadn't been aware of the possibility of setting longer-term deadlines. Taking the misunderstandings into account, those actions that are not finished yet but are worked on consequently, are (internally) regarded as in progress, even though the original deadline was set for 2024. Due to the regulations of the technical guidelines, EXTENDED is used as official status in the e-tool. New more realistic deadlines are stated in the respective remarks boxes.
- A major challenge at the beginning of the Implementation Phase was that the position of the HRS4R Coordinator has been vacant for approx. one year. As the fulfilment of the actions is in the responsibility of the specialized departments (such as HR, HR Development, Diversity Department, etc.), most actions have been worked on without interruption. Monitoring activities and coordination of working groups had to be reduced during the transition period, though, due to a lack of personnel capacity.
- Additionally, the position of Head of HR has been vacant for a year. Of course, the department continued to work on the actions, but some decisions could not be taken during this period.

- For the description of new actions, please compare the question regarding changed priorities below.
- In the following paragraphs (thematic fields 2-4), the “remarks” boxes will be used to state fulfilled actions additionally to the action plan.

Thematic field 2: Recruitment and selection

As the most severe gaps had been identified in this thematic field during the original gap analysis and as external restrictions are tight, it was to be expected that achieving improvements would be the greatest challenge here. Nevertheless, the University has continuously worked on closing the gaps and fulfilling the actions.

Wrap-up of the current status of high-priority actions, i.e. reduction of major weaknesses – for further descriptions of the status/progress, please compare section “3. Actions” below and for further information on new actions, please compare question regarding change of priorities below as well as the revised action plan.

- Completed major actions:
 - Revised templates for job postings (R1-R4) (action 24)
 - Regular exchange on R1/R2-recruitment between administrative unit HR and faculties’ administrative management (action 25)
- Completed major action, which affect new actions (please also compare question below on new priorities):
 - Development of an OTM-R strategy (overarching action 2 as well as actions 29 and 37) > affects new action no. 58
 - Improved findability of information (action 21) > affects new action no. 61
 - Information for international scientists (overarching action 5) > affects new action no. 61
 - Analysis of existing surveys (overarching action 4) > affects new action no. 59
- Major actions, which are worked on, but which could not yet be completed (timelines had been too tight and therefore need to be extended; as mentioned above, for next steps and further explanations please compare section “3. Actions”):
 - University Monitoring (overarching action 3)
 - Create information on hiring (R1 and R2) (action 23)
 - Guidelines on R1/R2-recruitment and selection/clarification of processes (action 26)
 - Concept on scientific staff structure (strategic planning instrument) (action 30)
 - Updated post-doctoral hiring/continuing employment information (action 33)
 - E-Tool for Recruitment (action 56)

In short, there is still a lot to do in order to close the gaps, but the University is continuing its path for reducing weaknesses and shaping better conditions, also reflected by the additionally fulfilled actions (see remarks box below) and the new items (see question on new priorities below).

Remarks

[Please also compare general remarks under thematic field 1]

Additionally fulfilled actions, which have not been part of the action plan:

- In the context of assessing academic merit (principle 16):
 - „[Guideline for the responsible assessment and evaluation of academic performance](#)“ has been passed by the Academic Senate and signing DORA has been approved; the Academic Senate Research Committee will further develop this issue, a first step was a workshop on indicators on judging research and teaching
 - Approval of the “[YUFE Competence Framework](#)”
 - Contribution to the YERUN-Paper “[Three steps to make careers in academia more attractive and sustainable](#)”

- recognition of mobility experience (principle 18):
 - self-commitment of the University to use EURAXESS, whenever suitable
- Selection in general:
 - Work group on the professionalisation of appointment committees for professorships has been re-established; participants: Executive Board, deaneries, experienced participants of appointment committees (incl. “Fachferne Berater”, i.e. committee members who are not part of the respective faculty), members of Tenure Board.
 - Work group on hiring processes for international researchers (International Office, HR Department, faculty administrations).
 - Welcome Center has set up a new, shorted process together with the municipality in order to speed up local registration of international researchers; quick local registration with the municipality is an important step for further administrative steps, e.g. for tax, health insurance, payroll; the duration of the process could be reduced from several months down to approx. two weeks.

Thematic field 3: Working conditions

As applies to the other thematic fields, details about the status of the actions are stated below in section “3. Actions” and new actions are stated below under the questions of new priorities.

Wrap-up of the high-priority actions, which are most important in order to close the identified gaps:

- Review/expand the information available on the university's website for international scientists (overarching action 5) > This action is completed and affects new action 61.
- Update “Academic Careers”-website to provide more information on career paths in general, job categories and their rights and obligations, opportunities for advancement, permeability of the categories, PhD statistics (action 34) > This action is completed.
- Develop basic and procedural information on working abroad and scholarships: how to recognize the scientific qualification periods in connection with the salary (legal basis: TV-L) and the time limits for scientific qualifications (legal base: WissZeitVG) (action 43) > The work regarding this action is still in progress and the timing has to be expanded; a work group on improving the hiring process of internationals has started its work, but is currently delayed due to personnel turnover; once the group has a new coordinator, the work will proceed.

Remarks

[Please also compare general remarks under thematic field 1]

Additionally fulfilled actions, which have not been part of the action plan:

- Working conditions (principle 24): Mental health, a topic which is of increasing importance due to the pandemic and other societal development, is taken seriously on all levels of the University, e.g. by Academic Senate in a question time and a one-day retreat involving all counselling services of the University. > please compare new action 60 regarding professionalization of leadership.
- Stability of employment (principle 25): work group on the evaluation of academic staff below professorship (“AG Mittelbau”), recent main topics: overview of all academic position categories/career tracks (rights, duties, legislation), international visibility of career tracks, different requirements between the faculties regarding implementation matters, implementation concepts for the faculties. > please also compare new action 59 regarding institutionalized feedback on the HR Award.
- Gender balance (principle 27):
 - The University has received the label “[University with Strong Gender Equality](#)” due to an exceptional gender equality concept in the context of a big funding initiative (“Female Professors Program”) of the federal and state governments.

- Activities on family friendliness: information events and assistance on short notice, if child care has to be organized (“Notfallmamas” = “emergency moms”).
- [“konekt - Kompetenzstärkung für Eltern”](#): A program that fosters resilience and self-organisation of working parents.
- [“Study Work Life Week”](#) on Work Life Balance with regard to several life circumstances (parenthood, care duties, disabilities/chronic illnesses).
- Discussion group in order to refresh the University’s policy on multilingualism on campus (content-wise and regarding perception as well as implementation).

Thematic field 4: Training and development

Again, as in the other thematic fields, details about the status of the actions are stated below in section “3. Actions” and new actions are stated below under the questions of new priorities. Wrap-up the high-priority actions, which are most important in order to close the identified gaps:

- Review/expand the information available on the university's website for international scientists.(overarching action 5) > This action is completed and affects the new action 61.
- Raise awareness of the university’s HR development concept and associated competence profile among scientists (improve overview, transparency, findability, revise the competence profile and link to providers of HR development, create English version of HR development concept with competence profile) (Action 50) > This action is completed.
- Establish a binding annual appraisal for scientists as a mutual feedback discussion (competence profile as basis for discussion) (action 53) > The work regarding this action is still in progress and the timing has to be expanded, but progress is immense already.

Remarks

[Please also compare general remarks under thematic field 1]

Additionally fulfilled actions, which have not been part of the action plan:

- In line with actions 15, 50 and 51, HR Development requirements for international researchers have been gathered in order to develop suitable offers.
- Onboarding:
 - The Department for HR Development has started a work group including members from all faculties and relevant departments in order to create a university-wide onboarding concept. > please compare new action 60.
 - A new welcome format for new employees (academic and non-academic) has been established, including a presentation and “meet and greet” with the Executive Board, Works Council and several counselling centers as well as a campus tour
- In the context of YUFE:
 - Exchanges and peer-to-peer work groups on several topics are started: HRS4R, HR Development, Onboarding
 - HR Development programmes are opened up for members of the partner universities within the alliance
 - Creation of three completely new and joint HR Development programmes:
 - Leadership
 - OpenScience
 - Staff Development Training
- In the making: Survey on leadership values in order to create a “Compass of Values” > affects new action 60.

Have any of the priorities for the short and medium term changed?

Based on the original action plan and the work of the Steering Committee, new actions have been created in order to expand completed actions, merge previous smaller actions into bigger comprising actions and in order to meet adjustments of the Charter.

- 58. Staff retention concept: Based on the completed action 2 from the Initial Phase (development of an HR Recruitment Concept = OTM-R strategy), the concept shall be extended to staff development and strengthening staff retention as well as considering quality assurance measures.
- 59. Institutionalized feedback on the HR Award: Involvement of all status groups by e.g.
 - strengthened integration of existing structures/committees (e.g. "AG Mittelbau", Research Commission)
 - organization of a retreat on the HR strategy (comparable to a retreat by the Academic Senate)
- 60. Professionalization of leadership, with focus on deaneries:
 - work group on "compass of values" (survey of managers and staff on expectations of leadership, aim: agreement on shared values in leadership)
 - work group on onboarding (identification of existing structures and best practices, derivation of needs for action, aim: consistent structures and strengthened welcome culture)
 - Mental Health: In May 2024, the Academic Senate held a retreat on mental health; based on this, mental health shall be a regular reporting item on the AS agenda and the AS has to define common goals for this topic, aiming at professionalization of leadership
 - relation to action 49 from the Initial Phase: support of deaneries in management tasks
 - relation to actions 53-55 from the Initial Phase: revision of annual appraisals
- 61. Quality management of information provided on websites: During the Implementation Phase, the information provided on the University's website has been re-structured, translated and checked for gender and diversity sensitivity; based on actions 5, 6 and 21, this quality standard shall be preserved by annual inspection cycles
- 62. Matching of the actions to the principles of the renewed "Charter for researchers"

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy?

Within the university:

- The Academic Senate passed a new [Mission Statement](#), putting more focus on societal responsibility and sustainability. The Missions Statement is fully in line with goals of the Charter for Researchers.
- In September 2022, the new University Executive Board (Rektorat) took up its work. In this course, the scope and distribution of tasks has slightly changed, also with regard to HRS4R:
 - The Director of Finance and Administration (Kanzlerin), Frauke Meyer, continues her work and remains head of the HRS4R steering committee, so that a lot of knowledge gained from experience can be saved and transferred.
 - The former Vice President for Research, Academic Qualification and Transfer (Konrektorin für Forschung, Wissenschaftliche Qualifizierung und Transfer, KON1), Jutta Günther, was elected as President. She had been very active in the support of HRS4R activities in her time as Vice President and is still very supportive.
 - Her successor, Michal Kucera (new Vice President for Research and Transfer, KON1), is a key member of the current steering committee.
 - Additionally, Mandy Boehnke (new Vice President for International Affairs, Academic Qualification, and Diversity) is updated regularly on the progress of the implementation process.
- As mentioned above (remarks box below the first thematic field), the positions of HRS4R Coordinator and Head of HR Department have been vacant for several months during Implementation Phase.

Regional aspects:

- The Bremen Higher Education Act (BremHG) was renewed in April 2023.
- The Senator's Office for Science has transferred the perpetual right to appoint professorships according to BremHG §18 (19) to the university, after a trial period of several year; in earlier times, the right to appoint professorships had been in the sole responsibility of the Senator's Office; the transfer of this right gives the university more responsibility and a bigger sphere of influence; the procedure is regularly evaluated.
- Ongoing re-negotiation regarding the „Rahmenkodex“ (overarching agreement between research institutions in Bremen, the Senator's Office for Science and employee representatives of the research institutions (e.g. Labor Unions, Gender and Diversity Offices).
- The State of Bremen is currently testing several versions of Human Resources software; testings have started; the university has already pointed out specific needs.
- New "Science Plan" of the State of Bremen is underway; the plan sets a strategic framework for all higher education institutions in the State of Bremen.

Inter-regional

- Germany: Ongoing negotiations regarding WissZeitG (Academic Fixed-Term Contract Act)
- EU: developments regarding the New Charter & Code and ResearchComp are followed-up upon by the University

Are any strategic decisions under way that may influence the action plan?

Besides the existing action plan and new actions, the University is currently giving itself further priorities and goals:

- The University has started several initiatives with regard to [Open Science](#) and [Open Access](#) and executed to a large extend, including an [Open Access Policy](#), [explanations](#) about and [advice on ORCID profiles](#) and monitoring/advice on Predatory Publishing. This is in line with the renewal of the Charter, i.e. the new principle regarding Open Science.
- A new Sustainability Strategy is currently developed.
- The HRS4R Coordinator at University of Bremen has kicked off an exchange amongst partner universities of the YUFE Alliance together with a YUFE colleague in order to foster mutual learning. The first online meeting took place on June 17, 2024, and the group decided to meet online every quarter of a year in order to exchange experiences.

Comments on the implementation of the OTM-R principles

The University's action plan mirrors the identified gaps with regard to OTM-R principles (and beyond that further principles of the Charter & Code) as well as the necessary actions in order to fulfil these principles. I.e. the University's commitment to completing the action plan (during Implementation Phase and following phases) aims at fulfilling the OTM-R principles.

Additionally, the HRS4R Steering Committee has worked on an OTM-R Concept (Recruitment Concept), which took its starting point in the OTM-R Working Paper (submitted together with the report at the end of implementation phase). The Concept is more specific in its underlying guiding values and aims than the Working Paper had been. Additionally, the Concept embraces and refers to other important policies that are already passed and implemented by the university, e.g. the university's Mission Statement, Anti-Discrimination Statute and the Guideline for the Responsible Assessment and Evaluation of Academic Performance. (See also below: Question about alignment on HRS4R and other policies).

Due to processes related to the HR Award and fostering a cultural change in judging merit, topics like OTM-R and working conditions are increasingly discussed at different (formal and informal) occasions at the University, e.g. due to questions like "Is this process really transparent?" in selection committees. The extent cannot be measured, but perceived. This subtle development is a good sign for the ongoing implementation of OTM-R, even though the institutional implementation is a long-term project.

2.4. Implementation

General overview of the expected overall implementation process of the action plan

The University confirms its original statement (see below) given here for the application of the award (Initial Phase) and will continue its activities in the same way.

Original statement:

From the beginning of this process, it has been an important concern of the University of Bremen to jointly shape the principles from the Charter and Code together with scientists, administrative staff according to their expertise, and interest groups. All participants act as multipliers. Status quo, actions, responsibilities and time schedules were developed together with the responsible actors in order to achieve a feasible implementation from the beginning that is supported.

The University of Bremen and the people involved in the process recognize the enormous potential of HRS4R to improve the general conditions for scientists in terms of employee satisfaction and scientific strength of the university. Against this background, we expect a high level of acceptance in the implementation of the actions and a high level of intrinsic motivation.

The tasks and responsibilities resulting from the gap analysis and the action plan will be handed over to the responsible organizational unit. During the development process, numerous organizational units have already signed up to take on the responsibility and have taken on the implementation. Many of the tasks have already been handed over. This means that the units responsible for implementation have been involved in the process from the very beginning and have been involved in defining the tasks and schedules. There are now also several new working groups that would like to participate in the implementation of certain actions on a voluntary basis. The entire process has led to further networking and recognition of interfaces.

How have you prepared for the internal review?

Regarding documenting the status-quo of the actions, please compare below: question regarding monitoring of the timeline and ensuring the implementation of the actions. As progress is constantly documented in two monitoring tools (based on regular exchange between the HRS4R Coordinator and responsible departments/employees who implement the actions) and regularly reported to the Steering Committee, no additional preparation was needed except for transferring the status from the monitoring tools to the report tool.

Drafts of the report were shared with the Steering Committee in order to achieve a mutually accepted result.

Additional to that, the Steering Committee regards the deadline for the Internal Review as a deadline for redesigning the university's OTM-R Concept as well as for making strategic decisions on the further development of the University's HRS4R.

How have you involved the research community, your main stakeholders, in the implementation process?

The coordinators of all four work groups from the Initial Phase are now members of the Steering Committee, three of them are professors and one of them is Head of Academic Affairs. Representatives of the Works Council and the Gender Equality Office as well as HR Department are also core members of the Steering Committee. By this, professors from different faculties, employee representatives and members of administration are involved in decision making throughout the implementation process and can act as disseminators.

The Academic Senate, consisting of representatives of all status groups, i.e. students, administrative and academic staff, professors and Executive Board, is informed regularly about the status-quo of the University's HRS4R.

Existing committees and work groups, e.g. a Work Group for those academic employees below professorship ("AG Mittelbau") and Tenure Board (responsible for all tenure track evaluations at the University), are involved into further developing organizational structures and working conditions.

The Steering Group will further develop participation activities during the next phase. Stakeholders have been involved over the last months via the above mentioned ways, but due to a lack of personnel capacity while the position of HRS4R Coordinator had been vacant, coordination of new work groups and a survey were delayed. Planned activities for the next phase: organization of a retreat in 2025 (with representatives from relevant stakeholders for a very focused further development of the University's HRS4R), conceptualization and conduct of a survey, identification of more relevant existing committees who can be involved in the processes without creating double structures.

Do you have an implementation committee and/or steering group regularly overseeing progress?

Yes, the University has established an HRS4R Steering Committee:

Tasks of the Steering Committee: Regular meetings in order to...

- monitor progress of the actions
- appreciate additional actions outside the action plan taken by the university as a whole or specific departments in order to further develop working conditions
- discuss adaptations or further actions needed in case of hindrances or delays
- further develop the university's OTM-R Concept
- contribute to the Internal Review
- make strategic decisions on the further development of HRS4R
- prepare presentations of the Award, e.g. in front of the Academic Senate

Members of the Steering Committee:

- Director of Finance and Administration (Kanzlerin), Frauke Meyer
- Vice President for Research and Transfer (KON1), Prof. Dr. Michal Kucera
- Administrative Department for Academic Affairs (Department 1),
 - Head of Department, Dr. Julia Sievers
 - Head of Administrative Unit for University Development and Capacity Planning (Unit 11), Dr. Cathleen Grimsen
- Members of HR Department (Department 2),
 - Head of the Department, Anna Janning / Interim Head of the Department Katja Graf
 - Head of Administrative Unit for Recruitment, Job Applications and Applicant Management (Unit 23), Dr. Nicole Krumdiek
- Works Council, represented by Ralf Streibl
- Gender Equality Officer, Kathrin Sebastian
- Leaders of Work Groups from the Initial Phase, Prof. Dr. Yasemin Karakaşoğlu, Prof. Dr. Katrin Huhn-Frehers, Prof. Dr. Rita Groß-Hardt, Dr. Julia Sievers

Coordination:

- Administrative Unit for University Development and Capacity Planning (Unit 11), from Sept. 2023: Inga Dominke

Is there any alignment of organisational policies with the HRS4R?

(For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy)

The alignment works in two directions:

a) *policies that refer to HRS4R:*

- Target Agreement with the Senator's Office/State of Bremen
- YUFE Staff Recruitment Policy
- Research and organisational strategies in the context of applications for „Excellence.Clusters“ (major German funding program)
- Gleichstellungskonzept für Parität (Gender Equity Concept for Parity)
- HR Development Plan for Researchers
- Implicitly, as it is in line with spirit of OTM-R: Mission Statement of the University of Bremen

b) *references from HRS4R resp. the OTM-R Concept to existing policies:*

The University's redesigned OTM-R Concept embraces existing and newly developed policies. The OTM-R Concept is formulated in a concise way, as the University has already passed several policies that support the values and vision of the HR Award so that the OTM-R Concept can refer to these existing policies. Major examples: Mission Statement, YUFE Staff Recruitment Policy, Statute on Anti-Discrimination, Policy on Research Integrity, Gender Equality Plan, Action Plan on Inclusion, Guideline for the Responsible Assessment and Evaluation of Academic Performance (please compare a full list in the Appendix of the university's new OTM-R Concept).

Also, the action plan includes actions on the (further) development and implementation of other policies (e.g. actions 8, 9, 16, 17, 39) so that the policies and actions all work in the same direction for improving working conditions. Further actions for the action plan might arise, if the implementation of other policies make previously unknown problems visible, i.e. there is a strong back-and-forth connection between action plan, OTM-R Concept and other policies.

How has your organisation ensured that the proposed actions would be also implemented?

The departments which have taken over the responsibility for specific actions generally have a strong intrinsic motivation in bringing their actions forward, so that they only rarely have to be convinced of fulfilling the actions. In most cases, the departments have identified the actions themselves. The HRS4R offers a tool and platform for presenting the departments' work and their significance for the functioning of the whole organization.

On an overarching level, the implementation is monitored and supported by the Steering Committee (please see above for further details) and the Administrative Unit for University Development and Capacity Planning (Unit 11). On operational level, specific responsibilities (departments and/or specific employees) for the implementation of the actions are documented in the action plan. By this, the HRS4R Coordinator can stay in close contact with the responsible departments/colleagues regarding progress of the actions. In case of questions of hindrances, solutions or the need to postpone several steps are discussed between the responsible department/employee and the HRS4R Coordination and double checked with the Steering Group. Besides, also ideas to broaden the scope of actions or to achieve more ambitious goals are discussed. In case of major issues (problems or strategic ideas), these are taken to the Steering Committee in order to discuss further proceedings. Based on discussions and decisions by the Steering Committee, the HRS4R Coordinator gives feedback to the responsible departments/employees in order ensure a flow of information and progress.

How are you monitoring progress (timeline)?

The Steering Committee and HRS4R Coordinator mainly use two tools:

a) a gantt chart showing the actions and proposed date of fulfilment: this chart only shows the most important information in order to keep track of the project as a whole; it is regularly shown and discussed during Steering Committee meetings and added to the minutes as an appendix;

b) a more detailed project management tool based on an excel file, including responsibilities, measures, notes on steps and progress, to do as well as status of the action; these notes are (in short) transferred to the report tool, i.e. the status documented in the report tool mirrors precisely the real status of the actions.

How will you measure progress (indicators) in view of the next assessment?

Please compare question above; the existing monitoring activities will be continued during the next phase.

How do you expect to prepare for the external review?

The University is looking forward to the reviewers' comments based on the Internal Review and will pick up the advice during the continued Implementation Phase and for the next report.

As a constant documentation and monitoring is ensured, the University is able to report towards the European Commission at any point in time. Anyway, the University will start to prepare the next report and the site visit (planned for the end of the Implementation Phase) in due time based on this documentation and monitoring. The Steering Committee will adopt necessary actions, if the fulfillment of specific actions is delayed.

Please also compare question/answer above regarding the involvement of stakeholders. The further involvement of stakeholders will help to prepare the next report and the site visit.

As already mentioned above, the University takes part in and brings forward peer groups for the exchange amongst several universities regarding HRS4R, i.e. an exchange among German universities organized by the "HRK" (German Rectors' Conference) and an exchange with other YUFE Universities (kicked off by the HRS4R Coordinator of the University of Bremen). These exchanges and work groups leads to mutual learning thereby the improvement of the individual strategies and preparation of reports and site visits.

Additional remarks/comments about the proposed implementation process

In the following, the recommendations by reviewers at the end of the Initial Phase (EC Consensus Report of Sept 07, 2022) are commented on with regard to their current status:

"Strengthen HRS4R visibility and access on the web, with special care of communication channels to reinforce the stakeholders' awareness of the implementation process"

- The HRS4R website has been revised, logos and links have been attached to the main page as well as to the website of Welcome Center, which is very relevant for international researchers coming to Bremen.
- The award has been presented at several occasions, e.g. in a work groups on HR Development (consisting of members from leadership and departments throughout the University).
- The current status of the award is reported in the Academic Senate regularly.

"1) R1/R2/R3 categories declared to need more transparency in the recruitment process. The actions seem to try to put a patch to this but mainly in the information/communication channels. [...] the Institution is suggested to revise it completely and not only in the way it is advertised;"

- A work group consisting of members from HR Department and members from several faculties has been re-established. Due to complex German legislation and historically grown structures at the University that have to be changed gradually, this change has not been finished and will take time. But it is in the University's own interest to improve these processes. An additional work group regarding employment of internationals has started, but is currently delayed due to changes in personnel regarding the coordination/project management of this group.

“2) please reinforce the use of EURAXESS for all the calls, all calls should be visible in the national channels as well as in EURAXESS. [...]”

- All job calls are posted on EURAXESS – given that the position allows for this.
- The new OTM-R Concept clearly supports this decision.

“3) the evaluation/appraisal system should be sustainable for all the categories, it seems more focused to professorships;”

- Please also see point 4) below regarding a new guideline for judging merit.
- Oral appraisals are given in the context of annual staff appraisals, which apply to all members of staff (academic and administrative). The concept is currently revised (compare action plan).
- Monetary (or similar) appraisals to researchers below professorships is difficult to establish due to German legislation, which – specifically in public service – mainly focusses on salary progress based on years of service.

“4) please give value to mobility and the judgment of merit as much as possible and in the more transparent way;”

- Regarding the judgment of merit, the Academic Senate has passed a “Guideline for the Responsible Assessment and Evaluation of Academic Performance”, which is strongly connected to the spirit of DORA and CoARA. This guideline applies in all situations where academic merit is judged or evaluated (e.g. selection committees, tenure evaluations).
- A clear guideline on valuing mobility has not been passed yet. The new OTM-R policy points out the value of mobility.

“5) in the career development, it is mentioned that many offers are available but it seems that stakeholders do not perceive it. A survey would have strongly helped the management to understand it. [...]”

- A landing page for all offers regarding HR Development is under way. This will support stakeholders in finding those offers, which apply to them, in a well-structured format.
- Seminars and other offers are evaluated in written form, which supports data gathering on what has to be improved.
- Stakeholder groups are contacted directly in case of offers, which apply to them (e.g. if a network event for tenure track professors is organized, this group is addressed personally).

“6) dissemination/exploitation of results as well as the communication can always be improved and there is always room for improvement.”

- Challenge accepted ☺

“7) it is mandatory that the etool for recruitment is put into action for the next assessment. This must be put in high priority otherwise a real open recruitment process will not be efficient nor sustainable;”

- Initially, the process was delayed due to external conditions (e.g. requirements by the State of Bremen, data protection issues), but the selection of suitable software is currently underway and a pilot for the central administration is currently being designed; based on this pilot, a roll-out of the software is planned.

“8) the efforts of translating in English the documents and guidelines is strongly supported and should have high priority;”

- Welcome Center has made enormous progress in translating documents and in developing templates in English, which help to cope with German forms, which have to be filled out in German by law.

“9) indicators are not clearly defined. At the moment, the Action Plan is mainly focused on the dissemination of information. [...]”

- As many actions are ongoing processes (e.g. improving spread of information or wording) or aim at cultural change (e.g. judging merit), rigorous indicators cannot be attached to every action; especially with regard to new actions, the Steering Committee will pay more attention to clearly defined indicators.

“10) Representatives of almost all departments were involved, but it's difficult to foresee how much the rest of the researchers were informed or involved, both at the initial phase and discussions, and also once the Action Plan was drafted. [...]”

- This issue has to be improved even more during the continued Implementation Phase, e.g. via a survey and a retreat (please also compare question/answer above regarding the involvement of stakeholders).

3. Revised Action Plan

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
1.	Application for the HR Excellence in Research Award / Documents on HRS4R made available online		Executive Board (responsible) Administrative Unit 11: University Development and Capacity Planning (HRS4R Organisation Administrator) (contributing)	I/2022 (revision June 2022)	Overarching topic	Overarching topic	Completed	The University has been awarded in September 2022; all relevant documents are uploaded here .
2.	<i>(high priority action)</i> OTM-R-working paper expanded to OTM-R-Strategy	No OTM-R Strategy Paper yet	Director of Finance and Administration (responsible) Department 2: Human Resources (contributing) Administrative Unit 08: Central Administrative Affairs / Organizational Development (contributing) Administrative Unit 11: University Development and Capacity Planning (contributing) Administrative Unit 12: Research Services (contributing)	II/2024	Overarching topic	Overarching topic	Completed	The Steering Committee has further developed the working paper into a Staff Recruitment Concept , adopted by the Executive Board on Sept 17, 2024; please also compare new action 58 for the future extension of the concept (as fixed in the prospects section of the current concept) to e.g. staff development and staff retention as well as quality assurance measures.
3.	<i>(high priority action)</i> Monitoring/data collection improved (personnel data collection software) (process together with the Federal State authorities for all Bremen universities)	Outdated personnel data collection software at Bremen universities	Director of Finance and Administration for the University of Bremen (responsible) Administrative Unit 05: Financial Controlling (contributing) Administrative Department 2: Human Resources (contributing) Performa Nord (operated as separate enterprise by State of Bremen, in charge of salary accounting (contributing)	I/2024	Overarching topic	Overarching topic	Extended	[new timing: 2025/Q4] o The requirements of the departments concerned regarding data quality and structure have been gathered o needs for action have been derived; data gaps are constantly filled; regarding new software solutions (dependency on the State of Bremen) are expected for end of 2024.
4.	<i>(high priority action)</i> Surveys' results analyzed for HRS4R		Department 1: Academic Affairs	II/2024	Overarching topic	Overarching topic	Completed	
5.	<i>(high priority action)</i> Information on the U Bremen website for international scientists reviewed/expanded	Gaps in English-language websites identified	Director of Finance and Administration (responsible) Administrative Unit 03: University Communication and Marketing plus further units in charge of the content (contributing)	II/2024	Overarching topic	Overarching topic	Completed	Missing translations have been identified and are now constantly added and revised. Huge effort was put into translating formal documents that apply in hiring processes; the translations can now be used as templates in order to fill in the (legally

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
								binding) German forms; this helps incomings as well as the University's consultants for these processes.
6.	Websites/documents revised with regard to accessibility and diversity-sensitive language	Diversity-sensitive language and accessibility not on entire website, forms, guides etc.	Administrative Unit 04: Equal Opportunities / Anti-Discrimination	I/2024	Overarching topic	Overarching topic	Completed	<ul style="list-style-type: none"> o Accessibility has been checked according to BITV 2.0; constant revision is done in cooperation with the Centre for Accessible Information Technology of the State of Bremen; clear rules have been defined and published; seminars, which are obligatory for all website administrators, address accessibility matters. o The Administrative Unit for University Communication and Marketing is trained in gender-/diversity-sensitive language and visual language; seminars, which are obligatory for all website administrators, include diversity-sensitive language.
7.	Revised internal organization chart online (staff portal /internal website)	Organizational chart of the university's central administration not differentiated enough	Director of Finance and Administration	III/2022	Overarching topic	Overarching topic	Completed	<ul style="list-style-type: none"> o The website on the University's organizational structure has been revised o Direct link to the org chart.
8.	Existing regulations to ensure good scientific practice revised and online	Regulation to ensure good scientific practice have to be updated by July 2022	Administrative Unit 06: Legal Office (responsible) Research Commission (contributing)	III/2022	Ethical and Professional Aspects	3. Professional responsibility	Completed	<ul style="list-style-type: none"> o The new regulations have been passed by the Academic Senate on April 24, 2022 (a legally checked translation is not yet available, unfortunately). o Communication on good scientific practice has been improved as well, please compare action 9 + 10 below.
9.	Program on good scientific practice is further developed	Program offers on good scientific practice should be presented systematically.	Administrative Unit 12: Research Services (responsible) Administrative Unit 01: University's Event Management Team, responsible for welcoming events	I/2024	Ethical and Professional Aspects	3. Professional responsibility, 5. Contractual and legal obligations, 31. Intellectual property rights, 32. Co-Authorship	Completed	Bremen Early Career Researcher Development (BYRD) has developed and now regularly offers courses on good scientific practice: <ul style="list-style-type: none"> o eLearning o regular courses
10.	<i>(high priority action)</i> Website „Research Integrity“ online	Comprehensive information on research integrity, ethical principles	Vice President Research (responsible) Administrative Unit 12: Research Services (responsible)	I/2023	Ethical and Professional Aspects	3. Professional responsibility, 5. Contractual and legal obligations,	Completed	The respective websites have been developed and are online.

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
		ples and good scientific practice is missing online.	Administrative Unit 06: Legal Office (contributing)			31. Intellectual property rights, 32. Co-Authorship		
11.	Best-practice examples (research funding, processing of third-party funded projects) integrated into existing offers	More information on research funding, processing of third-party funded projects desired	Director of Finance and Administration (responsible) Administrative Department 7: Third-Party Funding and Personnel Budget (contributing) Administrative Unit 12: Research Services (contributing)	II/2024	Ethical and Professional Aspects	4. Professional attitude	Completed	<ul style="list-style-type: none"> o The provided information has been revised and the respective website is updated regularly. o Regular seminars on funding are offered, e.g. for postdocs; an Infoday on research funding ("KOWI") was held in Bremen in March 2023.
12.	Initial information on data protection and information security prepared, suitable event formats designed	Initial information missing, no information events on these topics yet	Director of Finance and Administration (responsible) Administrative Unit 06: Legal Office (data protection(contributing) Chief Digital Officer (CDO) (Information security/contributing)	IV/2023	Ethical and Professional Aspects	7. Good practice in research	Completed	<p>This action has been approached from different angles:</p> <ul style="list-style-type: none"> o additional staff (compare action 13 below) o from June 2023 obligatory seminars are offered by the Administrative Unit for IT, incl. tests at the end of each module, for all employees on information security o an info sheet has been created for new employees in order to make the University's clear attitude on and rules for data security transparent from the start o a website on data security has been launched (English translation is still in progress)
13.	Staff capacity expanded in the area of data protection	More capacity needed in the area of data protection	Administrative Unit 06: Legal Office	III/2022	Ethical and Professional Aspects	7. Good practice in research	Completed	Additional staff has been employed in the Legal Office in order to re-conceptualize data protection at the university and to broaden communication.
14.	<i>(high priority action)</i> Occupational safety: initial information in English developed and online	Occupational safety information not/too little available in English language	Administrative Unit 02: Labor, Health and Environmental Protection/Bureau for Labor, Health and Environmental Protection	II/2023	Ethical and Professional Aspects	7. Good practice in research	Extended	<p>[new timing: 2026/Q4]</p> <ul style="list-style-type: none"> o Security information in English (especially for labs) is available on faculty level, but still has to be broadened and legally checked. o The central Administrative Unit for Workplace Safety will gradually offer seminars in English.

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
15.	<i>(high priority action)</i> The need for advice/training/information on equal opportunities/anti-discrimination identified, services offered are structured accordingly.	The need for advice/training/information is there, but too little tangible. Unclear whether offers are sufficient	Administrative Unit 04: Equal Opportunities / Anti-Discrimination	I/2023	Ethical and Professional Aspects	10. Non-discrimination	Completed	<p>The existing offers have been gathered, clustered and target group-specific communication has started:</p> <ul style="list-style-type: none"> o offers on gender-sensitive personnel development for researchers (plan m, navigare career coaching, perspektive promotion) o offers for very specific target groups, e.g.: <ul style="list-style-type: none"> • successful application to the "Professorinnenprogramm" (large funding initiative by the Federal Ministry of Education and Research for activities to rise the proportion of female professors), which comes along with a big bunch of support offers for female uprising researchers • international researchers (project BIG) • for employees involved in hiring processes (based on existing seminars for participants in selection committees, additional seminars have been created specifically for diversity competencies) • for employees with care responsibilities (konekt) • for stakeholders who need training in diversity matter (very specified offers by ADE, regular offers by the Works Council) • Action Plan for Inclusion • broad activities on awareness-raising and skills development measures
16.	<i>(high priority action)</i> Legal regulations/orders and existing offers/procedures made (more) known	Existing legal regulations such as the university's complaints procedure too little known.	<p>Director of Finance and Administration (responsible)</p> <p>Administrative Unit 04: Equal Opportunities / Anti-Discrimination (contributing)</p> <p>Administrative Unit 11: University Development and Capacity Planning (contributing)</p> <p>Administrative Unit 06: Legal Office (contributing)</p>	IV/2022	Ethical and Professional Aspects	10. Non-discrimination	Completed	In line with the Statute Against Discrimination, passed by the Academic Senate in April 2024, all contact points and existing regulations have been promoted intensively , through the statute itself, an accompanying brochure and an Action Day called "Aware Together" April 24, 2024, followed up by regular seminars.

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
17.	Second Action Plan Inclusion approved and being implemented	Concretization/further development of the first action plan on inclusion necessary	Vice President International and Diversity (responsible) Administrative Unit 04: Equal Opportunities / Anti-Discrimination (contributing)	IV/2022	Ethical and Professional Aspects	10. Non-discrimination	Completed	The new Action Plan has been passed by the Academic Senate in 2023 (valid for 5 years) and is now executed and monitored by a steering group lead by the Vice President for International Affairs, Academic Qualification and Diversity.
18.	Guidelines for negotiations about resources and staff for professorships revised and online	Guidelines for for negotiations about resources and staff for professorships need to be revised	Director of Finance and Administration (responsible) Administrative Unit 11: University Development and Capacity Planning (contributing) Administrative Unit 08: Central Administrative Affairs / Organizational Development (contributing)	III/2022	Ethical and Professional Aspects, Working Conditions and Social Security	11. Evaluation/Appraisal systems 23. Research environment	Completed	Revised information
19	Performance pay regulations updated (together with the Bremen State Authority)	Performance pay regulations needs to be reviewed/updated.	Administrative Unit 06: Legal Office (responsible) Department 2: Human Resources (contributing)	II/2023	Ethical and Professional Aspects	11. Evaluation/Appraisal systems	Extended	[new timing: 2026/Q4] The University has achieved first steps: o A " Guideline for the responsible assessment and evaluation of academic performance " has been adopted by the Academic Senate in October 2023 and signing DORA has been approved. o A work group of the Department for Academic Affairs is working on an improved operationalization. o Only the new performance pay regulations (for professorships) themselves are still work-in-progress and have to be approved by the Senator's Office in the end.
20.	Best practice examples for the preparation of scientific reports developed	To assist in the preparation of expert reports: Evaluating of scientific results towards a more comprehensive understanding of scientific performance	Research Committee (responsible)	III/2023	Ethical and Professional Aspects	11. Evaluation/Appraisal systems	Extended	[new timing: 2026/Q4] o In line with action 19: DORA has been signed. o Additionally, the Academic Senate Research Committee will revive a former template draft in order to harmonize the respective guidelines.

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
21.	<i>(high priority action)</i> Findability of information online reviewed and improved for the following topics: <ul style="list-style-type: none"> - Hiring processes - Career paths - Support services - Rights and responsibilities - Academic self-administration - Options for Complaint - Research data management 	Websites on these topics too intransparent	Department 2: Human Resources (responsible) Administrative Unit 03: University Communication and Marketing (contributing) Administrative Unit 04: Equal Opportunities / Anti-Discrimination (contributing) Department 1: Academic Affairs (contributing) Working group HR Development (contributing) Administrative Unit 07: Human Resource Development (contributing)	I/2024	Recruitment and Selection, Training and Development	12. Recruitment, 13. Recruitment (Code), 10. Non-discrimination, 27. Gender balance, 28. Career development, 30. Access to career advice, 35. Participation in decision making bodies, 38. Continuing professional development	Completed	Please compare actions 5 and 34.
22.	Award for Fair and Transparent Appointment Negotiations renewed by the German Association of University Professors and Lecturers (DHV)	Renewal pending for 2022	Administrative Unit 11 University Development and Capacity Planning	III/2022	Recruitment and Selection	12. Recruitment	Completed	The Award for Fair and Transparent Appointment Negotiations has been renewed by the German Association of University Professors and Lecturers in 2022 (DHV).
23.	<i>(high priority action)</i> For recruitment of scientists: Basic, application and procedure information completed and online.	Information on recruitment procedures missing from website, especially German Academic Fixed-term Contract Act (WissZeitVG), more transparency required.	Department 2: Human Resources	II/2023	Recruitment and Selection	12. Recruitment, 13. Recruitment (Code), 14. Selection (Code), 15. Transparency (Code), 16. Judging Merit (Code), 17. Variations in the chronological order of CV's (Code), 19. Recognition of qualifications (Code), 20. Seniority (Code),	Extended	[new timing: 2027/Q4] First steps, which have been achieved: <ul style="list-style-type: none"> o The Director of Finance and Administration has signed a guideline ("Organisationsmitteilung") on transparent rules for limited contracts in Feb 2024. o Templates and checklists for job postings have been improved.

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
						21. Postdoctoral appointments (Code), 22. Recognition of the profession, 25. Stability and permanence of employment, 26. Funding and salaries, 29. Value of mobility, 36. Relation with supervisors		
24.	<i>(high priority action)</i> Templates for job postings online (staff portal (internal website))	Sample job descriptions are considered helpful	Administrative Unit 11: University Development and Capacity Planning (responsible) Administrative Unit 08: Central Administrative Affairs / Organizational Development (contributing)	IV/2022	Recruitment and Selection	12. Recruitment, 13. Recruitment (Code), OTM-R Strategy	Completed	<ul style="list-style-type: none"> o New template for job postings of professorships was passed by the Executive Board in March 2024. o A pilot project for cohort job postings (incl. templates for the postings) for researchers (mainly R1-R2) has started in the context of the Excellence Cluster at Faculty 05/MARUM. o Checklists for the necessary content of job postings are available.
25.	<i>(high priority action)</i> Regular exchange on "Recruitment and selection procedures in science" re-established.	Re-establishment of a regular exchange is very welcome	Department 2: Human Resources	III/2022	Recruitment and Selection, Working Conditions and Social Security	12. Recruitment, 13. Recruitment (Code), 14. Selection (Code), 15. Transparency (Code), 16. Judging Merit (Code), 17. Variations in the chronological order of CV's (Code),	Completed	<ul style="list-style-type: none"> o A regular exchange between HR Department and Faculty Administrations has been re-established in order to define/constantly improve processes and counteract misunderstandings. o Additionally, an exchange among YUFE partner universities has been established on hiring and personnel development.

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
						19. Recognition of qualifications (Code), 20. Seniority (Code), 21. Postdoctoral appointments (Code), 22. Recognition of the profession, 25. Stability and permanence of employment, 26. Funding and salaries, 29. Value of mobility, 36. Relation with supervisors		

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
26.	<i>(high priority action)</i> Guidelines on recruitment and selection procedures (for R1 and R2) prepared	Guidelines missing up to now. Goal: create transparency, provide orientation, without over-bureaucratization	Director of Finance and Administration (responsible) Administrative Unit 11: University Development and Capacity Planning (contributing) Department 2: Human Resources (contributing)	III/2023	Recruitment and Selection, Working Conditions and Social Security	12. Recruitment, 13. Recruitment (Code), 14. Selection (Code), 15. Transparency (Code), 16. Judging Merit (Code), 17. Variations in the chronological order of CV's (Code), 20. Seniority (Code), 21. Postdoctoral appointments (Code), 25. Stability and permanence of employment, 26. Funding and salaries, 29. Value of mobility, 33. Teaching	Extended	[new timing: 2026/Q4] o The OTM-R-Concept ("Recruitment Concept"), compare action 2, is a first step in this direction; it still has to be operationalized and made applicable, though. o The Administrative Unit for Job Postings and Applicant Management (Ref. 23) has written a concise paper on the legal framework regarding recruitment-related processes (as a basis for the "Organisationsmitteilung" of the Director of Finance and Administration), compare action 23; further checklists and templates are constantly worked on by the administrative unit. o Regulations for appointing professors are very strict and clear by law; guidelines, checklists and regulation for other status groups are gradually worked on.
27.	First draft/concept for professionalizing appointment committees together with the faculties	Desire for engagement, reflection	Director of Finance and Administration (responsible) Working Group HR Development (contributing) Administrative Unit 11: University Development and Capacity Planning (contributing) Administrative Unit 07: Human Resource Development (contributing)	I/2023	Recruitment and Selection	14. Selection (Code)	Completed	The Administrative Unit for University Development has taken several actions: o Guidelines have been revised. o Several appointment committees have been trained regarding specific aspects like open rank procedures. o Exchange formats have been established, e.g. a yearly meeting for those involved in appointment committees, regular exchange between for mutual learning and guideline for "Fachferne Berater" (i.e. for members of appointment committees who stem from faculties other than the posted position).

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
								o A new contract with external service provider for "Außerfachliche Eignungsprüfung" has been signed (i.e. assessment of management competencies, e.g. leadership, team work); the service provider will also train members of committees in future.
28.	Procedure for the assessment of a candidate's management competencies (professorships) evaluated	Clarify on the topic diversity in assessing management competencies	Director of Finance and Administration, Vice President International and Diversity (responsible) Administrative Unit 11: University Development and Capacity Planning (contributing) Administrative Unit 04: Equal Opportunities / Anti-Discrimination (contributing)	II/2024	Recruitment and Selection	14. Selection (Code)	Completed	The evaluation has been completed and as a result, the service has been put out for tender; a new contract with a new service profile (incl. a new focus on diversity skills) has been signed between the University and the chosen service provider.
29.	<i>(high priority action)</i> Recognition of mobility experience linked to recruitment strategies (OTM-R)	Mobility recognized, but not sufficiently systematized, transparent	Director of Finance and Administration (responsible) Department 1: Academic Affairs (contributing) Department 2: Human Resources (contributing)	II/2024	Recruitment and Selection	18. Recognition of mobility experience (Code)	Completed	Please compare action 2.
30.	<i>(high priority action)</i> Scientific staff structure concept established as a strategic instrument in the faculties	Need to make scientific personnel structure in the faculties more plannable and transparent	Administrative Unit 11: University Development and Capacity Planning	II/2024	Recruitment and Selection	21. Postdoctoral appointments (Code), 25. Stability and permanence of employment	Extended	[new timing: 2030/Q4] o Staff structures have been established for: Law, Business Economics, Psychology, entire Faculties 10 and 12. o A comprising planning for positions on the level of professor has been established for information technology, biology, chemistry, political studies, sociology. o The remaining areas will be worked on gradually, as processes are complex.
31.	(Connected with action 30) Structure/scheme developed to better quantify scientific staff positions (R1-R4).	More clarity desired to clearly quantify scientific positions (R1-R4) in the various categories at the faculties.	Director of Finance and Administration (responsible) Administrative Unit 11: University Development and Capacity Planning (contributing) Budget Commission (contributing)	I/2023	Recruitment and Selection, Working Conditions and Social Security	21. Postdoctoral appointments (Code), 25. Stability and permanence of employment (also see action 12), 23. Research environment	Extended	[new timing: 2027/Q4] Please compare action 30; in the above mentioned departments quantifications of academic positions exist.

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
32.	“Framework on Contractual Situations and Conditions of Employment at Bremen State Universities” evaluated	Review implementation of the framework to date	Bremen Senator for Science (the Senator will appoint the working group in charge)	III/2023	Recruitment and Selection, Working Conditions and Social Security	21. Postdoctoral appointments (Code), 25. Stability and permanence of employment, 28. Career development, 30. Access to career advice	Completed	The evaluation has been completed and several gaps in implementing the Kodex have been identified; based on this, there are ongoing negotiations in order to renew the Codex. The negotiations are conducted between all universities and universities of applied sciences within the State of Bremen, employee representatives (e.g. Union and Works Council) and the Senator's Office for Science, i.e. on a higher institutional level.
33.	<i>(high priority action)</i> Post-doctoral hiring/continuing employment information online. Individual calculation of previous employment periods/qualification before/after PhD is possible on request	More information, more transparency required: Employment/continuing employment after the doctorate, in particular legal framework conditions, WissZeitVG, individual calculation of previous periods of employment.	Director of Finance and Administration (responsible) Faculties/individual supervisors (responsible for individual calculation information) Department 2: Human Resources (contributing)	I/2023	Recruitment and Selection, Working Conditions and Social Security	21. Postdoctoral appointments (Code), 12. Recruitment, 8. Career development	Extended	[new timing: 2026/Q4] Due to ongoing negotiations on federal level regarding changes of the "WissZeitG" (Academic Fixed-Term Contract Act), the guidelines by the University of Bremen are on stand-by until the new regulations are adopted by parliament (Bundestag).
34.	<i>(high priority action)</i> The website on “Academic Careers”, PhD statistics accessible online	More information needed on career paths in general: rights and responsibilities, opportunities for advancement, permeability of categories, PhD statistics not accessible	Department 1: Academic Affairs / Administrative Unit 11: University Development and Capacity Planning (responsible) Administrative Unit 12: Research Services (contributing)	I/2023	Working Conditions and Social Security	22. Recognition of the profession	Completed	The new website on academic careers was activated on Feb 15, 2024; data on doctoral candidates has been published .
35.	Added overview with required information to the "Central Research Development Fund" website (R1-R4).	It is too little apparent who can apply for what	Administrative Unit 12: Research Services	III/2022	Working Conditions and Social Security	23 Research environment	Completed	The website has been revised with regard to requirements and offers for specific groups of researchers, e.g. with regard to career levels.

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
36.	Diversity monitoring concept is created, requirements and goals of diversity monitoring defined	Insufficient data for diversity monitoring to date	Administrative Unit 04: Equal Opportunities / Anti-Discrimination	I/2024	Working Conditions and Social Security, Ethical and professional aspects	27. Gender balance, 10. Non discrimination	Extended	[new timing: 2028/Q4] The data base on gender-related aspects has been improved and this data will be used for improving equality-ratios on faculty level (please also compare action 39); the data on other diversity dimensions for employees is not sufficient yet and still has to be improved (the University is in close contact with other universities and takes part in federal networks); based on the improved indicators and data, target figures and needs for actions shall be derived; data on students' diversity is a lot more detailed and insightful.
37.	<i>(high priority action)</i> Gender equality embedded in OTM-R strategy.	Necessary to develop own quality standards	Administrative Unit 04: Equal Opportunities / Anti-Discrimination (responsible) Department 2: Human Resources (contributing)	II/2024	Working Conditions and Social Security	27. Gender balance	Completed	Please compare action 2.
38.	Gender Equality Plan of the University of Bremen online.	Gender Equality Plan (GEP) central to EU eligibility	Administrative Unit 04: Equal Opportunities / Anti-Discrimination	I/2022	Working Conditions and Social Security	27. Gender balance	Completed	The Gender Equality Plan is completed, published and aligned with other activities regarding gender equality and diversity.

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
39.	Evaluation report on gender policy work at the University of Bremen available.	Evaluation of gender policy work desired as basis for further measures	Director of Finance and Administration (responsible) Administrative Unit 04: Equal Opportunities / Anti-Discrimination (contributing)	I/2023	Working Conditions and Social Security	27. Gender balance, 10. Non discrimination	Completed	<ul style="list-style-type: none"> o The evaluation was conducted by GESIS/CEWS; it delivers facts, figures and recommendations. o The report itself is for internal use only, but the exposéé is published on the institute's website. o The Administrative Unit for Equal Opportunities and Diversity has derived needs for action as well as measures and is already implementing these, e.g. <ul style="list-style-type: none"> • improved governance with regard to gender and diversity matters (alignment with general university strategy and processes), • on behalf of the Executive Board: bilateral regular exchange with the faculties (current status, development over the past 10 years, diversity-sensitivity, cooperation with central administrative units): these talks will serve as preparation for a retreat including the Director of Finance and Administration, the Vice President for International Affairs, Academic Qualification, and Diversity as well as the Deans in order to address the most pressing issues • renewed structures and division of tasks with regard to the Gender Equality Office and Administrative Unit for Equal Opportunities and Diversity
40.	Position, task description and remuneration of the central women's representative clarified	Position and task description and remuneration of the central women's representative are too vague, making succession difficult.	Director of Finance and Administration	III/2023	Working Conditions and Social Security	27. Gender balance	Completed	

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41.	Matched demand and supply for personnel development measures specifically related to diversity competence	Unclear if diversity competencies adequately covered in staff development offerings (R1-R4), demand also unclear	Administrative Unit 04: Equal Opportunities / Anti-Discrimination (responsible) Administrative Unit 07: Human Resource Development (contributing) Working group HR Development (contributing)	I/2023	Working Conditions and Social Security, Ethical and Professional Aspects	27. Gender balance, 10. Non discrimination	Completed	<ul style="list-style-type: none"> o Please also compare action 42. o BYRD (Bremen Early Career Researcher Development): seminar leaders are sensitized and diversity issues are an integral part of many seminars (e.g. for appointment committees). o Administrative Unit for Equality Opportunities has broadened the scope sensitization (contentwise e.g. to social origin and with regard to consulting on texts for funding applications). o Administrative Unit for Human Resource Development: qualitative exchange with target groups on diversity issues exists, but no systematic data gathering yet; sensitization for diversity competence in selection precesses of seminar leaders, i.e. seminar leaders are sentized to a large extend already. o Further potential for obligatory seminars for employees and stronger focus on diversity-sensitivity during onboarding has been identified.
42.	New website "HR development" online	Lack of information on HR development measures (R1-R4)	Working group HR Development (responsible) Administrative Unit 12: Research Services (contributing) Administrative Unit 07: Human Resource Development (contributing)	III/2023	Working Conditions and Social Security, Training and Development	28. Career development, 30. Access to career advice, 38. Continuing professional development, 39. Access to research training and continuous development	Extended	[new timing: 2025/Q4] The revised website (i.e. merge of existing offers by several providers and the respective websites) has been created, but still has to be double-checked; therefore, it has not been activated yet.
43.	<i>(high priority action)</i> Basic and procedural information on working abroad and scholarships developed and online	Lack of information on working abroad and on scholarships, especially concerning questions of how to remunerate working experience	Department 2 Human Resources	IV/2022	Working Conditions and Social Security	29. Value of mobility	Extended	

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
44.	Strategy for Internationalization updated (incl. language policy)	Strategy for Internationalization outdated, not linked to language policy	Vice President International and Diversity (responsible) Administrative Unit 14: International Office (contributing)	IV/2023	Working Conditions and Social Security	29. Value of mobility	Extended	[new timing: 2024/Q4] The current draft of the new strategy is under revision (led by the International Office in close cooperation with the Executive Board and the Vice President for International Affairs, Academic Qualification, and Diversity) and shall be adopted as soon as possible (if possible by end of 2024).
45.	After updating the internationalization strategy and language policy: More transparency in the language learning offer established (website)	Language learning offers too intransparent	Administrative Department 1: Academic Affairs Language Center (SZHB) (contributing) Administrative Unit 14: International Office (contributing)	II/2023	Working Conditions and Social Security	29. Value of mobility	Completed	The website of the Language Center has been revised.
46.	Evaluation completed on the question whether supervision of theses (BA/MA) may be included in curricular standards calculation (CW).	So far not possible but desired to include supervision of theses work in curricular standards calculation / change in law necessary	Administrative Unit 11: University Development and Capacity Planning	II/2023	Working Conditions and Social Security	33. Teaching	Completed	The need for revision has been examined and a change in legislation has been applied for with the legislative bodies of the State of Bremen (in the context of the renewal of BremHG), but unfortunately the changes were denied; a change of law is the necessary condition for changes within the University.
47.	Complaints and appeals processes more transparent (Website Research Integrity), updated information online	Lack of information on complaints and appeals procedures, legal regulations in place, but implementation unclear	Director of Finance and Administration (responsible) Administrative Unit 12: Research Services (contributing) Administrative Unit 06: Legal Office (contributing) PhD Boards (contributing)	II/2023	Ethical and Professional Aspects, Working Conditions and Social Security Training and Development	31. Intellectual property rights, 34. Complaints/appeals, 40. Supervision, 10. Non discrimination	Completed	Please compare action 10.
48.	Executive Board's decision on teaching load reductions renewed.	Teaching load reductions unclear, review necessary: Possibilities, impacts, trade-off decisions.	Vice President Academic Administrative Unit 11: University Development and Capacity Planning	III/2022	Working Conditions and Social Security	35. Participation in decision making bodies	Extended	[new timing: 2024/Q4] The change requests of the University of Bremen towards the legislative bodies of the State of Bremen have been accepted and were incorporated in the new BremHG in 2023; the University now has to transfer these new regulations to the University's statutes.

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49.	Support in management tasks and securing knowledge in faculties or dean's offices explored (e.g. on annual reviews for independent scientific staff)	Explore how deaneries can be supported in their management tasks. This is primarily a matter of responsibility towards independent academic staff.	Director of Finance and Administration (responsible) Administrative Unit 08: Central Administrative Affairs / Organizational Development (contributing)	IV/2023	Training and Development	37. Supervision and managerial tasks	Extended	[new timing: 2027/Q4] As for action 48, the changed legislation has to be transferred to the University's statutes with special focus on diversity and knowledge transfer.
50.	<i>(high priority action)</i> HR development concept and competence profile online in German and English. The competence profile linked to further training/personnel development offers.	Personnel development concept and associated competence profile not sufficiently known by scientists	Working group HR Development (responsible) Administrative Department 1: Academic Affairs (contributing) Administrative Unit 07: Human Resource Development (contributing)	IV/2022	Training and Development	38. Continuing professional development	Completed	The concept has been completed, incorporates the European Competence Framework and is published ; knowledge about the concept has been spread due to discussion of DORA (assessment of academic merit).
51.	Continuing education opportunities for tenured mid-level scientists reviewed/further developed.	Lack of information on continuing education for scientists in permanent positions	Working group HR Development (responsible) Administrative Unit 07: Human Resource Development (contributing)	I/2024	Training and Development	38. Continuing professional development	Extended	[new timing: 2025/Q4] The conceptualization of the new seminars has started.
52.	Supervision agreement for doctoral researchers updated and online	Supervision agreement not used systematically enough as a career development tool	Vice President Research (responsible) PhD Boards (contributing) Administrative Unit 12: Research Services (contributing)	III/2023	Training and Development	40. Supervision, 28. Career development, 31. Intellectual property rights, 36. Relation with supervisors	Completed	BYRD (Bremen Early Career Researcher Development) has published a voluntary template on its website ; experience with this and other templates shall be gathered and appreciated in future and a more binding document shall be developed.
53.	<i>(high priority action)</i> The competence profile is established as the basis for annual appraisals, a concept for annual appraisal in science developed	Annual appraisal for scientists not yet obligatory, (re-)establish as mutual feedback meeting Use competence profile as basis for discussion	Vice President Research (responsible) Working group HR Development (contributing) Administrative Unit 07: Human Resource Development (contributing) Department 1 Academic Affairs (contributing)	II/2024	Working Conditions and Social Security, Training and Development	28. Career development, 36. Relation with supervisors, 37. Supervision and managerial tasks, 39. Access to research training and continuous development,	Extended	[new timing: 2025/Q4] The annual appraisals are established in the faculties and in several workshops involving all status groups; the status quo (pros and cons of the current concept, needs for improvement) of the annual appraisals has been determined; the implementation of the workshop results is in progress; the results are also used in order to fulfill actions 54 and 55.

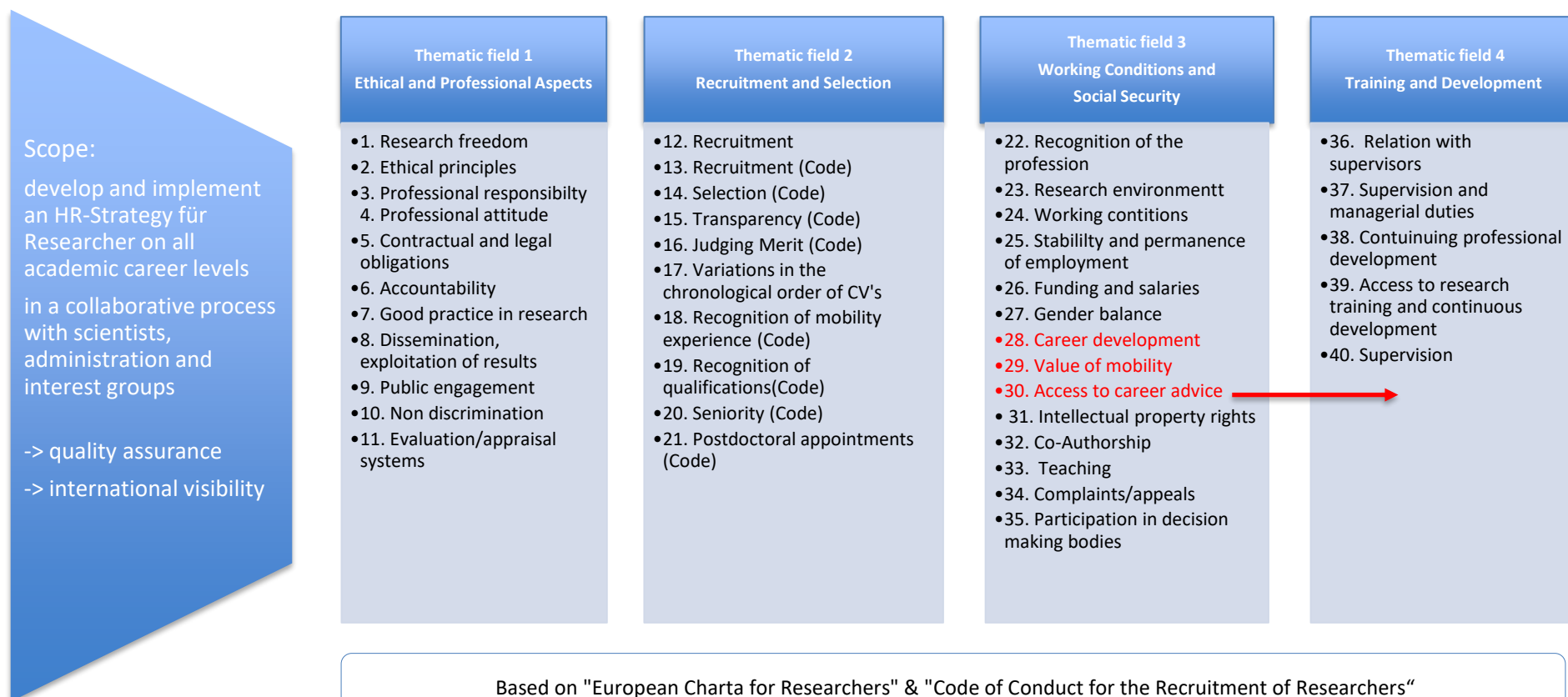
#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
						40. Supervision		
54.	Training for annual appraisal: Demand clarified and offers developed	Training on annual appraisals desired, knowledge transfer on WissZeitVG necessary	Administrative Unit 07: Human Resource Development	III/2023	Ethical and Professional Aspects, Working Conditions and Social Security, Training and Development	3. Professional responsibility, 28. Career development, 36. Relation with supervisors, 37. Supervision and managerial tasks, 39. Access to research training and continuous development, 40. Supervision	Completed	This action is closely connected to action 53: In workshops, needs for improvement of annual appraisals and the respective seminars have been determined; the results are used for the constant improvement of the seminars; additionally, specific webinars on legal aspects (primarily "WissZeitG" = legislation on fixed-term contracts in academia) have been established.
55.	Expand existing guide on annual reviews specifically on annual reviews in science.	General guidelines exist but not specified to science	Administrative Unit 07: Human Resource Development	IV/2022	Training and Development	3. Professional responsibility, 28. Career development, 30. Access to career advice, 36. Relation with supervisors 37. Supervision and managerial tasks, 39. Access to research training and continuous development, 40. Supervision	Extended	[new timing: 2025/Q4] Please also compare action 53 and 54: Based on workshops, the re-conceptualization of the guideline is in progress and - once the revision is finished - will be used in the annual appraisals and the respective seminars.

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
56.	<i>(high priority action)</i> Development of an e-tool for recruitment	We do not have an e-tool for recruitment yet (see OTM-R checklist)	Director of Finance and Administration (responsible) Administrative Unit 08: Central Administrative Affairs / Organizational Development (contributing) Department 2: Human Resources (contributing) Chief Digital Officer (contributing) Administrative Unit 06: Legal Office (contributing)	III/2024	Recruitment and Selection	12. Recruitment, 13. Recruitment (Code), 14. Selection (Code), 15. Transparency (Code)	Extended	[new timing:2027/Q4] Initially, the process was delayed due to external conditions (e.g. requirements by the State of Bremen, data protection issues), but the selection of suitable software is currently underway and a pilot for the central administration is currently being designed; based on this pilot, a roll-out of the software is planned.
57.	<i>(high priority action)</i> HRS4R communication and awareness raising (continuously)	We seek to inform all scientists regularly. Also we strive for embedding HRS4R and OTM-R into university structures and working culture.	Director of Finance and Administration (responsible) Administrative Unit 03 University Communication and Marketing (contributing) Administrative Unit 11 University Development and Capacity Planning (contributing)	Continuously	Overarching topic	Overarching topic	Extended	This action is an ongoing process; many sub-actions have already been established, e.g. regular status reports in the Academic Senate and in committees, publication of the logo and regular revision of the HRS4R-website; other sub-actions still have to be improved, like a regular newsletter.
58.	Staff retention concept: Based on the completed action 2 from the Initial Phase (development of an HR Recruitment Concept = OTM-R strategy), the concept shall be extended to staff development and strengthening staff retention as well as considering quality assurance measures.	Measures on staff retention are not yet consistently conceptualized and quality assurance measures for hiring and retention processes are not complete yet.	Steering Committee (responsible) Working group HR Development (contributing) Department 2: Human Resources (contributing) Administrative Unit 07: Human Resource Development (contributing) Administrative Unit 11 University Development and Capacity Planning (contributing) Administrative Unit 12: Research Services (contributing)	IV/2027	Overarching topic	Overarching topic	New	

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
59.	Institutionalized feedback on the HR Award: Involvement of all status groups by e.g. - strengthened integration of existing structures/committees (e.g. "AG Mittelbau", Research Commission) - organization of a retreat on the HR strategy (comparable to a retreat by the Academic Senate)	During the Implementation Phase, feedback from and involvement of several status groups was done, but not sufficiently; these structures need to be clarified and improved.	Administrative Unit 11 University Development and Capacity Planning (responsible) Steering Committee (contributing)	IV/2028	Overarching topic	Overarching topic	New	
60.	Professionalization of leadership, with focus on deaneries: - work group on "compass of values" (survey of managers and staff on expectations of leadership, aim: agreement on shared values in leadership) - work group on onboarding (identification of existing structures and best practices, derivation of needs for action, aim: consistent structures and strengthened welcome culture) - Mental Health: In May 2024, the Academic Senate held a retreat on mental health; based on this, mental health shall be a regular reporting item on the AS agenda and the AS has to define common goals for this topic, aiming at professionalization of leadership - relation to action 49 from the Initial Phase: support of deaneries in management tasks - relation to actions 53-55 from the Initial Phase: revision of annual appraisals	Leadership positions (esp. the deaneries) face a broad spectrum of responsibilities, missing guidelines/templates for several processes increase the workload.	Director of Finance and Administration (responsible) Administrative Unit 07: Human Resource Development (contributing) Administrative Unit 08: Central Administrative Affairs / Organizational Development (contributing) Administrative Unit 11 University Development and Capacity Planning (contributing) Department 2: Human Resources (contributing)	IV/2030	Training and Development	36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing professional development 39. Access to research training and continuous development 40. Supervision	New	

#	Action/Milestone	Gap Analysis	Responsible unit	Timeline	Thematic field	Principle (Charter and Code)	Status	Remarks
61.	<p>Quality management of information provided on websites: During the Implementation Phase, the information provided on the University's website has been re-structured, translated and checked for gender and diversity sensitivity; based on actions 5, 6 and 21, this quality standard shall be preserved by annual inspection cycles</p>	Based in extensive revisions, regular quality checks of information provided are still missing.	<p>Director of Finance and Administration (responsible) Working group HR Development (contributing) Administrative Unit 07: Human Resource Development (contributing) Department 1: Academic Affairs (contributing) Department 2: Human Resources (contributing) Administrative Unit 03: University Communication and Marketing (contributing) Administrative Unit 04: Equal Opportunities / Anti-Discrimination</p>	IV/2025	Ethical and Professional Aspects, Recruitment and Selection	10. Non discrimination, 15. Transparency (Code)	New	
62.	<p>Matching of the actions to the principles of the renewed "Charter for Researchers"</p>	According to the rules, the principles from 2005 were applied until the end of the current phase (Implementation Phase), but the actions have to be re-matched with the principles from 2023 in the Renewal Phase	<p>Administrative Unit 11 University Development and Capacity Planning (responsible) Steering Committee (contributing)</p>	IV/2025	Overarching topic	Overarching topic	New	

4. At a Glance: HRS4R Thematic Fields, Scope and Process



Process

