

Action plan of University of Jena

(for the application to the “HR Excellence in Research Award”)

Website / Accessibility of information

Proposed Actions	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>Improve the distribution of information via the University website:</p> <ul style="list-style-type: none"> • Improve accessibility (e.g. Chatbot, a-z Index) • Fill known gaps: Career page for early career researchers, publish strategy on gender equality • Create a working group to identify and fill further gaps 	Q2 2028	Communications and Marketing, Graduate Academy	<p>Target:</p> <ul style="list-style-type: none"> • Improve the distribution of information <p>Indicators:</p> <ul style="list-style-type: none"> • Tool for improved accessibility is established • Career page for early career researchers is online • Working group is established • List of gaps to work on
<p>Create an accessible information tool (“Führungshandbuch”/ Management handbook) for people in leadership positions (particularly professors) that includes an overview on regulations, strategies, policies and guidelines</p> <ul style="list-style-type: none"> • Collect and evaluate relevant documents • Choose and implement the right tool (e.g. Website governance.uni-jena.de) 	Q1 2027	Human Resources (Development)	<p>Target:</p> <ul style="list-style-type: none"> • Awareness of and support for leadership, management and administrative tasks <p>Indicators:</p> <ul style="list-style-type: none"> • Management handbook is available
<p>English translation of</p> <ul style="list-style-type: none"> • all forms and documents (incl. contracts) • information for researchers • the university website 	Q2 2028	Human Resources, Communications and Marketing	<p>Target:</p> <ul style="list-style-type: none"> • Advance internationalisation <p>Indicators:</p> <ul style="list-style-type: none"> • Translate at least 3 forms/documents/websites per year

Onboarding

Proposed Actions	Timing	Responsible Unit	Indicator(s) / Target(s)
Revision of the welcome event for new professors	Q2 2027	Appointment Management	<p>Target:</p> <ul style="list-style-type: none"> Better distribution of information, better integration of new Professors <p>Indicator:</p> <ul style="list-style-type: none"> Revised event takes place
Revision of the welcome event and development of a concept for the onboarding phase for new PhD candidates	Q3 2026	Graduate Academy	<p>Target:</p> <ul style="list-style-type: none"> Improve the participation rate in the welcome event and the integration into the university <p>Indicators:</p> <ul style="list-style-type: none"> Revised event takes place Existence of concept for onboarding phase
Simplify the technological onboarding process: Automatic distribution of Computer centre account and Campus Card after signing the contract	Q2 2026	Communications and Marketing (with Computer Center, Thoska office)	<p>Target:</p> <ul style="list-style-type: none"> Facilitate the onboarding process <p>Indicator:</p> <ul style="list-style-type: none"> Existence of automatic distribution of computer centre account and campus card

Leadership / Management

Proposed Actions	Timing	Responsible Unit	Indicator(s) / Target(s)
Draft and adopt a guideline on leadership responsibilities of senior academic staff	Q3 2025	Head of Administration	Indicators: <ul style="list-style-type: none"> Guideline passed the “Senate” Academic staff with leadership / management responsibilities is aware of the guideline
Offer coaching and team building measures to new professors	Q3 2025	Appointment Management, Human Resources (Development)	Target: <ul style="list-style-type: none"> Career development for Senior researchers Supporting the introduction into a new leadership position Indicator: <ul style="list-style-type: none"> All professors are offered coaching in the context of their appointment negotiations
<p>Improve communication between researchers in leadership positions and staff:</p> <ul style="list-style-type: none"> Revise the guidelines for Employment reviews and status/career talks to create a communication guideline that includes additional dialogue formats (conflict dialogue, feedback dialogue...) Include a necessary update of the supervision agreement in the guideline for status talks Create incentives for the realisation of formalised employment reviews (e.g. report on the percentage of realised talks, introduce reminder functions in the ERP system etc.) 	Q3 2027	Human Resources (Development), Graduate Academy	Target: <ul style="list-style-type: none"> Improve communication Indicators: <ul style="list-style-type: none"> Revised guidelines are available. Reminder / reporting system is in place.

Supervision

Proposed Actions	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>Introduction of binding annual status talks for PhD candidates (with an update of the supervision agreement) and biannual career talks for postdocs (R2)</p> <ul style="list-style-type: none"> • Implementation of a documentation function and reminders for supervisors in the administration system doc-in • Regular evaluation 	Q3 2027	Graduate Academy	<p>Target:</p> <ul style="list-style-type: none"> • increased commitment amongst supervisors <p>Indicator:</p> <ul style="list-style-type: none"> • Number of career and status talks registered in doc-in
<p>Introducing a mandatory second supervisor for PhD candidates and promoting the formation of advisory boards</p>	Q2 2028	Executive Board, Faculties, Graduate Academy (support)	<p>Target:</p> <ul style="list-style-type: none"> • Disentangle supervision of PhD candidates and reduce concentration of power <p>Indicator:</p> <ul style="list-style-type: none"> • Change in regulations
<p>Implementation of a doc-out survey</p>	Q4 2026	Graduate Academy	<p>Target:</p> <ul style="list-style-type: none"> • Continuous evaluation of the quality of supervision and working conditions of PhD candidates <p>Indicator:</p> <ul style="list-style-type: none"> • Every PhD graduate is invited to fill out the doc-out survey
<p>Conceptualise and implement a university-wide Supervisor Award</p>	Q2 2028	Graduate Academy	<p>Target:</p> <ul style="list-style-type: none"> • Recognise good supervision <p>Indicator:</p> <ul style="list-style-type: none"> • Supervisor award is awarded at least bi-annually

Gender equality and diversity

Proposed Actions	Timing	Responsible Unit	Indicator(s) / Target(s)
Development of a university-wide concept on Dual Career services that serves all status groups at the university	Q1 2027	Appointment Management	Target: <ul style="list-style-type: none"> • Improve gender equality Indicator: <ul style="list-style-type: none"> • Dual Career services concept exists
Evaluate a possible gender pay gap amongst professors and, if necessary, formulate actions to close the gap	Q3 2026	Vice president for University Community & Engagement, Human Resources	Target: <ul style="list-style-type: none"> • Increase transparency and fairness in negotiations Indicator: <ul style="list-style-type: none"> • Report on gender pay gap and, if necessary, formulate measures
Support peer networking for various diversity criteria (first generation academics, disabilities/chronical illnesses etc.)	Q2 2026	Graduate Academy, Diversity office	Target: <ul style="list-style-type: none"> • Increase peer support Indicator: <ul style="list-style-type: none"> • Networking event for at least one group per year

Recruiting and selection processes

Proposed Actions	Timing	Responsible Unit	Indicator(s) / Target(s)
Create a Policy for “Open, Transparent and Merit-based Recruitment of Researchers” (OTM-R Policy)	Q4 2026	Human Ressources	Target: <ul style="list-style-type: none"> Fulfil the formal requirement of the OTM-R checklist Indicator: <ul style="list-style-type: none"> OTM-R Policy is published on the University website
Align the job posting of non- professorial positions to the OTM-R policy: <ul style="list-style-type: none"> Develop and communicate clear criteria for not publishing certain job advertisements (which needs to be an exception) Publish every job advertisement in English Publish a significant number of open positions on EURAXESS (if the position is suitable for international recruiting) 	Q3 2026	Human Ressources	Target: <ul style="list-style-type: none"> Align current practices with OTM-R principles Indicators: <ul style="list-style-type: none"> Criteria are published Job advertisements are published in English EURAXESS is used as an additional publication platform for open positions
Guidelines for the selection of personnel: <ul style="list-style-type: none"> Align with OTM-R policy Increase awareness for the guidelines amongst academic staff 	Q4 2026	Human Ressources	Target: <ul style="list-style-type: none"> Align the selection of personnel with OTM-R principles Indicators: <ul style="list-style-type: none"> Revised guidelines are published
Strengthen the assessment of potential leadership skills when selecting professors: <ul style="list-style-type: none"> Develop a concept for including an evaluation of leadership skills of candidates Promote funding for external assessment centers to evaluate leadership skills 	Q2 2028	Appointment Management	Target: <ul style="list-style-type: none"> Promote leadership skills amongst senior researchers Indicator: <ul style="list-style-type: none"> Existence of the concept

Working conditions

Proposed Actions	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>Monitor that the working hours of academic employees don't exceed legal requirements:</p> <ul style="list-style-type: none"> • Implement a tool to record the working hours of academic staff (e.g. adaptation and transfer of the regulations for non-academic staff to academic staff) • Check the potential use of the ERP system for monitoring and to make certain processes more transparent (e.g. holiday request, request for further training) • Remind superiors and employees of the limit of 10 working hours maximum per day at a time 	Q2 2028	Human Resources	<p>Target:</p> <ul style="list-style-type: none"> • Improve working conditions and avoid power abuse and (self-)exploitation <p>Indicator:</p> <ul style="list-style-type: none"> • Working hours of the academic staff are recorded and do not exceed 10 hours a day
<p>Improve part-time employment of early career researchers:</p> <ul style="list-style-type: none"> • Adjust the university's guideline for fixed-term positions: increase the minimum required paid job share from 50% to 65% for PhD candidates (and in the long-term to 100%) 	Q2 2028	Vice-President for Research & Innovation, Senate	<p>Target:</p> <ul style="list-style-type: none"> • Improve the attractiveness of positions and the financial situation of PhD candidates <p>Indicator:</p> <ul style="list-style-type: none"> • Regulations are changed accordingly

Qualification / Further Training

Proposed Actions	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>Expand E-Learning and the use of AI</p> <ul style="list-style-type: none"> • Introduce online course “Good Scientific Practice” • Identify additional core topics suitable for E-Learning and conceptualise courses • Explore the potential of AI in training 	Q4 2027	Graduate Academy, Human Ressources (Development), LehreLernen, zedif	<p>Target:</p> <ul style="list-style-type: none"> • Make Career Training more accessible <p>Indicator:</p> <ul style="list-style-type: none"> • Three E-learning courses are offered
<p>Establish training for new professors:</p> <ul style="list-style-type: none"> • As a general rule every new professor should attend at least one workshop (topic free of choice) during the first three years. 	Q4 2027	Appointment Management	<p>Target:</p> <ul style="list-style-type: none"> • Expand leadership development for senior researchers <p>Indicator:</p> <ul style="list-style-type: none"> • Training is addressed in the individual performance contract
<p>Enforce right to participate in career development programmes and workshops during working hours</p> <ul style="list-style-type: none"> • internal guideline on minimum hours for further qualification • check the option to change to a digitalised registration of needs (e.g. ERP system) 	Q4 2026	Human Ressources (Development)	<p>Target:</p> <ul style="list-style-type: none"> • Raise awareness for professional career development as part of a job profile <p>Indicator:</p> <ul style="list-style-type: none"> • Guidelines exist that set standards for a right of further qualification with a set number of hours per year

Other Actions

Proposed Actions	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>Increase transparency of the system of ombudspersons:</p> <ul style="list-style-type: none"> • Improve information on website (landing page) • Explore the option to combine the two existing Ombudsperson committees (one for good research practice and one for mediating conflicts in supervision relationships) • Possibly establish a single clearing office for first contact / consultation (which currently only exists for the ombudspersons for conflicts in supervision relationships) 	Q1 2028	Vice-President for Research & Innovation, Graduate Academy	<p>Target:</p> <ul style="list-style-type: none"> • increase accessibility of the system of ombudspersons <p>Indicator:</p> <ul style="list-style-type: none"> • Landing page is online • Concept for the revised system exists
<p>Initiate a discussion about the implementation of departmental structures:</p> <ul style="list-style-type: none"> • Create a working group to evaluate current practises, collect and assess examples from other universities and develop ideas for a possible implementation at the University of Jena 	Q2 2027	Executive board	<p>Target:</p> <ul style="list-style-type: none"> • Preparation of a reform of the university structures <p>Indicator:</p> <ul style="list-style-type: none"> • Working group meets biannually
<p>Develop the concept for permanent positions into a concept for diverse career paths which defines transparent and distinct profiles (researcher, lecturer, manager etc.) and serves as a basis for targeted HR development measures (qualification)</p>	Q4 2026	Graduate Academy, Human Resources (Development)	<p>Target:</p> <ul style="list-style-type: none"> • Increase visibility of career paths <p>Indicator:</p> <ul style="list-style-type: none"> • Concept is published and communicated
<p>Expand activities with and for PhD graduate alumnis:</p> <ul style="list-style-type: none"> • Alumni newsletter • Expand Networking event with Alumni during the Career Days 	Q4 2026	Graduate Academy	<p>Targets:</p> <ul style="list-style-type: none"> • career tracking purposes as well as for including them in career orientation activities for the current early career researchers <p>Indicators:</p> <ul style="list-style-type: none"> • Alumni newsletter is established • Revised networking event takes place

Other Actions

Proposed Actions	Timing	Responsible Unit	Indicator(s) / Target(s)
Structure and intensify the ongoing discussions about the Coalition for Advancing Research Assessment (CoARA): <ul style="list-style-type: none"> • Create a working group to evaluate and initiate the implementation of the CoARA principles 	Q4 2026	Service Center Research and Transfer	Target: <ul style="list-style-type: none"> • Raise awareness for a merit-based and multifaceted researcher assessment Indicator: <ul style="list-style-type: none"> • Working group meets at least biannually • strategy paper is created
Subject-specific support of transfer activities: <ul style="list-style-type: none"> • Adjust and expand the support offers to meet the needs of the Humanities and Social Sciences (e.g. by offering specific trainings or counselling) 	Q1 2026	Service Center Research and Transfer	Target: <ul style="list-style-type: none"> • Increase support offers for areas with less transfer activities Indicator: <ul style="list-style-type: none"> • Trainings and Counselling specifically for Humanities and Social Sciences are offered
Internationalisation of transfer activities: <ul style="list-style-type: none"> • Intensify international networks • Make use of digital tools 	Q3 2027	Service Center Research and Transfer	Target: <ul style="list-style-type: none"> • Create development opportunities for Start-ups with university origin Indicators: <ul style="list-style-type: none"> • Increased number of international contacts • Digital tools are in use
Initiate a process to create an open science guideline: <ul style="list-style-type: none"> • Prepare an application for a programme to support institutions to create an open science guideline 	Q4 2026	Zedif, Vice-President for Research & Innovation	Target: <ul style="list-style-type: none"> • Create awareness for open science Indicator: <ul style="list-style-type: none"> • Application is written and submitted