

## Action Plan 2017-2020

Area I: Ethical and Professional Aspects						
Action 1	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Further develop the workplace health management system (WHM).	7. Good practice in research	Q3 2020	WHM	1. Delivery of workshops to analyse psychological stress and resources in the workplace (min. 4 workshops). 2. Implementation of activities to promote health (min. 2 activities) and their evaluation.	Completed	<ul style="list-style-type: none"> <li>The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 41).</li> </ul>
Action 2	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Review and, where applicable, improve workplace integration management.	7. Good practice in research	Q2 2019	WHM	1. Execution of review (result) 2. Revision of the FINDUS process and other documents (completion).	Completed	
Action 3	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Translate basic processes in the HSE system (Workplace safety, health protection and environmental protection) into English.	7. Good practice in research	Q4 2019	HSE	1. Number of processes and documents in the HSE system that have been translated (min. 30 processes).	Completed	<ul style="list-style-type: none"> <li>The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 39).</li> </ul>
Action 4	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Enhance IT security.	7. Good practice in research	Q3 2020	K	1. Development and implementation of further IT security measures (min. 3 guidelines/measures).	Completed	
Action 5	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Modernise hardware and software.	7. Good practice in research	Q3 2020	K, DPC	1. Financial backup of ongoing modernisation (provision of funds)	Completed	
Action 6	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Promote the transfer of research results and the use of knowledge.	8. Dissemination, exploitation of results 9. Public engagement	Q3 2020	VP 3, TAFH	1. Implementation of the "Transfer 2020" strategy (result). 2. Execution of a transfer audit (result).	Completed	<ul style="list-style-type: none"> <li>The "Transfer 2020" strategy was implemented as planned and will be readjusted from 2021 in the form of the new University Development Plan V. In concrete terms, this means creating an even more distinct content-based and interdisciplinary profile; making research and innovation processes even more international; embracing open innovation and open science; initiating research careers; and enhancing technologies, innovation and entrepreneurship in the region (for new actions in this thematic area, see Actions 28-31).</li> </ul>

## Area II: Recruitment and Selection

Action	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
<b>Action 7</b>						
Review appointment processes with regard to the composition of appointment committees in relation to the selection decision.	10. Non-discrimination	Q4 2019	EOO	1. Implementation of an analysis and presentation of a result.	Completed	
<b>Action 8</b>						
Sustainably implement the OTM-R policy.	12. Recruitment (Charter) 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code)	Q2 2019	HR	1. Further implementation of points from the OTM-R checklist that are still unresolved (in particular concerning question 12). 2. Provision of information and further training on the topic of OTM-R to persons involved in selection processes (min. 6 events). 3. Existence of information and training materials. 4. Regular meetings of the OTM-R working group (min. 3 meetings).	Completed	<ul style="list-style-type: none"> <li>The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 36).</li> </ul>
<b>Action 9</b>						
Establish an alumni network of former PhD students.	12. Recruitment (Charter), additional	Q4 2019	HR, TAFH	1. Establishment of a database. 2. Selective sending of information (min. 3 mailing campaigns). 3. Holding of events for special purposes (min. 1 event).	Completed	
<b>Action 10</b>						
Intensify services for international employees, exploit synergies with International Office.	18. Recognition of mobility experience (Code)	Q2 2019	HR, IO	1. Implementation of the support concept for refugee researchers/researchers at risk (support of min. one refugee researcher). 2. Introduction of additional services and information sources for international staff (min. 1 new offer).	Completed	

Action 11	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Make job advertisements more international.	18. Recognition of mobility experience (Code)	Q2 2019	VP 1, HR	1. Process optimisation and evaluation of the effects of international job advertisements (existence of a result). 2. Implementation of activities for researchers at risk (min. 1 activity).	Completed	
Action 12	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Strengthen the international outlook at FH Münster.	18. Recognition of mobility experience (Code)	Q4 2018	VP 1, IO	1. Conceptual design and implementation of further internationalisation activities in the areas of "Internationalisation @ Home", "student mobility" and "business development" on the basis of the ASC Internationalisation (min. 3 activities). 2. Addressing of the topic "acquisition of PhD students abroad" in the Internationalisation working group (existence of a result).	Completed	
Action 13	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Promote researchers in the postdoctoral phase.	21. Postdoctoral appointments (Code of Conduct)	Q3 2018	HR	1. Implementation of the "Trainee Professorship" support programme (Nachwuchsprofessur); target group: postdocs (min. 3 applications submitted). 2. Offer of career advice for postdocs (provision of the service). 3. Establishment of a quality event for assistant professors.	Completed	

### Area III: Working Conditions and Social Security

Action 14	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Further develop the workplace health management system.	23. Research environment	Q3 2020	WHM	1. Delivery of workshops to analyse psychological stress and resources in the workplace (min. 4 workshops). 2. Implementation of activities to promote health (min. 2 activities) and their evaluation.	Completed	<ul style="list-style-type: none"> <li>The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (See Action 41).</li> </ul>
Action 15	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Review and, where applicable, improve workplace integration management.	23. Research environment	Q2 2019	WHM	1. Execution of review (result). 2. Revision of the FINDUS process and other documents (completion).	Completed	
Action 16	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Expand advisory services on the topic of combining family and work.	24. Working conditions	Q1 2024	EOO, Family Service, HR	1. Establishment of flexible child care at the Steinfurt site (establishment). 2. Development of additional advisory services and concepts (min. 114 consultations / 3 implemented concepts). 3. Linking of the different advisory services with other services offered at FH Münster (also in cooperation with HR).	In Progress	<ul style="list-style-type: none"> <li>The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 46).</li> </ul>

Action	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
<b>Action 17</b>						
Consider the issue of equality in concepts ("normalisation").	24. Working conditions	Q3 2020	EOO, HR	1. Avoidance of gender stereotypes in concepts (e.g. no specific mentoring for women, normalisation).	Completed	
<b>Action 18</b>						
Further establish the support of early stage researchers as an element of human resource development.	28. Career development	Q4 2018	HR, TAFH	<ol style="list-style-type: none"> <li>1. Implementation of the further developed PhD programme ("Qualifizierungsstellen") (min. 20 individuals supported).</li> <li>2. Offer of career advice for all early stage researchers (establishment of the service, min. 80 consultations).</li> <li>3. Improvement in the provision of information for PhD students, e.g. on cooperative PhD programmes (min. 2 information materials and 3 events).</li> <li>4. Establishment of a presentation and networking event for academic staff (in particular early stage researchers) on a trial basis.</li> <li>5. Inclusion of the support of early stage researchers in the university-wide human resources development concept to be further developed.</li> </ol>	Completed	<ul style="list-style-type: none"> <li>• The action is modified to ensure continuous improvement, updated with a new name/focus and different objectives/indicators, and merged into other actions (see in particular Action 50, as well as Actions 55, 56, 59, 60).</li> </ul>
<b>Action 19</b>						
Support early-stage researchers in the postdoctoral phase.	28. Career development	Q3 2018	HR	<ol style="list-style-type: none"> <li>1. Implementation of the "Trainee Professorship" support programme ("Nachwuchswissenschaftler"); target group: postdocs (min. 3 applications submitted).</li> <li>2. Offer of career advice for postdocs (provision of the service).</li> <li>3. Establishment of a quality event for trainee professors.</li> </ol>	Completed	<ul style="list-style-type: none"> <li>• The action is modified to ensure continuous improvement, updated with a new name/focus and different objectives/indicators, and merged into other actions (see Actions 55, 56, 60).</li> </ul>
<b>Action 20</b>						
Provide selected professional further training of a general interest to academic staff.	28. Career development	Q2 2019	HR, Presidential Board	<ol style="list-style-type: none"> <li>1. Internal consultation: definition of topics (e.g. Advanced Statistics, Programming in R, Scientific Writing) and clarification of the structures and responsibilities required for implementation.</li> <li>2. Based on this: provision of funding.</li> <li>3. Implementation of events (min. 6 workshops executed).</li> </ol>	Completed	<ul style="list-style-type: none"> <li>• The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 60).</li> </ul>
<b>Action 21</b>						
Further train professors with responsibility for staff on the topic of human resources development and leadership.	40. Supervision	Q3 2020	HR; in some cases P, VP 2, VP 3	<ol style="list-style-type: none"> <li>1. Offer of consultation and coaching on the topic of leadership and conflict resolution (provision of the services).</li> <li>2. Preparation of new deans for leadership and managerial duties (min. 10 participants).</li> <li>3. Implementation of an on-boarding and development programme for (new) professors. Examples of topics: strategy, leadership, research management (min. 20 participants).</li> <li>4. Inclusion of the qualification of professors on the topic of human resource development and leadership in the university-wide human resources development concept to be further developed.</li> </ol>	Completed	<ul style="list-style-type: none"> <li>• The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 58).</li> </ul>

Action 22	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Offer career advice for all groups of researchers.	30. Access to career advice	Q1 2018	HR	1. Number of consultations and workshops conducted (min. 120 consultations, 5 workshops).	Completed	
<b>Area IV: Training and Development</b>						
Action 23	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Improve review and feedback mechanisms.	36. Relation with supervisors	Q4 2019	HR, VP 2, Sc. Comm. DC	1. Implementation of the further developed process on PhD programme ("Qualifizierungsstellen") (min. 20 individuals supported).	Completed	
Action 24	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Develop a mentoring programme for the area of research.	37. Supervision and managerial duties	Q3 2019	HR	1. Integration of mentoring into the university-wide human resources development concept to be further developed.	Completed	
Action 25	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Implement knowledge retention options in the case of departing employees.	37. Supervision and managerial duties	Q3 2019	HR	1. Conceptual design and creation of a "knowledge retention toolbox", implementation of consultations and information events (min. 6 consultations / 2 information events).	Completed	
Action 26	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Further develop the human resources development concept of FH Münster.	38. Continuing Professional Development	Q2 2020	HR, P	1. Needs assessment in exchange with target groups and stakeholders (min. 25 discussions and 4 workshops). 2. Introduction of new tools and offers (min. 3 tools and offers). 3. Existence and implementation of a modified human resources development strategy. 4. Public relations (min. 8 entries on the intranet)	Completed	<ul style="list-style-type: none"> <li>The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 51).</li> </ul>
Action 27	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Further train professors with responsibility for staff on the topic of human resources development and leadership.	40. Supervision	Q3 2020	HR, in some cases P, VP 2, VP 3	1. Offer of consultation and coaching on the topic of leadership and conflict resolution (provision of the services). 2. Preparation of new deans for leadership and managerial duties (min. 10 participants). 3. Implementation of an on-boarding and development programme for (new) professors. Examples of topics: strategy, leadership, research management (min. 20 participants). 4. Inclusion of the qualification of professors on the topic of human resource development and leadership in the university-wide human resources development concept to be further developed.	Completed	<ul style="list-style-type: none"> <li>The action is modified to ensure continuous improvement and updated with a new name/focus and different objectives/indicators (see Action 58).</li> </ul>

**Legend: Abbreviations** (*“Responsibility” column*)

P:	President
K:	Chancellor
VP 1:	Vice-President for teaching and international affairs
VP 2:	Vice-President for Research and University Planning
VP 3:	Vice-President for Knowledge Transfer, Cooperation and Innovation
HSE:	Occupational health and safety and environmental protection
DPC:	Data Processing Centre
EOO:	Equal Opportunities Officer
WHM:	Workplace Health Management
HR:	Human Resources
IO:	International Office
TAFH:	TAFH Münster GmbH (Transfer Agency)
Sc. Comm. DC:	Scientific Commission of the Doctoral College

## Action Plan 2021-2024

Area I: Ethical and Professional Aspects						
Action	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
<b>Action 28</b>						
Promote open access and launch a publishing fund.	8. Dissemination, exploitation of results, 9. Public engagement	Q1 2022	UL, VP 2	1. Establishment of the fund and support/awarding of approx. 50 publications amounting to €40,000 p.a.	New	
<b>Action 29</b>						
Develop research data management.	3. Professional responsibility, 8. Dissemination, exploitation of results, (and 23. Research environment (Area 3))	Q1 2023	RF, VP 2	1. Completion of research data management (result/product)	New	
<b>Action 30</b>						
Implement current research information system (CRIS).	5. Contractual and legal obligations, 8. Dissemination, exploitation of results, 9. Public engagement	Q4 2023	RF, VP 3, VP 2	1. Implementation of research information system (result/product)	New	
<b>Action 31</b>						
Support individuals interested in starting a business and founders.	8. Dissemination, exploitation of results, 9. Public engagement	Q4 2023	StC / VP 3	1. Realisation of 300 consultations.	New	
<b>Action 32</b>						
Establish an Ethics Committee.	2. Ethical principles, 4. Professional attitude	Q1 2024	Senate	1. Establishment of the Ethics Committee and holding of min. 4 meetings 2. Development of regulations	New	
<b>Action 33</b>						
Undertake a study to analyse the gender pay gap at FH Münster.	10. Non-discrimination (and 26. Funding and salaries (Area 3))	Q4 2021	Project team	1. Existence of a result 2. Implementation of measures, if necessary and possible	New	
<b>Action 34</b>						
Revision of the guidelines for good scientific practice	3. Professional responsibility, 4. Professional attitude, 5. Contractual and legal obligations	Q2 2021	VP 2, Senate	1. Drafting of the guidelines 2. Approval in the senate	New	

## Area II: Recruitment and Selection

Action	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
<b>Action 35</b>						
Add an interdisciplinary perspective to the appointment procedure.	12. Recruitment, 13. Recruitment (Code), 14. Selection (Code), 16. Judging merit (Code), 19. Recognition of qualifications (Code)	Q1 2024	HR	<ol style="list-style-type: none"> <li>1. Completion of information materials</li> <li>2. Establishment/nomination/qualification of an individual to accompany the appointment procedure</li> <li>3. Pilot (external) support of 4-5 appointment procedures</li> </ol>	New	
<b>Action 36</b>						
Achieve and further develop a recruitment policy (OTM-R) from a gender perspective.	13. Recruitment (Code) & 14. Selection (Code) (and 10. Non-discrimination (Area 1), 27. Gender balance (Area 3))	Q1 2024	HR	<ol style="list-style-type: none"> <li>1. Revision and publication of the OTM-R policy, and its integration into processes and guidelines</li> </ol>	New	<ul style="list-style-type: none"> <li>• Advancement and update of Action 8 with a new name/focus and different objectives/indicators.</li> </ul>
<b>Action 37</b>						
Introduce an appointment monitor.	15. Transparency (Code)	Q1/Q2 2021	HR	<ol style="list-style-type: none"> <li>1. Completion/implementation of the appointment monitor</li> </ol>	New	
<b>Action 38</b>						
Recruit employees with an international background.	18. Recognition of mobility experience (Code), Recognition of qualifications (code), (and 29. Value of mobility (Area 3))	Q1 2024	VP 1, HR Supporting: IO	<ol style="list-style-type: none"> <li>1. Completion, adoption (resolution) and implementation of a concept</li> <li>2. Existence of an (interim) result (implementation analysis)</li> <li>3. Further increase in international job advertisements (almost 100% of professorships; where suitable, also for academic and teaching staff; <a href="#">EURAXESS</a> &amp; <a href="#">academics.com</a> portals)</li> </ol>	New	
<b>Action 39</b>						
Clarify the term “internationalisation” and take measures (e.g. translation of websites), as required.	18. Recognition of mobility experience (Code), (and 29. Value of mobility (Area 3))	Q1 2024	VP 1, VP 3, UC	<ol style="list-style-type: none"> <li>1. Translation of the vast majority of websites aimed at target group(s) abroad (concrete target value will only become apparent during implementation)</li> </ol>	New	<ul style="list-style-type: none"> <li>• Advancement and update of Action 3 with a new name/focus and different objectives/indicators.</li> </ul>



### Area III: Working Conditions and Social Security

Action	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
<b>Action 40</b>						
Systematise and intensify employer branding.	23. Research environment	Q1 2024	HR	1. Completion, adoption (resolution) and implementation of a concept 2. Existence of an (interim) result (implementation analysis)	New	
<b>Action 41</b>						
Develop workplace and student health management as required.	23. Research environment, 24. Working conditions, (and 7. Good practice in research (Area 1))	Q1 2024	WHM	1. Implementation of 10 activities to further develop workplace health management (WHM) and 5 activities to further develop student health management (SHM) (e.g. prevention and health promotion campaigns, workshops on work-care balance, employee survey, implementation of focus groups, development and implementation of an WHM communication concept). 2. Closer networking between WHM + HR Development as a result of the Jour Fixe (min. 1x per quarter).	New	<ul style="list-style-type: none"> <li>Advancement and update of Actions 1 and 14 with a new name/focus and different objectives/indicators.</li> </ul>
<b>Action 42</b>						
Introduce guidelines on mobile working.	23. Research environment, 24. Working conditions, 29. Value of mobility	Q2 2022	HR	1. Completion, adoption (resolution) and introduction of the guidelines 2. Existence of an (interim) result (implementation analysis)	New	
<b>Action 43</b>						
Promote student, lecturer and staff mobility (also with UAS7).	29. Value of mobility	Q1 2024	VP 1, IO	1. Completion, adoption (resolution) and implementation of a concept 2. Existence of an (interim) result (implementation analysis)	New	
<b>Action 44</b>						
Ensure a safe working environment during times of a pandemic; develop an online teaching and learning environment.	23. Research environment, 24. Working conditions	Q2 2021	K	1. Acquisition of technology to the amount of €245,000 (allocation) 2. Creation and publication of online teaching guidelines	New	
<b>Action 45</b>						
Improve the communication of research support at FH Münster and give greater importance to research.	23. Research environment	Q4 2022	RF, VP 2, VP 3	1. 10 activities carried out to increase transparency with regard to a) research support and b) the importance of research (e.g. provision of information to bodies, websites, information events, researcher breakfast mornings)	New	

Action 46	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Promote family-friendliness and gender equality.	23. Research environment, 24. Working conditions, 27. Gender balance, (and 10. Non-discrimination (Area 1))	Q1 2024	EOO, HR	<ol style="list-style-type: none"> <li>Implementation of min. 6 events on the topic of: a) Parental allowance, parental and maternity leave; b) "My parents are (gradually) growing old"</li> <li>Delivery of min. 6 workshops on the topics of: a) Dealing with unacceptable behaviour; b) Financial literacy for women; c) Women in leadership; d) Salary negotiation for women.</li> <li>Establishment and implementation (3x) of a career circle to promote gender equality in career prospects (together with human resources development)</li> <li>Establishment of a holiday childcare programme</li> </ol>	New	<ul style="list-style-type: none"> <li>Advancement and update of Action 16 with a new name/focus and different objectives/ indicators.</li> </ul>
Action 47	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Create opportunities for interdisciplinary exchange in the field of research.	23. Research environment	Q4 2022	VP 3/VP 2	<ol style="list-style-type: none"> <li>Implementation of 5 events (e.g. researcher breakfast mornings)</li> </ol>	New	
Action 48	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Promote knowledge management ("Arrival at FH Münster").	24. Working conditions	Q3 2022	HR, DPC	<ol style="list-style-type: none"> <li>Completion of information materials "Arrival at FH Münster"</li> <li>Delivery of 110 introductions to knowledge management tools, e.g. Confluence (dependent on demand)</li> </ol>	New	
Action 49	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Promote online research and collaboration tools.	23. Research environment	Q1 2023	DPC	<ol style="list-style-type: none"> <li>250 users who work with online tools (e.g. Confluence) (recorded on the basis of access authorisations/licences)</li> </ol>	New	

#### Area IV: Training and Development

Action 50	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Offer programmes for early stage researchers.	38. Continuing Professional Development & 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q1 2024	HR	<ol style="list-style-type: none"> <li>Provision of financial resources totalling min. €3,400,000.</li> <li>Promotion of min. 15 new individuals in the PhD programme</li> <li>6 new professional development offers for early stage researchers</li> </ol>	New	<ul style="list-style-type: none"> <li>Advancement and update of Action 18 with a new name/focus and different objectives/indicators.</li> </ul>
Action 51	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Continue the "PATHS TO SUCCESS" human resources development concept, based on the HR Strategy for Researchers (HRS4R).	38. Continuing Professional Development & 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q1 2024	HR	<ol style="list-style-type: none"> <li>Continuation of PATHS TO SUCCESS to the year 2024</li> <li>Development of 6 new offers</li> </ol>	New	<ul style="list-style-type: none"> <li>Advancement and update of Action 26 with a new name/focus and different objectives/ indicators.</li> </ul>

Action 52	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Implement professional development offers and provide information on the topic of “modern and flexible work organisation” and “gender equality”.	38. Continuing Professional Development & 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q1 2024	HR, EOO	<ol style="list-style-type: none"> <li>1. Completion and publication of 2 guidelines (online teaching, working from home)</li> <li>2. Conceptual design, establishment and implementation (6x) of events</li> <li>3. Establishment and implementation (3x) of a career circle to promote gender equality in career prospects (together with EOO)</li> </ol>	New	
Action 53	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Expand involvement in the Doctoral Studies Programme of the Federal State of North Rhine-Westphalia.	37. Supervision and managerial duties, 38. Continuing Professional Development & 39. Access to research training and continuous development, 40. Supervision, (and 28. Career development (Area 3))	Q3 2021	VP 2, HR	<ol style="list-style-type: none"> <li>1. Representation of FH Münster with min. 15 professors</li> </ol>	New	
Action 54	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Give human resources development a more international outlook.	38. Continuing Professional Development, (and 29. Value of mobility & 28. Career development (Area 3))	Q1 2024	VP 1, HR, Supporting: IO	<ol style="list-style-type: none"> <li>1. Delivery of min. 6 English-language professional development programmes in the field of science (HR, DC)</li> <li>2. Delivery of min. 15 foreign language courses for staff (primarily English, as well as Spanish courses within the “International Engineering” project)</li> </ol>	New	
Action 55	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
Make career paths towards a professorship at a university of applied sciences more transparent (career description).	38. Continuing Professional Development, 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q4 2023	HR	<ol style="list-style-type: none"> <li>1. Completion and publication of information materials (e.g. website, informative presentation)</li> <li>2. Participation in 4 <a href="#">UAS7</a> career fairs</li> </ol>	New	<ul style="list-style-type: none"> <li>• Advancement and update of Actions 18 and 19 with a new name/focus and different objectives/indicators.</li> </ul>

Action	GAP Principle	Timing	Responsible Unit	Indicator	Current Status	Remarks
<b>Action 56</b>						
Illustrate and promote other career paths for academic staff apart from becoming a professor at a university of applied sciences.	38. Continuing Professional Development, 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q4 2021	HR	1. Completion of information materials (e.g. website, informative presentation) 2. Establishment of an advisory process (min. 20 advisory processes)	New	<ul style="list-style-type: none"> <li>Advancement and update of Actions 18 and 19 with a new name/focus and different objectives/indicators.</li> </ul>
<b>Action 57</b>						
Expansion of the coaching pool.	30. Access to career advice	Q2 2022	HR	1. Existence of a new coaching pool with min. 6 coaches	New	
<b>Action 58</b>						
Design and offer a leadership qualification for professors and other executive staff in the field of research.	36. Relation with supervisors, 37. Supervision and managerial duties, 38. Continuing Professional Development	Q1 2024	HR	1. Delivery of 2 leadership workshops 2. Delivery of 2 workshops on "Digital collaboration / leadership / team organisation" 3. Organisation of 1 meeting to facilitate exchange between professors responsible for supervising PhD students (e.g. during a researcher breakfast morning) 4. Delivery of 3 workshops for deans	New	<ul style="list-style-type: none"> <li>Advancement and update of Actions 21 and 27 with a new name/focus and different objectives/indicators.</li> </ul>
<b>Action 59</b>						
Create opportunities for PhD students to share experiences and ideas (e.g. a group of regulars).	38. Continuing Professional Development & 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q1 2024	HR / DC	1. Establishment of 2 representatives (Münster/Steinfurt) 2. Implementation of 2 networking events (depending on how the COVID-19 pandemic pans out) 3. Delivery of 2 high-quality presentation events (e.g. symposium)	New	<ul style="list-style-type: none"> <li>Advancement and update of Action 18 with a new name/focus and different objectives/indicators.</li> </ul>
<b>Action 60</b>						
Further promote the qualification of academic and teaching staff.	38. Continuing Professional Development & 39. Access to research training and continuous development, (and 28. Career development (Area 3))	Q1 2024	HR	1. Delivery of 15 workshops on topics such as: a) Research at universities of applied sciences; b) Successful doctorate or on-boarding for PhD students with a networking option; c) Participation in conferences; d) Poster presentations; e) Thesis defence; f) Acquisition of external funding; g) Qualitative research, publication management; h) Networking at conferences.	New	<ul style="list-style-type: none"> <li>Advancement and update of Actions 18, 19 and 20 with a new name/focus and different objectives/indicators.</li> </ul>

**Legend: Abbreviations (“Responsibility” column)**

P:	President
K:	Chancellor
VP 1:	Vice-President for teaching and international affairs
VP 2:	Vice-President for Research and University Planning
VP 3:	Vice-President for Knowledge Transfer, Cooperation and Innovation
HSE:	Occupational health and safety and environmental protection
DPC:	Data Processing Centre
EOO:	Equal Opportunities Officer
WHM:	Workplace Health Management
HR:	Human Resources
DC:	Doctoral College
IO:	International Office
TAFH:	TAFH Münster GmbH (Transfer Agency)
Sc. Comm. DC:	Scientific Commission of the Doctoral College
UL:	University Library
RF:	Research Funding
StC:	Startup Consultancy of FH Münster and TAFH
UC:	University Communication