

Human Resources Strategy for Researchers (HRS4R) TH Köln – University of Applied Sciences

Internal evaluation: Implementation of the Action Plan 2014-2018

1 Preface

As of September 1, 2015, Fachhochschule Köln/Cologne University of Applied Sciences has been renamed to TH Köln – University of Applied Sciences. This step is to reflect the university's development: For many years, TH Köln has played a leading role during change and innovation processes in the university landscape, in particular among universities of applied sciences. The new name places increased emphasis on the university's potentials: academic variety, strength in research, pioneering teaching concepts, networking, a large number of international co-operations, intercultural understanding. As TH Köln, we consciously create an open-minded, agile and adaptive environment to foster these potentials

TH Köln considers itself a University of Technology, Arts and Sciences; a place where science and academics can develop their benefits for the economic sector, culture and civil society using various theoretical and practical approaches. Human resources development and support for early-stage researchers are key components in this process. Thus, these two topics are firmly entrenched in TH Köln's university development plan in the form of mission statements and general provisions for the implementation of the institution's strategic goals.

For its implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers TH Köln was awarded the logo "HR Excellence for Research" by the European Commission in December 2014.

2 HRS4R at TH Köln

This internal evaluation of the implementation of TH Köln's action plan is based on continuous monitoring since the HRS4R publication in July 2014 and gaining the "HR Excellence in Research" award in December 2014. The evaluation and documentation of the current state of the individual actions was carried out by an interdepartmental project group which was founded when the HRS4R process at TH Köln was first initiated:

- Steering Committee:
- Vice President for Research and Knowledge Transfer
 - Head of the Department of Human Resources
- Project Management Team:
- Head of the Human Resources Development Team
- Project Group:
- Human Resources Development Team
 - Department of Research and Knowledge Transfer
- Providers:
- Department of Public Relations and Marketing
 - International Office
 - Centre for Academic Qualifications and Advanced Training
 - Equal Opportunities Officer
- Stakeholders:
- Experienced researchers
 - Young researchers
 - Deans
 - Senate
 - Equal Opportunities Commission
 - Staff Council for Academic Staff
 - Staff Council for Administrative and Technical Staff
 - Special Needs Representative
 - Data Privacy Officer
 - Ombudsman
 - Library Administration
 - Department of Legal Affairs

The methodology, success indicators and quality assurance mechanisms used for this evaluation are described in section 3.

In addition to the implementation of the university's own HRS4R, TH Köln is an active member of the HRS4R work group of the German Rectors' Conference. As a member of the "EU-Büro der Kölner Hochschulen" [EU Office of Cologne's Institutions of Higher Education] it also supported the University of Cologne as well as the German Sport University Cologne during the initiation of the HRS4R process, providing advice and serving as a best-practice example.

3 Methodology, Indicators and Quality Assurance

A tool based on the EU Commission's standard template was developed to monitor the progress of HRS4R at TH Köln. This tool shows the respective indicators for the successful implementation in addition to responsibilities, time planning and current status of the project. With this overview, the project group was able to review the progress of the realization of the HRS4R action plan on a regular basis during the first two years of its implementation

For the internal evaluation, the project group reviewed the information collected in the monitoring tool and added new tasks. Additionally, a survey of the doctoral candidates (see point 3.1) was conducted and experienced researchers were involved by way of a focus group event (see point 3.2). The results of this event and the survey contributed significantly to the development and preparation of the new action plan.

3.1 Survey of the doctoral candidates – methodology and results

An online survey of doctoral candidates on working conditions and support measures at TH Köln was conducted in January 2016. A total of 44 doctoral candidates (32%) took part in the survey which consisted of both open and close ended questions. The needs and suggestions expressed in the survey were included directly in the revision of the action plan. The survey showed clearly that the measures for the support of doctoral candidates offered by TH Köln are mostly known but so far rarely used. It also became evident that the doctoral candidates have an increased interest in seminars on career paths and job applications as well as in networking opportunities with the industry and the private sector. A need for further networking opportunities among the doctoral students themselves was also expressed.

3.2 Focus Group Event

During an HRS4R focus group workshop on July 7, 2016 the current and planned actions were discussed by particularly research-active professors. They concluded that when it comes to the promotion of early-stage researchers the focus should be on three main topics: the framework conditions for good employment, creating qualifying positions for doctoral candidates and ensuring a consistently high quality of support by the professors. The jointly developed actions were included in the new action plan.

4 Current implementation of planned actions

Based on the action plan of 2014 (Annex 1) the following outlines all actions that have been developed, implemented and/or successfully accepted by the researchers to date. So far, 16 of the 23 actions listed in the current action plan have been implemented or introduced on an ongoing basis.

Over the past two years further actions were implemented at TH Köln parallel to the action plan which also contribute to the implementation of the principles stated in Charter and Code at TH Köln. These actions were not listed in the original action plan of 2014. In the following, these have been added to the respective fields of action.

The remaining seven actions are complemented by additional further actions and are listed and implemented in a new updated action plan (see point 5).

A Ethical and Professional Aspects as well as Good Practice in Research

➤ Goal: Implementation of Good Practice in Research

A.1: Updating and revising TH Köln's guidelines in accordance with the amendments of the German Research Foundation:

The revised guidelines on the assurance of good practice in research and handling academic misconduct at TH Köln were approved in January 2016 by the Executive Board and the Senate. They were subsequently published on university website¹ as well as in TH Köln's internal magazine "in". Additionally, they were sent to all faculties and all doctoral candidates of TH Köln together with a letter by the Vice President for Research and Knowledge Transfer. Newly appointed professors and research associates will be provided with the guidelines at the beginning of their employment.

A.2: Organizing seminars on good academic practice for researchers of all career stages:

A seminar on good practice in research for doctoral candidates has been organized annually (November 20, 2014 and November 9, 2015, September 21, 2016).

A.3: Make the ombudsman and his role as a mediator more widely known (through events, website etc.):

The ombudsman and his role as a mediator is now presented more prominently on TH Köln's website.² He was also present at all seminars on good academic practice (see A.2) and actively involved in the organization of the event. Also, as required by the new guidelines, a substitute was appointed. On the occasion of the publication of the Guidelines on Good Academic Practice, his role as a confidential counsellor was communicated again through different channels and the two ombudsmen were introduced.

➤ Goal: Availability of an Ethics Commission

A.4: Ensuring that research projects at TH Köln may be reviewed by an internal or external Ethics Commission (if required):

Since July 2015 TH Köln has the option of having its research projects reviewed by the ethics commission of the University of Cologne (if required). Initially, this is only possible within the context of administrative assistance. In the long term, the new statutes of the ethics commission of the University of Cologne will state that it is open to other universities.

¹ https://www.th-koeln.de/forschung/gute-wissenschaftliche-praxis_2412.php

² https://www.th-koeln.de/hochschule/ombudsmann_8462.php

- Goal: Regulation of R&D co-operations with external funding

A.5: Establishing a Code of Conduct for national and international research co-operations at TH Köln:

The implementation of this action was originally planned for the 4th quarter of 2014. Due to other priorities, the implementation was moved to 2017.

- Goal: Promotion of research

A.6: Continuing to develop TH Köln's research strategy:

The promotion of research will be one of TH Köln's fundamental principles in the university development plan that is currently under development. Further, the Vice President for Research and Knowledge Transfer and the members of the Permanent Commission Research and Knowledge Transfer are currently developing a new research strategy which is to include the considerations for TH Köln's strategic development in the area of research for the next five years and state concrete goals. In deviation from the original action plan, the final strategy is expected to be available in Q4/2017 and will be adopted by the university's committees and panels.

B Dissemination and Exploitation of Results

- Goal: Promotion of knowledge and technology transfer

B.1: Expanding the Research and Knowledge Transfer activities (support in terms of preparation and implementation of transfer measures and regarding exploitation of results of R&D projects):

The activities of the Central Research and Knowledge Transfer Office are continuously expanded, as reflected by the services offered on the website.³ This includes support for the preparation and implementation of transfer measures and the exploitation of results of R&D projects.

B.2: Analyze and provide information on the region's academic and institutional structure; presenting TH Köln as a transfer partner:

TH Köln counts the IHK Köln [Cologne Chamber of Industry and Commerce], its branches as well as various business supporters among its co-operation partners. Their regular surveys and location analyses on the academic and institutional structure of the region are evaluated by the department of Research and Knowledge Transfer and considered during the implementation of measures for the Research and Knowledge Transfer strategy. Further, the department of Research and Knowledge Transfer maintains an internal database with all co-operation partners which is evaluated annually. This way, economic changes in the region are recognized at an early stage.

³ https://www.th-koeln.de/forschung/kooperationen_666.php

B.3: Developing an entrepreneurship strategy:

The entrepreneurship strategy is currently being developed by the newly appointed entrepreneurship coordinator in the department of Research and Knowledge Transfer in co-operation with the Vice President for Research and Knowledge Transfer and, in deviation from the original plan, is expected to be completed in Q1/2017.

- Goal: Expansion of research-related communication

B.4: Improving the presentation of research activities on TH Köln's new website:

Since the launch of the new website in 2015, research activities have been presented more prominently online.⁴ Further actions for the expansion of research-related communication are planned and will be substantiated by the end of 2018.

C Recruitment Processes

- Goal: Alignment of recruitment processes with Charter and Code

C.1 Evaluate and revise the appointment guideline to include new requirements. Guarantee transparent and objective recruitment processes:

Following the revision of the appointment process in 2014, the diagnostic selection process for filling professorial chairs currently already complies with the majority of the standards outlined in the OTM-R report. The approach described in the guideline for the appointment of professors meets the requirements of all three phases (publication of vacancy and application phase, selection and evaluation phase, appointment phase) - albeit at varying levels of comprehensiveness/emphasis. Starting points for optimizations are:

- Introduction of an e-recruiting tool to reduce administrative "obstacles" (expected to become available in 2018)
- Requirements-based expansion of the use of the EURAXESS-job portal
- Evaluation and revision of the requirements profile regarding relevant skills
- Adjustment/revision of training opportunities for members of the appointment commission

C.2 Improving the recruitment processes for academic assistants based on the appointment guideline:

The diagnostic selection process for academic assistants will continue to be developed based on appointment process and in due consideration of the requirements/standards set down in the OTM-R report. Many of the criteria are currently already being met. Starting points for further development can be found in the following areas: HR marketing, development of requirements profiles and an even stronger competency-based selection.

- Goal: International recruitment

⁴ https://www.th-koeln.de/forschung/forschung_52.php

C.3 Publishing job vacancies via EURAXESS:

Some job vacancies have already been published on EURAXESS. A translator has been appointed for future publications of job vacancies on EURAXESS to ensure uniform quality and to meet an increasing demand.

D Working Conditions and Social Security

- Goal: Promoting work/family life balance

D. 1 Implementing the measures of the “Family-Friendly University” audit:

In early 2015, TH Köln was again distinguished as a “Family-Friendly University” through an audit carried out by berufundfamilie gGmbH. TH Köln has pledged to continue to expand programs and measures that promote a better work-life balance.⁵ In this context, the funding for the Family Services Office was stabilized. For instance, in 2015 four events on the topic “Family members in need of care” took place and recreational programs were again offered for children of students and employees during vacation times. It also became evident that the Family Services Office has become further established as a central point of contact, both for students and employees with children, as well as for those caring for a family member.

It should be highlighted that the need for support for newly appointed professors in finding a spot in a daycare facility/kindergarden for their children has increased significantly. This applies in particular if the change of workplace requires the entire family to relocate. For the upcoming daycare/kindergarden year 2016/17 it was possible to secure spots in co-operating institutions for a total of three children of newly appointed professors. It was even possible to arrange a daycare place in the middle of the year, facilitating a new employee’s move from abroad.

⁵ https://www.th-koeln.de/hochschule/familienfreundlichkeit_3759.php

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- Goal: Support health-promoting measures

D.2 Further improve health-promoting measures

The range of internal training programs⁶ has been continually and considerably expanded since the team “Personnel development and personnel acquisition” was established in 2013. To promote employee health, stress prevention seminars were included in the program. These courses focus on strengthening personal resources, individual stress coping skills and own psychological resilience. In 2015, 70 participants took part in health promotion seminars, 16 of whom were academic staff members.

- Goal: Securing stable & permanent employment conditions

D.3 Implementing the Framework Code of Good Practice currently developed in North Rhine-Westphalia:

In mid-2015 the involved parties agreed that, instead of a framework code, a contract on good employment conditions for university personnel should be concluded. This was submitted to the individual universities, i.e. their executive boards and HR representatives, to be signed. TH Köln signed the contract on December 16, 2015. Independent of this contract on good employment conditions, many of its regulations also correspond with TH Köln’s existing intentions. Some of these regulations had already been implemented. To improve the employment conditions of TH Köln’s employees, additional measures set down in the contract will be adjusted and made transparent within the two-year transition period.

E Equal Opportunities

- Goal: Increase in the share of women & appreciation of diversity

E.1 Implementing actions of the Equal Opportunities Concept:

The Mathilde-von-Mevissen program of TH Köln’s Equal Opportunities aiming at promoting female early-stage researchers was approved in December 2014 and the measures are currently implemented on an ongoing basis. As part of the Adjunct Lecturer Program to promote women in teaching positions, contracts for 27 teaching assignments were signed in the past two years.

To support and promote doctoral candidates, research assistant posts for female doctoral candidates are funded for three years. Two female doctoral candidates were selected for funding during the first round and five during the second round. At least one more round is planned for 2017.

It has already been possible to bring 13 mentors and mentees together for the mentoring program for female MINT students which started in 2016. The mobility scholarship for studying mothers was awarded only twice due to low demand. The women promotion schemes in all faculties were updated (period 2014-2016) and

⁶ <https://www.verwaltung.th-koeln.de/organisation/dezernatesg/dezernat2/sg23/service/u/04117.php>

target quotas were set for the appointment of female professors (equal opportunities quota).

F Career Development & Advice and Mobility

- Goal: Qualification of researchers at TH Köln

F.1 Establishing target-group-specific career advice, personal advice, mentoring programs and further education programs:

Individualized career advice for employees in management positions is offered by the personnel development team as part of the internal continuing education program. The Family Services Office offers personal advisory services on the topic of life/work balance for researchers.

Since 2015, the internal continuing education program is also open to research. In total, academic staff members participated in approx. 400 internal and external continuing education courses in 2015.

- Goal: Promotion of mobility

F.2: Expanding mobility & internal continuing education programs and making information on mobility programs available:

A scholarship brochure with information on mobility promotion for doctoral candidates and postdoctoral researchers has been created and made available for download on the university website.⁷ Additionally, a travel allowance for conference participation for TH Köln's doctoral candidates has been available since July 2015. This provides financial support for the active participation of the doctoral candidates in the international scientific community.

On 21 October 2014 TH Köln's International Office in co-operation with the Department of Research and Knowledge Transfer hosted an information event on the line of funding Erasmus+ and its mobility promotion methods. Details on Erasmus+ are now available on the university website⁸ and the program is also published in the overview of internal continuing education programs.

In this context TH Köln funded a total of 14 lecturer mobilities for teaching purposes as well as 20 personal mobilities for further education purposes during the academic year 2014/2015. Mobility figures thus increased significantly compared to the previous academic year with a total of 20 realized mobilities.

⁷ https://www.th-koeln.de/forschung/foerderprogramme_30053.php

⁸ https://www.th-koeln.de/internationales/erasmus-personalmobilitaet_7996.php

G Training of Early-Stage Researchers

- Goal: Establishment of excellent training of doctoral candidates with an emphasis on quality assurance

G.1: Developing a concept for the establishment of a Graduate Center:

A concept for a cross-faculty Graduate Center as central scientific institution has been developed. The graduate center was officially founded on January 1, 2016⁹ and focuses on quality assurance of doctoral theses and further education of doctoral candidates. The Graduate Center consists of a service point which is part of the Department of Research and Knowledge Transfer, the doctoral candidates' convention which meets once a year and the Commission for the Promotion of Early-Stage Researchers.

In addition to networking and general advice, the Graduate Center also offers all doctoral candidates and postdoctoral researchers at TH Köln a wide range of support measures, such as the aforementioned travel allowance for the participation in conferences, a grant towards publication costs or the accompanying qualification program for doctoral candidates (see G.2).

G.2 Expanding the internal qualification program for doctoral candidates:

With the founding of the Graduate Center, the internal qualification program for doctoral candidates was also expanded. For this purpose, the needs of the doctoral candidates were registered individually and their feedback was considered in the planning of the seminar program. The needs survey is conducted on an ongoing basis through the doctoral candidates' mailing list as well as the website.¹⁰ The qualification program contains numerous courses in German and English, including seminars on good academic practice, academic writing, project management, patent law and exploitation rights and presentation training, but also on self-management, work-life balance etc.

G.3 Improving advice and support for doctoral candidates:

These actions were originally planned for 2015/2016, however, the implementation had to be moved to 2017. Nevertheless, a training scheme for doctoral candidates in the form of specialist doctorate lectures that are in part funded by the state of North Rhine-Westphalia and the EU has been in place at TH Köln for several years. For instance, TH Köln is a partner in four Marie-Sklodowska-Curie doctoral candidate networks (ITN). Additionally, the research institute STEPS and the Doctoral Program on Natural Resources and Development (DNRD) also offer our doctoral candidates a high-quality, structured framework at specialist level.

⁹ https://www.th-koeln.de/forschung/graduierenzentrum_29882.php

¹⁰ https://www.th-koeln.de/forschung/programm_30531.php

G. Establishing qualifying positions for doctoral candidates and developing human resources concepts for this purpose (these positions are to dedicate two-thirds of their workload to activities related to their doctorate)

Some faculties have already integrated qualifying positions into their human resources concepts. Additionally, the implementation of this action is supported by the *Novelle des Wissenschaftszeitvertragsgesetzes* [Amendment to the Science and Research Act on Fixed-Term Contracts] in Germany. Pursuant to this, doctoral candidates may only be given a fixed-term contract for no objective reason if the position leads to a better qualification of the candidate. Accordingly, when research assistants are hired by TH Köln, it is documented which kind of qualification is aimed for during the term of the employment contract.

5 Expansion of the Action Plan - Additions in the Areas of Action

On the basis of the current state of the implementation of the original action plan, a new updated action plan was created showing the actions that will be implemented over the next three years. An eighth area of action "Communication" was added to the original seven areas of action. Actions that have already been implemented were removed from the updated action plan for better readability. As a result, actions are numbered differently in the new plan. The updated action plan is attached in the form of a Gantt chart. It contains all planned, added and ongoing actions.

Annex:

Annex 1: Gantt Chart Action Plan 2014

Annex 2: Gantt Chart Action Plan 2016-2019

Annex 1: Gantt Chart Action Plan 2014

No.	Actions	Responsibility	2016		2017				2018				2019				Status quo 2016
			Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
A Ethical and Professional Aspects as well as Good Practice in Research																	
A.1	Updating and revising THK guidelines in accordance with the amendments of the German Research Foundation	F & WT															✓
A.2	Organizing seminars on good academic practice for researchers from all career stages	F & WT/ PE															✓
A.3	Raising the prominence of the ombudsman and his/her mediator role (through events, online presentations, etc.)	F & WT/ PE															✓
A.4	Ensuring that research projects at THK may – if required – be revised and approved by an internal or external ethics commission	F & WT															✓
A.5	Establishing a Code of Conduct for national and international research co-operations at THK	F & WT															
A.6	Continuing to develop research strategy	VP F & WT															
B Dissemination and Exploitation of Results																	
B.1	Expanding the Research and Knowledge Transfer activities (support in terms of preparation and implementation of transfer measures and regarding exploitation of results of R&D projects)	VP F & WT/ F & WT															✓
B.2	Analyzing and informing about the region's academic and institutional structure; presenting THK as a transfer partner	VP F & WT/ F & WT															✓
B.3	Developing an entrepreneurship strategy	VP F & WT/ F & WT															
B.4	Improving the presentation of research activities on the new website; possible launch of a research magazine	F & WT/ PR & Ö															
C Recruitment Processes																	
C.1	Evaluating and editing appointment guideline to integrate new requirements. Guaranteeing transparent and objectivized recruitment processes	P															✓
C.2	Improving the recruitment processes for academic assistants based on the appointment guideline	P/ PE															
C.3	Publishing job vacancies via EURAXESS	PE															✓
D Working Conditions and Social Security																	
D.1	Implementing the measures of the Family-Friendly University Audit	P/PE															✓
D.2	Continuing to improve health-promoting measures	P															✓
D.3	Implementing the Framework Codex of Good Practice currently developed in North Rhine-Westphalia	P															✓
E Equal Opportunities																	
E.1	Implementing measures of the Equal Opportunities Concept (faculties' women promotion schemes; "Diversity-Conducive in Speech and Writing" guideline, promotion programs, etc.)	Equal opport. officer															✓
F Career Development & Advice and Mobility																	
F.1	F.1 Establishing target-group-specific career advice, personal advice, mentoring programs and further education programs	PE															✓
	a) Further education and advisory programs and contact persons have been put in place	PE															✓
	b) Assess practicality of a mentoring program	PE															✓
F.2	Expanding mobility & internal continuing education programs and making information on mobility programs available	IO / F & WT															✓
G Training of Early-Stage Researchers																	
G.1	Developing a concept for the establishment of a graduate center	VP F & WT/ F & WT															✓
G.2	Expanding internal qualification program and transferable skill courses for doctoral candidates	F & WT/ PE/ ZaQwW															✓
G.3	Improving advice & support for doctoral candidates	F & WT/ PE															
G.4	Establishing doctoral positions for doctoral candidates and developing human resources concepts for this purpose (these positions are to dedicate two-thirds of their workload to activities related to their doctorate)	Faculties															

IO: International Office
 F & WT: Department of Research and Knowledge Transfer
 P: Department of Human Resources
 PE: Human Resources Development Team
 PR & Ö: Press and Public Relations Team
 VP F & WT: Vice-President for Research and Knowledge Transfer
 ZaQwW: - Center for Academic Qualifications and Advanced Training

short term actions
 permanent or long term actions

Annex 2: Gantt Chart Action Plan 2016-2019

No.	Actions	Responsibility	2016		2017				2018				2019							
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
A Ethical and Professional Aspects as well as Good Practice in Research																				
A.1	Providing THK Guidelines on Good Academic Practice in English	F&WT																		
A.2	Expanding annual seminars on Good Academic Practice for researchers at all career levels (doctoral candidates, research associates, postdoctoral researchers, professors) and also offer these in English	GZ / F&WT																		
A.3	Establishing a Code of Conduct for national and international research co-operations at TH Köln	F&WT																		
A.4	Completing research strategy	VP F&WT																		
A.5	Optimizing processes for projects with external funding	HSverw.																		
B Dissemination and Exploitation of Results																				
B.1	Developing an entrepreneurship strategy	VP F&WT / F&WT																		
B.2	Conceptualizing & implementing a digital university bibliography	VP F&WT / F&WT / Bib																		
B.3	Implementing a "Research Day" / a "Research Future Workshop"	F&WT																		
C Recruitment Processes																				
C.1	Defining competency requirements for professorships in appointment processes in selected fields	PE																		
C.2	Improving recruitment processes for academic assistants based on the appointment guideline	P / PE																		
C.3	Developing THK guidelines on the recruitment of researchers based on OTM-R criteria and presenting them to the university's committees and panels	PE																		
C.4	Developing workshops on the high-quality implementation of the OTM-R standards and making them available to the groups involved in the selection process	PE																		
D Working Conditions and Social Security																				
D.1	Successful re-auditing in the Family-Friendly University Audit and implementing corresponding family-friendly measures for researchers	P / PE																		
D.2	Developing a health management concept	P / AS&GF																		
D.3	Implementing the already signed framework contract for good employment conditions of MIWF NRW: Creation of a guideline for research assistants as component of the already signed framework contract for good employment conditions of MIWF NRW	P																		
E Equal Opportunities																				
E.1	Implementing measures of the Equal Opportunities Concept	GB																		
E.2	Implementing career coaching for female doctoral candidates	GZ																		
E.3	Mathilde-von-Mevissen doctorate promotion: Invite applications 2017	GZ																		
F Career Development & Advice and Mobility																				
F.1	Developing the target-group oriented personal career counselling and networking programs & verifying the expansion of the female doctoral candidates' coaching to other target groups among doctoral candidates	PE / GZ																		
F.2	Updating brochure on mobility programs for doctoral applicants and postdoctoral researchers, incl. English translation	GZ																		
F.3	Creating & implementing action concept for guest researchers	IO / F&WT																		
F.4	Career family coaching program for early-stage researchers	PE																		
G Training of Early-Stage Researchers																				
G.1	Developing internal qualification program and organizing networking activities	GZ																		
G.2	Developing Code of Conduct supervision (guideline for supervisors) and presenting it to the university's committees and panels	SK WN / GZ																		
G.3	Developing a concept for the qualification of supervisors at TH Köln Actions for a more extensive conclusion of supervision agreements	SK WN / GZ																		
G.4	Establishing doctoral positions for doctoral candidates and developing human resources concepts for this purpose (these positions are to dedicate two-thirds of their workload to activities related to their doctorate)	Fak / P																		
G.5	Recording of the postdoctoral researchers & conceptualizing & implementing actions for this target group	GZ / PE																		
H Communication																				
H.1	Creating and implementing a target-group oriented internal communication strategy for the HRS4R	F & WT / PE																		
H.2	Interacting with stakeholders, e.g. through surveys and events	PE																		

Short term actions
Permanent or long term actions

PE: Human resources development
P: Department of Human Resources
GZ: Graduate Center
F & WT: Department of Research and Knowledge Transfer
VP F & WT: Vice-President for Research and Knowledge Transfer
GB: Equal Opportunities Officer
Bib: University library
AS&GF: Workplace safety and health promotion
HS verw: University Administration
SK WN: Permanent Commission for the Promotion of Early-Stage Researchers