

| No. | Action | GAP Principle(s) | Proposed Timing | Responsible Unit | Indicators/Target(s) | Remarks | Status |
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| Area: Training &Development | | | | | | | |
| 1 | Further development and finalization of a Postdoc programme, e.g. including trainings and mentoring and a structured supervision system for postdoctoral researchers (Main Action IV) | 37,38 | Q2 2023 | FwN (PostDoc Office) | <ul style="list-style-type: none"> • Programme is finalized and communicated • Programme is rolled out • Programme components are evaluated by participants (Q2 2024) | A postdoc advice center ran until fall 2024 but couldn't be permanently staffed due to funding. A lasting certificate programme with consultations was launched, with seven participants so far. A website , training, and networking events—including with other Cologne universities—are ongoing. The initiative continues under Action #29 due to high demand. | Extended |
| 29 | Career development R1 to R4 (Main Action IV): #1 Initiate internal and external networking (R1 to R4) #2 Offer career advice (R1 to R3) through advice offer (again) #3 Initiate advice an career prospects/opportunities from supervisors (R4) (see also Action #28) #4 Establish ResearchComp as a tool and requirements profiles (R1 to R4) #5 Mentor pool for female researchers (R1 to R3) | 21,28,30, 37,38 | Q2 2026 | FwQ + Equal Opportunity Office | #1 Approx. 1-2 matchmaking events per year internally; 1 networking event per year externally (with UzK and TH); postdoc lunch table once a month; networking meeting for female researchers once a semester; promote internal collaboration within the framework of HIFF -> number of joint applications per round increases; #2 Career advice offer can be and set up internally and for an initial consultation; an external service is provided for more intensive and complex advice #3 Inclusion of the topic in the doctoral supervision agreement #4 Convert ResearchComp into a digital and interactive tool and make it available; integration into advice sessions, information events and GSU websites on the topic of careers #5 A mentor pool and an associated program are to be set up with the Female Professors Program 2030 in the event of approval (see Action #38) | | New |
| 2 | Discussion of scope for annual interviews between employee and supervisor including aspects of career development | 28, 37, 40 | Q1 2023 | HR Development / internal management and decision boards | <ul style="list-style-type: none"> • Scope is discussed • If applicable: Guidelines are developed and changes communicated | After introducing annual appraisals for non-academic staff in 2021-2022, comprehensive resources, guidelines, and intranet information were provided to academic staff . Training and information sessions were also held. As a result, this HRS4R action is now considered completed, but regular evaluations and possible further improvements are planned for the future. | Completed |
| 3 | Development and implementation of an internal training concept for supervision and management/ leadership competences (including outcomes of mental risk assessment 2021 and health as one topic) (Main Action V) | 24, 37, 40 | start in Q2 2023 | HR Development | <ul style="list-style-type: none"> • Concept is developed • Requirement profiles are reflected after finalization • Offers are communicated and rolled out • Offers are evaluated (Q3 2024) | A formal training concept for managers has not yet been finalized, as it will be part of a broader "leadership culture" initiative. Since 2023, various training courses , workshops, and coaching for managers have been offered. The future training concept will align with the new HR development strategy (Action #35) and consider the results of the upcoming mental risk analysis, including leadership and mentoring aspects. | Extended |

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| 28 | Development of the leadership culture at DSHS (Main Action V) #1 Development and introduction of the “Guidelines for Good Leadership” #2 Further Development of leadership qualification and training offers for all management target groups, e.g. junior managers and female managers in science and administration. | 24, 37, 40 | Q2 2026 | HR Development | #1 New guidelines have been developed, agreed upon and communicated. They are also embedded in all management development measures, activities and offers (such as training content, coaching, onboarding (see Action #14), management tools). #2 Training offers are developed, coordinated and communicated. For each target group, one training program for researchers is offered per half year. | | New |
| 4 | Further development of existing qualification and development opportunities in the area of HR including a broader range of academic and non-academic issues; alignment of different offers through the recently established human resources development working group | 2, 3, 5, 8, 9, 21, 28, 31, 38, 39 | Q2 2024 | HR Development Working Group | <ul style="list-style-type: none"> Offers are aligned (no duplicates!) Offers are finalized and communicated | In order to achieve coordination between the various stakeholders with personnel development offerings, a working group has been set up in 2023 that meets once a month to discuss current offerings, key topics and developments. A joint website makes this networked personnel development and its offerings easier for employees to find and plan. | In Progress |
| 5 | Standardization of registration, general needs assessment and evaluation procedures throughout all units regarding internal qualification and development offers | 39 | Q3 2024 | HR Development Working Group (IT if necessary) | Central registration and evaluation tool/platform is rolled out and in use | After evaluating the Moodle platform, a more resource-efficient alternative must be found for technical reasons. Standardized registration will continue, with internal or external solutions being considered. The consideration process aims to be completed by Q4 2025. Additionally, a needs analysis of GSU’s continuing education was conducted and stakeholder collaboration strengthened. | In Progress |
| 6 | Needs assessment regarding further qualification of professors and development of respective offers (Main Action V) | 38 | Q4 2024 | HR Development / FwN | <ul style="list-style-type: none"> Needs are assessed If applicable: Offers are developed, communicated and rolled out | A highly participated survey of academic staff on training needs, career opportunities, and working conditions was conducted. A virtual whiteboard for in-depth discussions was also introduced. Both tools, along with workshops, will be regularly used to monitor and assess the effectiveness of implemented measures. | Completed |
| 7 | Reflection and evaluation of new forms of qualification, e.g. job shadowing, intervision, peer teaching etc. | 33, 39 | Q2 2025 | HR Development Working Group | <ul style="list-style-type: none"> New ideas are reflected and discussed If applicable: Offers are extended or adjusted and communicated | A toolbox with a first range of different new forms of „ Training on the job “ to improve one's own experience learning and promoting a learning culture in teams has been published. It can be used as a guidance for managers and employees as well. It presents and compares various new “on-the-job” forms and formats of learning and recommends their use. | Completed |
| 30 | Evaluation of doctoral training programme including evaluation of supervision agreement (Main Action IV) | 28, 36 | Q3 2026 | PhD Office | Significant response rate in the survey and in order to obtain meaningful information and data to maintain quality with appropriate adjustments | | New |
| 31 | Evaluation of the university's internal research funding programmes (research funding, graduate scholarships, junior research awards) by collecting quantitative and qualitative data (evaluation of applications/funding and online survey of applicants) with consideration of the internationalization module (see Action #27); if necessary, adaptation of the offers; expansion of the funding offer with regard to transfer funding | 18, 28 | Q1 2028 | FwQ | Significant response rate in the survey in order to obtain meaningful information; revised funding offer after evaluation; increase in applications with collaborations (see also #29) | | New |

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| | and cooperation (internal and external). | | | | | | |
| 35 | New edition/revision of the overall HR development concept (2026-30) incl. a concept to develop the leadership culture and training concept for management target groups (former Action #3) (Main Action V) | 28, 39 | Q4 2025 | HR Development | New HR development concept has been drawn up, adopted and announced | | New |
| 36 | Development and introduction of an information format on the topic of the WissZeitVG (Main Action IV) | 25, 28, 30 | Q3 2025 | D2 / HR Development | The format(s) has (have) been developed and is available as information for all relevant target groups; Annual information sessions are offered for the relevant target groups | | New |

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Area: Ethical & Professional Aspects

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| 8 | Needs assessment in the areas of anti-discrimination and diversity and development of respective information and training content etc. | 10 | Q1 2023 | Diversity | <ul style="list-style-type: none"> Diversity Summerschool (September 2022) is evaluated and reflected If applicable: Actions are developed | Two diversity schools were held to raise awareness of the topic of “diversity” (needs assessment) and a fundamental diversity concept was then developed in a participatory manner; it shows that GSU is committed to promoting diversity and a coexistence characterized by respect and appreciation. Diversity is understood to mean differences between people that influence and potentially jeopardize their opportunities to participate in a social system, such as a university. The measures taken by GSU aim to ensure full participation for all. | Completed |
| 9 | Revision and communication of the internal Open Access Strategy and implementation of support structure for OA-processes (Main Action II) | 8 | Q2 2023 | FwN | <ul style="list-style-type: none"> OA Strategy is released | GSU has launched an Open Access information website, appointed a contact person, and adopted an Open Science Policy and publication guidelines to support authors. Despite financial challenges from new DEAL contract conditions, a complex funding and incentive system has secured continued access and funding for Open Access publications until at least 2028. GSU has also joined the ORCID consortium . | Completed |
| 10 | A more structured onboarding process for new researchers has been partially implemented and should be extended to the professors’ level including transfer of relevant knowledge regarding academic structure and internal processes and policies | 4,5 | Q2 2023 | StAPS /FwN | <ul style="list-style-type: none"> Onboarding concept is extended Meeting with new professors are offered and information about internal academic structures, processes and policies is provided | Due to significant cost-cutting measures and thus lack of personnel resources, this action has not yet been completed. However, we assume that the action will be completed in Q4/2025. | In Progress |
| 11 | Standardized information sessions and/or (web- based) material for (new) German and non-German speaking researchers on relevant (new) internal and external policies and regulations (e.g. good research practice, data security) | 2,3,5,7,31 | Q3 2023 | StAPS /FwN | <ul style="list-style-type: none"> Relevant content is developed Content is implemented in curricula (Master, PhD and PostDoc programmes) and sessions are offered regularly | Due to significant cost-cutting measures and thus lack of personnel resources, this action has not yet been completed. However, we assume that the action will be completed in Q4/2025. | In Progress |
| 12 | Creation and communication of guidelines for dealing with research data and implementation of support structure for research data management (Main Action I) | 2,3,7 | Q4 2023 | FwN | <ul style="list-style-type: none"> Guideline is written and published Guideline is communicated amongst researchers Support structure is established | A research data policy is about to be published at GSU, along with a website offering information, guidance, and contacts. Data management advice and training are already available. GSU plans to join the Coscine platform for secure research data management, with researcher access expected by March 2025. | In Progress |
| 13 | Implementation of mentoring or buddy programmes for new employees | 4,5 | Q1 2025 | Personnel Marketing | <ul style="list-style-type: none"> Buddy or mentoring programme is developed and rolled-out Programme is evaluated (Q2 2026) | A “ create it yourself ” guide for team-specific buddy programmes is available, allowing supervisors or team members to support new colleagues during onboarding. The programme focuses on social and organizational integration rather than professional training. A centrally organized, cross-departmental buddy programme is not feasible due to limited capacity. | Completed |

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| 14 | Structured onboarding event/information sessions for supervisors/managers on internal leadership tasks and expectations (Main Action V) | 5,6,7 | Q4 2023 | HR Development | <ul style="list-style-type: none"> • Content is created (based on action 3) • Onboarding event / information sessions especially for new supervisors/managers are organized | GSU offers an annual “Welcome Day” for new employees to provide information and networking opportunities. Additionally, new managers can participate in a structured onboarding meeting to discuss leadership guidelines and development needs, as well as network with peers, mentors, or coaches. Both onboarding options are voluntary. | Completed |
| 15 | Translation of important strategic documents and regulations and target group-specific distribution (to new researchers, e.g. University Development Plan, Knowledge Transfer Strategy) | 2,4,8,31 | Q4 2023 | Responsible units and/or external translation office | <ul style="list-style-type: none"> • Relevant documents are translated and communicated | Strategically important documents were translated into English. New documents are now translated almost always and with the relaunch of the GSU website at the end of 2025, all content will be automatically available in English via an AI translation interface. | Completed |
| 37 | Creation of a concept for protection against discrimination and sexualized violence (also for the area of research (e.g. studies, dealing with test persons) and sport-specific) | 10, 24 | Q3 2026 | Equal Opportunity Office | Protection concept has been drawn up, adopted and announced | | New |

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Area: Working Conditions & Social Security

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| 16 | Inclusion of postdoctoral female researchers in the existing mentoring programme TEAMWORKScience for female PhD students (Main Action IV) | 27,38 | Q2 2023 | Equal Opportunity Office / FwN (PostDoc Office) | <ul style="list-style-type: none"> Postdoctoral female researchers are included in next mentoring cohort Programme is evaluated by postdoctoral female researchers after participation | Due to the extensive cost-cutting measures at GSU, it has not yet been possible to fully implement this action. However, some events for female postdocs have been offered (e.g. workshop "Women lead differently"), but it has not yet been possible to offer a permanent programme. The action will therefore be included in the new Action #29, in which a mentoring pool for female postdocs is to be set up. | Extended |
| 17 | Creation of exchange and networking opportunities for women | 27 | Q2 2023 | Equal Opportunity Office / HR Development | <ul style="list-style-type: none"> Information session is organized on International Women's Day to inform about internal offer Specific networking events for women are organized and rolled out | Some fruitful networking events/meetings for female postdocs have been offered (e.g. Diversity Week, Women's Day), but it has not yet been possible to offer a permanent programme especially for female Postocs. The topic of networking is integrated into the new Action #29, which also takes into account the needs of female researchers. | Completed |
| 18 | Establishment of trainings and consultation for postdoctoral researchers on different career options, e.g. career coaching/counselling and career development advice (Main Action IV) | 21,28,30 | Q1 2023 | FwN (PostDoc Office) | <ul style="list-style-type: none"> Existing concept is finalized and rolled out | An advisory service for Postdocs could only be set up temporarily and could not be made permanent. However, there will be an offer for all researchers as part of the new Action #29 (see also Action #1). | Extended |
| 19 | Update of the Statutes for the Appointment of Professors and Junior Professors (Berufungsleitfaden) in order to attract more female candidates | 27 | Q3 2023 | Equal Opportunity Office | <ul style="list-style-type: none"> Finalization of the revised Statutes for the Appointment of Professors and Junior Professors Feedback from and approval by Senate | As part of this original action, the entire appointment management (with the new President since May 2024) was optimized and partially redesigned, so this action was modified and finalized by mid-2025 at the latest. Increasing the proportion of women in research and teaching is one of the university's strategic goals; qualified female academics are therefore expressly encouraged to apply, a gender-sensitive appointment management system has been set up. Women are given preferential consideration in accordance with the State Equal Opportunities Act. | Completed |
| 20 | Development and implementation of a management programme for women (or extension of an existing programme with exclusive modules) | 27,37 | Q3 2023 | FwN (PostDoc Office) / Equal Opportunity Office | <ul style="list-style-type: none"> Management programme for women is developed, communicated and rolled out Programme is evaluated when finished | Due to extensive cost-cutting measures at GSU, it has not yet been possible to fully implement this action. Some events for female Postdocs have been offered (see Actions #16 and #17), but it has not yet been possible to offer a permanent programme. The action will therefore be included in the new Action #29, in which a mentoring pool for female postdocs is planned. | Extended |
| 32 | Development of an EU/internationalization strategy (including topics such as increasing EU funding and mobility, increasing the attractiveness for international scientists, integration of the cross-cutting topics CoARA and HRS4R) (Main Action VI) | 23, 29 | Q1 2027 | FwQ | Strategy with package of measures has been drawn up and adopted | | New |

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| 33 | Development of a concept for sustainable research infrastructure (cooperative use of laboratories and equipment) to save space, energy and financial resources | 23 | Q1 2026 | FwQ | Recording of all equipment/laboratories in the research information system; setting up a usage regulation; offer is used by scientists, resources are saved | | New |
| 34 | Development of a revised transfer strategy (Main Action VI) | 31 | Q2 2026 | Transfer | Revised transfer strategy has been drawn up, adopted and announced | | New |
| 37 | Participation in the Female Professors Program 2030 (funding program of the state of Northrhine Westphalia to increase the number of female professors at universities and to set up equality concepts for parity at the university) (Main Action IV) | 27 | Q4 2025 | FwQ + Equal Opportunity Office | Application with a concept for achieving gender parity and a plan for female professors has been submitted (including a mentoring program for female researchers, see Action #29) | | New |

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Area: Recruitment & Selection

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| 21 | Discussion and finalization of internal requirement profiles for researchers (based on R1-R4) including the consideration and definition of teaching skills and leadership (Main Action IV) | 12,13,21,28,31,33,36,37,40 | Q1 2023 | FwN (PostDoc Office) | <ul style="list-style-type: none"> • Profiles are finalized and approved by President's Office • Profiles are communicated and reflected in different recruitment and selection processes and training and development programmes | Requirement profiles for academics at GSU were created in 2018, but planned changes were not implemented due to limited staff. During the HRS4R process, GSU shifted strategy, deciding that detailed profiles were a barrier for external applicants. To promote openness and mobility, GSU now uses more the general requirement profiles based on EU recommendations, available on the GSU careers website. Detailed requirements are still listed in job advertisements. Additionally, the topic of requirement profiles and competencies (<i>ResearchComp</i>) will be more widely promoted and integrated as part of new Action #29. | |
| 22 | Implementation of an e-recruitment tool (including call for tender) (Main Actions III) | 13 | start in Q4 2023 | D2 | <ul style="list-style-type: none"> • Tool is implemented • Users are trained • Additional support material is developed and accessible | The first formal steps have been taken: including specific coordination with IT (specifications), digitization management (project management) and the purchasing department (call for tender). These preparatory steps are expected to be completed in Q3, so that after the offer and selection phase of the external providers in Q4, implementation will start in Q1 2026. The implementation of the tool is expected to be completed in Q3 2026. | In Progress |
| 23 | Definition of a recruitment process including the appointment and composition of selection committee members, development and implementation of recruitment and selection guidelines (including e.g. checklists and best practices) for non-professorial teaching and research staff, assessment templates in order to hire based on skills and competencies to avoid biases and unconscious discrimination against candidates (Main Actions III) | 12-18,20 | Q3 2023 | D2 /Extended HRS4R Working Group | <ul style="list-style-type: none"> • Process is reviewed • Guidelines are developed • Euraxess is used for job posts • Guidelines are communicated and content is explained in trainings for selection committee members if needed | For the recruitment process, a checklist for personnel requirement positions has been drawn up, which offers support to hiring institutes and organizational units in the formal process. Guidelines for recruitment and selection as well as for the selection process are currently being developed. Euraxess will be used as an additional platform for job advertisements as standard from May/June 2025. This action is expected to be completed in Q2/Q3 2025. | In Progress |
| 24 | Development of a monitoring and quality system for recruitment including complaints mechanism and means to monitor whether the most suitable researchers apply (Main Actions III) | 12 | Q4 2023 | D2 /Extended HRS4R Working Group | <ul style="list-style-type: none"> • "most suitable researcher" is internally defined • Monitoring and quality system is developed and in use | As part of a quality management system for application procedures, complaints are recorded and evaluated at regular intervals. The introduction of an e-mail address for this purpose has further improved the process. Finding the most suitable applicants in the form of active sourcing or active recruitment can only be carried out as part of appointment procedures. For reasons of time and resources, this is not possible in the usual recruitment procedures. | Completed |
| 25 | Development and communication of an internal OTM-R Policy (Main Actions III) | 12,15 | Q3 2024 | Extended HRS4R Working Group | <ul style="list-style-type: none"> • Policy is published on website | The policy is developed, approved by the president's office and the committees, and then communicated both internally (intranet) and externally (internet, careers page). Further communication measures will be developed in accordance with Action #26. | Completed |

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| 26 | Training/information of selection committee members in the area of OTM-R including the awareness of biases e.g. due to gender or the reputation of an institution (Main Actions III) | 14,17,20 | Q2 2024 | D2 | <ul style="list-style-type: none"> • Training content is developed • Selection committee members are trained | The OTM-R policy was adopted and university-wide published in April 2025. Training and information on bias and selection is provided internally and also in English as an e-learning offer to all university members (e.g. unconscious Bias). More information/training is developed/offered if necessary, according to complaints or on demand of the members. | Completed |
| 27 | Evaluation of the new internationalization module as part of the GSU internal research funding programmes in order to further promote and acknowledge mobility experiences | 18 | Q4 2024 | FwN | <ul style="list-style-type: none"> • Funded projects and their outputs are evaluated | The internationalization module has not yet been evaluated because there are not yet enough completed projects. The university's internal funding programmes are now to be evaluated as a whole and adjusted if necessary. The internationalization module will also be considered in the course of this evaluation. The action has therefore been extended and is now part of Action #31. | Extended |