

## ACTION PLAN 3 HRS4R STRATEGY

APRIL 2026

### HOCHSCHULE FULDA UNIVERSITY OF APPLIED SCIENCES

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing years (quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
2.3 Greater use of job advertisement portal EURAXESS	C&C Principle 13 Recruitment	From Q4 2020 Continuous	Human Resources Management	<ul style="list-style-type: none"> <li>• Increase number of job advertisements on EURAXESS website</li> <li>• Make job offers at Fulda University more accessible for international researchers</li> </ul>
3.11 Review of equal opportunities for researchers in terms of career opportunities and, if appropriate, promotion of equal opportunities	C&C Principle 30 Access to career advice	Q1 – Q4 2026	Presidential Board, Research and Transfer, PhD Coordinating Office, officer	<ul style="list-style-type: none"> <li>• Drafting a final report on measures</li> <li>• Degree of equal opportunities at Fulda University dependent on personal attributes on the basis of which nobody may be discriminated</li> </ul>
40. Introduction of an applicant tracking tool at Fulda University	C&C Principle 13 Recruitment	Q1 2023 – Q1 2027	Human Resources Management	<ul style="list-style-type: none"> <li>• Successful implementation of an applicant tracking tool</li> </ul>
43. Mentoring Hesse: Actively targeting outstanding young female researchers	C&C Principle 28 Career development	Q1 2023 – Q1 2029	Equal Opportunities and Diversity Office	<ul style="list-style-type: none"> <li>• Achievement of application numbers that at least equal the benchmark per funding line</li> </ul>
44. Individual opportunities and career counselling for junior researchers in all their diversity (ProGEPP)	C&C Principle 30 Access to career advice	Q1 2023 – Q1 2027	Equal Opportunities and Diversity Office	<ul style="list-style-type: none"> <li>• Invitation of all doctoral students and postdocs at Fulda University to an initial interview</li> <li>• At least 60% of the target group regularly take advantage of the opportunities and career counselling sessions (i.e. twice a year)</li> <li>• 80% of counselees rated the opportunities and career counselling services as helpful (12/2024)</li> </ul>
45. Support Programme for Junior Researchers in All Their Diversity (ProGEPP)	C&C Principle 39 Access to research training and continuous development	Q1 2023 – Q1 2027	Equal Opportunities and Diversity Office	<ul style="list-style-type: none"> <li>• Well-attended events with positive ratings</li> <li>• 4 events offered per semester</li> </ul>
50. Active recruitment of researchers through participation in international fairs	C&C Principle 13 Recruitment	Q3 2023 – Q1 2027	International Office	<ul style="list-style-type: none"> <li>• Participation in at least 2 fairs a year</li> </ul>

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53. Appointment to a tandem professorship	C&C Principle 28 Career development	Application after professorship has been accepted, no later than 30 September 2027	Equal Opportunities and Diversity Office, Human Resources Management, Department of Applied Computer Science	<ul style="list-style-type: none"> <li>• Appointment of an early-career female researcher to a tandem professorship (W1) in a STEM department</li> </ul>
54. Gender bias in professorial appointment procedures	C&C Principle 10 Non-discrimination, C&C Principle 27 Gender balance C&C	Q2 2026 – Q1 2029	Equal Opportunities and Diversity Office, Human Resources Management	<ul style="list-style-type: none"> <li>• Conceptualisation and implementation of the first briefings for the duration of the Female Professor Programme (until September 2029)</li> </ul>
55. Culturally reflexive teaching for instructors	C&C Principle 10 Non-discrimination	At least one workshop each winter semester, along with other department-specific events from Q2 2026 – Q1 2029	Equal Opportunities and Diversity Office	<ul style="list-style-type: none"> <li>• At least one workshop is offered each winter semester (number of participants: 10 to 12 instructors)</li> </ul>
56. Mentoring female researchers on caregiving and pursuit of a professorship	C&C Principle 28 Career development	Q2 2026 – Q 1 2029	Equal Opportunities and Diversity Office	<ul style="list-style-type: none"> <li>• The pilot project aims to give every early-career female researcher the opportunity to discuss caregiving challenges and the pursuit of a professorship through dedicated mentoring. The programme has been well received and is consistently valued by the mentees.</li> </ul>
57. Development of an onboarding concept for employees and process optimisation	C&C Principle 13 Recruitment	Q2 2026 – Q2 2027	Human Resources Management in collaboration with other stakeholders, including the Conflict Prevention and Team Development unit	<ul style="list-style-type: none"> <li>• Successful development and implementation of the onboarding concept</li> </ul>
58. Implementation of a dedicated careers section on the Fulda University website	C&C Principle 28 Career development	Start Q3 2025 – ongoing action	Human Resources Management	<ul style="list-style-type: none"> <li>• Successful implementation of a dedicated careers website at Fulda University</li> </ul>
59. Introduction of a tool to assess digital competencies	C&C Principle 39 Access to research training and continuous development	Start Q1 2026 – with a view to long-term implementation	Human Resources Management, Digitalisation Office	<ul style="list-style-type: none"> <li>• Once the tool is successfully implemented, each employee will receive personalised recommendations for relevant training opportunities, based on their individual assessment report.</li> </ul>

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60. Development of a programme of English-language courses to promote language skills	C&C Principle 39 Access to research training and continuous development	Start Q2 2026 – with a view to long-term implementation	Human Resources Management	<ul style="list-style-type: none"> <li>• Development of a group-oriented, needs-based programme of English-language courses to improve language proficiency across different employee groups</li> </ul>
61. Coffee Lectures on the subject of open science	C&C Principle 8 Dissemination and exploitation of results	Q2 2026 – Q1 2029	University, State and Public Library Fulda, Research and Transfer	<ul style="list-style-type: none"> <li>• Each semester, three Coffee Lectures introduce participants in an accessible way to the latest developments in research-focused library services.</li> </ul>
62. Research-related service of the month	C&C Principle 8 Dissemination and exploitation of results	Q2 2026 – Q1 2029	University, State and Public Library Fulda, Research and Transfer	<ul style="list-style-type: none"> <li>• 12 entries per year, which advertise the services of the HLSB</li> </ul>
63. Onboarding event for newly appointed professors to the subjects of open access, research data management	C&C Principle 8 Dissemination and exploitation of results	Q1 2026, Q1 2027, Q1 2028, Q1 2029	University, State and Public Library Fulda, Research and Transfer	<ul style="list-style-type: none"> <li>• Implementation of an annual event to provide researchers with a welcoming environment and introduce them to the University's infrastructure at the earliest opportunity</li> </ul>
64. Open science workshop	C&C Principle 8 Dissemination and exploitation of results	Once a year during special events, timing therefore varies every quarter	University, State and Public Library Fulda, Research and Transfer	<ul style="list-style-type: none"> <li>• A workshop will be held annually as part of an existing event in order to raise awareness of open science.</li> </ul>
65. Support and supervision of persecuted and refugee academics	C&C Principle 13 Recruitment, C&C Principle 10 Non-discrimination, C&C Principle 29 Value of mobility	Q2 2026 – Q1 2027	International Office	<ul style="list-style-type: none"> <li>• Safeguarding researchers' lives and supporting their academic careers despite the challenges of displacement</li> <li>• Helping international researchers integrate into the academic job market in Germany or Europe</li> <li>• At least one application per semester</li> </ul>
66. Support process for families of international instructors and researchers	C&C Principle 13 Recruitment, C&C Principle 10 Non-discrimination, C&C Principle 29 Value of mobility	Q2 2026 – Q1 2027	International Office	<ul style="list-style-type: none"> <li>• Development of a process with implementation of a pilot project</li> </ul>
67. Development of a policy for fellowships at Fulda University	C&C Principle 29 Value of mobility	Q2 2026	SaFe Project, Legal Department & Presidential Board	<ul style="list-style-type: none"> <li>• Adoption of a policy for fellowships at Fulda University by the Presidential Board</li> </ul>
68. Appointment training for professorships at universities of applied sciences	C&C Principle 13 Recruitment	Q1 2027	Research and Transfer	<ul style="list-style-type: none"> <li>• Increase the visibility of professorships at universities of applied sciences</li> <li>• Increase the number of applicants for professorships at universities of applied sciences</li> <li>• Improve the career prospects of individual participants</li> </ul>

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69. Development of a policy on the appropriate use of generative AI in doctoral theses	C&C Principle 8 Dissemination and exploitation of results, C&C Principle 31 Intellectual property rights	Q4 2026	Presidential Board, Research and Transfer, Legal and Compliance Department, doctoral research centres, departments, Office for Teaching and Learning (DLS)	<ul style="list-style-type: none"> <li>• Development of a policy on the use of generative AI in doctoral theses</li> <li>• Raising awareness of the appropriate use of AI</li> </ul>
70. E-learning courses on good scientific practice in doctoral research	C&C Principle 39 Access to research training and continuous development	Q4 2026	Research and Transfer, Legal and Compliance Department, HLSB, DLS, doctoral research centres, departments	<ul style="list-style-type: none"> <li>• Conducting and evaluating a pilot phase</li> <li>• Revising and delivering the final e-learning course</li> </ul>
71. Sustainable business travel, including for researchers who travel frequently	C&C Principle 29 Value of mobility	Q4 2028	Sustainability Office in collaboration with Human Resources Management, Presidential Board	<ul style="list-style-type: none"> <li>• Definition of principles for sustainable business travel and communication to employees</li> </ul>
72. Establishment of additional postdoc positions at Fulda University of Applied Sciences	C&C Principle 13 Recruitment, C&C Principle 28 Career development	Q2 2026 – Q1 2029	Presidential Board, Human Resources Management, Research and Transfer	<ul style="list-style-type: none"> <li>• Establishment of budget-funded postdoc positions in research-intensive departments</li> <li>• Definition of selection criteria and conclusion of target agreements with the selected candidates</li> <li>• Positions are limited to two-year terms</li> </ul>
73. Implementation of a training course on leadership skills for the academic environment	C&C Principle 39 Access to research training and continuous development	Q1 2027 – Q4 2028	Human Resources Management, Presidential Board	<ul style="list-style-type: none"> <li>• Strengthening the leadership skills of researchers with leadership responsibilities</li> <li>• 1 - 2 workshops per year</li> </ul>