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Conference on Research Careers 2023

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The experience of a newly awarded Institution: the German Sports University, Cologne

HRS4R-Working Group

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1. The German Sport University Cologne – a brief introduction

Deutsche
Sporthochschule Köln
German Sport University Cologne

International Reputation Concentrated in Cologne

- Germany's only and Europe's largest sport university

- Multifaceted research at 19 institutes, four affiliated institutes and five transfer centres

- Unique interdisciplinarity at one location

- Complex social topics examined from different perspectives of sport science

- European-oriented university with modern bachelor´s and master´s degree programmes

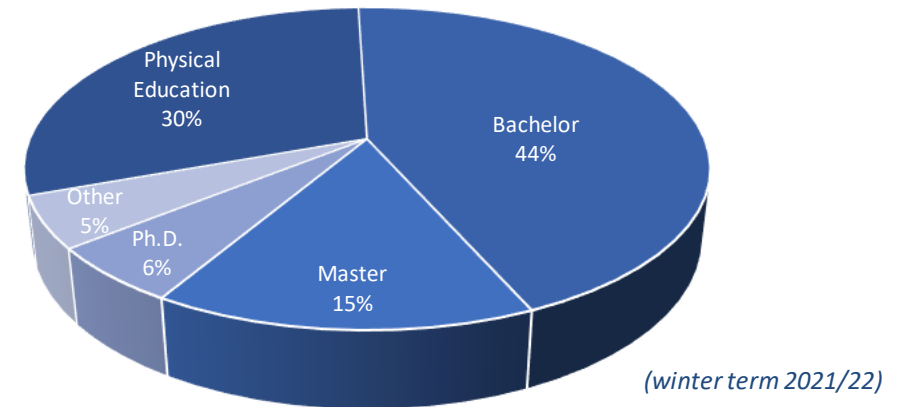- 65 university partnerships worldwide

A Sporty Team

Professors: 35

Academic staff: 303

Non-academic staff: 318

Our Students (Total: 6.148)

Physical Education
30%

Bachelor
44%

Other
5%

Ph.D.
6%

Master
15%

(winter term 2021/22)

Physical Education: 1.849   Ph.D.: 351
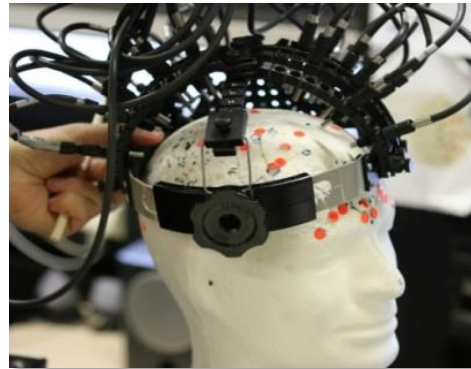
Bachelor: 2.695   Other*: 319

Master: 934

Multifaceted Research

Sport and movement as an overarching reference point

Interdisciplinary:

- Humanities
- Social sciences
- Natural and Life sciences
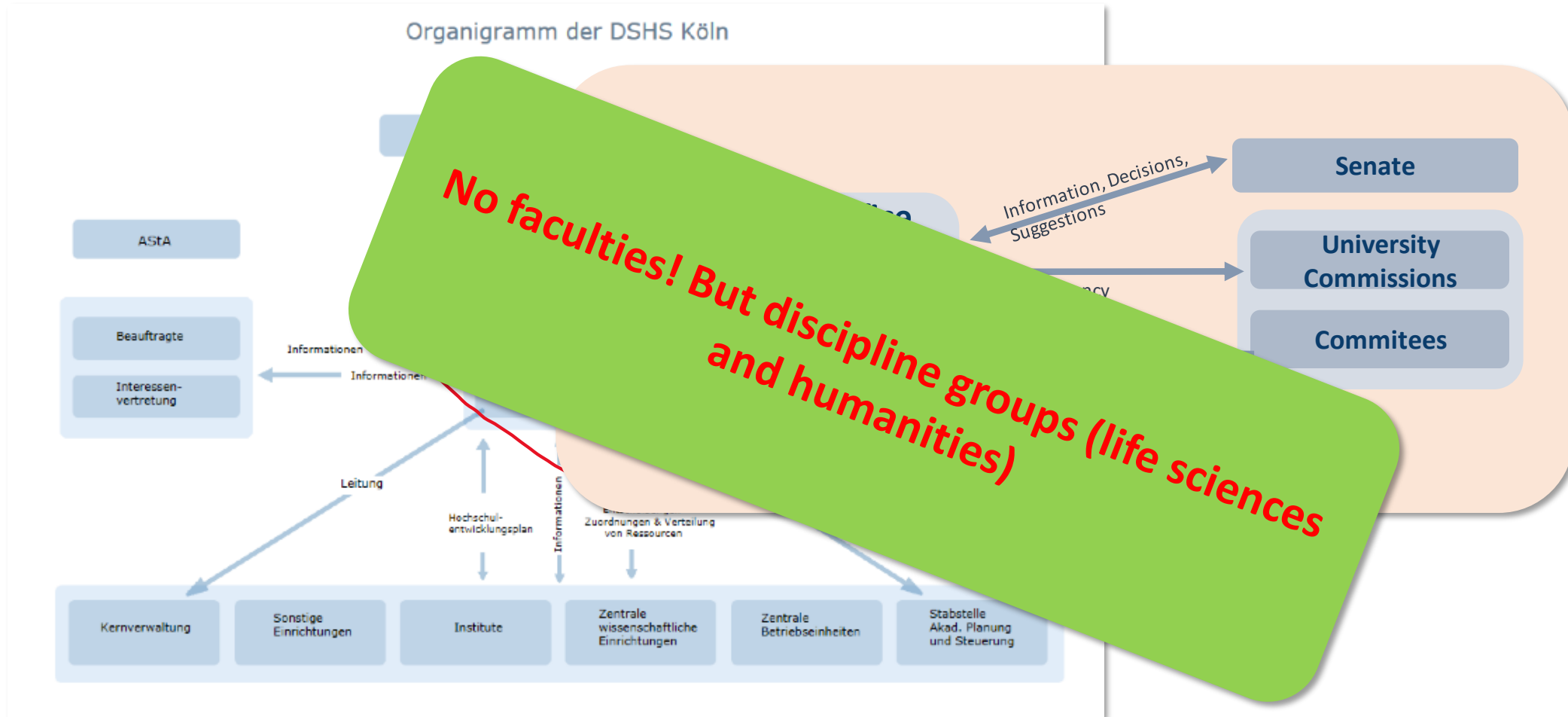
Key topics:

- Performance
- Health
- Society
- Education

Research:

Applied and basic research

2. Building up the team..

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GSU´s organizational structure

Organigramm der DSHS Köln

No faculties! But discipline groups (life sciences and humanities)

Senate

Information, Decisions, Suggestions

University Commissions

Commitees

AStA

Beauftragte

Interessen-vertretung

Informationen

Informationen

Leitung

Hochschul-entwicklungsplan

Informationen

Zuordnungen & Verteilung von Ressourcen

Kernverwaltung

Sonstige Einrichtungen

Institute

Zentrale wissenschaftliche Einrichtungen

Zentrale Betriebseinheiten

Stabstelle Akad. Planung und Steuerung

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Steering Committee = The President's Office

left to right

- **Univ. Prof. Dr. Heiko Strüder**   President
- **Univ. Prof. Dr. Christoph Breuer**   Vice-President of University Development Planning, Resources and Appointments
- **Marion Steffen**   Provost
- **Prof. Dr. Anja Niehoff**   Vice-President of Knowledge and Technology Transfer
- **Univ. Prof. Dr. Jens Kleinert**   Vice-President of Studies, Teaching and Quality Management
- **Univ. Prof. Dr. Thomas Abel**   Vice-President of Communication, Digitalisation and Diversity
- **Univ. Prof. Dr. Hedda Lausberg**   Vice-President of Research, Scientific Staff and Young Academics

Representative Community of Researchers

- Feedback to and advice for the Core Working Group
- Cooperation with Core Working Group if necessary
- Members:
  - University Commission of Research (14 researchers from R1 to R4 representing both discipline groups)
  - Staff Council for Academics (10 researchers from R1 to R3)

Composition of the project group

Core Working Group

- Project management and implementation

- Assessment of the required resources

- Development of process description, gap analysis, OTM-R checklist + action plan
  in accordance with EU templates and based on PE action plan

- Communication and exchange

+

Extended Working Group
- Advice and support for the Core Working Group as required
- Assessment of the required resources
- Responsibility for planning and implementing initial measures with the involvement of relevant stakeholders / areas

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Core Working Group – Members and skills

Moritz Gamon, HR Development
- Employment and Recruitment
- CVs
- Advances Trainings
- Leadership Trainings
- Working Conditions
- Legal framework
- Management HR Working Group at GSU with all relevant stakeholders

Birte Ebbinghaus, Personal Advisor to the President
- Very good knowledge of university and internal processes
- Organization and communication with Committees
- Connection to the President´s Office = Steering Committee
- Good network with all relevant stakeholders
- Legal background

**Dr. Birte Ahrens, Research Officer**
- Overview of research at GSU + nationally and internationally
- Science Politics
- Research funding
- Promotion of young researchers
- Scientific background
- Interface between administration and researchers

Effective project structure
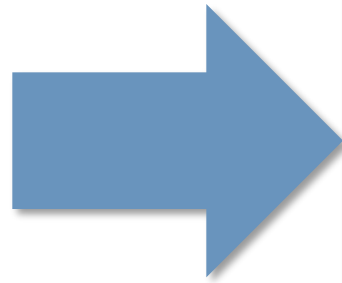
Committees already implemented in the organizational structure of the GSU were used for the group of representative researchers and for the steering committee

-> saving resources, optimal utilization of already functioning committees, ensuring effective work
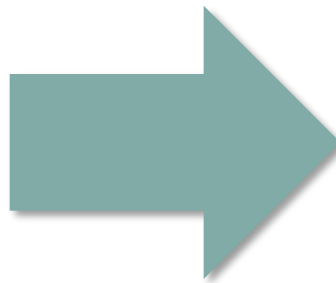
Core Working Group member's with different working areas, skills, backgrounds and perspectives

-> Experts for all pillars; overview of all internal processes, projects and steakholders; comprehensive network
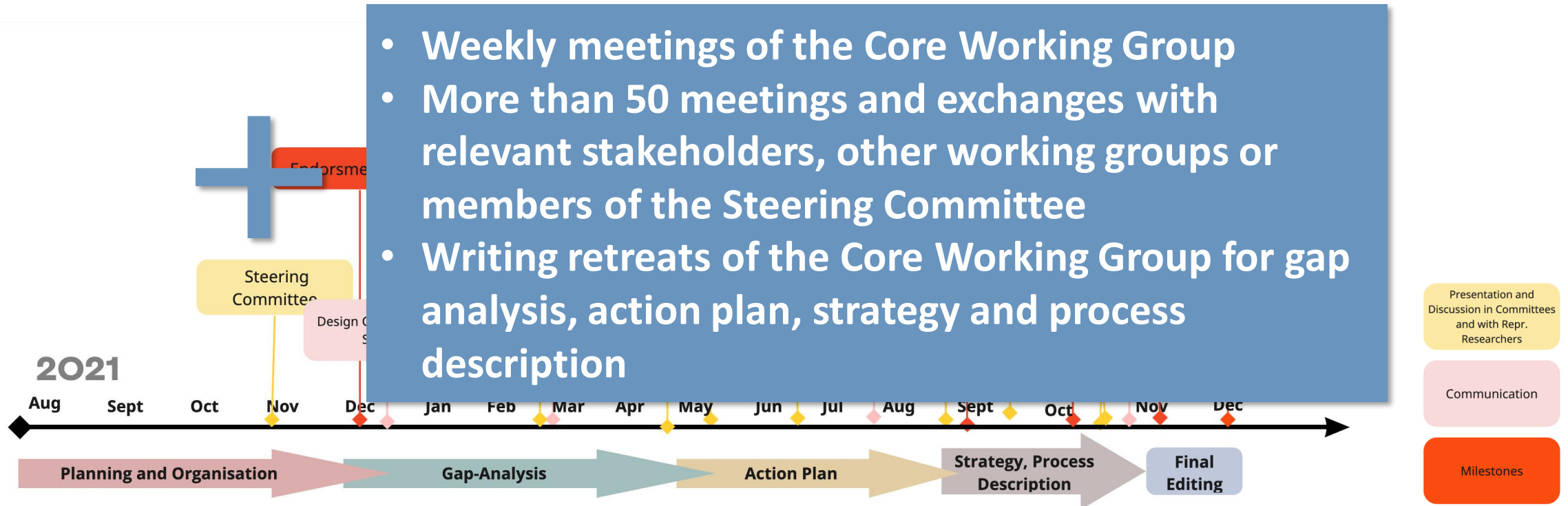
3. GSU´s Run for HR Excellence

History/Preliminary Work

- First involvement with HRS4R and OTM-R as part of a personnel development project -> creation of an HR Action catalog 2019/2020
- Establishment of an HRS4R-project group in summer 2021
- Dispatch of the endorsement letter in December 2021
- Spring 2023 Receipt of the award

HRS4R-Process at GSU (initial phase)

- **Weekly meetings of the Core Working Group**
- **More than 50 meetings and exchanges with relevant stakeholders, other working groups or members of the Steering Committee**
- **Writing retreats of the Core Working Group for gap analysis, action plan, strategy and process description**

Endorsme...

Steering Committee

Design G...

Presentation and Discussion in Committees and with Repr. Researchers

Communication

Milestones

2021

| Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |

Planning and Organisation → Gap-Analysis → Action Plan → Strategy, Process Description → Final Editing

Gap Analysis

Biggest Challenge
- Interpreting the principles: What is meant, how can it be specifically applied to our university?

Procedure
- Division of the principles according to competencies
- Working through the entire table together
- Writing retreats
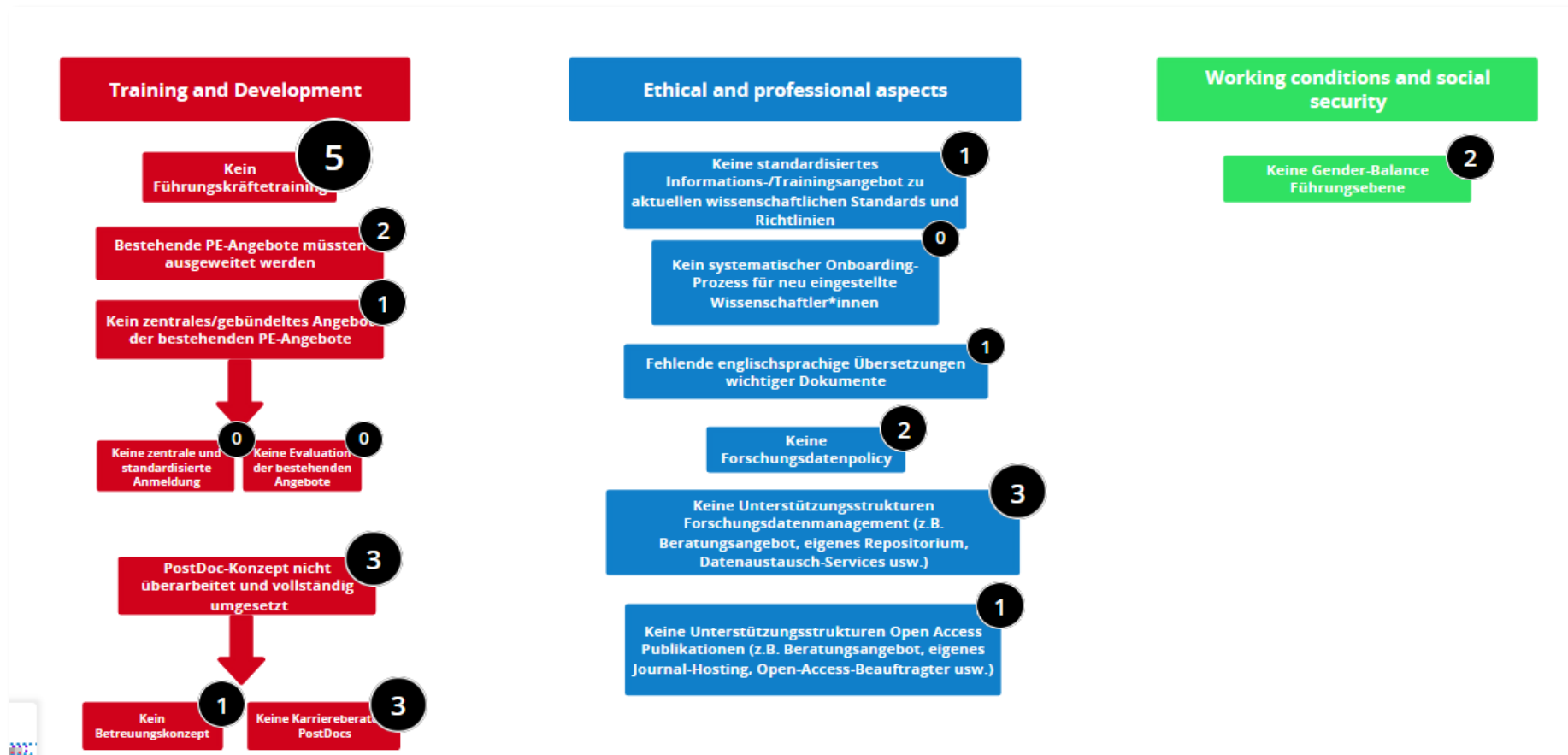- Honest and realistic examination of own strengths and weaknesses

What helped us
- Good knowledge of our own university and the academic system in Germany
- Good network
- Best practice examples from other universities
- HRK table with references to relevant laws and regulations

Conclusion
- Long process, high workload but as a result a detailed and very helpful analysis of strengths and weaknesses for the development of measures

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Structuring of the identified gaps according to pillars and voting for priorities by the members of the representative researchers

Training and Development

Kein Führungskräftetraining **5**

Bestehende PE-Angebote müssten ausgeweitet werden **2**

Kein zentrales/gebündeltes Angebot der bestehenden PE-Angebote **1**

Keine zentrale und standardisierte Anmeldung **0**   Keine Evaluation der bestehenden Angebote **0**

PostDoc-Konzept nicht überarbeitet und vollständig umgesetzt **3**

Kein Betreuungskonzept **1**   Keine Karriereberatung PostDocs **3**

Ethical and professional aspects

Keine standardisiertes Informations-/Trainingsangebot zu aktuellen wissenschaftlichen Standards und Richtlinien **1**

Kein systematischer Onboarding-Prozess für neu eingestellte Wissenschaftler*innen **0**

Fehlende englischsprachige Übersetzungen wichtiger Dokumente **1**

Keine Forschungsdatenpolicy **2**

Keine Unterstützungsstrukturen Forschungsdatenmanagement (z.B. Beratungsangebot, eigenes Repositorium, Datenaustausch-Services usw.) **3**

Keine Unterstützungsstrukturen Open Access Publikationen (z.B. Beratungsangebot, eigenes Journal-Hosting, Open-Access-Beauftragter usw.) **1**

Working conditions and social security

Keine Gender-Balance Führungsebene **2**

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Gap Analysis and Action Plan – Database and integration of researchers

- Survey of scientific employees (2017)

- Catalog of internal HR Action Plan (2020)

- Feedback representative community of researchers

- Further exchanges and coordination, e.g. equal opportunities office, HR exchange group, PostDoc Office etc.

Action Plan

Procedure
- Collection of all gaps
- Development of actions to close them
- Find synergy effects with ongoing or planned projects
- Consideration of the existing catalog of HR measures
- Writing retreats

Biggest Challenge
- Cost savings (= financing of actions)

What helped us
- Profound gap analysis
- Feedback from the researchers
- Existing catalog of HR measures
- Communication with all responsible units

Conclusion
- Relatively simple and unproblematic process due to the extensive preparatory work

Development of actions based on the gaps and prioritizations

No.	Action	GAP Principle(s)	Proposed Timing	Responsible Unit	Indicators/Target(s)
	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)	• Programme is finalized and communicated • Programme is rolled out • Programme components are evaluated by participants (Q2 2024)
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	• Scope is discussed • If applicable: Guidelines are developed and changes communicated
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	• Concept is developed • Requirement profiles are reflected after finalization • Offers are communicated and rolled out • Offers are evaluated (Q3 2024)
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	• Offers are aligned (no duplicates!) • Offers are finalized and communicated
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
6	Needs assessment regarding further qualification of professors and development of respective offers (Main Action V)	38	Q4 2024	HR Development / FwN	• Needs are assessed • If applicable: Offers are developed, communicated and rolled out
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	• New ideas are reflected and discussed • If applicable: Offers are extended or adjusted and communicated

Summary of the 28 single actions into 5 overarching clusters (= main actions) in the HR strategy
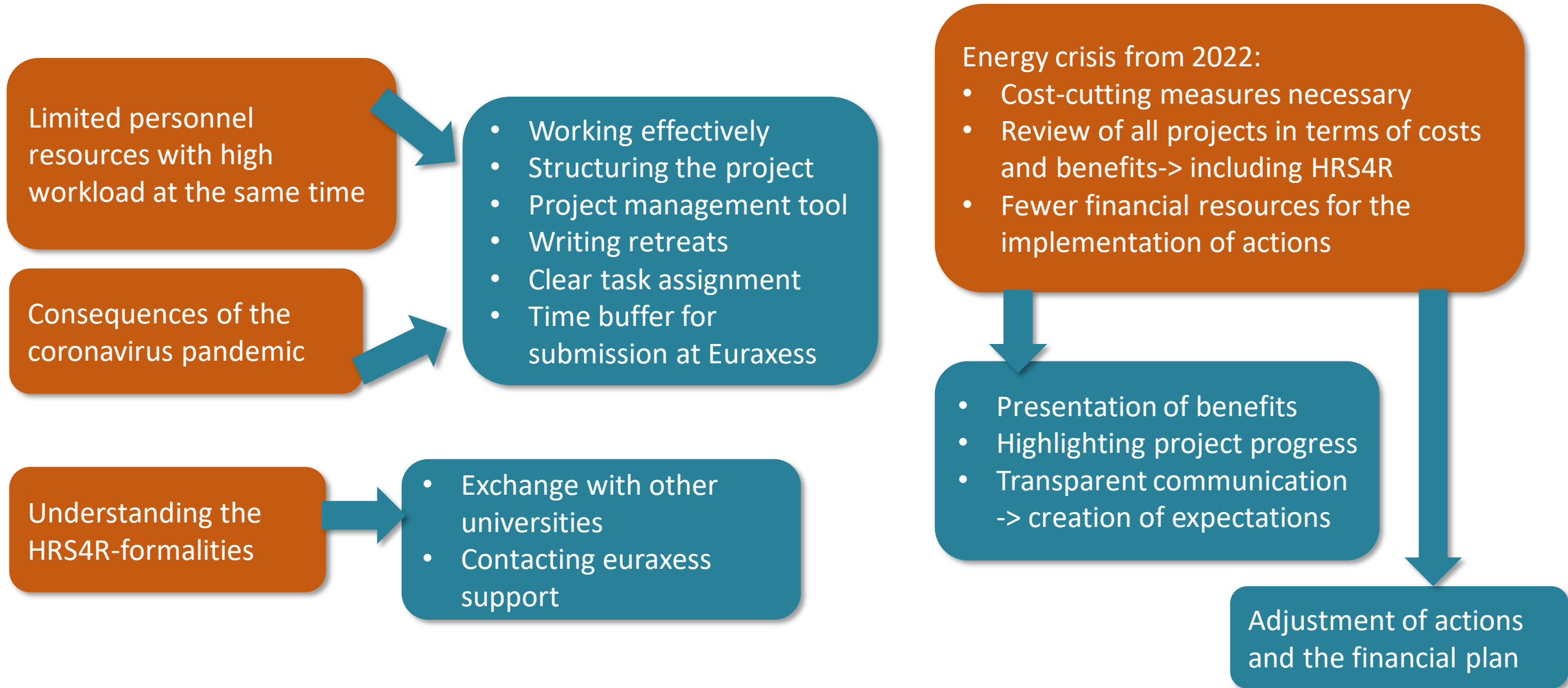
Human Resources Strategy for Researchers (HRS4R)
at German Sport University Cologne

Deutsche Sporthochschule Köln
German Sport University Cologne

SCAN ME

4. Challenges during the initial phase

Challenges... and solutions

Limited personnel resources with high workload at the same time

Consequences of the coronavirus pandemic

- Working effectively
- Structuring the project
- Project management tool
- Writing retreats
- Clear task assignment
- Time buffer for submission at Euraxess

Understanding the HRS4R-formalities

- Exchange with other universities
- Contacting euraxess support

Energy crisis from 2022:
- Cost-cutting measures necessary
- Review of all projects in terms of costs and benefits-> including HRS4R
- Fewer financial resources for the implementation of actions

- Presentation of benefits
- Highlighting project progress
- Transparent communication -> creation of expectations

Adjustment of actions and the financial plan

5. Perception and benefits

Perception and feedback

Positive

- R1-R3 researchers regarding the planned actions
- R4 researchers and committee members tend to see strategic advantages
- Academic staff council is particularly supportive of the OTM-R area
- European Liaison Office of the German Research Organisations (Kowi): Helpful in the evaluation of EU funding applications

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Benefits

External representation
- Attractive working environment for researchers
- International advertising for GSU
- Recruitment of highly qualified researchers
- Transparent, open, equal and internationally accepted system of recruitment and career development

Organisational benefits
- Inventory and analysis of all processes, services and measures relating to research environment
- Resulting measures are evaluated externally
  - Engine to implement actions, to really change something, continuous further development
- Consolidation of internal university processes and actions on a common strategic basis => clear allocation of tasks, increased transparency of measures, also prevents duplication of tasks
- Identification of synergies, increase in effectiveness
- Increased chances of approval for third-party funding applications (especially, but not only, EU)

Thank you!

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https://www.dshs-koeln.de/hochschule/profil/human-resources-strategy-for-researchers-hrs4r/

HR EXCELLENCE IN RESEARCH