Leadership at RWTH

Guidelines for Staff With Leadership Roles

With their competences and continued commitment, our highly motivated employees in academia, administration, and technology undertake different tasks at our university. They perform these tasks within the framework of the research profile, the goals, values, and strategies of RWTH Aachen University, contributing to successes in research, teaching, and transfer. One of the most important factors in this success is your role as a leader. The following information is intended to help you understand what leadership at RWTH means and to provide you with information about regulations, guidelines, and recommendations for day-to-day management.
Key Leadership Principle

Leading at RWTH Aachen University means inspiring and empowering staff to initiate developments together and creating framework conditions that can facilitate outstanding research and teaching.

Crucial elements of the key leadership principle are:
- Fostering a culture of tolerance that respects the personality and life situation of each individual
- Adhering to the principles of equal opportunities in the recruitment process and in supporting talent and career development,
- Ensuring that overarching goals are clearly and transparently communicated
- Aligning the strategic goals of RWTH with those of the respective department and the development goals of the employees
- Creating framework conditions that are in line with the University’s provisions and guidelines
- Leading, encouraging, and supporting staff in a way that takes specific situations and individual needs into account
- Delegating responsibility, cooperatively using leeway in decision-making, and creating leeway for staff to work independently
- Reflecting on one’s own actions and encouraging staff to give feedback

Leading at RWTH can be seen as an interplay between leadership responsibilities in management and human resources and organizational goals, values, and strategies.

Leadership at RWTH therefore relates to the respective subject area, staff, and organizational development and thus combines tasks of planning, management, and control with those of employee communication and interaction as well as the organizational mission statements and strategic values of RWTH.

Further Information and Assistance for Everyday Work:
Career at RWTH

Contact for Questions:
Vice-Rector’s Office for Human Resources Development and Management.
Email: Prorektorat-Personal@rektorat.rwth-aachen.de

Department 12.0 – Staff Development and Talent Management
Phone: + 49 241 80 99120
Mail: dagmar.gruebler@zhv.rwth-aachen.de
Leadership

Leaders at RWTH Aachen University act in a lawful, appreciative, fair, and measured manner in order to achieve their objective.

RWTH leaders are aware of their responsibility arising from stipulated procedures and service agreements, personnel law, and occupational health and safety regulations. They obtain information from the relevant bodies (see information online) and act accordingly, guided by the values and goals of RWTH.

Leadership at RWTH is based on the leaders’ ability to act as confident role models and thereby earn the trust, respect, appreciation, and loyalty of their employees, who, in turn, are motivated, feel inspired to behave accordingly, and are willing to develop and work well. In the 2012 Staff Development Guidelines, we defined leadership in terms of appreciation, communication, motivation, assistance, team development and cooperation, diversity, and equal opportunities.

As much as the diversity of employees is taken into account, this also apply to leaders. Every leader should, and can, grow on a personal level, develop their own strategies for dealing with tasks, and define their role as a leader in line with the organizational goals and values and the guidelines for leadership. Leadership at RWTH means achieving an effect in line with the leadership principle and its elements.

Further Information and Assistance:
Department of Human Resources
Occupational Safety and Radiation Protection Staff Unit
University Medical Center

Service Agreements

Values of RWTH

Guidelines for Staff Development (2012)

Contact for Questions:
Department 8.0 – Human Resources
Phone: + 49 241 80 94012
Email: Personal@zhv.rwth-aachen.de
www.rwth-aachen.de/personal
Appointment Conditions

Leaders at RWTH Aachen University conduct transparent selection procedures and processes for the recruitment of suitable candidates with the participation of the respective staff council.

The RWTH job database supports leaders with internal and external job advertisements. The human resources departments of the Central University Administration (ZHV) provide advice on the topics of job profiles, salary grading, and hiring procedures.

RWTH aims to encourage the inclusion of individuals with disabilities and those with equivalent status at the University, including helping them with the organization of their work. The Representatives for Disabled Staff provide advice and assistance on the topics of disability and inclusion.

The RWTH Welcome Center provides information on getting started at RWTH and in Aachen for all target groups, including newly appointed professors, technical and administrative staff, and international researchers. The Welcome Center for International Researchers serves professors, visiting researchers, postdocs, and doctoral candidates coming to RWTH from abroad. The team offer help before and during international researchers’ stays in Aachen, providing them with guidance on all non-academic matters.

Further Information and Assistance:
Job Database
Recruitment Procedure
Representative for Disabled Staff
Fact Sheet on Applications and Employment of Relatives and Close Associates
Inclusion Agreement for RWTH
RWTH Welcome Center for Newly Appointed Professors for Technical or Administrative Employees for International Researchers for Postdocs, Habilitation Candidates, Junior Group Leaders, for Doctoral Candidates
Web-Based Assistance for Creating Work References

Contact for Questions:
Department 8.0 – Human Resources
Phone: + 49 241 80 94012
Email: Personal@zhv.rwth-aachen.de
www.rwth-aachen.de/personal

Staff Council
Phone: + 49 241 80 94170
Email: personalrat@pr.rwth-aachen.de
www.rwth-aachen.de/personalrat

Staff Council for Academic, Medical, and Artistic Staff of RWTH Aachen University
Phone: + 49 241 80 98111
Email: prwiss@rwth-aachen.de
www.rwth-aachen.de/prwiss
Creating Good Employment Conditions

Leaders at RWTH Aachen University know the guidelines of good employment conditions and the permanent employment concept and consistently implement them.

As a rule, RWTH will enter into a permanent employment contract for tasks that are to be performed on a permanent basis. This does not apply if the purpose of the employment is to obtain a qualification. Further details are regulated in the Concept for Permanent Employment Opportunities at RWTH.

Principles on the duration of employment in academia, administration, and technology are explained in the Guidelines for Good Employment Conditions for Staff. In principle, the duration of contracts for employees financed by third-party funds is based on the approval period or the project duration, while time limits for researchers in qualification phases are based on the time limit rules for obtaining the qualification (excerpt).

The RWTH Permanent Employment Concept describes the possibilities and regulations for permanently employing staff members. In order to ensure infrastructure in research, additional permanent employment opportunities will be created for tasks in research and science management, provided that funding is secured. This is necessary because the proportion of permanent budgeted positions is insufficient in various university institutions as a large number of research staff positions are externally funded.

Creating good employment conditions also involves designing opportunity-orientated conditions for the workplace, working hours, and work tasks, which all have a direct influence on the employees as well as on the implementation of the strategic goals of the organization. Workplaces and working hours comply with legal requirements. Work tasks are developed according to the job profile, suitability, and personal qualification within the scope of the leadership area.

Further Information and Assistance:
Working Well at RWTH
Guideline for Good Employment Conditions
Permanent Employment Concept
Service Agreement on Flexible Work Locations
Flexi-Time Handbook (Valid for the ZHV and University Library)
Sick Leave Procedure
Vacation Handbook
Information on Human Resources
Contact for Questions:
Department 8.0 – Human Resources
Phone: + 49 241 80 94012
Email: Personal@zhv.rwth-aachen.de
www.rwth-aachen.de/personal
Elements of Leadership Communication

Leaders at RWTH Aachen University use employee and staff appraisals as an instrument of managerial communication.

**Employee appraisals (MAG)**
support employees and leaders as they can use the regular MAG sessions to discuss fundamental issues concerning their current and future work situation in private. The aim is to have constructive talks that lead to improvements for both parties. Framework conditions and regulations for conducting MAGs are stipulated in a handbook.

**Appraisals**
are initiated by the employee’s superior and can address a variety of topics. Participation in the staff appraisal is mandatory. If there is an issue with the performance or conduct of an employee, they should be informed of this in advance. In such cases, there is an agreement that the employees can call in a representative of the responsible staff council for the session, since such discussions result in measures that require participation within the meaning of the State Personnel Representation Act (LPVG).

The Human Resources Department is exclusively responsible for possible employment law measures resulting from a MAG. The Human Resources Department and Social Counseling Office should be contacted for any topics of conflict.

**Further Information and Assistance:**
Employee Appraisals

**Employee Appraisals (MAG)**
General Handbook of the Human Resources

**Department**
Social Counseling
Staff Council
Staff Council for Academic, Medical, and Artistic Staff of RWTH Aachen University

**Contact for Questions:**
Department 8.0 – Human Resources
Phone: + 49 241 80 94012
Email: Personal@zhv.rwth-aachen.de
www.rwth-aachen.de/personal
Career Development and Qualification of Employees

Leaders at RWTH Aachen University have a responsibility toward their employees’ career development and offering support during qualification phases.

Leaders assist their employees among other things, by supporting their participation in qualification and continuing education programs. They discuss the goals that both parties relate to participation in the qualification measure and jointly reflect on how the knowledge gained from the qualification can be put into practice.

Leaders draw up supervision agreements and development plans with their employees in the qualification phase. Deciding to orient a career around academia or not at the earliest possible stage is important here.

When it comes to encouraging their employees, leaders guide them according to their current life stages. This means that in different age, career, and family contexts, different possibilities with regard to qualification and further development are desired and feasible. This should be taken into account in plans for career advancement, personal development, and qualifications. It also means being flexible to changing life circumstances and adjusting plans if necessary.

Further Information and Assistance for Everyday Work:
Career at RWTH
Qualification and Continuing Education Offers for Employees in Science, Technology, and Administration
Codex for Doctoral Candidates
Codex of Conduct for Young Researchers After Their Doctorate Sample of a Supervision Agreement

Contact for Questions:
Department 12.0 – Staff Development and Talent Management
Phone: + 49 241 80 99120
Email: dagmar.gruebler@zhv.rwth-aachen.de

Center for Doctoral Studies (CDS)
Center for Professional Leadership (CPL)
Vocational and Further Training
Leaders accordingly

- strengthen a culture of appreciation by reflecting on thought and behavioral patterns and acting in an appreciative and cooperative manner,
- play an active role in strengthening structures, processes, and responsibilities relevant to gender equality,
- know and communicate the strategic goals and target quotas for equal opportunities,
- design a working environment in line with the principles of equal opportunities (employment conditions, organizational development, personnel selection and development, working time models),
- protect employees from discrimination and sexual harassment,
- embody and support a spirit of diversity and gender equality in research and teaching,
- support employees in implementing their own life plans in their everyday work and study life as a crucial contribution to equal opportunities,
- act in line with the Golden Rules for Family-Friendly Management,
- support the international mobility of RWTH students, young researchers and professors, and employees in administration and technology,
- support the internationalization of RWTH by, among other things, encouraging international students, recruiting international researchers, and developing intercultural teams.

Promoting Equality and Equal Opportunities

Leaders at RWTH Aachen University are aware of the information and requirements arising from the Equal Opportunities Action Plan and act in a family-friendly manner that upholds the principle of equal opportunities.

Further Information and Assistance:
Equal Opportunities Office
Family Services Center

Equal Opportunities Action Plan
Equal Opportunity Plans of the Faculties

Handout Sexual Harassment and Discrimination
Guideline for Protection Against Discrimination according to the General Equal Treatment Act (AGG) / Handbook for Cooperative Behavior

Golden Rules for Family-Friendly Management
Guidelines on Maternity and Parental Leave for Supervisors

Erasmus+ Mobility for Teaching and Continuing Education and Training
Internationalization of RWTH

FAMOS for FAMILY Prize

Contact for Questions:
Staff Unit: Integration Team – Human Resources, Gender and Diversity Management (IGaD)
Phone: + 49 241 80 90627
Email: genderanddiversity@rwth-aachen.de
www.igad.rwth-aachen.de
Healthy Leadership Culture

Leaders at RWTH Aachen University understand that health is a topic of management culture and are involved in Occupational Health Management (BGM), and Occupational Re-integration Management (BEM).

Good leadership also means healthy leadership
Both for employees and leaders.

This can be achieved by
- creating tasks, work processes, and working conditions taking health-promoting aspects into account and thus avoiding stressful, under-demanding, and over-demanding situations,
- fostering a culture of praise and open communication,
- cooperating with the BEM Coordination Office in BEM procedures for the integration of employees,
- Further training leaders on the topics of healthy leadership

Further Information and Assistance:
Occupational Health Management (BGM)
Social Counseling
Operational Re-Integration Management Unit (BEM)
Service Agreement on Occupational Re-Integration Management
Service Agreement on the Risk of Addiction

Contact for Questions:
Coordination of Occupational Health Management (BGM)
Phone: + 49 241 80 95266
Email: julia.reissen@zhv.rwth-aachen.de
www.rwth-aachen.de/bgm

Coordination of Occupational Re-integration Management (BEM)
Phone: + 49 241 80 90436
Email: susanne.bruetting-behrens@zhv.rwth-aachen.de
www.rwth-aachen.de/bem
Extensive offers for leadership development are available to managers from academia, technology, and administration in addition to the Welcome Service. Besides various workshops, consultations, and information sessions, this includes the Leadership Certificate as well as opportunities for supervision and coaching if needed.

Mandatory components of leadership development
Temporarily employed leaders at RWTH have to attend either the workshop “Leading Teams and Working Groups” (doctoral-level leaders) or “Leading at RWTH” (postdocs, junior professors without tenure track). All leaders employed on a permanent basis must acquire the Leadership Certificate or the RWTH Leadership Certificate for University Instructors in the first two years of assuming their managerial responsibility. Professors take part in the Welcome Workshop and in a workshop on effectively conducting employee appraisals.

Leaders at RWTH Aachen University receive support and guidance. They continue their education in a variety of ways and reflect on their leadership actions.

Further Information and Assistance:
Welcome and Dual Career Service for Newly Appointed Professors
Offers for Managers in Academia
Offers for Managers in Technology and Administration

Contact for Questions:
Center for Professional Leadership (CPL)
Phone: + 49 241 80 99120
Email: dagmar.gruebler@zhv.rwth-aachen.de
www.rwth-aachen.de/cpl

Continuing Training for Technical or Administrative Employees
Phone: + 49 241 80 96880
Email: vera.sevenich@zhv.rwth-aachen.de
www9.rwth-aachen.de/go/id/hiz
Overview of Online Information

**Key Leadership Principle**
- Leadership at RWTH
- Career at RWTH

**Leadership**
- Human Resources Department
- Occupational Safety and Radiation Protection Staff Unit
- University Medical Center
- Service Agreements
- Values of RWTH
- Guidelines for Staff Development (2012)

**Appointment Conditions**
- Job Database
- Recruitment Procedure
- Representatives for Disabled Staff
- Fact Sheet on Applications and Employment of Relatives and Close Associates
- Inclusion Agreement for the RWTH
- RWTH Welcome Center for Newly Appointed Professors
- RWTH Welcome Center for Technical and Administrative Employees
- RWTH Welcome Center for International Researchers
- RWTH Welcome Center for Postdocs, Habilitation Students, Junior Research Group Leaders
- RWTH Welcome Center for Doctoral Candidates
- Online Assistance for Preparing Job References

**Creating Good Employment Conditions**
- Good Work at RWTH Aachen University
- Guideline for Good Employment Conditions
- Permanent Employment Concept Service Agreement on Flexible Workplace Location
- Flextime Manual (for ZHV and University Library)
- Sick Leave Procedure
- Vacation Manual
- Information on the Department of Human Resources

**Elements of Leadership Communication**
- Employee Appraisals
- Employee Appraisals (MAG)
- General Guidelines from the Department of Human Resources
- Social Counseling
- Staff Council
- Staff Council for Academic, Medical, and Artistic Staff of RWTH Aachen University

**Career Development and Qualification of Employees**
- Career at RWTH
- Qualification and Continuing Education Offers for Employees in Science, Technology, and Administration
- Codex for Doctoral Candidates
- Codex for Young Researchers After Completing Their Doctorate
- Example of a Supervision Agreement

**Promoting Equality and Equal Opportunity**
- Equal Opportunities Office
- Family Services Center
- Equal Opportunities Action Plan
- Equal Opportunity Plans of the Faculties
- Guidelines on Sexual Harassment and Discrimination
- Guideline for Protection Against Discrimination according to the General Equal Treatment Act (AGG)
- Handbook for Cooperative Behavior
- Golden Rules for Family-Friendly Management
- Handbook on Maternity and Parental Leave for Supervisors
- Erasmus+ Mobility for Teaching and Training Purposes
- Internationalization of RWTH
- FAMOS for FAMILY Prize

**Healthy Leadership Culture**
- Occupational Health Management (BGM)
- Operational Re-integration Management (BEM)
- Service Agreement on Occupational Re-integration Management
- Service Agreement on the Risk of Addiction

**Continuing Education Offers for Leaders**
- Welcome and Dual Career Service for Newly Appointed Academic Leaders
- Offers for Leaders in Technology and Administration