Leadership at RWTH
Guidelines for Staff With Leadership Roles
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The tasks and responsibilities of our University, which must be performed in line with our research profile, goals, values, and strategic plans, are fulfilled by all our employees in research, administration, and technology with their individual competencies, motivation, and willingness to perform. They all contribute to our successes in research, teaching, and research transfer. One of the most important factors for success is your performance as a leader. The following guidelines are intended to help you understand what leadership at RWTH means and to provide you with information about regulations and guidelines as well as recommendations for action in your day-to-day management tasks.
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
- Challenging, 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

Leaders at RWTH seek to be effective in implementing the above leadership principles. Leading at RWTH can be seen as an interplay between leadership responsibilities in management and human resources and organizational goals, values, and strategies.

Further Information and Assistance for Everyday Work:
 Leadership at RWTH
 Center for Professional Leadership
 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
www.rwth-aachen.de/fuehren

Leadership at RWTH therefore has a threefold focus on subject matter, staff development, and organizational development and thus combines tasks of planning, management, and control with strong employee communication and interaction, keeping these focuses in line with the University’s mission statements and strategic values.
Leadership Culture

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

Responsibility
It is the responsibility of our leaders to act in accordance with agreed procedures and service agreements, personnel and labor law provisions, and legal requirements. Various institutions, such as the Human Resources Department, the Legal Department, and the Occupational Safety and Radiation Protection Staff Unit, offer assistance and information on a wide range of topics.

Culture
At RWTH, we have a leadership culture that allows us to keep pace with current societal challenges. Our leaders and managers act in an agile, flexible, innovation- and solution-oriented manner, are constructive and willing to change. Collaboration at RWTH is based on mutual trust, allows for a positive error culture, and promotes networking of all those involved.

Based on the values of RWTH, our leadership culture is characterized by respect, appreciation, and equal opportunities.

Our vision of who we are
Leaders at RWTH are challenged to take on multi-layered roles and manage complex challenges in a dynamic work environment. They strive to 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. Leaders are expected to serve as role models and inspire their staff. They network, share ideas, and ask their peer group for reflection and advice in line with the leadership principle and its elements.
Leaders at RWTH conduct transparent selection procedures and processes for the recruitment of suitable talents with the participation of the responsible staff council.

Professional recruitment and personnel selection
Targeted recruitment of talent means identifying staff requirements at an early stage and initiating recruitment measures. Department 12 offers individual support and consulting services in the areas of personnel marketing and recruiting. The offerings of the Center for Professional Leadership (CPL) include courses to enhance your staff selection skills, such as interview trainings or a workshop on managing selection processes.

Advertising job positions via the RWTH Jobs Portal
The RWTH Job Portal supports those with staff responsibilities in posting a job advertisement to recruit academic staff, personnel in technology and administration, and student and graduate assistants. The divisions of the HR Department at the Central University Administration (ZHV) are happy to provide assistance with advice on creating a job profile or topics such as salary grade and hiring procedures.

Inclusion
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 and the Integration Team – Human Resources, Gender and Diversity Management (IGaD) provide advice and assistance on topics such as disability and inclusion.

Onboarding
Leaders serve as a communicative and representative interface between employees and the University as an employer. Efficient and systematic onboarding helps to enhance identification with the University, increase employee retention, and ensure smooth and effective workflows.

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.

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
Action Plan Inclusion

RWTH Welcome Center
• for Newly Appointed Professors
• for Technical or Administrative Employees
• for International Researchers
• for Postdocs, Habilitation Candidates and 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

Dep. 12.1 – Early-Career Researcher Development and Talent Management
Phone: +49 241 80 99525
Email: barbara.goebbels@zhv.rwth-aachen.de
www.rwth-aachen.de/karriereentwicklung
Creating Favorable Employment Conditions

Leaders at RWTH create framework conditions for good work, are familiar with the Guidelines for Good Employment Conditions and the Permanent Employment Concept and consistently implement them.

Appropriate framework conditions
Creating good employment conditions also involves designing conditions for the workplace, working hours, and work tasks, which all have a direct impact on the employees and on the implementation of the organization’s strategic goals. Workplaces and working hours comply with the legal requirements. Work tasks are developed according to the job profile, suitability, and personal qualification in line with the goals of the leadership area. Leaders uphold their duty of care for their employees and ensure respectful interaction within the team.

Permanent Employment Concept and Guidelines for Good Employment Conditions
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 scientific qualification.

Principles on the duration of employment in academia, administration, and technology are explained in the Guidelines for Good Employment Conditions for Staff. As a general rule, the duration of the contracts of employees financed by third-party funds is based on the approval period or the project duration, while fixed-term contracts for researchers in qualification phases are based on the Guideline for Good Employment Conditions and the legal requirements and should be appropriate for achieving the qualification.

The RWTH Permanent Employment Concept describes the possibilities and regulations for permanently employing staff members. In order to ensure an appropriate infrastructure for 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. In addition, opportunities are being explored to create permanent positions from the ZSL funds provided by the Ministry of Culture and Science of North Rhine-Westphalia.
Leadership Communication

Executives at RWTH regularly communicate with their employees and use formal Employee Development Conversations as instruments of leadership communication.

Leaders are in regular contact with their employees and maintain a leadership culture characterized by transparency, mutual feedback, and appreciation. They engage in team development activities, facilitating team building and joint strategy development. In this endeavor, they are supported by the Center for Professional Leadership (CPL).

Annual Development Conversations With Employees (MAG)
support both employees and leaders, offering them the opportunity to discuss fundamental issues concerning their current and future work situation in a one-on-one conversation. The aim is to have constructive talks that lead to improvements for both parties. Framework conditions and regulations for conducting Employee Development Conversations are stipulated in a handbook.

The Employee Development Conversation is initiated by the employee’s supervisor and can address a variety of topics. Participation in the Employee Development Conversation 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 HR Department is exclusively responsible for possible employment law measures resulting from an Employee Development Conversation. The HR 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
Center for Professional Leadership (CPL)
Department of Human Resources
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
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 professional and continuing education programs. They discuss the goals that both parties wish to achieve by agreeing on suitable qualification measures and jointly reflect on how the knowledge thus gained can be put into practice.

Leaders draw up supervision agreements and development plans with their employees in the academic qualification phase. Deciding to orient a career around academia or not at the earliest possible stage is important here. In addition, RWTH sets out key principles for qualification and supervision in the RWTH Codex for Doctoral Candidates and in the RWTH Code for Early-Career Researchers After Their Doctorate. The guidelines provided in the codices support quality assurance, offer orientation for all those involved in the doctoral or academic qualification process, and represent a culture of responsible talent development.

The services for RWTH employees are bundled in different centers:

Leaders guide their employees 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.
Leaders at RWTH Aachen University promote gender equality, equal opportunities, and diversity, reflect on thought and behavioral patterns, and actively counter discrimination.

Culture of appreciation and anti-discrimination
Leaders live and promote a culture of appreciation and respect. They actively protect employees from discrimination and sexual harassment.

Gender equality, equal opportunities, and diversity
Leaders promote equality and equal opportunities in personnel planning and selection as well as in personnel management. They communicate in a gender-aware and inclusive manner. They know and communicate the strategic goals and performance indicators for equality and they strengthen the equality-relevant structures, processes, and competencies in their area of responsibility. They also promote diversity, inclusion, and gender equity in research and teaching.

Life-phase-oriented, family-friendly, and inclusive leadership
Leaders strive to create an inclusive working environment in line with the principles of equal opportunities, offering life-phase-oriented employment and research conditions. They implement flexible working time models, support their employees in meeting their family and care responsibilities, and take into account special needs in the event of chronic illness and/or disability.

Mobility and internationalization
Executives promote the international mobility of RWTH students, early-career researchers, academic staff in general, and employees in administration and technology. They support the internationalization of RWTH, including by promoting international students, recruiting international researchers, and developing intercultural teams.

Leaders regularly participate in internationally-oriented continuing education and training and enable their employees to attend professional development courses in this area as well.
Health-Promoting Leadership Culture

Leaders at RWTH Aachen University consider health an essential topic for a culture of leadership, participate in occupational health management (BGM) and operational integration management (BEM) initiatives, and adhere to high occupational health and safety standards.

**Good leadership also means healthy leadership** – for the employees, but also for executives themselves.

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 appreciation 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.

**Good leadership also means caring for employees.**
Leaders observe occupational safety and radiation protection regulations. DGUV Rules 102-603 for the Higher Education Sector, issued by the German Social Accident Insurance, must be adhered to. The Occupational Safety and Radiation Protection Staff Unit provides advice and relevant information via the Occupational, Health and Environmental Protection Management System (AGUM), the Operator Obligations Manual, and various education and training formats.

**Further Information and Assistance:**
RWTH Health Portal
Staff Health Management
Social Counseling
Operational Integration Management
Service Agreement on Occupational Re-Integration Management

Service Agreement on the Risk of Addiction

General Administrative Regulation on Occupational Safety and Environmental Protection
DGUV Rule 102-603 „University Sector“
Occupational health and safety and environmental protection management system - Laws and regulations

**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

Occupational Safety and Radiation Protection Staff Unit
Phone: +49 241 80 98225
Email: arbeitssicherheit@zhv.rwth-aachen.de
www.rwth-aachen.de/arbeitsschutz

University Medical Center
Phone: + 49 241 80 94444
Email: sekretariat@hsa.rwth-aachen.de
www.rwth-aachen.de/hochschularzt
Continuing Education Offers for Leaders

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

**Extensive offers for leadership development**
are available to managers from academia, technology, and administration at the Center for Professional Leadership in addition to the Welcome Service. Besides various workshops, consultations, and information sessions, this includes training for 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” (postgraduate leaders) or “Leading at RWTH” (postdocs, junior professors without tenure track). All leaders employed on a permanent basis, including tenure-track junior professors, 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 Development Conversations.

Further Information and Assistance:
Welcome and Dual Career Service for Newly Appointed Professors
Offers for Managers in Academia, Technology and Administration at the Center for Professional Leadership (CPL)
Offers for Employees at the Center for Staff Development (CSD)

Contact for Questions:
Center for Professional Leadership (CPL)
Phone: + 49 241 80 99120
Email: cpl@rwth-aachen.de
www.rwth-aachen.de/cpl
Overview of Online Information

Key Leadership Principle
Leadership at RWTH
Center for Professional Leadership
Career at RWTH

Leadership
Human Resources Department
Occupational Safety and Radiation Protection Staff Unit
Legal Affairs
Service Agreements
Values of RWTH
Leadership at RWTH

Appointment Conditions
Personalmarketing & Recruiting
Job Database
Merkblatt IT-ZHV
Recruitment Procedure
Representative Council for Staff with Disabilities
Fact Sheet on Applications and Employment of Relatives and Close Associates
Inclusion Agreement for the RWTH
RWTH Welcome Center
for Newly Appointed Professors
for Technical and Administrative Employees
for International Researchers
for Postdocs, Habilitation Students, Junior Research Group Leaders
for Doctoral Candidates
Online Assistance for Preparing Job References

Creating Good Employment Conditions
Good Work at RWTH Aachen University
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
Center for Professional Leadership
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
Integration Team – Human Resources, Gender and Diversity Management (IGaD)
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
TANDEM Mentoring Programs
FAMOS for FAMILY Prize

Healthy Leadership Culture
The RWTH Aachen Health Portal
Campus Health Management (BGM)
In-House Social and Psychological Counseling
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
Overview of Online Information

**Healthy Leadership Culture**
The RWTH Aachen Health Portal
Campus Health Management (BGM)
In-House Social and Psychological Counseling
Operational Re-integration Management (BEM)
Service Agreement on Occupational Re-integration Management
Service Agreement on the Risk of Addiction
General administrative regulation on occupational safety and environmental protection
DGUV Rule 102-603 „Higher education sector“
Occupational health and safety and environmental protection management system - Laws and regulations

**Continuing Education Offers for Leaders**
Welcome and Dual Career Service for Newly Appointed Academic Leaders
Offers for Leaders in Technology and Administration at the Center for Professional Leadership (CPL)
Offers for employees at the Center for Staff Development (CSD)