

Action Plan Technische Universität Berlin 2022-2025

Proposed ACTIONS	Timing	Responsible Unit	Target(s) / Indicator(s)
Action no. 0: Adaptation of TU Berlin's Constitution to the requirements of the new BerlHG.	Until 14.09.2023	Matters of Academic Self-Administration → <i>Associated Offices of the Vice President for Administration (Stabsstelle)</i>	Target: Fulfilment of legal requirements. Indicators: Since this is a complex process that will not be completed until Q3/4 2023, not much can be said about this yet. However, the new basic structure will be published.
Action no. 1.1: Implementation of the DFG code of conduct "Guidelines for Safeguarding Good Research Prac-tice".	Finalisation for DFG until June 2023. Q4/2022 → Adoption by the Academic Senate	Institute of History and Philosophy of Science, Technology, and Literature → <i>Faculty I - Humanities and Educational Sciences</i> Matters of Academic Self-Administration → <i>Associated Offices of the Vice President for Administration (Stabsstelle)</i> Research and Technology Transfer Department (V) → <i>Central University Administration (ZUV)</i>	Target: The aim is to renew the guidelines for good scientific practice on the basis of the DFG guidelines and thus secure the ethical and professional framework conditions for researchers and preventively combat scientific misconduct. Indicators: After approval by the Academic Senate, the new guidelines will be published on the relevant TU webpage.
Action no. 1.2: Establishment of a Central Committee for Ethical Research (KEF), which drafts new ethics guidelines and increases visibility through its own website.	Under Development; Finalisation of ethical guidelines expected Q4/2022 Creation of the website and publication of the guidelines Q3/2023	Committee for Ethics in Research (KEF) Research and Technology Transfer Department (V) → <i>Central University Administration (ZUV)</i> Department II – Human Resources and Legal Affairs → <i>Central University Administration (ZUV)</i>	Target: The aim is to create more visibility, sensitivity, transparency and information regarding ethics in research. The KEF functions as a superordinate authority of the ethics committees of the individual academic chairs. Indicators: Relevant documents on the topic will be accessible on the KEF website. Current information can also be found on the website.

<p>Action no. 1.3:</p> <p>Development/implementation of a diversity impact assessment to review the impact of existing planned structures, processes and decisions on equal opportunities.</p> <p>TU Berlin's diversity strategy must be viewed against both an inter-dimensional and intersectional approach, which needs to be anchored in the University's collective memory and implemented appropriately.</p>	<p>Q2/2022 – Q3/2024</p>	<p>Center for Interdisciplinary Women's and Gender Research → Faculty I - Humanities and Educational Sciences</p>	<p>Target:</p> <p>The Diversity Impact Assessment is intended to review the impact of existing/planned structures, processes and decisions on equal opportunities. The intersectional diversity concept is to be implemented.</p> <p>Indicators:</p> <p>A position will be created in the third quarter of 2022 to address the topic on a scientific basis and fill the Diversity Impact Assessment with content.</p>
<p>Action no. 1.4:</p> <p>Production of a film on (research) perspectives on diversity and anti-discrimination at TU Berlin.</p>	<p>Q2/2023</p>	<p>Main Women's Representative and Coordinating Office for Women's Advancement and Gender Equality → <i>Bodies Representing Specific Interests</i></p>	<p>Target:</p> <p>The first step is to break down barriers and raise awareness about diversity and anti-discrimination in general. In a second step, the film also highlights specific diversity dimensions.</p> <p>Indicators:</p> <p>The film will be published on the TU website.</p>
<p>Action no. 1.5:</p> <p>Development of an online gender-bias game to train/sensitise appointment committee members.</p> <p>The delivery of short digital trainings with inputs on gender bias in appointment processes in 2021 and 2022 has led to the development of a project on an asynchronous training format.</p>	<p>Project start: Q4/2022</p> <p>Duration: 1.5 years → Q2/2024</p>	<p>Main Women's Representative and Coordinating Office for Women's Advancement and Gender Equality → <i>Bodies Representing Specific Interests</i></p> <p>In cooperation with the <i>UdK</i> (Universität der Künste)</p>	<p>Target:</p> <p>The gender-bias game as a further development of the anti-bias course training is a joint project with UdK Berlin and is funded by the Berlin Equal Opportunities Programme. It is intended to train appointment committee members in non-discriminatory selection.</p> <p>Indicators:</p> <p>The game is made accessible to the target group after development. The successful gender-sensitive implementation of review procedures can also be seen as an indicator.</p>

<p>Action no. 1.6:</p> <p>Updating the measures of the new gender equality concept.</p>	<p>Due to personnel/institutional restructuring in the course of the renewal of the BerlHG, there are delays.</p> <p>Q4/2023</p>	<p>Main Women's Representative and Coordinating Office for Women's Advancement and Gender Equality → <i>Bodies Representing Specific Interests</i></p>	<p>Target: The further development of concrete gender equality goals is planned.</p> <p>Indicators: The current gender equality concept and the new measures are published.</p>
<p>Action no. 1.7:</p> <p>Updating the plans for the advancement of women.</p> <p>In the future, special attention must be paid to the possible impacts of the coronavirus pandemic on women's careers.</p>	<p>Finalisation: Q4/2022 resp. Q1/2023</p> <p>Adoption by the Academic Senate: Q4/2022 resp. Q1/2023</p>	<p>Faculties of TU Berlin</p> <p>Main Women's Representative and Coordinating Office for Women's Advancement and Gender Equality → <i>Bodies Representing Specific Interests</i></p>	<p>Target: The plans for the advancement of women serve to eliminate potential disadvantages for women in the medium term.</p> <p>Indicators: Publication of plans for the advancement of women.</p>
<p>Action no. 1.8:</p> <p>Implementation of the new requirement of §59a BerlHG concerning the establishment of a diversity and anti-discrimination officer/office.</p>	<p>Until Q3 resp. Q4 2023</p>	<p><i>Executive Office</i></p> <p><i>Executive Board</i></p>	<p>Target: Implementation of the legal requirements by TU Berlin.</p> <p>Indicators: The filling of a corresponding position will be announced on the TU website.</p>
<p>Action no. 2.1</p> <p>Preparation of TU Berlin's own OTM-R policy.</p> <p>In connection with obtaining the HR seal, TU Berlin's own OTM-R policy will be drafted, which will establish the link between the OTM-R checklist items and the concrete design by TU Berlin in a concise manner. Furthermore, a renewed OTM-R analysis of the consultation and selection procedures</p>	<p>The policy is to be written within the implementation phase of HRS4R.</p> <p>Q4/2024 resp. Q1/2025</p>	<p>Department II – Human Resources and Legal Affairs → <i>Central University Administration (ZUV)</i></p> <p><i>Center for Scientific Continuing Education and Cooperation (ZEWK)</i></p>	<p>Target: Point one on the OTM-R checklist is to be fulfilled and the transparency regarding OTM-R is to be increased.</p> <p>Indicators: The document will be published on the HRS4R website and will be permanently available on the TU website after the end of the project.</p>

<p>will be carried out with the help of the OTM-R toolkit and the OTM-R checklist, the results of which will be available in the interim report after the implementation phase of HRS4R.</p>			
<p>Action no. 2.2:</p> <p>The implementation of e-recruiting for all employees of TU Berlin.</p> <p><i>Sub-steps:</i></p> <ol style="list-style-type: none"> 1. service description 2. award procedure 3. implementation with pilots 4. final implementation 	<p>Due to new appointments to key positions, the award procedure and implementation are delayed into the implementation phase of HRS4R.</p> <p>Until Q4/2024 resp. Q1/2025</p>	<p>E-Recruiting Working Group</p> <p>Department II – Human Resources and Legal Affairs → <i>Central University Administration (ZUV)</i></p>	<p>Target:</p> <p>Fulfilment of the OTM-R checklist and facilitation of the recruiting process through the introduction of a digital tool at TU Berlin. Externally, the aim is to increase transparency and improve processing with applicants, but also to streamline processes and monitor various targets (OTM-R).</p> <p>Indicators:</p> <p>Depending on the sub-step, the service description and tool are available online.</p>
<p>Action no. 2.3:</p> <p>The implementation of an appointment portal (R4).</p> <p><i>Sub-steps:</i></p> <ol style="list-style-type: none"> 1. terms of reference 2. award procedure (Q2/2022) 3. implementation with pilot faculty V 4. final implementation 	<p>Overall project Q2/2022 until Q3-Q4/2024</p> <p>Term of execution Q3/2022 until Q3-Q4/2024</p> <p>First results are expected in Q4/2023</p>	<p>Appointment Portal Working Group</p> <p>Staff unit Appointments and Strategic Cooperations → <i>Associated Offices of the President of Technische Universität Berlin</i></p>	<p>Target:</p> <p>The concept and specifications have been finalised, the bidding procedure has been completed and the bidder has been awarded the contract. Externally, the aim is to increase transparency and improve the handling of applicants, but also to streamline processes and monitor various target figures (OTM-R).</p> <p>Indicators:</p> <p>Depending on the sub-step, the performance description and the tool are available online.</p>
<p>Action no. 2.4:</p> <p>A more frequent (mandatory) use of EURAXESS for job advertisements.</p>	<p>Immediately after the introduction of the e-recruiting tool and the appointment portal until Q2/2025.</p>	<p>Department II – Human Resources and Legal Affairs → <i>Central University Administration (ZUV)</i></p> <p>Faculties of TU Berlin</p>	<p>Target:</p> <p>The aim is to increase the number of job advertisements on EURAXESS and thus the number of international applications, as well as the link/interface to EURAXESS via the e-recruiting and appointment portal software.</p>

			<p>Indicators: TU Berlin job advertisements are public and can be viewed. A higher number of international applicants after expansion would be another indicator for the successful increased use of EURAXESS. When the e-recruiting tool and appointment portal are implemented, the use of EURAXESS should be obligatory and the number of international applicants will be monitored.</p>
<p>Action no. 2.5:</p> <p>The expansion of the professional development offer for training on staff selection, participation in appointment committees and OTM-R topics.</p> <p>In order to anchor the OTM-R aspects and the HRS4R strategy further in the mission statement and structures of TU Berlin's HR department, a working group on the topic will be founded.</p>	<p>Until Q2/2025</p>	<p>Dept. II PE-WB</p> <p>Department II – Human Resources and Legal Affairs → <i>Central University Administration (ZUV)</i></p> <p><i>Center for Scientific Continuing Education and Cooperation (ZEWK)</i></p>	<p>Target: If the selecting or assessing staff is regularly trained in the current state of the art of further education, this increases equal opportunities in selection procedures and ensures that the principles of OTM-R are generally adhered to.</p> <p>Indicator: The courses visible on the websites of the offering institutions ZEWK and Dept. II PE-WB inform about the status of the further training offers. Newsletters, circulars and corresponding HRS4R documents on the homepage serve the flow of information and implementation. The number of courses and the number of participants will be monitored.</p>
<p>Action no. 2.6:</p> <p>TU Berlin will develop a new concept for the structural integration of postdocs by autumn 2023, adapted to §110 BerIHG.</p>	<p>Q3 resp. Q4/2023</p>	<p>Committees of Academic Self-Administration → <i>Committees</i></p>	<p>Target: The aim is not only to implement the legal requirements, but also to structurally improve the working conditions of postdocs by fulfilling them.</p> <p>Indicators: The concept is to be published.</p>

<p>Action no. 3.1:</p> <p>Expansion of the onboarding landing page of the faculties (a), especially for new academic staff from abroad (b). This expansion is taking place in cooperation with the faculties. The expansion of the landing pages will also help to improve transparency in general and with regard to advisory services and the flow of information.</p> <p>The onboarding landing page of the International Affairs Department has already been expanded.</p>	<p>Q2 resp. Q3/2023</p>	<p>Center for Junior Scholars (CJS) Research and Technology Transfer Department (V) → <i>Central University Administration (ZUV)</i></p>	<p>Target:</p> <p>In a first step, relevant information for scientists is compiled (R1-R4). In the second step, various stakeholders and academic support staff are involved and documents are linked. The goal is to improve the arrival and integration process at TU Berlin. The aim is to achieve the greatest possible transparency with regard to advice, orientation, work and further education.</p> <p>Indicators:</p> <p>Existence of faculty onboarding landing pages.</p>
<p>Action no. 3.2:</p> <p>Development of a structured physical Welcome Centre, which is also responsible for residence issues.</p> <p>For the new incoming members of TU Berlin, there is no central place where they can also experience an emotional sense of belonging and support through co-presence. The coronavirus pandemic has shown that digitalisation cannot replace affective relations such as belonging. Moreover, there is no point of contact for visa issues.</p>	<p>Q1/2023 (Hiring new staff member), until Q1 resp. Q2/2025 Establishment of the new Welcome Centre</p>	<p>Department of International Affairs → <i>Central University Administration (ZUV)</i></p>	<p>Target:</p> <p>The (physical) Welcome Centre closes a gap in terms of supporting the arrival/start of international researchers at TU Berlin.</p> <p>Indicators:</p> <p>Those arriving at TU Berlin can go to the Welcome Centre if they have any questions. After a job advertisement, the new job holder will establish the new Welcome Centre and will be the contact point for all new international researchers.</p>
<p>Action no. 3.3:</p> <p>Carrying out the research assistant study: Standardised survey regarding the working conditions/satisfaction and career opportunities of academic staff, which is carried out every five years in order to capture perspectives</p>	<p>Data Collection Q4/2022, Final report expected in Q4/2023 resp. Q1/2025</p>	<p><i>Center for Scientific Continuing Education and Cooperation (ZEWK)</i></p>	<p>Target:</p> <p>Resonance group workshops were conducted. Data collection is planned for Q4/2022. The perspectives of the scientific staff on core topics that are also relevant for HRS4R are to be recorded. From this, new items can be obtained for the HRS4R project, which may also lead to new measures.</p>

<p>and, if necessary, take measures for improvement.</p>			<p>Indicators: The results can be read in a final report (that is published online).</p>
<p>Action no. 3.4:</p> <p>Within the framework of TU Berlin's concept for the advancement of junior scholars (see topic four for more details) measures have been developed and, for the most part, already implemented. Competence profiles have been created for the orientation of various qualifications in the career stages. In combination with a self-assessment tool to be generated, these competence profiles are to be expanded for counselling purposes. In addition, training for the use of this guidance package will be offered.</p>	<p>First results of the Self-Assessment-Tool: Q4/2023 until Q2/2024</p>	<p><i>Center for Scientific Continuing Education and Cooperation (ZEWK)</i></p> <p>Center for Junior Scholars (CJS) Research and Technology Transfer Department (V) → <i>Central University Administration (ZUV)</i></p>	<p>Target: TU Berlin-specific competence requirements for young academics at all career levels (R1-R4) have been identified across all faculties in order to provide orientation and optimise career development. Furthermore, the use of these tools can facilitate and improve the support situation. In addition, with the help of the intended combination of assessment tool and competence profiles, an individual position-goal determination can be made.</p> <p>Indicators: The preparation and provision of the competence profiles (overview/brochure online, bilingual (German/English) will take place. A raw version of the assessment tool is available, first pre-tests have been carried out. Programming and data collection with reliability testing are planned.</p>
<p>Action no. 3.5:</p> <p>Expanding training on career development and planning through the Postdoc Academy.</p> <p>Otherwise, the offer of further education on the topics of career and career orientation has already been massively expanded (see GAP analysis point 30).</p>	<p>Postdoc Academy offers will start in Q2 resp. Q4/2023 and will be continued over time.</p>	<p><i>Center for Scientific Continuing Education and Cooperation (ZEWK)</i></p>	<p>Target: Improve career planning support for postdocs.</p> <p>Indicators: The courses offered can be viewed on the ZEWK website. The number of courses and the number of participants will be monitored.</p>

<p>Action no. 3.6:</p> <p>The conducting of a career development study at the CJS.</p> <p>The collection of data on the career development of women who have completed their doctorate at TU Berlin since 2000 is a unique feature of TU Berlin.</p>	<p>Duration 2019-2024 The final report is expected in Q4/2024.</p> <p>In the course of Q3-4/2022, sequence analyses for individual subjects are accomplished, which will then be used in reports for the faculties for further work.</p> <p>Subsequent career tracking via online research is planned in order to recruit participants for supplementary qualitative interviews.</p>	<p>Center for Junior Scholars (CJS) Research and Technology Transfer Department (V) → <i>Central University Administration (ZUV)</i></p>	<p>Target: The focus is particularly on the black box of non-university career development, especially in the STEM sector. The career developments of former (and current) employees provide information on the question of further training needs and career planning, also in the non-university sector.</p> <p>Indicators: Evaluation of the study and, if necessary, resulting adjustments in the StuPOs (study and examination regulations) and continuing education programmes; publications; there will be a final report in 2024.</p>
<p>Action 3.7:</p> <p>Expansion of networking and cooperation with other universities.</p> <p>The focus is on activities within the ENHANCE network, as ENHANCERIA is a format that promotes exchange on HRS4R topics with other international technical universities.</p>	<p>Until Q2/2025 In the next phase (Revised Action Plan) beyond that until Q4/2027</p>	<p><i>Center for Scientific Continuing Education and Cooperation (ZEWK)</i></p> <p>Department of International Affairs → <i>Central University Administration (ZUV)</i></p>	<p>Target: Networking and cooperation with international universities, especially universities of technology, not only contributes to internationality and thus to the importance and appreciation of mobility, but also to career development, the optimisation of working conditions and the research environment, as well as to continuous training and development through the exchange of experience and the wide variety of opportunities.</p> <p>Indicators: TU Berlin's presence (through representatives of the university) at relevant international workshops or events increases its visibility in the international university context. Information on activities and new findings is regularly provided on various TU websites (e.g. International Affairs or HRS4R). The expansion of networking and cooperation will be conducted a) by the number of activities (workshops, work groups, events etc.) and b) by</p>

			the number of participants.
<p>Action no. 3.8:</p> <p>The implementation and evaluation of peer mentoring for academic career advice of tenure-track professors.</p> <p>The Berlin University Alliance is introducing peer mentoring on the basis of a target agreement. It is already being implemented at TU Berlin; the second step is to evaluate the mentoring. A position has been advertised for this purpose.</p>	<p>The evaluation position was approved for 1 September 2022 and is expected to become active in Q1/2023.</p>	<p>Staff unit Appointments and Strategic Cooperations → <i>Associated Offices of the President of Technische Universität Berlin</i></p>	<p>Target: Berlin University Alliance-wide peer mentoring is being introduced on the basis of a target agreement; TU Berlin is responsible for this. Within the temporary phase of the TTPs, small groups are formed that serve the purpose of academic development and mentoring. In contrast to the support provided as part of the onboarding of the TTPs, the focus is not on the day-to-day arrival in Berlin/at TU Berlin, but on career development through academic support.</p> <p>Indicators: The results of the feedback/evaluation will be used in further work.</p>
<p>Action no. 3.9:</p> <p>Establishment of a central coordination office for conflict counselling and the commissioning of conflict counsellors.</p>	<p>Q2/2023 resp. Q4/2023</p>	<p>Staff Council → <i>Bodies Representing Specific Interests</i></p> <p>Center for Junior Scholars (CJS) Research and Technology Transfer Department (V) → <i>Central University Administration (ZUV)</i></p>	<p>Target: The former working group on Conflict Counselling has resulted in a job advertisement. The task of the post holder is to improve the processes and structures of conflict management and to implement a concept for prevention and management of conflicts.</p> <p>Indicators: The webpages of the job holder and the coordination office serve as proof of the implementation of the action.</p>
<p>Action no. 3.10:</p> <p>The endeavour to fulfil §46, 7 BerlHG regarding the number of women in committees.</p>	<p>Q4/2023</p>	<p>BerlHG Working Group</p>	<p>Target: TU Berlin endeavours to fulfil the legal requirements and to achieve/maintain a balanced gender ratio in its committees.</p> <p>Indicators: The corresponding paragraph of the BerlHG will be taken into account in the new statutes of TU</p>

			Berlin. The number of women in committees will be monitored.
<p>Action no. 4.1:</p> <p>Development of a handout on designing supervision agreements (doctoral agreements).</p>	Q4/2022 resp. Q1/2023	Center for Junior Scholars (CJS) Research and Technology Transfer Department (V) → <i>Central University Administration (ZUV)</i>	<p>Target:</p> <p>The supervision culture is to be improved through the management of doctoral supervision by means of an obligatory, rule-compliant doctoral agreement.</p> <p>Indicators:</p> <p>The handout will be published on the CJS website.</p>
<p>Action no. 4.2:</p> <p>Further elaboration of the guidelines for annual one-on-ones, translation and digitalisation of the guideline for flexible handling.</p>	Q2/2023 Guideline in German and German Website Q4/2023 Guideline in English and English Website	<i>Center for Scientific Continuing Education and Cooperation (ZEWK)</i> Faculties of TU Berlin	<p>Target:</p> <p>The topic of annual meetings is to be expanded through the participation of the scientific staff in the development of the guidelines in corresponding group discussions, as it has been shown that the guidelines are a good preparation for the meetings, among other things for an increased benefit and satisfaction. Furthermore, it should be translated and digitalised to enable flexible use.</p> <p>Indicators:</p> <p>The guidelines should be available in analogue and digital form on the website of ZEWK (English and German).</p>
<p>Action no. 4.3:</p> <p>Introduction of the annual talks/annual one-on-ones as part of the supervision relationship.</p>	Until Q2/2025 (First one-on-ones in pilot faculties since Q2-Q4/2022; continuous expansion)	<i>Center for Scientific Continuing Education and Cooperation (ZEWK)</i> Faculties of TU Berlin	<p>Target:</p> <p>The aim of the annual one-on-ones is to improve the culture of supervision and communication as well as personal development and career planning.</p> <p>Indicators:</p> <p>Documentation/mentioning of the annual meetings in the evaluations of the supervision of the graduate schools/dissertation colleges and, depending on the implementation status, in the research associate study. Discussed at information events and included in the guidelines for the</p>

			doctoral agreement. If possible, the number of annual one-on-ones conducted by researchers will be monitored.
<p>Action no. 4.4:</p> <p>Workshops on how to conduct annual talks/one-on-ones and how to use the guide.</p>	Q4/2022-Q1/2023	<p><i>Center for Scientific Continuing Education and Cooperation (ZEWK)</i></p>	<p>Target:</p> <p>The aim is to prepare the participants well and in a targeted manner for the talks and to convey confidence in using the guide through the training.</p> <p>Indicators:</p> <p>The workshops are advertised on the ZEWK website. The number of workshops and the number of participants will be monitored.</p>
<p>Action no. 4.5:</p> <p>Integrating competence profiles (see Action no. 3.5, points 28 and 30) as a supplementary annex to the guidelines of the annual one-on-ones. In particular as a tool for preparation on the topic of career and staff development.</p> <p>First step: Provide a tool online. Second step: Integrating the tool as a supplement to the guidelines for preparing one-on-ones.</p>	<p>Online Tool: Q2/2024, Supplement to the guidelines: Until Q2/2025 (due to adjustments in test phase)</p>	<p><i>Center for Scientific Continuing Education and Cooperation (ZEWK)</i></p> <p>Faculties of TU Berlin</p>	<p>Target:</p> <p>The inclusion of the competence profiles/the competence model serves to determine one's own position with regard to competences and where there is potential for development (location-goal determination). They also help prepare individuals for the conversation.</p> <p>Indicators:</p> <p>Availability of an online tool on the ZEWK-website. An annex as a supplement to the guidelines for preparing annual one-on-ones will be available.</p>
<p>Action no. 4.6:</p> <p>Expansion/continuation of further training offers to support supervisors/mentors.</p>	Q3-Q4/2022 resp. Q1/2023 (Continuous training/coaching offers that will be further developed)	<p><i>Center for Scientific Continuing Education and Cooperation (ZEWK)</i></p>	<p>Target:</p> <p>Workshops on the topic of supervising doctoral students will be offered at ZEWK, as well as peer coaching in the winter semester of 2022/23 to improve the quality of leadership work.</p> <p>Indicators:</p> <p>The offers can be found on the ZEWK website, which is constantly updated. The ZEWK offers are always evaluated with regard to satisfaction and</p>

			<p>response, so that the success of the offers can be derived from the feedback.</p> <p>The number of trainings and the number of participants will be monitored.</p>
<p>Action no. 4.7:</p> <p>Expansion of advisory services on academic and non-academic career goals.</p>	<p>Q4/2023 resp. Q1-Q2/2024</p>	<p><i>Center for Scientific Continuing Education and Cooperation (ZEWK)</i></p> <p>Department II – Human Resources and Legal Affairs → <i>Central University Administration (ZUV)</i></p> <p>Center for Junior Scholars (CJS) Research and Technology Transfer Department (V) → <i>Central University Administration (ZUV)</i></p>	<p>Target:</p> <p>TU Berlin strives to maintain the advising and continuing education programme at a high qualitative and quantitative level. This is therefore more an aspect of permanent measures to maintain excellence in the area of human resources, not concrete measures.</p> <p>First step: At least two rounds of trainings (4 modules) to train internal career advisors will be implemented. If the demand is high, this offer will be continued.</p> <p>Indicators:</p> <p>The offers at TU Berlin are always published up-to-date on the corresponding websites of the institutions (ZEWK etc.). The number of trainings and the number of participants will be monitored.</p>