



GUIDELINES FOR THE OPEN,  
TRANSPARENT AND MERIT-BASED  
RECRUITMENT OF RESEARCHERS

Graduiertenakademie  
Zentrale Verwaltung, II.1.3





## FOREWORD

By recruiting, promoting and retaining motivated and highly qualified researchers, the University of Tübingen is able to expand and maintain its high-level research and teaching. With nearly 8000 employees, the University is the city's largest employer after the University Hospitals. The University is enhancing its attractiveness as such by further defining its excellent profile in order to compete with other institutions

in attracting the best researchers as future employees. The University of Tübingen is committed to the European Charter for Researchers and the Code of Conduct for their recruitment [Charter&Code]. In doing so, it undertakes to contribute to the improvement of working conditions and to the open, transparent and merit-based recruitment of researchers.

## FOCUS AND PRINCIPLES

The University of Tübingen's mission statement focuses on common European values. Central to this are the freedom of academia and research and the acceptance of social responsibility.

The University takes a clear position on the rights and equal treatment of all people, regardless of their origin, age, gender, social status, religious or sexual orientation. As a top international University, our openness strengthens our worldwide cooperation in research.

In order to ensure and implement these values, the University aligns the recruitment of all researchers with the principles of the Charter & Code, and thus in particular with openness, transparency and performance orientation

These guidelines are aimed at applicants for academic positions and at all employees who perform tasks in recruitment and personnel management.

## PRINCIPLES

In order to ensure that the most suitable candidates are recruited for the University of Tübingen, the basic principles of openness, transparency and performance orientation are to be upheld in all researcher recruitment procedures via the following approaches.

### OPENNESS

As a rule, vacancies are advertised externally, unless there are reasons inherent in the position that justify an internal advertisement (e.g., duration of a fixed term). In addition, professorships are advertised internationally.

Job advertisements are formulated in such a way that they address all groups of persons equally and do not exclude anyone on the basis of ethnic origin, gender, religious affiliation or world view, disability, age or sexual identity.

In areas where women are underrepresented, they are proactively targeted in job advertisements. Women are also actively recruited in appointment procedures.

If applications are received from disabled persons, the representative body for disabled persons must be involved in the appointment process. The staff council is also involved in appointment procedures. In the event of equal suitability, disabled applicants are given preferential consideration.

The Gender Equality Representative is involved in all appointment procedures and may also participate in all other hiring procedures.

The possibility of conducting video-based job interviews in a data-protection-compliant manner supports applications from international and mobility-impaired persons.

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## TRANSPARENCY

Job advertisements contain detailed information on the requirements, remuneration and scope of the position to be filled.

To simplify and standardize job advertisements, templates and checklists are available. Human Resources is available to provide advice.

In order to further increase transparency in appointment procedures, an online appointment portal will initially be introduced in a pilot phase in 2022.

The selection committees maintain transparent and timely communication with applicants. All applicants who are not considered receive a rejection notice at the end of the application process.

Comprehensive information on the appointment process is also made available in English on the website.

## MERIT ORIENTATION

Required criteria defined in advance are checked and applied equally to all applicants and are not changed later in the procedure. The decisions of the selection committees are documented. The composition of the appointment committees is defined in the University's appointment guidelines.

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Evidence-based and valid methods of personnel selection are used (e.g. structured interviews, work samples, etc.).

## QUALITY ASSURANCE

Human Resources supports staff selection by providing sample job advertisements and guidelines. The guide to appointment procedures regulates and supports the processes for filling professorships. A checklist for the onboarding process is available online to support HR managers in hiring and integrating new staff.

The staff council must be involved in filling positions. The exception to this is temporary positions for academic staff. Student employees are also represented by the staff council. It is irrelevant whether they are part-time employees covered by collective agreements or student and academic assistants.

In appointment procedures, it is obligatory to involve parties from outside the University in the committees. There is a goal-oriented exchange of information between all parties involved in the selection process.

## SOURCES AND BASIS OF THE GUIDE AS WELL AS FURTHER DOCUMENTS

### LEGAL FOUNDATIONS IN PARTICULAR

- \* German Basic Law (GG) <https://www.gesetze-im-internet.de/gg/>
- \* German equal opportunities act (BGleIG) [https://www.gesetze-im-internet.de/bgleig\\_2015/BJNR064300015.html](https://www.gesetze-im-internet.de/bgleig_2015/BJNR064300015.html)
- \* General equal treatment act (AGG) [AGG - nichtamtliches Inhaltsverzeichnis \(gesetze-im-internet.de\)](https://www.gesetze-im-internet.de/agg/)
- \* Bundesdatenschutzgesetz German Data Protection Act (BDSG) [BDSG - nichtamtliches Inhaltsverzeichnis \(gesetze-im-internet.de\)](https://www.gesetze-im-internet.de/bdsch1977/)
- \* Constitution of the state of Baden-Württemberg <https://www.lpb-bw.de/bwverf/bwverf.htm>
- \* State of Baden-Württemberg law regulating higher education [Landesrecht BW LHG | Landesnorm Baden-Württemberg | Gesamtausgabe | Gesetz über die Hochschulen in Baden-Württemberg \(Landeshochschulgesetz - LHG\) vom 1. Januar 2005 | gültig ab: 06.01.2005 \(landesrecht-bw.de\)](https://www.gesetze-im-internet.de/landesrecht_bw_lhg/)
- \* state law governing "Beamte" civil servants [Landesrecht BW LBG | Landesbeamten-gesetz \(LBG\)](https://www.gesetze-im-internet.de/landesrecht_bw_lbg/)
- \* Landespersonalvertretungsgesetz state employee representation act [Landesrecht BW LPVG Landespersonalvertretungsgesetz \(LPVG\) in der Fassung vom 12. März 2015](https://www.gesetze-im-internet.de/landesrecht_bw_lpvg/)
- \* States' collective agreement [TV-L i.d.F. des ÄTV Nr. 12 VT 2020.pdf \(tdl-online.de\)](https://www.gesetze-im-internet.de/landesrecht_bw_tv/)
- \* Social Law Code, ninth book [https://www.gesetze-im-internet.de/sgeb\\_9\\_2018/](https://www.gesetze-im-internet.de/sgeb_9_2018/)

## UNIVERSITY REGULATIONS

### *Data privacy*

- \* collection of data – information for employees <https://uni-tuebingen.de/de/128093>
- \* data privacy in job applications <https://uni-tuebingen.de/de/132688>
- \* Guidelines for time-limited employment at the University of Tübingen <https://uni-tuebingen.de/de/128093>
- \* Handout on the design of employment relationships during the qualification phase <https://uni-tuebingen.de/de/128093>

### *Guidelines and regulations*

- \* Guidelines for appointment procedures <https://uni-tuebingen.de/de/445>
- \* Basic Regulations <https://uni-tuebingen.de/de/443>
- \* Committee handbook <https://uni-tuebingen.de/de/443>

## WORK ENVIROMENT

- \* Personnel development concept <https://uni-tuebingen.de/de/227022>
- \* Guidelines for leadership and good management <https://uni-tuebingen.de/de/181138>
- \* Gleichstellungsplan Equality and diversity plan (2014-2018 Gleichstellungs-und-Diversityplan.pdf (uni-tuebingen.de))
- \* Equal opportunities plan <https://uni-tuebingen.de/de/63856>
- \* Inclusion agreement <https://uni-tuebingen.de/de/22414>
- \* For applicants in appointments procedures: <https://uni-tuebingen.de/en/213700>

## SUPPORT IN SELECTING STAFF

- \* Sample job postings and recruitment information: <https://uni-tuebingen.de/de/128670>
- \* Onboarding checklist <https://uni-tuebingen.de/de/171879>

## Imprint

Guidelines for the open, transparent and merit-based recruitment of  
Researchers

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