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Dear Ms. Pollmann, Rector,
Mr. Rothfuß, Chancellor,

The days leading up to the festive season are a time for making wishes - an opportunity to evaluate what is missing, what is going right, and what could change for the better. Consequently, we, the Staff Council, embraced this spirit of inquiry and distributed cards at the staff meeting on 26 November 2024. On these cards employees could write down their wishes for the coming working year at the university.

Approximately 140 colleagues placed their wishes into the Christmas box. While this is not a representative sample - 140 individuals cannot speak for nearly 10,000 employees - but they do provide a picture of the mood. We would like to share this with you.

The following points were mentioned most frequently:

- 1. *Process optimisation and reducing bureaucracy***
By a significant margin the most common wish employees expressed was a desire for streamlined processes, for more digitalisation, and reduced paperwork and signatures, also in order to be able to cope with the growing workload.
- 2. *Improved remuneration and promotion opportunities***
Many employees voiced concerns about fair pay scales, the need for career development opportunities following further training, and the alignment of the TV-L with the TVöD. They want salaries that reflect their increasing responsibilities.
- 3. *Modern communication approaches and greater transparency***
Colleagues called for clearer and more accessible decision-making at the management level. Announcements via newsletters or circulars were often described as outdated and one-sided. Interactive formats for communication are highly desirable.
- 4. *Expansion of teleworking***
Teleworking opportunities remain inconsistent, with some areas, such as secretariats, still facing significant barriers. There is an overarching desire for greater flexibility and improved technical resources to support working from home.

5. ***Enhanced leadership culture***

Alarming, many respondents highlighted the need for better leadership training and consistent implementation of the university's *Guidelines for Leadership and Good Management*.

6. ***Clean and ergonomic workplaces***

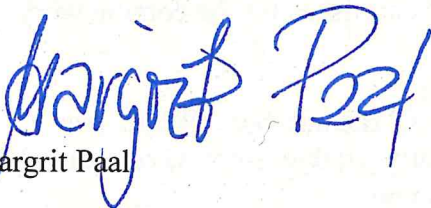
A recurring issue was the request for height-adjustable desks and improved cleanliness in workspaces and restrooms.

A common thread throughout the responses was a strong desire for greater recognition and appreciation of their work. It is evident from the feedback that employees wish to actively contribute to shaping their working conditions, environments, and processes. They want their voices to be heard and their input taken seriously - and they have concrete ideas to offer in this regard.

Of course, not all wishes can be fulfilled immediately. However, by fostering open discussions in targeted and inclusive formats, the University of Tübingen can continue its journey towards becoming an outstanding employer. The Staff Council remains committed to supporting you and all employees in achieving this goal in 2025.

We wish everyone happy holidays and a successful start to the New Year!

For the Staff Council



Margrit Paal

P.S.: Feel free to review the employees' anonymized wishes at your convenience in the Staff Council office.