

Open, Transparent and Performance-oriented Staff Recruitment at Johannes Gutenberg University Mainz (OTM-R@JGU)

Staff Recruitment Guidelines

Resolution of the Senate of 29.10.2021

1. Preface

As one of the largest universities in Germany and the largest university in Rhineland-Palatinate, Johannes Gutenberg University Mainz is also one of the major employers in the region. This fact, combined with the goal of achieving and maintaining excellence in research and teaching as well as in all (administrative) processes, results in the obligation and necessity to set standards for open, transparent and performance-oriented recruitment and selection of future staff. JGU has already taken important steps in this direction with the *Leitlinien guter Arbeit* (Guidelines for Good Work, only available in German) (2015) as well as by receiving the EU's HR Excellence in Research Award (since 2016). These recruitment guidelines articulate the standards for recruitment processes at all levels and for all positions at JGU, with the aim of positioning JGU as an attractive employer in the national and international context.

2. Scope of the Guidelines

These guidelines apply to staff recruitment and staff selection in all job categories at JGU. These are:

- professors, junior professors (with and without tenure track)
- academic staff (doctoral students, post-doctoral students, junior research group leaders, in research and teaching)
- employees in administration, technical facilities, research management and central facilities
- trainees/apprentices

At the same time, the guidelines are meant for all members of the university who are involved in staff selection procedures and appointment procedures or who are responsible for and/or provide administrative support for the procedures and implement them. These are in detail:

- executives
- members of staff selection committees
- members of appointment committees
- employees of the central and decentralized administration, especially in the area of staff administration
- student members of commissions
- representatives of interest groups (staff council, equality commissioners, disabled persons' representative)
- external members

They all are responsible for carrying out open, transparent, and performance-oriented selection procedures and assume a central role in ensuring quality standards in staff recruitment and in presenting JGU as an attractive employer in the region, nationally as well as internationally.

The guidelines address all phases of staff selection:

- development of a profile of requirements for the vacant position
- job advertisement procedures

- pre-selection and selection interviews (structured and based on defined criteria, multimodal methods such as work samples and simulations)
- contract preparation and recruitment
- onboarding

3. Principles of Staff Selection

Staff selection is based on the principle of selection of the best and most suitable candidates according to aptitude, professional performance and competence. In addition, regulations on equal opportunities, the consideration of severely disabled applicants and priority criteria (*Teilzeit- und Befristungsgesetz/ Part-Time and Limited Term Employment Act*) are taken into account.

JGU views individuality and diversity among its members as an asset and an opportunity and has therefore implemented a diversity strategy to help guarantee equal opportunities and educational fairness. Among other things, it is JGU's aim to make sure all of its members can fully and equally participate in university processes regardless of their age, gender, social and ethnic heritage, sexual identity, physical ability, and individual lifestyle; these principles also apply to the recruitment of new employees.

As an international place of research and teaching, JGU has particularly committed itself to crossing borders between nations and cultures with its internationalization strategy and in its mission statement; JGU's goal here is to attract and recruit international employees.

3.1. Openness

JGU wants to ensure the application of as many suitable candidates possible from Germany and abroad. This means:

- JGU advertises¹ vacant positions internally and externally. This applies in particular to permanent positions in the academic field and in research support areas. Exceptions are defined in the *Hochschulgesetz RLP* (Higher Education Act of Rhineland-Palatinate) and bindingly determined in the "*Regelung zur Durchführung von Stellenausschreibungsverfahren an der JGU*" (Regulations for the Implementation of Job Advertisement Procedures at JGU, only available in German). Exceptions are possible, especially for temporary positions, if there are reasons inherent in the position that justify them. These can be: time limit of the fixed-term contract, working hours (part-time/full-time), reasons for fixed-term contracts such as academic qualification phases etc.
- All job advertisements are published on the JGU website. In addition, relevant national and international online job platforms will be used. In individual cases, suitable print media are used. Professorships are generally published in the magazine "Die Zeit" and can thus be found via www.academics.de. All vacancies in the academic area are published in English on Euraxess.
- For staff selection procedures, a web-based application management tool is used, through which candidates can apply online and in which the selectors can find/upload all of the information required for the process. This tool is used to communicate with applicants, and the principle of timely and appreciative communication applies here.
- An appointment portal is used for appointment procedures for professorships; there will be a pilot implementation of the portal by the end of 2023, followed by the university-wide introduction.
- Severely disabled applicants are specifically addressed in all job advertisements. JGU pays attention to the accessibility of the recruitment websites.
- Job advertisements are formulated in a gender-inclusive and diversity-oriented manner.
- In areas where women are underrepresented, women are specifically addressed in job advertisements.

¹Exemptions from the requirement to publish job advertisements regarding professorships are laid out in § 50 subsection *Hochschulgesetz RLP*.

- Video-assisted job interviews can be used, particularly when they enable international applicants or applicants with limited mobility to take part in the job interviews. However, there is no legal claim to them.

3.2 Transparency

JGU is committed to transparent selection procedures with regard to criteria and processes while simultaneously maintaining the special requirements regarding confidentiality and data protection.

This means in detail:

- For job advertisements, Human Resources provides templates that are used by all of JGU's organizational units.
- In the advertisements, the job description, the formal and professional requirements, the pay scale classification or salary, working hours (part-time, full-time), a possible fixed-term contract and possible working time requirements are formulated for applicants to have the best possible information about the vacant position. In addition, a contact person is appointed for applicants.
- Further information on working hours, salary, and working conditions at JGU is provided on the website of Human Resources.
- Selection and appointment committees communicate clearly, transparently and promptly with applicants.

3.3. Performance

JGU's goal is to attract the "best and most suitable minds" to the university.

This is achieved by the following:

- For staff selection procedures and appointment procedures, pre-determined requirement criteria are reviewed and evaluated equally for all applicants. This forms the basis for the documented decision for a specific applicant.
- Decisions are made on the basis of criteria derived from the qualification profile.
- Selection committees and appointment committees are put together on the basis of transparent criteria; JGU's *Grundordnung* (JGU's Charter, only available in German) applies here, as do the participation rights of the Staff Council, Equality Commissioner and Disabled Persons' Representative.
- Evidence-based and validated methods of staff selection are used in staff selection and appointment procedures, such as structured interviews, work samples, aptitude diagnostic instruments.

4. Quality Assurance

All those involved in staff selection and appointment procedures commit to comply with high quality standards and the necessary confidentiality with regard to processes involving personal data. At the same time, JGU is committed to continually developing its staff selection procedures.

- Appointment committees are supported by *the Leitfaden Berufungsverfahren* (Guidelines for Appointment Procedures, only available in German) informational materials, advice for appointment committee chairs, and continuing education offerings.
- Staff selection committees are supported by the guide *Professionelle Personalauswahl (Teil 1: Vorbereitung & Durchführung und Teil 2: Onboarding & Probezeit)* (Professional Staff Selection (Part 1: Preparation & Implementation and Part 2: Onboarding & Probationary Period, only available in German) as well as by further informational material, advice for executives and continuing education offers.
- The processes in the area of staff selection and appointments are consistently reviewed and further developed. In particular, this is done through the use of appropriate IT tools.
- Templates for job advertisements and job descriptions are made available for hiring departments and are also developed continuously. The requirements for job advertisements and job descriptions set out in these guidelines are being implemented.

5. References and Further Links

Legal sources

- Hochschulgesetz RLP, http://landesrecht.rlp.de/jportal/portal/t/fwd/page/bsrlpprod.psm1?pid=Dokumentanzeige&showdoccase=1&js_peid=Tr efferliste&fromdoctodoc=yes&doc.id=jlr-HSchulGRP2020rahmen&doc.part=X&doc.price=0.0&doc.hl=0
- Landesbeamtengesetz, <http://landesrecht.rlp.de/jportal/?quelle=jlink&query=BG+RP&psml=bsrlpprod.psm1>
- Tarifvertrag der Länder, <https://www.tdl-online.de/tv-l/tarifvertrag.html>
- Teilzeit- und Befristungsgesetz, <http://www.gesetze-im-internet.de/tzbfq/>
- Sozialgesetzbuch Neuntes Buch, https://www.gesetze-im-internet.de/sgb_9_2018/
- General Act on Equal Treatment, https://www.gesetze-im-internet.de/englisch_agg/index.html
- Datenschutz-Grundverordnung, <https://www.bmwi.de/Redaktion/DE/Artikel/Digitale-Welt/europaeische-datenschutzgrundverordnung.html>

University-internal links

- Grundordnung JGU, <https://organisation.uni-mainz.de/files/2019/01/grundordnung.pdf>
- Berufungsleitfaden, https://teamweb.uni-mainz.de/sites/berufungen/Freigegebene%20Dokumente/01%20leitfaden_besetzung_professuren.pdf
- Qualitätssicherungskonzept Berufungen (in Erarbeitung)

Working conditions at JGU

- Leitlinien guter Arbeit an der JGU, https://www.uni-mainz.de/downloads/JGU_leitlinien_guter_arbeit.pdf
- Personalentwicklungsstrategie, https://www.personalentwicklung.uni-mainz.de/files/2019/01/PE-Strategie_2018_Beschluss_Senat.pdf
- Gleichstellungsplan https://gleichstellung.uni-mainz.de/files/2020/06/20200623_Rahmenplan-Gleichstellung_ONLINEversion.pdf
- Diversity strategy, <https://www.diversity.uni-mainz.de/diversity-strategy/>

Personnel recruitment

- Webseite Stellenausschreibungen, Dezernat Personal <https://www.verwaltung.personal.uni-mainz.de/stellenausschreibungen/>
- Webseite Berufungen <https://organisation.uni-mainz.de/berufungen/>

Support for Personnel recruitment/professional processes

- Leitfaden Personalauswahl <https://www.personalentwicklung.uni-mainz.de/fuehrungskraefte-und-professorinnen/personalauswahl/>
- Webseite PE Beratungsangebot, <https://www.personalentwicklung.uni-mainz.de/veraenderungsprozesse/berufungsverfahren/>