Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Action 1 **Development of a quality control system for OTM-R** The quality control system as a tool foreseen in the OTM-R checklist will include a set of templates for appointment procedures and general guidelines for appointments, which will be reviewed regularly on its appropriateness and practicality.	OTM-R 12,13,14,15,16	• Q3 – 2023: Target 1	Human Resources Division, President´s Office (Professorial Appointments Office)	Target 1: Quality control system for OTM-R is in place.
Action 2 **Revision of the templates for job advertisements** The new templates will include: 1) A section indicating that the university values diversity in terms of gender, ethnic and social origin, age, religion, sexual orientation, and identity, 2) gender-neutral terms, used consistently,	10,12	• Q4 – 2021: Target 1 • Q2 – 2022: Target 2 • Q3 – 2022: Target 3	Human Resources Division, President´s Office (Professorial Appointments Office)	• Target 1: A draft of the supplemented or revised templates is available. • Target 2: Following feedback loops with the Equal Opportunity Office and the Representative for Severely Disabled Persons, a revised version of the drafts is available. • Target 3: Revised job posting templates are used by default.

3) a reference to the support services provided by the Representative for Severely Disabled Employees, 4) a clarification in the wording of the qualification level addressed and the corresponding qualification requirements. The revision process will take place in cooperation with several parties, especially the equal opportunity officer, the officer for the severely disabled and researchers.				
Action 3 **English translation of all information relevant to the application and hiring of R1-R4 researchers** The relevant information and documents will be identified through an inventory analysis and put into a prioritization order for translation.	13	• Q4 – 2021: Target 1 • Q2 – 2022: Target 2 • Q4 – 2022: Target 3	Internationalization Department	• Target 1: A prioritization list (prioritization group 1 and 2) of information and documents for translation are available. • Target 2: Information and documents from prioritization group 1 are translated. • Target 3: Information and documents from prioritization group 2 are translated.
Action 4 **Update of the guidelines for the recruitment of professors** The updated guidelines will include general guidance on conducting selection procedures in an open, transparent and	12, 14, 16, 17, 18, 19, 20	• Q2 – 2022: Target 1	President's Office (Professorial Appointments Office) Human Resources Division	• Target 1: Approved comprehensive guidelines for professorial appointments are published on the university website and distributed to all relevant stakeholders (members of the governing bodies, committee members, faculty administrators, deans, etc.)

merit-based manner. In addition to general instructions, the guidelines for the recruitment of professors will also include a complete set of templates (e.g. protocol templates, templates for the selection committee's final report, etc.) to draw the attention of those responsible in the selection process to the relevant aspects of each step of the process.

Action 5 **Development of guidelines for the recruitment of all other staff groups, including R1-R3** These guidelines will include general guidance on conducting selection procedures in an open, transparent and merit-based manner.	12, 14, 16, 17, 18, 19, 20	• Q1 -2022: Target 1 • Q1 -2023: Target 2	Human Resources Division	• Target 1: Information needs of recruiting staff are identified. • Target 2: Guidelines for the recruitment of all other staff groups are fully implemented.
Action 6 **Implementation of a more systematic training programme to promote the application of efficient and state-of-the-art recruitment procedures** These courses are particularly aimed at R3/R4 researchers who regularly recruit	12, 14, 16, 17, 27	• Q3 –2021: Target 1 • Q2 –2022: Target 2 • Q3 –2022: Target 3	PROWIS (the university's support programme for post-doctoral and advanced researchers) Human Resources Division (section for staff development)	• Target 1: A training for R3/R4 researchers with regard to the deployment of open, efficient, transparent and internationally comparable recruitment procedures is conceptualized. • Target 2: A first pilot workshop for the training of R3/R4 researchers (12-15 participants) is rolled-out and evaluated.

				Target 3: Regular training offers for R3/R4 researchers (at least one workshop per semester for a group of 12-15 R3/R4 researchers) are extended and implemented in the long term.
other R1-R4 researchers. They will teach how to implement open, efficient, transparent and internationally comparable recruitment procedures, and also deal with unconscious biases (regarding gender, ethnicity, etc.) that might occur in recruitment processes.				
Action 7 **Implementation of a Welcome Package for all groups of employees** The university will implement a Welcome Package for all groups of employees in orderto further promote and ensure job satisfaction, productivity and the identification not only with one's position but with the university in general. It will contain information on organisational and administrative aspects and also general information about contractual and legal obligation for all staff groups. It will be hosted on the university intranet and will be distributed to new employees at the beginning of their employment.	24	• Q2-2022: Target 1	Human Resources Division	• Target 1: Version 2.0 (extension of the existing welcome package considering technical enhancements and user feedbacks) is implemented.
Action 8	11, 26	• Q4-2021: Target 1	Human Resources Division	• Target 1: A new evaluation / assessment system for professors is conceptualized.

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Development of an adapted evaluation/assessment system for professors (R4) An outstanding commitment in several areas of the university (research, teaching, promotion of junior researchers, continuing education) will be given special weight in the revised system. Research results are considered by means of defined criteria such as the acquisition of third-party funding or the mentoring of researchers. Furthermore, it should be possible for professors (R4) to receive open-ended special-performance bonuses.		• Q2-2022: Target 2 • Q1-2024: Target 3		• Target 2: Kick-Off for the transition period of the old system to the new • Target 3: The new system with a constant allocation rhythm is implemented.
Action 9 **Revision of the existing system of target agreements for the first five years after the appointment of a professor** The new system will link individual performance goals more closely to the university's strategic goals. To this end, the current list of target indicators will be extended by a broader range of subject-specific achievements in research, teaching, internationalization,	11, 18, 26, 29	• Q3 – 2022: Target 1 • Q1 – 2023: Target 2	President´s Office (Professorial Appointments Office) Human Resources Division	• Target 1: A process for determining valid target indicators has been developed. • Target 2: The new processes and a current set of standard target indicators are in place.

administration, public relations, and mobility.				
Action 10 **Establishment of transparent, objective, fair and regular promotion rounds.** The university will identify and evaluate requirements and processes necessary to create a general organizational structure for university-wide job evaluations for the positions of university's scientific civil servants. Based on a detailed description of the positions, the duties described therein will be evaluated using an objective method and a general remuneration for the positions will be defined. By adding appropriate additional duties, a new review of the evaluation can be conducted and thus a higher remuneration for these positions may be reached.	26	• Q4-2021: Target 1 • Q4-2022: Target 2 • Q4-2022: Target 3	Human Resources Division	• Target 1: Evaluation of the job description of all civil servants is completed and the first promotion round within the new structure is completed. • Target 2: Internal review of the present institutional structure and process is concluded, and adaptions are implemented. • Target 3: The adapted structure and process are executed and long term implementation of regular promotion rounds is assured.
Action 11 **Conception of a detailed career model for all researchers (R1-R4):** To further strengthen the career advice for researchers, the university aims to more transparently depict possible career paths for graduates who strive for	28, 30	• Q1 – 2022: Target 1 • Q2 – 2022: Target 2 • Q3 – 2022: Target 3 • Q4 – 2022: Target 4	Human Resources Division (project "employer attractiveness") President's Office (strategic working unit for the support of R1-R3 researchers)	• Target 1: Main career paths for academics at the university are identified. • Target 2: A career model that depicts career paths within and also outside the university is conceptualized. • Target 3: The career model is presented and discussed in the

positions at our university or for an optimal preparatory phase for positions outside academia. On one hand, the model will illustrate career opportunities in research, teaching, and management at the university. On the other hand, career opportunities outside the university, in the private and public sector, will be addressed.				• university's main committees (University Board, Senate). • Target 4: The career model is published as a brochure for interested academics (active dissemination via helpdesks such as career centres or student advisory services).
Action 12 **Development of a quality assurance system for the support of R1-R3 researchers** To further improve the support of early- and mid-stage researchers, the university plans to develop a quality assurance system that involves a systematization and critical review of the instruments and procedures that are deployed to ensure high-quality research and working conditions. This will also include the implementation of individual interviews and a survey to assess the satisfaction of early- and mid-stage researchers with their general work and research conditions as well as the supervision and support they receive.	36	• Q3 – 2021: Target 1 • Q4 – 2021: Target 2 • Q1 – 2022: Target 3 • Q3 – 2022: Target 4	President's Office (strategic working unit for the support of R1-R3 researchers)	• Target 1: The conception of a quality assurance system for the promotion of early- and mid-stage (R1-R3) researchers is started. • Target 2: A first survey to assess the satisfaction of R3 researchers who conduct a "Habilitation" with their general work and research conditions is rolled out. • Target 3: The survey's results are presented to the steering group. • Target 4: The university's guidelines on quality assurance in the supervision and promotion of early- and mid-stage (R1-R3) researchers are published and disseminated.

Action 13 **Critical review of the deployment of supervisory agreements for the doctoral phase** In order to further improve the supervision and promotion of doctoral (R1) researchers, the university plans to review the deployment of supervisory agreements for the doctoral phase, which have been introduced by Art. 69 of the Saarland Higher Education Institutions Act (SHSG) as mandatory elements of the supervision of doctoral researchers a few years ago. The rationale for this review is provided by the results of the recent "NACAPS" study, which has found that these agreements were in quite a few cases not concluded at all or insufficient.	36	• Q3 – 2021: Target 1 • Q4 – 2021: Target 2 • Q2 – 2022: Target 3 • Q3 – 2022: Target 4	President's Office (strategic working unit for the support of R1-R3 researchers)	• Target 1: Review of the application of supervisory agreements (form and extent of use) in the university's different faculties is concluded. • Target 2: Measures to improve the application of supervisory agreements have been identified. • Target 3: The measures to improve the content of supervisory agreements are rolled out and the extent of use is increased from currently 65% to at least 80% of doctoral researchers who have concluded a supervisory agreement (the achievement of both of these indicators will be verified by future survey results of the ongoing NACAPS study). • Target 4: A first follow-up review of the application of supervisory agreements is carried out, inter alia on the basis of results of the NACAPS study.
Action 14 **Programme to further develop leadership and communication skills of senior researchers**	37, 40	Schedule for Targets 1-3 not yet plannable given that the roll-out of the	Human Resources Division (section for staff development)	• Target 1: The Corona situation and the question whether face-to-face events can be offered are reviewed.

To further improve the leadership and communication skills of senior (R4) researchers, the university's HR Department plans to offer a specific programme for senior researchers and other leaders in the scientific environment. At first, a consensual foundation and guidelines for a constructive leadership culture at the university will be established through discussions and mutual consent. Thereafter, specific training events which provide experienced (R4) researchers with behavioural guidelines for efficient interactions with and mentoring of R1-R3 researchers will be offered to scientific staff in leadership positions.		programme will be decided after the Corona crisis		• Target 2: Decision of the University Board on the establishment of guidelines for a constructive leadership culture and on the roll-out of the training programme is made. • Target 3: Guidelines for a constructive leadership culture at the University and a training programme are established.
Action 15 **Promotion of continuous individual coachings, interdisciplinary exchange, and peer-group counselling for advanced researchers** To further improve the development of supervisory and managerial skills of researchers, the university plans to support continuous individual coachings	39	• Q2 – 2021: Target 1 • Q2 – 2022: Target 2 • Q1 – 2023: Target 3 • Q2 – 2023: Target 4	PROWIS (the university's support programme for post-doctoral and advanced researchers) Human Resources Division (section for staff development)	• Target 1: Individual coachings for junior and tenure-track professors are introduced and piloted. • Target 2: An interdisciplinary colloquium of junior and tenure-track professors (taking place once per semester) commences. • Target 3: The coaching programme and networking

of advanced (R3-R4) researchers and opportunities for peer-group counselling with regard to professional topics and skills. Specifically, continuous guidance by external coaches will be supported, whereby the initial target group consists of advanced researchers (R3) who are being prepared for positions as permanent professors at the university. In addition, interdisciplinary exchange and networking as well as peer-group counselling among this group will be enabled.				events for junior and tenure-track professors are evaluated. • Target 4: Decision whether the coachings will be continued and extended to other target groups (R1-R2 or R4) is made.
Action 16 **Negotiation and creation of additional institutional structures for fostering education and awareness about diversity issues as well as about all forms of discrimination (race, ethnic and social origin, gender, sexual orientation, age, identity etc.), their prevention and resolution** These newly installed structures (working groups, representatives, contact points) will be assigned to existing units within	10	• Q2-2022: Target 1	Equal Opportunity and Diversity Management Unit Anti-Racism Working Group	• Target 1: An institutional framework for continued education on and promotion of diversity and anti-discrimination issues has been created.

the university, such as the Equal Opportunity and Diversity Management Unit and/or at faculty level.				
Action 17 **Realisation of an annual Diversity Night on campus to promote visibility of underrepresented groups.**	10	• Q1 – 2022: Target 1 • Q1 – 2023: Target 2	Equal Opportunity and Diversity Management Unit Anti-Racism Working Group	• Target 1: First Diversity Night is held on campus. • Target 2: Second Diversity Night is held on campus
Action 18 **Development and implementation of a concept for research data storage** The storage service will contain storage space for mass data and will enable data sharing with the wider scientific community. In this context, the cooperation between the university's data center at the Saarbrücken campus and the data center of the university hospital at the Homburg campus will be intensified.	7	• Q3 – 2021: Target 1 • Q4 – 2021: Target 2 • Q1 – 2022: Target 3 • Q3 – 2022: Target 4	CDO (Chief Digital Officer) Staff unit Digitalisation and Sustainability	• Target 1: pilot phase; assessment of requirements of preliminary subdivisions is finalized. • Target 2: campus-wide survey for the assessment of requirements is finalized. • Target 3: a research data concept based on the evaluation of the survey is implemented. • Target 4: research data concept is finalized.
Action 19 **Implementation of an application management software for all staff groups** (incl. R1-R4) The application management software supports the entire recruitment process:	13, 15	• Q1 – 2023: Target 1	Responsible for content: Human Resources Division, President´s Office (Professorial Appointments Office)	• Target 1: Following a successful pilot phase the professional application management software has been rolled out for all staff groups, including R1-R4.

publication of the job advertisement, online application form, access to selection committees, selection of a suitable candidate for the position. Applicants will also be able to view information on the current status of their application process.			Responsible for IT implementation: staff unit Digitalization and Sustainability	
Action 20 **Expansion of outreach activities via social media channels and in digital formats** Specifically, public digital lectures and video interviews with researchers (R1-R4) will be offered. R3/R4 researchers will also be part of the university's social and online media platforms via live chats and participation in virtual fairs.	9	• Q3 – 2021: Target 1 • Q4 – 2021: Target 2	President's Office (Unit for Marketing and Communication)	• Target 1: The range of videos is expanded • Target 2: online consulting by researchers including live chats and their participation in virtual fairs is established
Action 21 **Systematization and expansion of consulting and service offers for digital teaching** Existing formats/courses for digital teaching will be evaluated and further developed using best practice examples as benchmarks. The university will also	33	Q4 – 2022: Target 1	Division for Education and Quality Assurance	• Target 1: Service structures are expanded and new formats for digital teaching are developed.

establish a central contact point for digital teaching.				
Action 22 **Improvement of target-group oriented distribution of information via electronic communication** To further improve researchers' access to relevant information and continuous training, the university plans to ensure that such information can be even better communicated to these specific target groups (R1-R4) or to management staff. While target-group oriented dissemination of such information is currently still difficult for technical reasons, the university works on establishing more comprehensive communication channels through an extended use of target-specific intranet and e-mail/newsletter options on the basis of a new Identity Access Management (IAM) system.	39	• Q4 – 2021: Target 1 • Q3 – 2021: Target 2 • Q4 – 2022: Target 3	staff unit Digitalization and Sustainability	• Target 1: An intranet providing the technical options for target-specific communication is introduced. • Target 2: A self-service portal of the IAM system which allows users to create a profile for access to target-specific information is established. • Target 3: Interfaces between the IAM system and further information technology systems are adjusted.
Action 23 **Establishment of an Innovation Center to further improve science transfer and**	8	• Q1 – 2022: Target 1 • Q2 – 2022: Target 2	Department for Research Management and Transfer (section for collaborations	• Target 1: Use of the Innovation Center for internal and external partners, including sponsoring, is conceptualized.

cooperation between researchers, companies and start-ups The university will set up a new Innovation Center by 2023, which will further increase the opportunities for science transfer and promote collaboration between researchers and companies by offering a facillity which includes maker spaces, shared desks, and meeting facilities. As a result, long-term interactions between researchers, start-ups and established companies will be created. Moreover, the Center will offer an inspiring meeting place for Technology Transfer stakeholders who strive for interdisciplinary collaboration or joint projects with companies.		• Q2 – 2023: Target 3 • Q1 – 2024: Target 4	between the university and companies)	• Target 2: Collaboration with a first external partner is started to achieve a signal effect. • Target 3: Full working environment with at least 50% occupancy rate is achieved. • Target 4: Innovation Center is established as a well-known hotspot for interdisciplinary cooperation within the region with at least 80% occupancy rate.
Action 24 **Early identification of researchers' potentials to found their own start-up companies or to establish research collaborations with industry or economy** The university will conceptualize and carry out a project that aims to extend the	28	• Q3 – 2021: Target 1 • Q1 – 2022: Target 2 • Q4 – 2025: Target 3	Department for Research Management and Transfer (section for collaborations between the university and companies)	• Target 1: Grant proposal is submitted to the Saarland. • Target 2: Project Kick-Off • Target 3: The project is successfully completed and evaluated.

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existing support for researchers with regard to their potential careers as entrepreneurs. Specifically, a project will be proposed to the Saarland which aims to identify application-oriented research which has the potential for being integrated into start-up companies or for establishing research collaborations with industry.				