

# Appointment Compass of TU Dresden

for fair and transparent appointment  
procedures



# Contents

A word of welcome from our Rector .....	3
Introduction .....	4
1. Legal basis.....	5
2. Procedural overview – In a nutshell .....	5
3. Parties involved in the appointment committee.....	6
3.1 Members.....	6
3.2 Other involved parties .....	6
4. Preparation phase .....	7
4.1 Preliminary strategic considerations   Formal request for the establishment and the call for applications	7
4.2 Call for applications.....	7
4.3 Active recruitment.....	8
4.3.1 Applicant field screening   Active approach.....	8
4.3.2 Tools   Measures .....	8
5. Selection phase .....	9
5.1 The committee’s work .....	9
5.1.1 General principles.....	9
5.1.2 Selection criteria.....	10
5.1.3 Multi-stage selection process .....	11
5.1.4 Appointment proposal .....	11
5.2 Procedural review   Committee decisions .....	12
6. Negotiation phase .....	13
6.1 Offer of appointment   Appointment negotiations .....	13
6.2 Dual Career Service for newly appointed professors .....	13
6.3 YOUProf – Young Professors Program.....	13
7. Quality Assurance .....	14
7.1 Advice and training .....	14
7.2 Monitoring.....	14
8. Key contacts.....	14
9. Literature   References.....	16

# A word of welcome from our Rector

Appointments play a crucial role in the development and profile of TU Dresden as an internationally competitive university. They form the core of our strategic success and create the necessary conditions for future-orientated research and teaching in the face of global competition.

The decision on an appointment lays the foundation for a faculty's academic profile, as it shapes its academic profile for many years to come. We must therefore pay special attention to selecting the brightest minds. Our guiding principles are transparency, fairness and legal certainty. We have made it our mission to carry out procedures quickly and to offer compelling conditions in order to attract and retain the best (junior) professors. It is of the utmost importance to us to increase the diversity of applicants, particularly by increasing the proportion of women and international researchers.

This Appointment Compass is an indispensable tool in our efforts to achieve this: as a structured orientation aid, a basis for good practice – and as a joint commitment to a culture of openness, excellence and equal opportunity in appointments at TU Dresden.

Prof. Ursula M. Staudinger  
Rector

# Introduction

Filling chairs and junior professorships with outstanding academics is a central task of TU Dresden. The Appointment Compass outlines the most important steps: It describes the standard procedure for filling W2 and W3 chairs or W1 junior professorships at faculties and central academic units with appointment rights (IHl, CMCB). It also includes practical information on procedures, active recruitment measures and diversity aspects. At the same time, this document remains flexible and open to further developments and changes, enabling it to evolve with the university and academic system and to strengthen a future-oriented appointment culture. Additional information, sample templates and checklists are available in the [password-protected internal web area](#).

## 1. Legal basis

The legal basis for conducting appointment procedures is provided by the Institutions of Higher Education Act in the Free State of Saxony ([SächsHSG](#)), the [Fundamental Principles](#) and the [Appointment Regulations](#) of TU Dresden. These are supplemented by TU Dresden's [Tenure Track Regulations](#). When appointing joint chairs with non-university research institutions and endowed chairs, there are sometimes deviations in the aforementioned process, which are highlighted where relevant. Tenure-track professorships and chairs filled without an official call for applications are not included due to their special characteristics. The faculties are on an equal footing with the central academic units with appointment rights.

## 2. Procedural overview – In a nutshell

The appointment procedure is a structured process that usually begins with a formal request submitted by the faculty. Prior to this, the faculty needs to consider its **strategic and structural goals** within the school and the university regarding the integration of the chair or junior professorship and its profile. As a result of these considerations, the tasks are defined, the requirement profile is streamlined and incorporated into the draft text of the call for applications. For joint appointments and endowed chairs, the framework conditions of the appointment are set out in writing in a cooperation or endowment contract with the respective partner institutions.

The **formal request for the establishment and the call for applications** of a chair or junior professorship must be submitted by the faculty in good time. If a chair is to retire, the request should be submitted no later than two years and three months before the planned retirement date in order to ensure a seamless succession.

Following approval of the formal request by resolution of the University Executive Board, the chair is **advertised internationally** and an appointment committee is established.

The **committee's work** is guided by the principles of confidentiality, swiftness, appreciation, transparency and fairness. The first meeting of the committee should take place no later than six weeks after the deadline for the call for applications. The most suitable applicants are selected in a multi-stage process, which involves a close evaluation of the application documents, personal interviews as well as

external reviewers. Each committee decision is based on previously defined selection criteria and is objectively justified. The procedure concludes with an appointment proposal.

The appointment committee decides on the **appointment proposal** by secret ballot on the basis of all findings and results of the selection procedure. The proposal should include three candidates ranked by preference and shall be submitted to the Rector in writing no later than nine months after the deadline of the call for applications for a decision on the continuation of the procedure. If approved, the Faculty Board decides on the appointment proposal, and the Rector decides whether to offer the chair to the candidate and to initiate negotiations.

The **appointment negotiations** are usually conducted with the Rector, Chancellor, dean and the candidate. To adequately prepare for the negotiations, the candidate is asked to submit a research and teaching concept alongside the requests for resources and personal remuneration.

If the appointment negotiations are successful and the candidate accepts the offer, the **start of employment** is administratively prepared and the documents required for the chair and the formal appointment are compiled. The **Dual Career Service for Newly Appointed Professors** supports the candidate's integration in Dresden, both in professional and private life. For junior and tenure-track professorships, **YOUProf**, the Young Professors Program, offers individual guidance and support during the onboarding phase, especially with regards to the next steps on the path to a tenured professorship or other career milestones.

### 3. Parties involved in the appointment committee

The appointment committee bears significant responsibility from the selection of candidates through to the appointment proposal. It is the faculties' duty to encourage all staff members to participate in committee work, to carefully select committee members and – where necessary, especially to address the multiple burdens often placed on women – to provide appropriate relief measures.

#### 3.1 Members

The appointment committee is composed of individuals from all status groups (university lecturers, academic staff, students, administrative and technical staff). The university lecturers have a one-seat majority. If chairs or junior professorships are filled related to teacher education, a member of the Center for Teacher Education and Educational Research (ZLSB) participates in the appointment committee in an advisory capacity.

The composition of the appointment committee is of pivotal importance for the course of the procedure. Potential conflict of interests or biases should be carefully considered and avoided during the appointment of members to prevent delays. Furthermore, diversity in assessment and decision – considering professional expertise, international perspective and gender equality – is essential. This is typically ensured by assembling an appointment committee that reflects principles of diversity and gender equality, usually including at least three women, one of whom must be a university lecturer, as well as university lecturers from another faculty and another university. For joint appointments or endowed professorships, contractual partners may agree to deviations from the standard committee composition.

Members of the appointment committee are appointed by name by the Faculty Board following consultation with the University Executive Board. Deputies are not permitted. In order to expedite the process, substitute members should be designated in case of member withdraws. All committee members have the right to access all procedural documents (e. g., text of the call for applications, application documents, meeting minutes, external reviews, etc.). All members, except administrative and technical staff, possess voting rights.

#### 3.2 Other involved parties

The Equal Opportunities Officer of the faculty, the Appointment Officer and the Representative of Employees with Disabilities must be involved in all stages of the appointment process. They serve in an advisory capacity in line with their respective roles and responsibilities. Deputy participation is permitted.

When academically justified, guests may also be invited to attend committee meetings in an advisory capacity. Like members of the committee, these guests are appointed by name by the Faculty Board following consultation with the University Executive Board.

The other involved parties are to be invited to every meeting of the appointment committee, have full access to all procedural documents, and are entitled to speak. The Equal Opportunities Officer and the Representative of Employees with Disabilities also have the right to submit subject-related motions.

## 4. Preparation phase

A successful appointment of a chair or junior professorship is founded on strategic appointment planning between the University Executive Board, the School and the faculty. This process serves to define the academic focus areas and overarching objectives – taking into account the development of the university's research profile, teaching needs, and the advancement of early-career scholars. Appointment planning should cover a period of ten to twelve years and be continuously updated using a rolling model.

The preparation phase of the appointment process concludes with a formal request for the establishment and call for applications submitted by the faculty to the University Executive Board. This requires thorough preliminary considerations – particularly regarding the rank, strategic designation, job description and requirement profile of the position. In addition, the text of the call for applications, active recruitment strategies, and the personnel, workspace, and financial resources. In the case of joint appointments and endowed professorships, the contracting partners coordinate closely throughout the process.

### 4.1 Preliminary strategic considerations | Formal request for the establishment and the call for applications

The appointment planning involves carrying out preparations for filling a chair or junior professorship approximately three years before the intended start of employment, specifically in terms of strategic and structural planning. The following preliminary considerations and planning are necessary:

- clear strategic designation (of the chair to be filled) that touches upon the strategic development of the faculty and TU Dresden, taking into account the objectives set out in the [Equality Concept](#)
- design of the chair or junior professorship with regard to its rank (W1, W2 or W3) as well as other appointment options (tenure track, open topic, joint appointment, etc.), with a particular focus on the statutory appointment and recruitment requirements, the available position, the funding and the target group to be recruited (e.g. academia, industry, promotion of early-career researchers)
- definition of the tasks of the chair or junior professorship (job description), e.g. research and development tasks, scope of teaching duties,

integration into degree programs, curriculum development, etc.

- definition of requirement profile (professional and interdisciplinary requirements for the candidate, e.g. leadership and diversity competencies)
- screening of the potential field of applicants in scientific networks and professional communities and including this information in a market analysis (applicant field screening)
- feedback of the results of the applicant field screening with the strategic designation, job description and requirement profile of the chair or junior professorship to be filled and adjustment if necessary
- active initial approach of potential applicants, if required
- final formulation of the job description, requirement profile and the resulting wording of the call for applications in both German and English.

Following the Faculty Board's resolution, the formal request for the establishment and call for applications must be submitted to the University Executive Board through the office of the Appointment Officer. The essential components of the request are

- request form
- text of the call for applications (German and English)
- vote of the Equal Opportunities Officer of the faculty on the text of the call for applications
- documentation for applicant field screening and active approach (active recruitment)
- proposal for the composition of the appointment committee (optional at this stage).

### 4.2 Call for applications

A call for applications always functions as a way to advertise to potential applicants. In addition to including precise formulations on the candidate's tasks and requirement profile, it should be formulated in an inviting, diversity-sensitive and gender-neutral way and represent TU Dresden as a family-friendly, inclusive and modern employer.

The text of the call for applications outlines the tasks and requirement profile of the future job holder. It is the basis for the work of all appointment committees,



which defines a binding list of criteria for the selection process in the first meeting.

This text will be written in both German and English and published (inter)nationally.

When formulating the text of the call for applications, particular attention must be paid to:

- an inviting and attractive, gender-neutral wording,
- a gender-neutral approach throughout
- naming the contact persons and providing contact details (e.g. chairperson of the appointment committee, Equal Opportunities Officer of the faculty, Representative of Employees with Disabilities at TU Dresden)
- avoiding very specific or exclusionary criteria that suggest selection bias and/or that target a specific group of people.

Information on inclusive, gender-neutral language are described in the [Guidelines on gender-inclusive communication in language and images](#), which are binding for TU Dresden. The Equal Opportunities Officers of the faculty are to be closely involved in the formulation of the text of the call for applications. Their vote on the text of the call for applications is part of the faculty's request.

### 4.3 Active recruitment

Active recruitment is a central component of the university's efforts to bolster recruitment and increase the talent pool of outstanding academics from Germany and abroad, draw them to TU Dresden, and subsequently make our professors more diverse. Increasing the proportion of women is an important objective and gender equality aspects are continuously taken into account.

Active recruitment does not constitute a claim to a position on the ranking of candidates nor does it entail a binding decision in the procedure.

#### 4.3.1 Applicant field screening | Active approach

The goals of active recruitment are achieved through structured and targeted research for suitable candidates for a specific chair or junior professorship (applicant field screening). The purpose of the applicant field screening is to identify persons whose qualifications and experience would be an asset to the chair or junior professorship. The wording of the text of the call for applications is also an important indicator to consider, as the results of the screening have an influence on the job description and the

requirement profile, and maybe even on the strategic designation and conception of the chair or junior professorship.

Based on the applicant field screening, the identified persons are each approached individually (active approach). Ideally, the active approach should already be underway during the preparation phase and is a key part of our welcoming culture, which is characterized by appreciation and respectful interaction.

All recruitment activities must be fully and uniformly documented. For each person - subject to the assessment of the appointment committee - a justification of potential suitability must be provided.

#### 4.3.2 Tools | Measures

The faculties have various tools and measures at their disposal to promote active recruitment. Customary and useful research tools include national and international, interdisciplinary and subject-specific databases as well as professional and personal networks. Social media, bibliometric analysis and research tools as well as professional online recruitment marketing have great potential. As a financial support program, [GET TU KNOW](#) offers outstanding opportunities in the international competition for the best minds to build talent pools, make excellence a tangible experience for applicants and enhance the welcome culture at TU Dresden. Other measures to attract top researchers include the [Eleonore Trefftz Program](#) and the [Dresden Fellowship Program](#).



## 5. Selection phase

The selection phase comprises the work of the appointment committee, beginning with the preparation of its initial meeting and concluding with the appointment proposal. This is followed by a procedural review conducted by the Appointment Officer and the Rector's decision on the continuation of the procedure. The phase concludes with additional resolutions, including the Faculty Board's resolution.

### 5.1 The committee's work

#### 5.1.1 General principles

The task of the appointment committee is to assess the academic qualifications and the pedagogical, didactic as well as (inter)disciplinary suitability and aptitude of the applicants in a multi-stage selection process. The appointment committee always makes selection decisions based on objective reasoning and criteria.

The meetings follow a structured procedure that is based on legal requirements and ensures a **quality-assured and fair procedure**.

Appointment procedures are personnel selection procedures that are subject to the principles of **confidentiality and discretion**. These obligations apply to all parties involved in the appointment committee, including faculty members and applicants, extending beyond the duration of the procedure. Information must always be treated with strict confidentiality by all those involved in the appointment committee and may not be passed on to third parties. It is not permitted to disclose details from the procedure (e.g. from application documents, reviews, committee meetings, interviews, etc.) or to obtain information from third parties. Only the chairperson is authorized to provide information on the status of the procedure. A breach of the principles of confidentiality and discretion may jeopardize the procedure and result in repercussions based on employment or labor law.

At each meeting, any indications of **potential bias** must be carefully assessed to ensure that the process remains lawful, proper, and impartial. Committee members or other participants for whom a concern of bias exists are required to withdraw from the appointment committee and must be replaced accordingly. Substitute members appointed by the Faculty Board shall take the place of removed members with immediate effect. In any other case, the appointment committee must be reappointed by

the Faculty Board after consultation with the University Executive Board.

If a person with a **disability** (a degree of disability from 50) or with equal status (a degree of disability of at least 30 but less than 50) applies, the person must be invited for an interview in accordance with § 165 sentence 3 SGB IX.

**Active recruitment** is possible at any stage of the procedure. At various points in time, the appointment committee is obliged to evaluate the need to implement and/or continue active recruitment measures.

It is of central importance to be mindful of **gender and inclusion** in all phases of the procedure. This not only ensures compliance with the requirements of the General Act on Equal Treatment, but also helps to integrate a variety of perspectives, experiences and talents into the academic system. All those involved are expressly requested to always address their observations and concerns directly, so that the appointment committee is in a position to deal with the arguments openly and appropriately. An **appreciative and respectful approach** among those involved in the appointment committee and with candidates and reviewers is a matter of principle.

**Unconscious biases** are automatic thought patterns that significantly influence our perception, evaluation and selection decisions. It is therefore essential for the committee's work to recognize, name and eliminate biases of all kinds. The chairpersons are asked to raise awareness of this topic at the beginning of the initial meeting and to draw the attention of the members and parties involved to the information provided specifically for this purpose (e.g. videos) or implement the instructions together. This encourages a constructive discussion of the topic whilst facilitating a reflective stance with regards to gender stereotypes and group-based discrimination.

TU Dresden has been certified as a **family-friendly university** since 2007 and provides numerous [support services](#) for staff and students. Appointment committee meetings should generally take place at family-friendly times. Good time management when scheduling meetings as well as preparation and follow-up work are important aspects.

The entire appointment procedure must be documented with due transparency. Therefore, **minutes** must be taken during each meeting (including the interviews and the assessment in the fast-track procedure). A member of the university who has been instructed separately by the

chairperson on confidentiality and discretion may be called in to take the minutes.

In addition, **monitoring** is mandatory for quality assurance and for the continued, targeted development of appointment procedures. It consists of several parts and details both the work of the appointment committee and the negotiations (see 7.2).

### 5.1.2 Selection criteria

In the initial meeting and before reviewing and evaluating the applications received, the appointment committee defines the **selection criteria** and, if applicable, the **weighting** of each aspect with regards to the content of the text of the call for applications itself. The selection criteria are made up of the mandatory legal requirements and the subject-specific and interdisciplinary criteria. They form the basis for the assessment of candidate's suitability and aptitude.

The selection criteria are always applied fairly and transparently to all candidates. Once they have been determined by the appointment committee, they are to remain unchanged throughout the selection procedure.

#### **Statutory requirements for junior professorships** (§ 64 SächsHSG):

- completed university degree
- pedagogical aptitude
- special aptitude for academic work, which is usually demonstrated by the outstanding quality of a doctorate
- no more than six years of employment before or after the doctorate (nine years when studying medicine)
- if applicable, an additional three-year teaching practice at a school
- if applicable, additional recognition as a medical specialist

#### **The legal requirements for chairs** (§ 59 SächsHSG):

- completed university degree
- pedagogical aptitude and knowledge of higher education didactics
- special aptitude for academic work, which is usually demonstrated by the quality of a doctorate
- depending on the job requirements - additional academic achievements such as habilitation, a

successful junior professorship or equivalent academic activity (habilitation equivalence)

- if applicable, an additional three-year teaching practice at a school
- if applicable, additional recognition as a medical specialist

**Examples of subject-specific criteria** (listed in the text of the call for applications):

- experience as a researcher: e.g. subject relevance, independent research area, publication output, etc.
- third-party funding: e.g. independent acquisition of third-party funding, amount of funding, third-party funding provider, etc.
- ability to cooperate and connect: e.g., interdisciplinarity, (international) networking, etc.
- internationality: e.g. international visibility, work experience abroad, etc.
- teaching performance: e.g. relevant teaching experience, positive teaching evaluations, teaching awards, willingness to teach in English, etc.
- academic self-administration

**Examples of interdisciplinary criteria** (listed in the text of the call for applications):

- management and leadership experience
- ability to work in a team
- diversity competence

In addition, the committee defines **equivalent academic activity** criteria (habilitation equivalence), which enable applicants who have not completed a habilitation or who have not yet been successfully evaluated as a junior professor to prove that they fulfill the legal requirements in terms of additional academic achievements (§ 59 [1] no. 4 letter a, para. 3, sentence 2 SächsHSG). These criteria can be based on the habilitation regulations of the faculty.

The evaluation of academic achievements must always be considered in relation to the **academic age** (number of years the candidate has been actively involved in research). The candidate's actual age is not a factor. Academic age establishes parameters for assessing academic performance (h-index, acquisition of third-party funding, supervision and teaching performance) and evaluates performance in relation to time. Individual circumstances must be taken into account, e.g., raising children, taking into account a period of up to two years per child under the age of

twelve, as well as periods of caring for relatives or illness. Research stays abroad, as well as professional experience in business and in the social sector are indicators that have a positive influence on performance in research and teaching and should be taken into account in the assessment. Discrimination based on age, origin, gender, sexual identity, religion or ideology is not permitted. This method for fair assessment ensures the greatest possible comparability of candidates, taking into account the diversity of academic CVs.

### 5.1.3 Multi-stage selection process

The selection decision is made by the appointment committee in a multi-stage selection process applying the previously defined selection criteria. Based on the application documents submitted, applicants are selected and invited to an interview. The list of candidates, in which the essential information from the applications is presented in a compact overview (but without evaluation), can serve as the basis for an initial comparative assessment. In individual cases, the appointment committee may determine further (interim) procedural steps, e.g. requesting documents.

The **personal introduction** consists of at least two parts, an academic presentation open to the university public followed by a discussion and a non-public conversation with the appointment committee. A further component can be a teaching sample open to the university public with a subsequent discussion, as well as presenting one's own teaching and/or research concept.

In the selection process, candidates must meet **the same requirements** (e.g. documents to be submitted, duration of the personal introduction, topic requirements for the academic presentation, teaching sample, etc.). Respectful and transparent communication with candidates is essential. This is achieved through written updates on the status of the process and a fair and respectful atmosphere for the personal introductions. In preparation for the candidate's personal introduction, the appointment committee should develop a list of questions (structured interview) to test the candidate's competence, enabling not only an assessment of the subject-specific selection criteria, but also interdisciplinary criteria such as diversity awareness and leadership skills.

At least two external, comparative expert **reviews** must be obtained for shortlisted candidates, and in justified cases (e.g. single list) three individual external reviews. One way of speeding up the

procedure is to commission the written expert opinions before the personal introduction (accelerated procedure). The duration of the procedure can also be shortened by inviting the reviewers to the personal introduction and taking minutes of the expert reviews (fast-track procedure). The reviewers are selected with gender parity in mind, wherever possible. The bias rules also apply to the reviewers and should be considered already at their selection stage.

### 5.1.4 Appointment proposal

After carefully considering all the results of the selection process, the appointment committee decides on an appointment proposal, which usually contains three names and a ranking of the selected candidates. In accordance with the requirements of the Institutions of Higher Education Act in the Free State of Saxony (§ 61 para. 3 sentence 4 et seq. SächsHSG), applications from the same university (in-house appointments) can only be proposed in justified exceptional cases, in particular if the candidate clearly stands out from other candidates in terms of their qualifications.

The appointment committee votes on the appointment proposal in the final meeting **in secret**.

The proposal must be justified and documented in a comprehensive way. In order to ensure a legally sound procedure, it is particularly important that the appointment proposal is well structured and complete in terms of content. The most important aspects include:

- description and special features of the procedure (incl. applicant field screening and active recruitment, attractiveness for recruiting women scientists)
- complete documentation of the selection criteria and the criteria for determining habilitation equivalence
- information about the shortlisted candidates (including their academic CVs and assessments based on the selection criteria)
- comparative assessment of the shortlisted candidates based on the selection criteria and in the overall view.

The justified appointment proposal is supplemented by **procedural documents** (e.g. minutes of meetings, reviews, application documents of the shortlisted candidates, etc.). In addition, the statement of the Equal Opportunities Officer of the faculty involved in

the procedure and the statement of the Representative of Employees with Disabilities must be enclosed; if the role involves healthcare duties, the consent of the Executive Board of the University Hospital (UKD) must also be obtained. The **statistical evaluation of the procedure** is ensured via monitoring (digital statistics sheet), which must be completed in full and signed by the chairperson and the Equal Opportunities Officer of the faculty. The chairperson receives a separate link for this purpose at the beginning of each appointment procedure.

The complete appointment folder must be submitted to the Rector in electronic form (digital appointment folder) for a decision on the progress of the procedure via the Appointment Officer.

## 5.2 Procedural review | Committee decisions

On behalf of the Rector, the Appointment Officer checks specifically if:

- legal provisions, including the Appointment Regulations, were followed during the appointment procedure,
- the selection and ranking of the candidates are justified in the appointment proposal and
- the equality concept of TU Dresden was taken into account.

If the Rector approves the continuation of the procedure, the appointment proposal is submitted to the Faculty Board for a decision. As this is a personnel matter, the Faculty Board votes in secret and without other persons in attendance (§ 57 para. 2 SächsHSG). In addition to the elected members of the Faculty Board, any university lecturers belonging to the faculty may participate in the decision-making process with voting rights (§ 93 para. 2 sentence 1 SächsHSG).

If the Faculty Board deviates from the appointment committee's proposal, this must be communicated to the Rector in a detailed and substantiated written statement.

For joint appointments, the Rector also obtains the approval of the non-university research institution for the appointment proposal. Prior to an appointment to a chair or junior professorship for Protestant or Catholic theology, an agreement must be reached with the Saxon State Ministry for Science, Culture and Tourism (SMWK).

## 6. Negotiation phase

The negotiation phase is characterized by fairness, appreciation, transparency and equal treatment.

As a family-friendly university, TU Dresden supports and promotes the reconciliation of family and career and provides a wide range of advice and support services for newly appointed professors as part of the Dual Career Service. The **YOUProf** program supports junior and tenure-track professorships with a personal advisory service.

### 6.1 Offer of appointment | Appointment negotiations

Following the Faculty Board's decision on the appointment proposal, the Rector decides on the **offer of appointment**. The Rector is entitled to deviate from the Faculty Board's decision after prior consultation with the dean. The Rector also informs all ranked candidates about the status of the procedure. All other candidates will be informed by the faculty.

When an appointment offer is made for a W2 or W3 chair, the Rector also invites the candidate to **initiate appointment negotiations**. Temporary W1 junior professors will receive a written offer.

The **appointment negotiation** is carefully prepared. The written teaching and research concept as well as the resources and personal remuneration requests of the candidates are essential sources of information for TU Dresden. In the negotiation meeting between the Rector, Chancellor and candidate, the focus is on mutual appreciation, understanding and openness. Minutes of the conversation are taken and the dean is consulted during the negotiation regarding the resources. Following the appointment negotiations, the candidate receives the written appointment offer, which consists of two parts (resources and personal remuneration). If questions arise and further negotiations are required, the Appointment Officer will coordinate the next steps to ensure a transparent and trustworthy process.

Upon **acceptance of the written offer and the offer of appointment**, Unit 2.1 Professors/Higher Education Lecturers/Civil Servants, at the Faculty of Medicine the Human Resources division of the University Hospital, prepares **the appointment** to the chair or junior professorship. The civil-civil-servant appointment is carried out by the Saxon State Ministry for Science, Culture and Tourism (SMWK). The appointment to the chair or junior professorship is successfully completed following the handover of

the appointment certificate by the Rector and the subsequent **start of commencement as (junior) professor**.

The Rector will inform the other ranked candidates about the conclusion of the appointment procedure in good time before the commencement. Candidates who did not make the shortlist will be informed of this by the faculty. The appointment team also ensures that the **monitoring** is completed (see 7.2).

In deviation from the process described above, negotiations with chairs and junior professorships of the **Faculty of Medicine** are conducted by the dean and, in case of healthcare duties, involve the University Hospital Executive Board (UKD).

For **joint appointments**, the SMWK is responsible for the next steps of the procedure. It issues the offer of appointment and conducts the appointment negotiations in coordination with TU Dresden and the non-university research institution.

### 6.2 Dual Career Service for newly appointed professors

In order to retain the best minds in the long term, the **Dual Career Service** offers the partners of newly appointed (junior) professors tailored information and support services. The Dual Career Service sees itself not only as a door opener and advisor for career changes, but also as a holistic service partner around family, housing and living in Dresden. With this offer, TU Dresden warmly welcomes new professors and their families to their new home and provides personal advice exactly where it is needed.

### 6.3 YOUProf – Young Professors Program

The junior professorship and tenure-track program **YOUProf** supports all junior and tenure-track professorships from the start of the appointment until they take up a permanent professorship. The program offers an individual support and advisory program, supports strategy development for building a professorship and career progression, promotes personal network development, and offers needs-based qualification and further training opportunities. Furthermore, the program provides coaching, (peer) mentoring and collegial counseling.



## 7. Quality Assurance

Comprehensive assistance by the appointment team, a wide range of support services and procedural monitoring ensure the high quality of appointment procedures.

### 7.1 Advice and training

The appointment team provides practice-oriented knowledge about the legal framework, current challenges and best practices with regard to appointment procedures. In particular, this includes advice on all procedural steps as well as checklists, templates, sample and reference documents.

To ensure a consistent and transparent process, members of appointment committees are encouraged to participate in training sessions and workshops addressing key topics and issues in appointment procedures. The appointment team offers the following advisory and training service, among others:

- Dos and Don'ts for chairpersons
- Competency Compass for those responsible and actively involved in appointment procedures (module selection on the topics of active recruitment | processes, rights, and duties | competency development in appointment procedures)
- workshops to reduce bias effects in appointment procedures.

Aspects of equal opportunities and gender equality are an integral part of all offers.

### 7.2 Monitoring

Monitoring of the procedure enables a systematic evaluation of gender ratios and other diversity aspects in individual phases of the appointment process. It statistically reflects the course and outcome of the committee's work. At the same time, activities of active recruitment become visible in the selection process. This serves to increase transparency in appointment management and steering of further measures to achieve equal opportunities in the recruitment process.

## 8. Key contacts

### Appointment Officer and team

The Appointment Officer is appointed by the University Executive Board, is structurally assigned to the Rector and involved in all appointment procedures in an advisory and supportive capacity.

#### Kathrin Dietzmann

Email: [berufungsbeauftragte@tu-dresden.de](mailto:berufungsbeauftragte@tu-dresden.de)

Team: [https://tu-dresden.de/tu-dresden/arbeiten-an-der-tud/berufung/ansprechpersonen?set\\_language=en](https://tu-dresden.de/tu-dresden/arbeiten-an-der-tud/berufung/ansprechpersonen?set_language=en)

URL: [https://tu-dresden.de/tu-dresden/arbeiten-an-der-tud/berufung?set\\_language=en](https://tu-dresden.de/tu-dresden/arbeiten-an-der-tud/berufung?set_language=en)

### Central Equal Opportunities Officer

The University's Equal Opportunities Officer coordinates and supports equal opportunities in the faculties, central academic units and Schools.

#### Dr. Jutta Luise Eckhardt

Email: [gleichstellung@tu-dresden.de](mailto:gleichstellung@tu-dresden.de)

Team: [https://tu-dresden.de/tu-dresden/organisation/gremien-und-beauftragte/gleichstellungsbeauftragte/Kontakt?set\\_language=en](https://tu-dresden.de/tu-dresden/organisation/gremien-und-beauftragte/gleichstellungsbeauftragte/Kontakt?set_language=en)

URL: [https://tu-dresden.de/tu-dresden/organisation/gremien-und-beauftragte/gleichstellungsbeauftragte/Kontakt?set\\_language=en](https://tu-dresden.de/tu-dresden/organisation/gremien-und-beauftragte/gleichstellungsbeauftragte/Kontakt?set_language=en)

### Faculty Equal Opportunities Officers

Faculty Equal Opportunities Officers are selected by the faculties, central academic units and Schools of TU Dresden.

URL: [https://tu-dresden.de/tu-dresden/organisation/gremien-und-beauftragte/gleichstellungsbeauftragte/Kontakt/gb-fakultaeten?set\\_language=en](https://tu-dresden.de/tu-dresden/organisation/gremien-und-beauftragte/gleichstellungsbeauftragte/Kontakt/gb-fakultaeten?set_language=en)

### Unit 9.3. Diversity Management

Unit 9.3 Diversity Management acts as a coordination and networking office for the key topics of gender equality, family friendliness and inclusion of individuals with disabilities and chronic illnesses.

#### Dr. Sylvi Bianchin

Email: [diversity.management@tu-dresden.de](mailto:diversity.management@tu-dresden.de)

Team: [https://tu-dresden.de/tu-dresden/organisation/zentrale-universitaetsverwaltung/dezernat-9/diversity-management?set\\_language=en](https://tu-dresden.de/tu-dresden/organisation/zentrale-universitaetsverwaltung/dezernat-9/diversity-management?set_language=en)

URL: [https://tu-dresden.de/tu-dresden/universitaetskultur/diversitaet-inklusion?set\\_language=en](https://tu-dresden.de/tu-dresden/universitaetskultur/diversitaet-inklusion?set_language=en)

#### Representative of Employees with Disabilities

The representative of employees with disabilities at TUD and UKD TU Dresden und des UKD represents the interests of persons with disabilities, promotes their integration, and provides them with advice and assistance.

#### Roberto Lemmrich (TUD)

Email: [Schwerbehindertenvertretung@tu-dresden.de](mailto:Schwerbehindertenvertretung@tu-dresden.de)

Team: [https://tu-dresden.de/tu-dresden/organisation/gremien-und-beauftragte/schwerbehindertenvertretung?set\\_language=en](https://tu-dresden.de/tu-dresden/organisation/gremien-und-beauftragte/schwerbehindertenvertretung?set_language=en)

URL: [https://tu-dresden.de/tu-dresden/organisation/gremien-und-beauftragte/schwerbehindertenvertretung/aufgaben?set\\_language=en](https://tu-dresden.de/tu-dresden/organisation/gremien-und-beauftragte/schwerbehindertenvertretung/aufgaben?set_language=en)

#### Heike Vogelbusch (UKD)

Email: [Heike.Vogelbusch@ukdd.de](mailto:Heike.Vogelbusch@ukdd.de)

Team: <https://www.uniklinikum-dresden.de/de/das-klinikum/direktionen/beauftragte>

URL: <https://www.uniklinikum-dresden.de/de/das-klinikum/direktionen/beauftragte>

### Unit 2.1 Professors/Higher Education Lecturers/Civil Servants

Unit 2.1 prepares civil servant appointments and the employment of chairs and junior professorships in cooperation with the SMWK and is responsible for all matters pertaining to employment law.

#### Patrick Pühn

Email: [sachgebiet2.1@tu-dresden.de](mailto:sachgebiet2.1@tu-dresden.de)

Team: <https://tu-dresden.de/tu-dresden/organisation/zentrale-universitaetsverwaltung/dezernat-2-personal/sachgebiet-2-1>

URL: <https://tu-dresden.de/tu-dresden/organisation/zentrale-universitaetsverwaltung/dezernat-2-personal/sachgebiet-2-1>

#### Human resources division / Directorate Human Resources University Hospital

The division prepares civil servant appointments and the employment of chairs and junior professorships at the Faculty of Medicine in cooperation with the SMWK and is responsible for all matters pertaining to employment law.

#### Carola Herklotz (UKD)

Email: [carola.herklotz@ukdd.de](mailto:carola.herklotz@ukdd.de)

Team: <https://www.uniklinikum-dresden.de/de/das-klinikum/direktionen/human-resources>

URL: <https://www.uniklinikum-dresden.de/de/das-klinikum/direktionen/human-resources>



## 9. Literature | References

1. German Research Foundation Research-Oriented Equity and Diversity Standards. 2008/2017. URL: <https://www.dfg.de/resource/blob/172916/e55d09e2ba66176344eb7891b24f3561/forschungsorientierte-gleichstellungsstandards-2017-data.pdf>
2. German Science and Humanities Council (ed.): *Empfehlungen zur Chancengleichheit von Wissenschaftlerinnen und Wissenschaftlern*. 2007. URL: <https://www.wissenschaftsrat.de/download/archiv/8036-07.pdf>
3. German Rectors' Conference: *Towards greater gender equality in the appointment of professors – voluntary commitment of German universities*. Resolution by the 38<sup>th</sup> General Assembly of the HRK on May 14, 2024 in Fulda. URL: [https://tu-dresden.de/tu-dresden/organisation/gremien-und-beauftragte/schwerbehindertenvertretung/aufgaben?set\\_language=en](https://tu-dresden.de/tu-dresden/organisation/gremien-und-beauftragte/schwerbehindertenvertretung/aufgaben?set_language=en)
4. Steinweg N., Poggenburg K.: *Guidelines for active recruitment in appointment procedures*. Results from the project STARQ. 2023. URL: [https://www.gesis.org/fileadmin/cews/www/pdf/starq\\_guidelines\\_activerecruitment.pdf](https://www.gesis.org/fileadmin/cews/www/pdf/starq_guidelines_activerecruitment.pdf)
5. German Rectors' Conference (ed.): *Gewinnung und Berufung internationaler Professor:innen*. 2024. URL: [https://www.hrk.de/advance/fileadmin/redaktion/hrk-advance/Dokumente/2.1.\\_Berufung\\_internationaler\\_Professor\\_innen/2024-HRK-ADVANCE-Handreichung-Internationale-Berufungen.pdf?dl=1](https://www.hrk.de/advance/fileadmin/redaktion/hrk-advance/Dokumente/2.1._Berufung_internationaler_Professor_innen/2024-HRK-ADVANCE-Handreichung-Internationale-Berufungen.pdf?dl=1)
6. Junghans, L.: *Appointing women professors: gender-equality appointment procedures and their judicial review*. Gender: Zeitschrift für Geschlecht, Kultur und Gesellschaft. 2012. URL: <https://www.ssoar.info/ssoar/handle/document/39589?locale-attribute=en>
7. Neukirchen, M., Emmrich, E.: *Berufungen, Befangenheit und Bewerbungsverfahrensanspruch*. 2021, online via the SLUB: doi.org/10.5771/9783748923800.

## Imprint

TUD Dresden University of Technology

Appointment Officer and Appointment Team

Ass. jur. Kathrin Dietzmann

Email: [berufungsbeauftragte@tu-dresden.de](mailto:berufungsbeauftragte@tu-dresden.de)

As of September 2025

*Funded by the Federal Ministry of Research, Technology and Space (BMFTR) and the Free State of Saxony as part of the Excellence Strategy of the Federal and State Governments*

With funding from the:

