



# LEADERSHIP FORUM

LIVING LEADERSHIP AT TU DORTMUND UNIVERSITY

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## DIVERSITY AT THE UNIVERSITY



Diversity is a defining feature of universities. At TU Dortmund University, there are around 32,500 people studying and around 6,700 people working in research, teaching, administration and engineering.

They are from different social and cultural origins backgrounds, different age ranges, have different experiences and are interested in different subject areas. They belong to different genders and have different skills and qualifications.

Research, teaching and administration thrive on this **diversity** and the nuance of perspectives and questions. It is only through these varied perspectives, experiences and approaches that knowledge can be gained and innovations can be developed. This fact goes hand in hand with the certainty that actively shaping variety and diversity – often called diversity management – is essential at universities so they can live up to their duties in a changing society.

This also includes the implementation of social justice measures and anti-discrimination laws: If all members of TU Dortmund University are to be able to meet their full potential, the best possible study and working conditions are required in a non-discriminatory, open and respectful environment that takes into consideration the diversity of the students and employees as well as their different experiences and needs. This is only possible with a prejudice-free recruitment process for research,

teaching, studies, administration and engineering as well as the reflection on and discursive pervasion of internal university procedures and processes.

With that in mind, much like with gender mainstreaming, TU Dortmund University is also pursuing an approach of diversity mainstreaming. This means that the various impacts on the university's diverse members must be assessed for all decisions, and their relevant concerns must be factored into all control and standard processes. This also means that the entire university has to be involved. Over the long term, this approach should lead to a sustainable cultural change and a "university for everyone".

As a public acknowledgment of this, TU University Dortmund signed the *Diversity Charter* in 2012 and, in doing so, committed itself to the principle of maintaining an organizational culture characterized by mutual respect and appreciation. Since 2012, the university has also held the distinction of being an audited university as part of the "Shaping Diversity" initiative of the Stifterverband für die Deutsche Wissenschaft. This auditing procedure was the first in the Federal Republic of Germany on the topic of diversity at universities and TU Dortmund University was one of the eight universities selected nationwide to develop the audit. In addition to that, the university has been supporting the *Universities for Openness* campaign of the German Rectors' Conference (HRK) since 2017, which actively tackles xenophobia and nationalism.

With this in mind, the **Staff Unit Equal Opportunity, Family, Diversity** (CFV) in the Department of Human Resources is working to strengthen the culture of diversity at TU Dortmund University. It develops, implements and oversees strategies, tools and measures to improve equal opportunities and family friendliness. The Staff Unit acts as an interface – between administration and Rectorate as well as between administration and academia. In terms of diversity mainstreaming, the duties of the Staff Unit are interdisciplinary. This results in direct communication on many levels, with all departments and the administration.

### Active anti-discrimination as part of diversity management

In order to create a fair, supportive and motivating work environment, it is essential to ensure that discrimination, disadvantages, abuse of power, harassment and sexualized violence have no place and are prevented at the university. With this objection in mind, the Staff Unit CFV and the Equal Opportunities Office, along with students and the Rectorate, have developed *guidelines for protection against discrimination and sexualized violence*, which was finally adopted by the Senate of TU Dortmund University in June 2022 and now specify the consultation and complaints procedure for people who experience violence and/or discrimination at TU Dortmund University. Its principles encourage all members of TU Dortmund University to contribute to a non-discriminatory and supportive work environment through their actions. Based on their duty of care, managers in research, teaching and training are also explicitly required to “counteract discrimination and sexualized violence in their area of responsibility, prevent it and, if necessary, report it to the responsible offices of TU Dortmund University.” (Section 3 (3) of the guidelines)

Another example of active anti-discrimination work is the *“One University for All”*: action plan: In it, TU Dortmund University identifies internal structures, cultures or practices that could potentially or do in fact disadvantage or discriminate against university members with disabilities. Based on this analysis, concrete goals are set in the action plan, and measures are developed that are intended to reduce disadvantages and discrimination. In this way, TU Dortmund University is fulfilling its human rights obligation derived from the UN Convention on the Rights of Persons with Disabilities to allow for equal participation in education and work. Several working groups

made up of members of all status groups are involved in creating and updating this action plan. The Staff Unit CFV and the Disability and Studies Department (DoBuS) in the Center for Higher Education assume responsibility



for and control operational processes.

When it comes to gender diversity, TU Dortmund University has also taken significant steps towards active anti-discrimination in recent years. A milestone was the introduction of a reliable process for **changing first names** in the summer of 2022. If the gender identity and the chosen name of trans, intersex and non-binary people do not match the information stored in the university systems, this can often lead to unwanted outings and discrimination. However, officially changing your first name and gender is a lengthy process. This is why the university published guidelines to regulate the **process of changing first names** before this is done legally. This gives students the opportunity to apply for a change of first name and gender in the university context in advance and without a court order. In the future, they will also be able to enroll with their newly chosen first name. After submitting their application, they will be listed under this chosen first name. A corresponding option for employees is currently in the works.

**Sanitary facilities** often represent another barrier in this regard. For trans, intersex and non-binary people, bathrooms that are divided into “women’s” and “men’s” according to the binary gender system are highly likely to lead to experiences of discrimination. Trans, intersex and non-binary people are often met with insults and even experience violence. For this reason, TU Dortmund University has developed a concept whereby the gender designations are removed from all self-contained, individual toilets (without a shared outer room) and replaced by a symbol for “sitting toilet” or “standing toilet”. In the case of new construction measures, individual toilets are

to be planned in addition to men's and women's toilets and shared toilet facilities are to be designed in such a way that the cubicles can be reached without having to pass the standing toilets.



*Gender-neutral signs on individual toilets*

### Activities, services, networks – a selection

In addition to participating in strategy processes, the Staff Unit also offers advice, information and various networking opportunities for all members of the university.

Among the most visible services of the Staff Unit is certainly the TU Dortmund University Family Service. Whether you are a student with the responsibility of caring for a relative, an international visiting professor who is looking for a childcare place, or an administrative employee who would like to take parental leave – the *Family Service* provides all students and employees with comprehensive information and advice on striking a balance between family and studies or work.

The Family Service offers support with looking for childcare places, organizes childcare during the holidays, provides information on caring for relatives, and ensures the campus has facilities suitable for parents and children.

In addition, it advises managers and lecturers in the department when it comes to compliance with the maternity protection conditions for pregnant and breastfeeding students and employees.

#### Did you know...

...that you can borrow a KidsBox or a portable children's room from the Central Administration and some departments? If you happen to need to bring your child to work, this makes it possible for you to set up a kind of playground or children's room in your office.



As a service for academics, the Staff Unit CFV offers **advice on gender and diversity issues**, e.g. in the context of

- > Applying for third-party funds
- > Possible uses for DFG research funds
- > Accreditation of new degree programs

Together with Research Support Services in the Graduate Center of TU Dortmund University, it is also working on an interdisciplinary and diversity-sensitive range of qualification, networking and consulting opportunities to promote young researchers from their initial interest in doctoral studies right through to junior professorships.

Since June 2022, the organizational support of the **Female Faculty Club**, the network of female professors at TU Dortmund University, has also been added (see page 10 of this issue).

Twice a year, the Secretarial Management Network offers a space where secretaries from various departments and administrative units can exchange ideas, and information is provided on work-related topics relevant to secretarial staff.



### Making diversity visible and discussable

In order to sustainably strengthen the culture of diversity, it is necessary, first and foremost, to make diversity visible.

In 2019, a network of queer employees, the “Queer\* Peers TU”, was founded, which is supported by the Staff Unit on an administrative level.

The network is geared towards all employees (including professors) at TU Dortmund University who wish to assemble under the term „queer“ and feel that the term speaks to them. It sees its role as increasing the visibility of queer employees at TU Dortmund University and offering a platform for them to interact. At the same time, the network can influence the TU with queer expertise and offer information about the concerns of queer people, e.g. with “Diversity Lunch Talks”, which brought students and employees together to discuss various queer topics in May and June 2022.

#### Queer – what is that?

*“In Germany, ‘queer’ is often used as a collective term for ‘lesbian, bisexual, gay, trans, intersex and more’, but also as an independent term of self-identification that challenges the more confining categories of ‘homo-/heterosexual’, ‘male/female’, ‘cis-/transgender’.” (Source: Regenbogenportal.de of the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (BMFSFJ) → You can find a comprehensive glossary on the subject of gender diversity here)*

A new project that will make the **diversity on our campus** visible is the **“I am TU”** campaign, which was initiated by the Vice President International Affairs, Prof. Tessa Flatten, and the Vice President Research, Prof. Nele McElva-

ny, and will shine a spotlight on the faces of TU Dortmund University as of late 2022. “I am TU” showcases the people at the university and lets them talk about themselves and their work, their research, their teaching and their studies. What makes them special and what moves them? What perspectives, experiences and approaches do they bring to the table and how do they influence their studies/work? All members of TU Dortmund University are cordially invited to get involved in the campaign in various formats.

Do you have any suggestions, questions or need more information? Then please get in touch:

Dr. Ute Zimmermann, Head of the Staff Unit Equal Opportunity, Family, Diversity  
([ute.zimmermann@tu-dortmund.de](mailto:ute.zimmermann@tu-dortmund.de)) or

Nadine Finke-Micheel, Deputy Head  
([nadine.finke@tu-dortmund.de](mailto:nadine.finke@tu-dortmund.de))

Dr. Ute Zimmermann/Nadine Finke-Micheel

## RESULTS OF MANAGEMENT FEEDBACK SURVEY



This year, management feedback survey was carried out at TU Dortmund University for the second time. From 25 April to 20 May 2022, employees of TU Dortmund University had the opportunity to participate in the online survey and rate their indirect managers in terms of their leadership skills.

The aim of the survey is to optimize the quality of management at TU Dortmund University and give the managers points of reference for self-reflection and, by extension, for a critical examination of their own abilities and behavior in order to foster a good corporate climate and working environment at TU Dortmund University in the long term.

The feedback was collected through an online survey taken voluntarily by the employees of TU Dortmund University. All management levels from the Rectorate, Central University Administration, IT and Media Center, University Library, Center for Higher Education, Center for Entrepreneurship & Transfer and central workshops with at least 3 employees were evaluated. The survey was anonymous so no conclusions could be drawn about individual participants. In addition to the assess-

ment by the employees, the higher-level managers also took part in the evaluation. All managers also submitted a self-assessment.

**A total of 852 employees were surveyed, and the response rate was 72.91%.**

The online questionnaire contained a total of 72 standardized items and two open questions. The standardized items were compiled into scales for a total of eight different categories of management skills:

- > Decision-making
- > Delegation
- > Control
- > Motivational skills
- > Communication skills
- > Conflict resolution
- > Personality and role model function
- > Shaping of frameworks

## Results

This year's results report shows that the results of the individual leadership skills have improved overall compared to the last survey in 2015. This is thanks to a wide range of management development measures. For instance, in 2016, a structured mandatory junior manager program was introduced for all new non-scientific managers with a workload of 160 hours over 23 months. On top of that, the Section Personnel Development expanded its range of offers for experienced managers, based on the management principles. Since last year, the program has also been offering special workshops on leadership topics for academic managers for the first time.

All evaluated managers receive a personal report on the results and are promptly requested to hold meetings with the employees assigned to them and to reflect on the results in an appropriate manner. They are also required to derive consequences if there are significant deviations from the self-assessment or if there are recognizable deficits. The managers are supported by the Section Personnel Development.

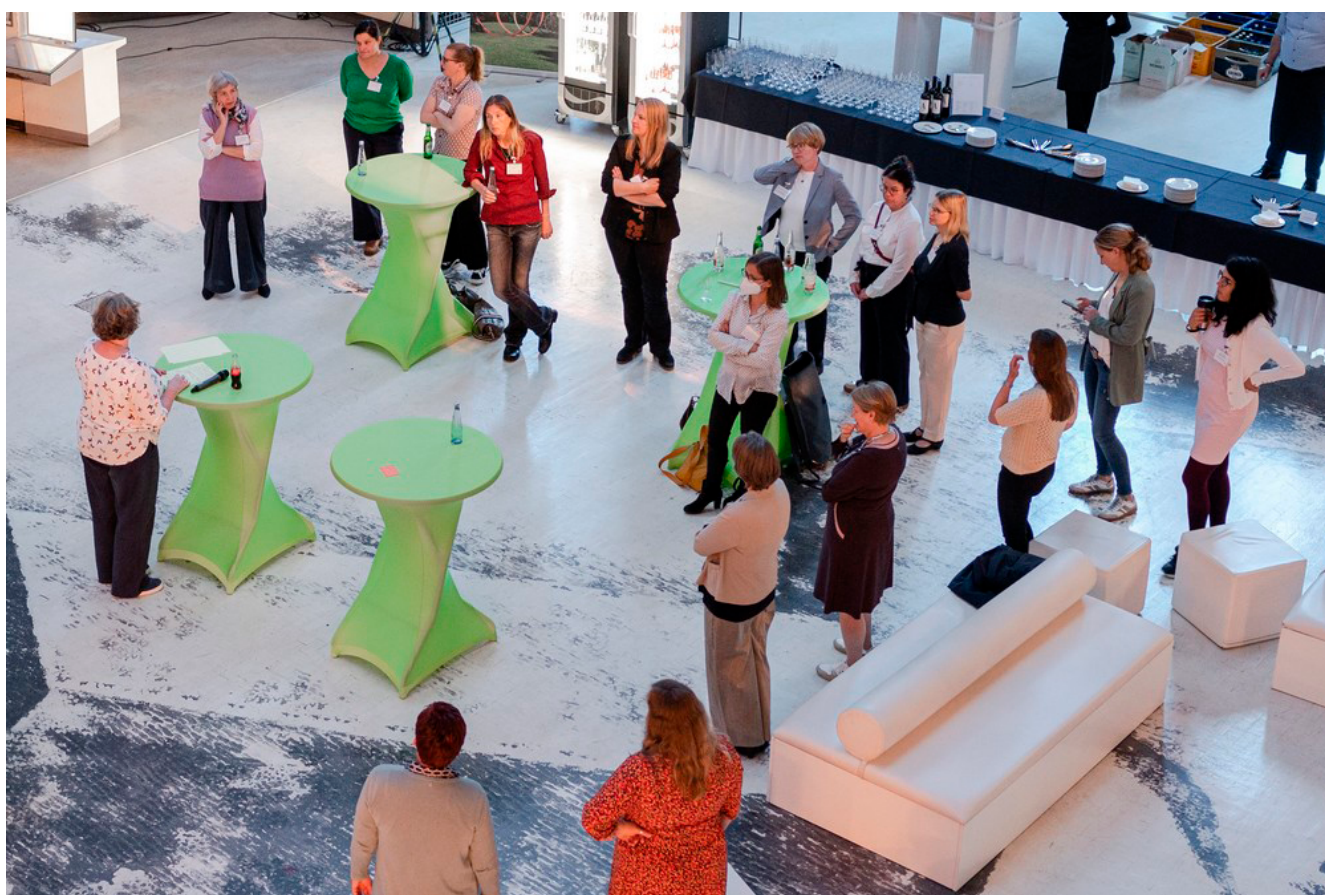
The university management received the structural data aggregated from the individual results. The results on management quality will make it possible to systematically develop necessary measures within the framework of managerial and personnel development.

Alexander Bergert (Tel. -4875) is available to answer any questions you may have about the management feedback survey.



## New Network: Female Professors from TU Dortmund University found the Female Faculty Club

At our university, about a quarter of all professorships are held by women. Only three departments have 50 % or more female professors. In June 2022, female professors at TU Dortmund University founded the Female Faculty Club in order to strengthen contacts with one another and to foster discussion across department boundaries. The first assembly of this university-wide network took place in the DASA energy hall.



*The President, Prof. Manfred Bayer, invited to the first assembly of the Female Faculty Club in the DASA energy hall.*



## Informal exchange and strategic goals

At the inaugural assembly, the goals and added value of the network were discussed, among other things. More than anything else, the informal and interdisciplinary exchange is what makes the network attractive for female professors. The topics that the Female Faculty Club aims to address are very diverse, ranging from practical issues – such as the burden of excessive committee work or

the gender pay gap at the professorship level – to the development of common visions for the academic community. The possibilities of improving working conditions in academia are also set to be discussed, as well as the question of what constitutes the effective advancement of women and equal opportunities policy at the university.



*The professors took the opportunity to get to know each other and exchange ideas..*

## Regular meetings

In order to further discuss all these topics, the professors have arranged monthly lunch meetings during the lecture period. At the same time, they stipulated that the annual large assembly of all the female professors at TU Dortmund University will take place on the last Wednesday in November, with a central focus on a single topic.

All female professors, junior professors, substitute professors and associate professors at TU Dortmund University are members of the Female Faculty Club and are therefore cordially invited to the upcoming meetings.

### The next assemblies:

30 November 2022 (last Wednesday in November) from 6 p.m.: Second assembly (with Prof. Dr. Nikol Rummel, RUB Women Professors Forum)

### Next lunch meetings:

**Thursday, 26 January 2023, 12:30 p.m. to 1:30 p.m.**

**Friday, 24 February 2023, 12:30 p.m. to 1:30 p.m.**

**Monday, 27 March 2023, 12:30 p.m. to 1:30 p.m.**

The Staff Unit Equal Opportunity, Family, Diversity oversees the organization of the Female Faculty Club.

Any questions or feedback can therefore be directed to Anke Kujawski.

Email: [anke.kujawski@tu-dortmund.de](mailto:anke.kujawski@tu-dortmund.de)

Tel: (0231) 755 - 6058

*Nadine Finke-Micheel*

# REAL INSIGHTS INTO TRAINING PROFESSIONS AT TU DORTMUND UNIVERSITY



## Training at the TU Dortmund Industrial mechanic

Recruiting trainees for TU Dortmund University always presents new challenges for the recruitment team and the trainers. Reaching out to school leavers in a modern and informative way plays an important role in this. Since April 2022, prospective applicants have been able to find out more about training at TU Dortmund University through the new careers homepage. The training videos that were produced about a year ago have increased the informative content available for the individual professions. Five training videos have currently been published, with further training professions to follow. In these approx. two-minute videos of the individual professions, authentic trainees talk about their profession, everyday life, the requirements and show their working environment. In addition, the trainers at the university complement the all-round view and goes over what the training is all about.

The concept, direction and production of the videos is the responsibility of the trainee media designers in image and sound. A great deal of importance is placed on producing authentic content, which is why the trainees are given free rein over their statements and content. This makes the videos interesting and prevents them from seeming staged. This is a great opportunity for image and sound media designers to put the theory

they have learned into practice and produce their own films. In return, TU Dortmund University receives a series of exciting and highly professional videos that inspire people to train with us. It is a nice added bonus when the new trainees get to know the colleague they have already seen in the video in person on their first day. The videos can be viewed in the training section of the careers homepage:

[www.karriere.tu-dortmund.de/ausbildung](http://www.karriere.tu-dortmund.de/ausbildung).

*Karolina Bihl*



## Development program for new managers (FKE-N) 2022

The aim of management development is to introduce employees in management positions to managerial tasks in both theory and practice, facilitate and monitor the transfer managerial responsibility, and share the relevant skills and abilities with a high degree of practical relevance. The focus is on topics such as motivation, health, compatibility, as well as quality of work, performance control and feedback.

On 24 June 2022, the fourth FKE-N was initiated with 16 new managers. The content of the program had been revised, which was necessary due to a change in lecturers but also due to new challenges facing management work.

Among other things, there will be a stronger focus on the support offered at TU Dortmund University, and there will be more room for personal responsibility when it comes to the personal development of managers.

The group then began to choose their team-building management event themselves and to organize it in interdisciplinary cooperation.

In addition to tried-and-tested topics such as „rights and duties of managers“ and individual personality feedback, the current topics „leading at a distance“ and conflict management are also covered with the participants.

When the 11 events end with the final event on 7 December 2023, the group will have completed a total of 108 workshop hours.

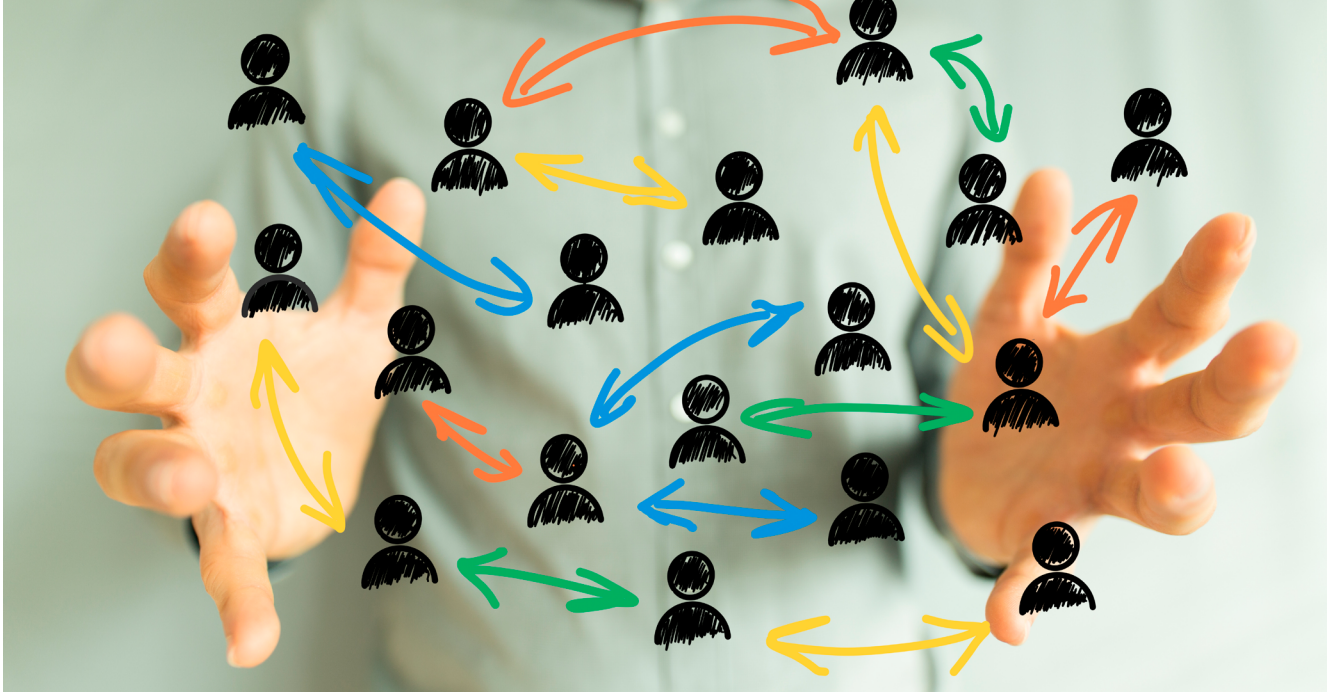


*Participants of the 2022 junior staff development program*

We wish the participants every success and, above all, fun in their management roles.

*Christian Brenner*

## REPORT ON THE “NUGGETS FOR MANAGERS” LECTURE SERIES



In late August, we kicked off our series on „Leadership in Transition – How to Lead Your Employees Through More and More Changes” with the first event „Nuggets for academic and non-academic managers“.

This event was well attended. The format, especially with regard to the subsequent opportunities for networking and exchange between non-academic and academic managers, was very well received by all involved.

Due to the positive feedback, we will continue the lecture series in this format and, in future, offer 2-3 short lectures a year by selected speakers with content-specific insights on current management issues and topics.

The next dates are being planned and will be published on our homepage at:

<https://personal.tu-dortmund.de/personalqualifizierung/fuehrungskraefteentwicklung/programm/fke-1/>.

We look forward to seeing you at the lecture series.

*Stefanie Niemann*



# OCCUPATIONAL HEALTH MANAGEMENT PROMOTIONAL FILM



“Healthy employees for a strong campus” – this is the motto of the new promotional film for Occupational Health Management at TU Dortmund University.

For a number of years, Occupational Health Management has been developing a large number of health services and helping employees feel good at work and stay healthy and productive in the long term.

The new film demonstrates the importance of health at TU Dortmund University and directs attention to the various services of Occupational Health Management to strengthen employees’ own health at work. The film also clearly demonstrates how important a structured onboarding process is. In this way, it helps improve the well-being of employees right from the outset of their work and ensure a warm welcome into the corporate culture.

The aim of the film is to make existing employees aware of what Occupational Health Management has to offer and to inform potential applicants of the various benefits available at TU Dortmund University.

A big thank-you is owed to our media designer trainees in image and sound, who produced the film, as well as Techniker Krankenkasse and DHF Media GmbH, who provided support in the production of the promotional film.

You can find the promotional film published on the webpages of Occupational Health Management (<https://personal.tu-dortmund.de/personalqualifizierung/gesundheitsmanagement/>)

If you have any questions about the film, please contact the Occupational Health Management team ([gesundheit@tu-dortmund.de](mailto:gesundheit@tu-dortmund.de)).

*Franziska Wallmeier*

# → LEADING

## SHINING A SPOTLIGHT ON A LONG-STANDING MANAGER AT TU DORTMUND UNIVERSITY

**An interview with Michael Brockmeier, Head of Department 6**



“Setting an example is not the most important way of influencing people. It’s the only way.”

Albert Schweitzer, Nobel Prize winner

### What are the duties of Department 6?

Our department deals with any issues relating to the building stock and the use of space at the university. In particular, we keep an eye on the suitability and continued development of high-quality and state-of-the-art spaces through new construction and renovation to suit the requirements of teaching, research and administration. We also take into account communicative areas and a representative office of the buildings for the university’s public image. On top of that, there are constantly new needs and requirements for new professorships.

But also maintaining the real estate in terms of cleaning, security and necessary repairs by facility managers and maintenance services is part of our job, in addition to administrative tasks such as rental and lease management and room allocation in the university. There are thousands of technical facilities and systems at the university that have to be looked after, maintained and regularly checked to ensure safe operation.

When it comes to energy supply, there is one thing in particular that sets TU Dortmund University apart from other campus universities in North Rhine-Westphalia – we generate the entire heating and cooling supply for the campus ourselves in large central systems from natural gas and around 50% of the electricity supply. That’s why the high cost of natural gas is hitting us particularly hard. The large cooling demand is not the first you think of, but research facilities, server rooms and the lecture halls require regular cooling.

### How many employees does your department have?

We currently employ around 160 people from a wide range of backgrounds. Our department covers a broad spectrum of professions, from architects, industrial clerks and expert electricians to gardeners and security staff, to name a few examples. The needs and underlying frameworks of our work vary greatly. The heterogeneous and diverse nature of our staff is much greater than in other departments/institutions at the university.

### How did you get to where you are now?

I am an electrical engineer by training and after my studies I immediately started working for the building authority of the state of North Rhine-Westphalia. With the job market as tense as it was for engineers at the time, I became aware that the state of North Rhine-Westphalia was offering the opportunity to complete a two-year career qualification as a construction official. So that’s what I decided to do. That was quite challenging if you had previously worked in an engineering field. After passing the examination as a building officer, I was then based at the Dortmund State Building Authority (now known as Bau- und Liegenschaftsbetrieb NRW) from 1994 and then even here on campus. In early 2000, as part of my job, I implemented the first engineering projects for the TU Dortmund University, and then later,

as deputy head of department and project manager for TU, I was involved in almost all construction projects at the university.

Even back then, I found the young and dynamic environment of a constantly changing and technically focused university very exciting. In late 2006, I was able to transfer to the university and until 2011 I initially headed a department for major conversion and renovation projects. Due to the retirement of the previous technical operations manager, I was then given the opportunity to take over as technical operations manager for 6 departments (including my previous department) and around 120 employees. This role also included acting as Deputy Head of Department. In April 2021, I became Head of Department myself. Taking on such a large role requires a longer preparation time.

### What attracted you to take on responsibility for human resources at the time?

I was and still am driven by the high level of personal identification I have with my job. I have a strong interest in creating targeted, future-oriented frameworks on campus for the university that offer the best possible teaching and working conditions.

But, over time, I realized that looking at the big picture – thinking outside the box – especially when it comes to different task areas and teams working towards an overall goal is something that appeals to me. For example: How can we network the working groups and harness any synergy effects to make progress? This is one of my main tasks, especially here in Department 6.

Looking back, the tasks have always followed my personal abilities, and the subsequent steps have evolved from my work and interests. It was the individual interesting technical tasks and the various complex projects in those positions that mainly appealed to me, more so much than climbing the career ladder.

### In your opinion, what are the factors that make a good leader?

For me, it's essential to take a team-oriented approach, where work is shared and the various team members can contribute ideas and criticism, both internally and externally. All in all, this leads to better work results and a high level of motivation. In my view, shaping this team-oriented working style in my department and promoting self-motivation and independence among the employees is

crucial for successfully implementing projects. This has to be considered regardless of the individual activities being carried out. We're talking here about the basics that are critical to any job: Having the creative freedom in your own area of expertise to execute ideas, enabling independent action and facilitating open communication are important and necessary if employees are to self-motivated and personally identify with their roles.

This also includes praise and open, objective criticism. At the same time, an environment that is viewed as fair in terms of how tasks are divided among teams and takes into account the inclinations and interests of the employees, is an important framework that managers have at their own disposal.

### What do you find challenging as a manager?

There are always people who do not support this approach/working style. For me, the challenge is not initiating any necessary disciplinary or HR measures but finding out how I can increase the employee's motivation and job satisfaction again. This becomes all the more difficult the larger your own division and, by extension, your manager-to-staff ratio is, as direct contact is often only possible through a few meetings.

The wide variety of topics in our department is also challenging. I often only have a few minutes a day for individual decisions, but I aim to do justice to the issues and people.

Personally, I have never felt the pressure to know every single thing better than the employees. If you approach things thinking you can do everything better, then you probably won't last as a manager. It is the role of a manager to keep track of issues and decisions and lay out the strategy.

### How do you keep a level head in moments of crisis, especially when quick decisions have to be made?

A tried-and-tested approach I recommend is to take a night to sleep on decisions. But sometimes this isn't possible. That said, I only make ad hoc decisions in exceptional cases, like emergencies.

As a general rule, I always try to talk to the employees involved in advance and, if possible, take the time to see the bigger picture. When I do this, I definitely try and imagine what decision they would make themselves. But, at the end of the day, it's me making the decision. This

is really important – if no decision is made and it's just a bunch of handwringing, you're much more likely to end up with disruptions and inefficiencies rather than actually achieving your goal.

**Have you ever made decisions that left you feeling uneasy?**

It has happened before, and you have to be aware that you can't always take every factor and risk into account in order to reach a decision. Based on experience, you weigh up the risks and sometimes have to make 80% decisions, otherwise things would come to a standstill.

**If someone asked you for advice on what s/he should bring to the table for a leadership role, what would you say?**

For one, you need to bring joy and a great sense of self-motivated commitment to the task and responsibility. You shouldn't see yourself as the center of attention. You have to enjoy communicating, organizing and dealing with conflicts and criticism. If you have a problem with that, you should probably look elsewhere, because that's part of the job.

But, ultimately, you also need to take pleasure in the design and implementation work in the relevant areas. This also involves having a broad interest in dealing with the expectations and needs of employees and taking them into account. For some people, it's important for them to work in a fair environment, while others get absorbed in their task and are very motivated as a result. You have to be willing to look at the person as an individual and find a kind of fit for the task. If you concentrate on the purely technical side and don't want to deal as much with the people and the environment, then I wouldn't advise taking on a management role.

**Thank you for your time.**

*This interview was conducted by Stefanie Niemann.*





# WORTH READING

Today we recommend Haufe magazine's monthly newsletter "Lotters New Management". Wolf Lotter is a journalist, essayist, author and keynote speaker. His essays deal with social transformations and the resulting questions and changes in relation to managers and companies. The newsletter is released monthly and can be subscribed to on the Haufe homepage.

*Stefanie Niemann*

# ! WORTH KNOWING

## HEALTH SERVICES ON DEMAND



Digital health services can help promote the health literacy of employees and motivate them to be more conscious of their own health. The Occupational Health Management of TU Dortmund University is therefore now offering its employees some online services that can be accessed anywhere and anytime. Employees will find guided movement and relaxation exercises here that they can take part in, as well as various online coaching sessions, self-tests and training courses on the topics of exercise and relaxation, stress, mental health, healthy nutrition, healthy sleep, and addiction.

These on-demand health services can be found in the occupational health management section of the personnel development website:

<https://personal.tu-dortmund.de/en/pe/personnel-qualification/occupational-health-management/health-offers-on-demand/>

If you have any questions, please contact the Occupational Health Management team at TU Dortmund University

(email: [gesundheit@tu-dortmund.de](mailto:gesundheit@tu-dortmund.de)).

*Franziska Wallmeier*



## OFFERINGS AND EVENTS FOR YOU AS MANAGERS:

### MANAGEMENT DEVELOPMENT PROGRAM

**Current dates and registration options can be found  
at:**

<https://personal.tu-dortmund.de/personal-qualifizierung/fuehrungskraefteentwicklung/programm/>

#### FROM THE FIELD OF EDUCATION

- > Vocational training day at TU Dortmund University
- > Date and time: **7 February 2022,**  
**8:00 a.m. to 5:00 p.m.**
- > Schoolchildren can get a comprehensive overview of all the vocational training programs at TU Dortmund University. We invite you to bring your own children along and let friends/acquaintances know about everything we have to offer.
- > For registration and further information, please visit:  
<https://personal.tu-dortmund.de/personalqualifizierung/ausbildung/berufsausbildungstag>

#### FROM THE FIELD OF HEALTH

- > Follow-up seminar to the basic seminar  
“Mental Illnesses at MA level” on  
20 April 2023 in the first half of 2023.



## **Service anniversary – CONGRATULATIONS**

We would like to thank the following manager for her many years of service in the public sector:

25 YEARS



**Herr Dr. Alexander Bergert**, Department 3, Head of Section Personnel Development

# Masthead:

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