LEADERSHIP FORUM

LIVING LEADERSHIP AT TU DORTMUND UNIVERSITY

01/2022 Issue

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⊕ FOCUSED

RECRUITMENT – PROCESSES, DEVELOPMENTS, TRENDS

Since 2012, TU Dortmund University has been offering a staff selection service for non-academic employees. Since then, there have been many changes and developments that have contributed to its increased professionalization. Participating in current trends and developments is part and parcel of staying competitive in the job market. Many candidates who apply to TU Dortmund University appreciate the security of working in the civil service. However, this is often not enough to prevail against the competing companies.

From the perspective of employers, the current labor market situation is tense in many areas, not only due to the coronavirus pandemic, but also largely due to the issues of demographic change and shortages in management personnel, which we have been aware of for quite some time. There are currently more job postings than ever before on the two major online job portals, Stepstone and Indeed – even more than before the pandemic. These issues are making it increasingly difficult for employers to find suitable staff. And this is not just true

for positions in fields that were previously known to be difficult to fill, like IT and engineering. These days, many positions in the commercial and legal sectors receive very few applications, leaving a very small pool of suitable applicants to choose from. The following points offer an insight into the work the staff recruitment team does to find the best possible employees for TU Dortmund University:

So as not to lose the handful of suitable candidates that apply, it is very important to offer quick feedback and a transparent application process. As a result, the applicants receive not only an automated confirmation of receipt with information about when they can expect to hear back from us next, but also interim notifications if the process happens to take a little longer than planned: The application deadline for externally advertised job vacancies is usually 4 weeks. After that period, the applicants receive feedback very promptly, either in the form of an invitation to an interview or in the form of a rejection. In the case of job advertisements that are only ex-

pected to bring in a few applications, there is the possibility of ending the application period before the deadline if suitable candidates have been found, provided this is also stated in the job posting. Shortly after the application has been received, the candidates will be invited to an interview and, if successful, they will be notified prompt. Everyone involved in the hiring process works to ensure it runs as quickly as possible – however, there are also processes that take a certain amount of time. In this case, it is important to communicate the process transparently to the applicants and send interim notifications, so they don't opt for another employer.

Trends

In an attempt to counteract the shortage of skilled workers and the consequences of demographic change, employers no longer just wait for suitable candidates to apply, but actively seek them out themselves. The services of recruitment agencies are often used for this. Here, the recruitment team does not exclusively rely on HR services, but also engages in "active sourcing" itself. This involves reaching out to suitable candidates – on the career platforms XING or LinkedIn, for example – and making them aware of a job vacancy. Contacting candidates directly has an advantage over using HR services: The candidates have a direct point of contact within the company and can speak to the relevant recruiter instead of just a "middleman", as is the case with recruitment agencies. A number of people have already been hired at TU Dortmund University by being approached directly by the recruitment team. The candidates who are approached directly are simply made aware of the job vacancy. They still have to submit an application and go through the application process, including at least one interview. In doing so, they will be competing with candidates who have applied for the position on their own initiative. Approaching candidates directly is one of many ways of directing suitable applicants' attention to TU Dortmund University. That said, researching suitable candidates takes a lot of time, especially for roles with very specific requirements.

In addition to offering the fastest possible processes and engaging in active sourcing, the recruitment team also posts the job advertisements on various channels and platforms in order to reach as many suitable applicants as possible: The job advertisements are not only posted on the TU Dortmund University website, but also on all popular employment websites such as Stepstone and Indeed (cf. *https://www.stepstone.de/wissen/arbeitsmarkt-boom/*, *https://www.hiringlab.org/de/blog/2022/04/29/arbeitsmarkt-april-2022/*). In addition, specialist portals are used if the job advertisements call for this. In order to use all the promotional options at their disposal, the recruitment team also uses advertising through Google in addition to posting on traditional job portals. This involves paying for the link to the job advertisement to appear as high as possible in the Google search with various search terms. The job vacancy is also posted on social networks if the role appeals to the right target group there. The recruitment team has had the option of evaluating data from a job advertisement for several months. With the help of a handy tool, they can view the number of hits the job advertisements get and thus determine how well the post performed on each portal and whether these portals would be suitable for another post. This analysis tool can also be used to filter out when the job advertisements are accessed. Incidentally, this is not on weekends or after work, as initially expected, but mainly during the day and especially from Monday to Thursday.

Once suitable applications have been received, the selection process begins. This means using several methods at the same time to get the broadest possible insight into the suitability of the candidates. The selection process involves viewing and evaluating the application documents, but also conducting at least one interview and, if necessary, carrying out practical tasks.

During the pandemic, both the job interviews and the practical tasks were moved online. The pandemic has made working from home the norm for many applicants, and the option of digital job interviews is also something they welcome. This makes it easy for applicants to get a first impression of TU Dortmund University, and most of them are now well-versed in video conferences and have the necessary equipment at their disposal. With that in

mind, some parts of the selection process can, if possible, continue to be carried out digitally even after the pandemic. For example, if there is a first selection round in a selection process, this can be carried out online and, in addition to that, an initial practical task can also be completed online. This way, both sides can get to know each other with minimal effort, and if a second interview is needed, this can be done in person.

Whether it's online or face-to-face – a pleasant atmosphere is always created. A lot of work goes into finding the applicants, so it's important to win them over in the interview, by offering concrete income opportunities and by showcasing the many benefits that TU Dortmund University offers as an employer.

Leonie Schneider

SECURING THE BEST AND BRIGHTEST FOR TU DORTMUND UNIVERSITY – NEW CAREER HOMEPAGE SHOWCASES THE UNIVERSITY AS AN EMPLOYER
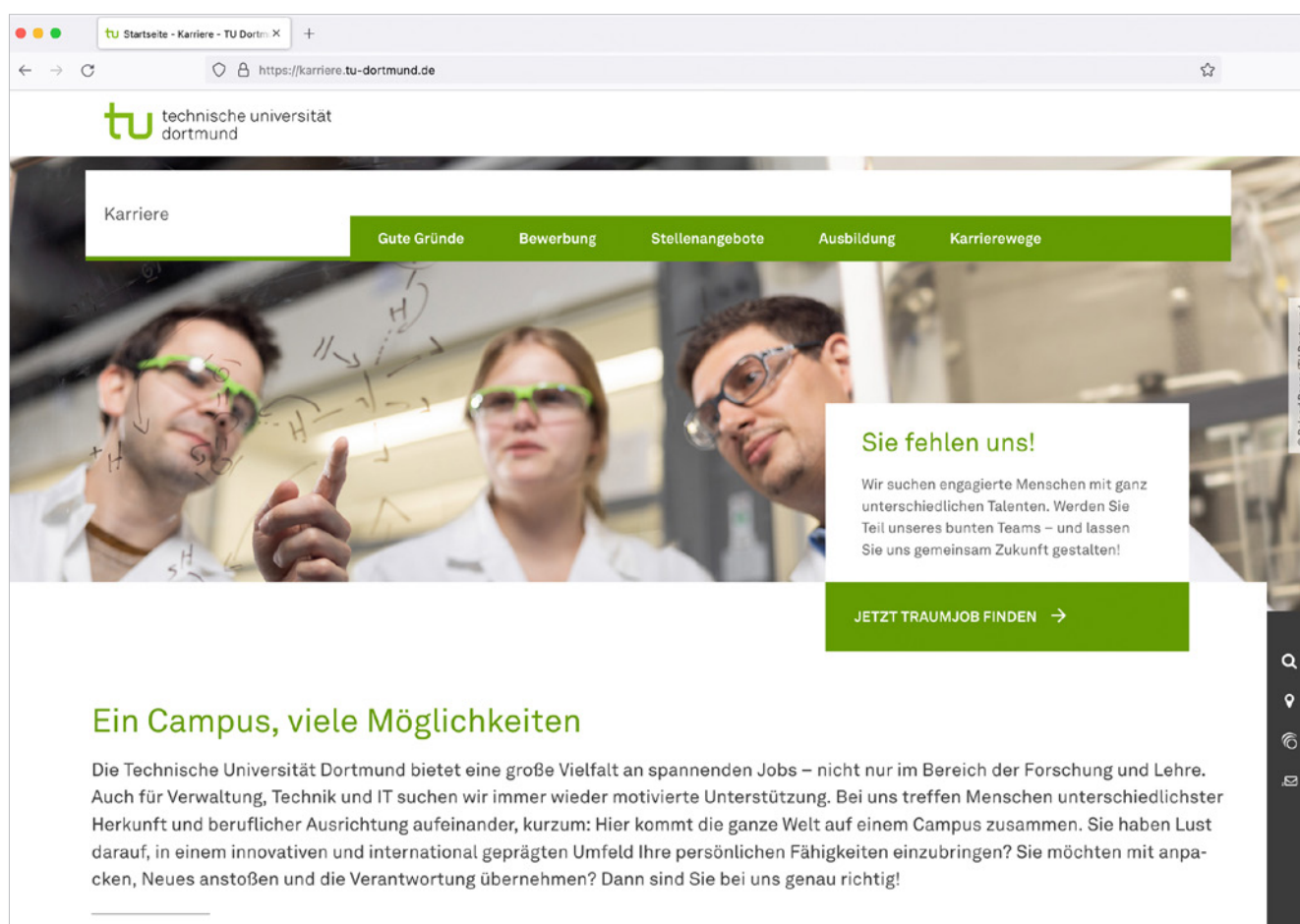
Our new career homepage, which went live on our website in late April, offers a whole new experience and shows TU Dortmund University in a new light. Admittedly, presenting TU Dortmund University as an employer and trainer has been a priority for us for quite some time. After all, many employers have informative and persuasive websites, and in a tense job market, where applicants are free to choose their future work environment, the career homepage plays a central role.

With the new, clear structure, visitors are seamlessly guided through the site, while also taking in a whole host of information and offers. The navigation is limited to keywords like "Job Vacancies" or "Good Reasons", making it easy to find relevant information quickly and reducing the number of clicks. Additional topics are linked on the subpages in order to showcase the entire spectrum of TU Dortmund University as an employer. A universi-

ty has a lot to offer and appeals to many different target groups. This makes it particularly challenging to link all the subject areas in a way that is effective, clear and appealing.

Mapping out the content and the navigation means putting on the glasses of an outsider and taking a critical look at the homepage. What information are people looking for? How do we showcase what makes TU Dortmund University a great place to work? What sets us apart from other employers? In the design phase, we quickly decided to depict as many TU employees as possible in order to make the rich diversity and overall atmosphere of the university more tangible. The variety of jobs in science, administration, IT and technology was represented through countless contributions and pictures. We showcased not only laboratory and office spaces, but also things like robots on construction sites and drones in

the laboratory. The many time-consuming photo shoots, where weather played a major role, and the highly motivated TU employees made all the work really enjoyable and fun. We would like to take this opportunity to thank the teams and people involved for their time and patience! Together we produced an authentic and persuasive homepage that provides insights into our working world and lets prospective applicants see their potential future colleagues.

The written content is intended to give visitors a taste of the working atmosphere at TU Dortmund University as well as information on a variety of topics. We paid particular attention to the "Good Reasons" page – a parent page that introduces visitors to the many things that TU Dortmund University has to offer. The site shows a cross-section of all the benefits in the form of icons and a brief description so that each person can search for their own interests. In addition to this presentation, the subpages provide information about benefits such as health, further education or family. The specific, in-depth information on the topics can be found by following the links to their dedicated homepages. The homepage also provides details on the selection process, the required application documents and tips for applicants. Maintaining seamless and transparent communication is also very important to us, as it gives the applicants a good impression from the very start and makes them feel that they're in good hands. And anyone who doesn't find a suitable position right away but would still like to work at TU Dortmund University can subscribe to a job newsletter. This will keep them regularly informed of any vacancies in the non-academic field at intervals of their choosing.

Above all, it's the many testimonials from people working at TU Dortmund University that provide an authentic and tangible point of view. These statements are presented for the individual topics as well as on a "Career Paths" page. They showcase a variety of fields, career stages and backgrounds, highlighting their own unique advantages at TU Dortmund University – a level of variety that is often hard to come by. But the people behind these testimonials all have one thing in common – they enjoy working at the TU Dortmund University! This homepage will also be updated over time and will keep introducing other opportunities at the university and setting different focuses. It has been such a pleasure developing the presentation of the site with so many people – because the site and the insights would not have been possible without all those faces!

A career page is never finished and is constantly evolving – just like the world of work is always in motion – so there are sure to be more expansions and additions in the future. When it comes to attracting good employees, it's always worth taking a look at the career page and perhaps placing your own (research) topic on the back burner. Every prospective employee starts their career at TU Dortmund University on our career page – we're eager to win over those who are the right fit.

Karoline Bihr

ⓘ TOPICAL

NEW: THE MENTORING PROGRAM FOR SECRETARIAL STAFF

As part of the onboarding process at TU Dortmund University, Personnel Development has created a mentoring program for secretarial staff. It is geared towards new employees at the university working in secretarial roles. As a mentee, these new recruits have the opportunity to get support from selected mentors from within the secretariat. The focus here is on making it easier for them to integrate into their role and develop at the TU Dortmund University.

What added value does the mentoring program bring to mentors and TU Dortmund University?

The mentoring program offers mentors the opportunity to reflect on their own working style and provide new inspiration for their work. Working together with the mentees also helps further develop communication and social skills, and the mentors can become more familiar with the individual areas of responsibility in the secretarial field.

If your employees decide to work as mentors, they will be playing an active role in positively influencing and shaping the corporate culture. This is because the mentoring program also brings considerable added value to TU Dortmund University. For one, the mentoring program improves the interaction and networking between employees at the university. What's more, the program offers new employees so much support when they start at the university that the induction phase can potentially be shortened and optimized. Admitting long-standing employees to the program can also be a way of showing them that they are valued, while the new challenges and perspectives can increase job satisfaction. On the whole, the mentoring program enhances TU Dortmund University's appeal as an employer.

Basic framework of the mentoring program

The mentoring program runs over a period of roughly three to six months. Within this time frame, the mentor and mentee interact through regular meetings or telephone calls – they could choose to do this every two

weeks, for example. However, the respective mentor and mentee can make their own individual agreements and rules regarding appointments as required.

The concept is based on voluntary participation and collegial trust on both sides. Not only that, but maintaining a good, personal and functional working relationship is crucial. This is a voluntary activity on the part of the mentors and is separate from the task of initial training. The employees' official duties take priority at all times.

When did the mentoring program start?

In the spring, the first mentors were trained in their new, voluntary work and given the opportunity to familiarize themselves with their role as mentors. This helped them gain an individual understanding of their own roles as mentors and laid important groundwork for the trusting working relationship between mentor and mentee. Further opportunities for mentor training will be offered gradually.

How can I register my new secretarial employees as mentees?

Personnel Development (Dep. 3.3.) acts as the central liaison between prospective mentees and mentors. Once both parties have been successfully connected, a mentor-mentee tandem can be officially registered with Personnel Development, and the mentoring can begin.

To provide an overview, all mentors are listed on the internal homepage of the mentoring program with a group photo and a short description of the activities involved. *https://personal.tu-dortmund.de/ personalqualifizierung/onboarding/mentoring- programm-im-sekretariatsbereich/*

Interested in the mentoring program?

Are there experienced people in the secretarial field in your division who might be interested in working as a mentor? Or are you about to welcome new secretarial employees, or have you recently taken on new employees who would like to take part in the program as a mentee? Then feel free to get in touch!

Please contact Lavinia Simon either by phone at +49 231-755 20 39 or by email at *onboarding@tu-dortmund.de*.

If you have any questions or suggestions, please do not hesitate to contact us.

Lavinia Simon

Remote Working

The COVID-19 pandemic has also presented TU Dortmund University with major challenges, especially with regard to the shift to remote working.

That said, this has also shown us that modern working conditions can be achieved through the increased use of mobile communication tools and work equipment, and that the continued growth of digitization gives us more freedom in terms of where we work.

As the service agreements on mobile working – concluded with both staff councils – come into effect, employees in technology and administration as well as scientific and artistic staff at TU Dortmund University will now be able to request that a certain proportion of their work, even after the pandemic, be carried out from home or another location, unless their particular tasks require them to be on campus. This is shifting the focus more towards achieving a healthy work-life balance, which in turn has a positive effect on job satisfaction and employee motivation.

A distinction is made here between regular remote work and temporary/situation-based mobile work. While regular remote work requires a prior application (for non-scientific employees, this is done using an application form that is signed by the supervisor and then sent to the Department of Human Resources; scientific and artistic staff apply for remote work informally, and involving their

supervisor, by sending an email to the functional email address *dez3.mobilesarbeiten@tu-dortmund.de*, situation-based remote work is coordinated sporadically with the immediate supervisor directly depending on the circumstances. This can, for example, be due to special family circumstance or in conjunction with a business trip. In both scenarios, it is important that the employees remain reachable.

Applications for remote working can only be rejected if there are substantive reasons preventing the official tasks from being carried out outside of the workplace at the university.

The employment relationship remains unaffected by the agreed remote working regulations, particularly the contractual disclosure obligations with regard to illness, vacation, etc.

In order to make the application process more convenient in the long term, the switch to a digital workflow is currently in progress.

Further information on remote working can be found in the service portal at *https://service.tu-dortmund.de/group/intra/mobiles-arbeiten*.

Kathrin Röhling

TARGETED STAFF DEVELOPMENT –
Needs-Based Training
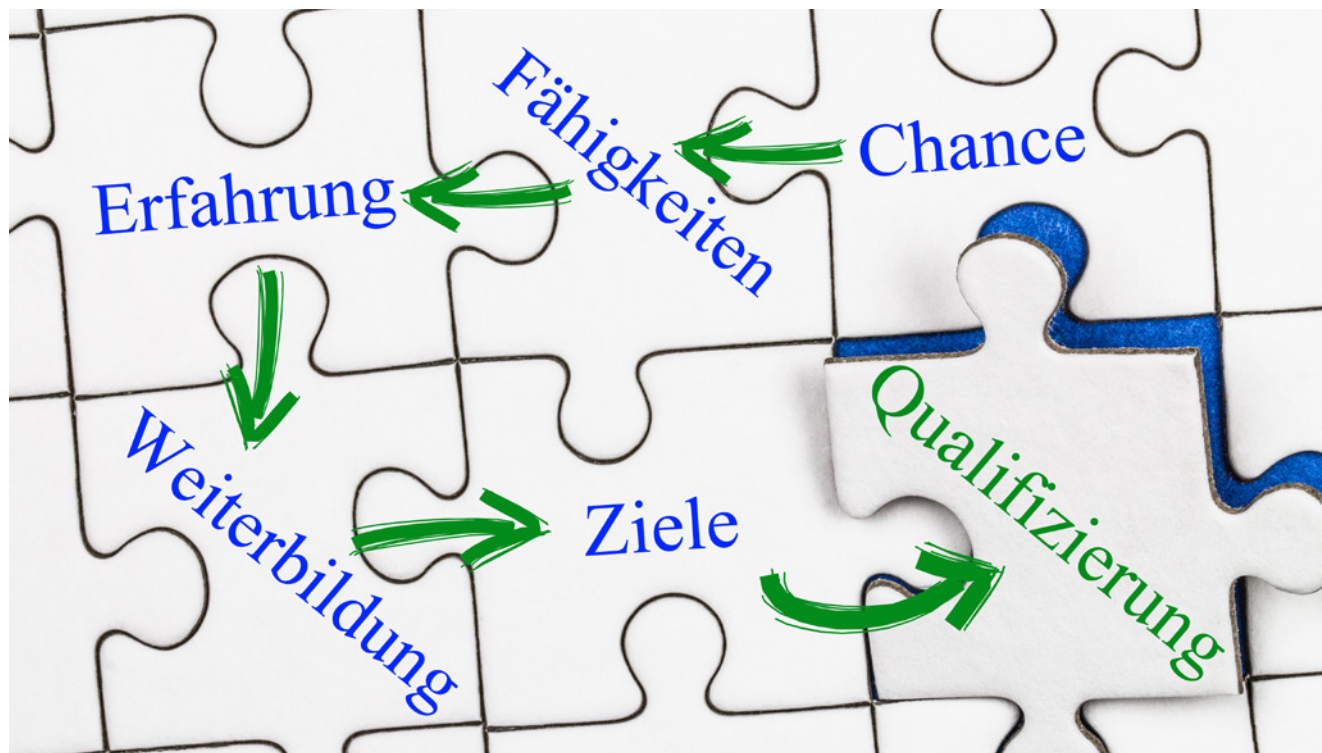
Together with the non-scientific staff council, guidelines for the promotion of advanced vocational qualifications were drawn up, which were approved by the committee on 26 April 2022 and came into immediate effect.

Background

Advanced vocational qualifications, which serve to qualify employees in technology and administration at TU Dortmund University in a vocational skill, are associated with high direct (tuition fees, teaching and learning materials, etc.) and indirect (leave of absence, special leave, etc.) costs.

In keeping with the budget principles of cost-effectiveness and efficiency, TU Dortmund University aims to achieve the best possible cost-benefit ratio in all administrative activities. All funds used are to be managed sparingly, meaning their use is to be limited to expenses absolutely necessary to the fulfillment of the task in question.

In keeping with these economic considerations, the funding of advanced qualifications is, without exception, based on demand. For the employees in question,

this means they must already have secured a correspondingly superior or adequate position or have good prospects for one.

In addition to a course of study, these advanced qualifications also include the measures offered:

> Qualification course H2
> Occupational "Meister" training
> Operational IT professional
> Strategic IT professional

Goal

The aim of the funding is to be able to cover medium-term staff requirements through the continued qualification of the university's own employees. This allows for effective succession planning and presents employees with attractive development prospects. In addition, it makes it possible to fill positions for which there is a shortage of applicants due to the current labor market situation.

Selection

After identifying a medium-term staff requirement, an internal, university-wide qualification position is advertised.

These qualification positions are advertised internally. Employees are allocated these positions following an application/selection process. The selection process adheres to the university's guidelines for central staff selection,

Funding

The costs for advanced qualifications (course/tuition fees, travel and accommodation costs directly related to the qualification, examination fees, costs for recommended teaching material) are financed from the central budget for further and continuing education.

The funding period is dependent on the duration of the qualification specified by the provider. It can be up to seven semesters for a bachelor's degree and up to five semesters for a master's degree.

If the selected employees need to be transferred to the relevant organizational unit, this will be done no more than two thirds of the way through the qualification period.

You can view the guidelines in their entirety here:
https://service.tu-dortmund.de/group/intra/personalentwicklung

If you have any questions, please contact:

Christian Brenner
christian2.brenner@tu-dortmund.de
Tel.: +49 231-755 33 94

New managers at the university

In this class, held by the university's own experienced lecturers, Dr. Alexander Bergert and Christian Brenner, the managers were introduced to the supporting development measures of peer coaching, supervision, one-on-one coaching and the mentoring program for managers.

This was followed by a round of feedback on the topics of lecturers, organization, content and individual qualification needs, which gave us valuable insights for the future development of this program. A heartfelt thank you to all participants.

At the same time, we used this feedback round as an opportunity to bid farewell to our long-standing lecturer Haimo Hurlin.

The certificates were officially presented on 9 May 2022 in the Rectorate meeting room, with the Chancellor of TU Dortmund University, Mr. Albrecht Ehlers, in attendance.

Addressing the participants, Mr. Ehlers said: "You have successfully completed this development program for new managers, and your employees will thank you. However, as a manager, you never stop learning. This training was the first step on a path of lifelong learning, and TU Dortmund University will continue to support you along the way."

The next group of new managers is set to start on 24 June 2022 with a welcome event. The necessary organization is already in full swing, and the program is set to undergo some revisions. More details on that will appear in an upcoming issue of the FK-Journal.

Christian Brenner

NEW LECTURE SERIES "NUGGETS FOR MANAGERS"
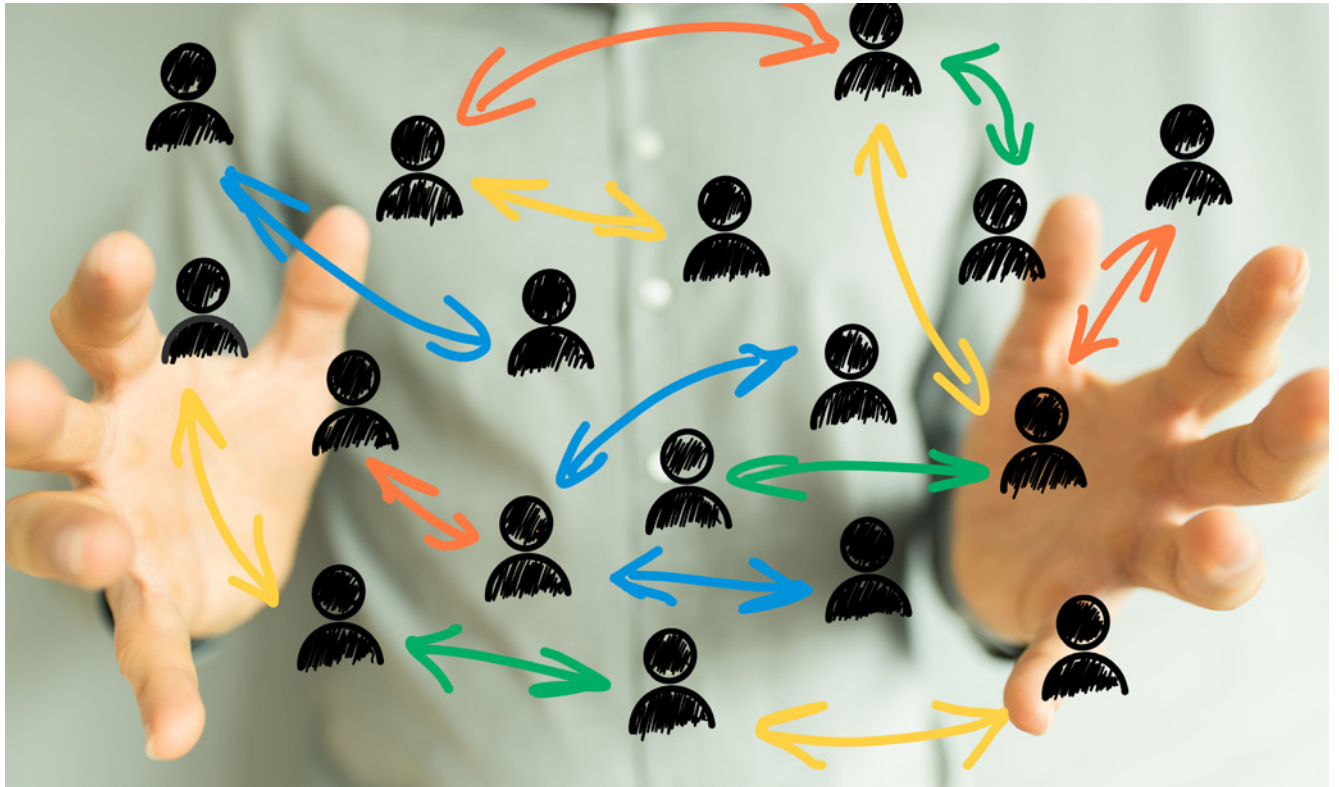
As a manager, most of your days are filled with a series of appointments and meetings in your calendar, so there is often little time for exchanging ideas with people outside of your immediate work area. Even attending a day-long seminar on managerial work is sometimes difficult to fit into a schedule. But many people are eager to meet people in person again, especially after 2 years of working remotely.

This is precisely where our new Nugget series for academic and non-academic managers comes in. In the form of short lectures, selected speakers will provide you with stimulating perspectives on current management issues and topics. This is followed by lunchtime refreshments on campus, where the focus is on networking. Here you'll have the opportunity to discuss the ideas that are currently important to you with the speaker and other managers. This format is integrated into the lunch break and is scheduled to last two hours.

The first lecture in the series will be given on 30 August 2022 on the topic of "Leadership in Transition – How to Lead Your Employees Through More and More Changes." And we are kicking off the series with an illustrious speaker: Alexander Groth.

Content:

The first part of this short lecture is about what happens to people when they go through a lot of changes in quick succession or even at the same time. Scenarios like this have come as a result of digitization, COVID-19 and social distancing. The speaker will highlight which unpleasant emotions people go through in the initial phases of change, and what happens when this happens too often. The listeners will receive concrete ideas for how they, as managers, can deal with this and introduce some positive energy.

This is also where the second part of the lecture on the subject of feedback culture comes into play. Feedback culture has a significant impact on our ability to attract and retain young talented people for the university or chair in the future. Groth will provide a very clear and entertaining explanation of what a feedback culture means in concrete terms and how to implement it in your own workplace.

More and more change also means more stress and irritation. After all, with every change, there is a chaotic period, where the old approach no longer works, but nei-

ther does the new one. The final part of the lecture is about maintaining composure and how to act with confidence and get less annoyed about external factors.

Speaker:

Alexander Groth is one of the best-known German-language speakers in the management space. His lectures are powerful and authentic as well as inspiring. He has made a name for himself with his books on leadership, published by Campus, which have also been translated into many different languages. He is also the editor of the online platform LeadershipJournal.de. On top of that, he is also employed as an associate lecturer at the Universities of Munich, Stuttgart and Mannheim. You can get a taste of his lectures here: *https://www.youtube.com/watch?v=eVyhtbeDhrc&feature=youtu.be*

Please use the following link to register for the first part of our nugget series:

https://personal.tu-dortmund.de/personalqualifizierung/fuehrungskraefteentwicklung/programm/fke-w/

Stefanie Niemann at the Department of Human Resources will be happy to answer questions about the program and its content;

Tel.: +49 231-755 47 96;
E-Mail: *stefanie.niemann@tu-dortmund.de*

→ LEADING

NEW MANAGERS AT TU DORTMUND UNIVERSITY

An interview with Markus Alex, Team Leader for Media Services at the ITMC

" As the manager, I'm the one setting the framework and guidelines for the work in my area. It's important for me to work with my team to answer the question: "Why are we doing this?". I also want to cultivate a sense of intrinsic motivation in my employees. "

What other positions have you held at TU Dortmund University?

After studying computer science, I initially joined the Chair's IT support team in the Department of Physics in 2009. Then, in early 2020, I switched to the ITMC to work on the development of the virtual examination room, among other things. Two weeks after I took on that role, we started working from home due to the pandemic, and the development of the virtual examination room was initially put on hold. At the same time, the team was faced with a whole host of new tasks to help digitize teaching, and I got more involved in this area, especially with video conference tools. When my team leader's position was advertised later that year due to his approaching retirement, I took the opportunity to apply for this exciting new opportunity.

So, in addition to the administrative side, you've also gained insights into the academic side of the university. Aside from the tasks themselves, what do you think the biggest differences are?

I didn't work as a manager at the Department of Physics, so that alone is a big difference, of course. The work culture, for example, is quite different. For me, the biggest difference is that the teams remain relatively unchanged. This is something I really appreciate about the

ITMC. Of course, the staff fluctuates here, too – due to parental leave, changes, etc. – but it's much more common on the academic side because of the master's and doctoral students constantly coming and going. On the one hand, that's nice because you're always getting to know new people. On the other hand, the gap between you and your colleagues in terms of your personal life experience and your current life stage becomes more and more noticeable over time.

The difference can also be compared to a classification used in game theory. To put it simply, there are two types of games: There's the closed game with fixed rules, players and a clear objective, and there's the open game, where the goal is simply for the players to stay in the game – or relevant, in other words. Of course, academics want to stay relevant too, but a lot of the employees there are playing a closed game – pursuing a doctorate or an academic degree, for example. My current team and I are playing an open game, where we want to stay relevant and constantly improve. It's a team effort and not a competition where one person comes out on top.

You're in charge of Media Services. What does that involve?

I always say it's a mixed bag here at the ITMC. My unit is divided into five pillars: First, there's the graphic design department, which designs digital media, but also things like brochures and flyers for the entire university – all incorporating our corporate design. We also train media designers for digital and print there. Next, there's the web team, who works with the Office of University Communications to execute the relaunch of the university's website in the Typo3 system. Then there is the third sub-division: media production. This is where things like promotional films or experiment recordings are made – either here in the dedicated studio or on site in the institutions themselves. Finally, our colleagues in media technology are responsible for the modernization and maintenance of the technology in the lecture halls and centrally managed seminar rooms. They're also tasked with advising the various department on their equipment. On top of that, we also lend media equipment to teachers and students. The fifth pillar is support for digital teaching, which, before the pandemic, was more of an optional service but has since become much more important. Over the last two years in particular, this team has been providing a wide range of digital tools and developed advisory, training and information services to help teachers with the transition to digital teaching.

How many employees do you have on your team?

Across all five areas, I manage 17 employees and usually 3 trainees.

Why did you decide to take on a management position?

It's not like I had a plan to progress to a higher position by a certain time. In fact, I wouldn't have applied for the next best management position. It was the nature of the position that won me over. I saw the job advertisement and thought it was exactly what I wanted to do because I find all the subject areas incredibly exciting.

I thought about it for a long time because I hadn't been working at the ITMC for that long and felt very comfortable in my current job. I was also wary of the fact that going from team member to manager is quite a big leap – especially with a team of this size. But I would have kicked myself if I didn't give it a try. So it was a very conscious decision.

What do you see as the greatest challenges for a manager?

The sheer diversity of the tasks and the size of my team are definitely challenging. There's no room for micro-managing here. It's simply impossible to be an expert on everything, and it's not like I have an edge over my employees in terms of knowledge. I have no problem acknowledging that my team members have greater capabilities and the necessary expertise in their respective fields. The challenge is completely reorganizing the way you work. I used to delve much deeper into the topics. But now I can't always focus on the little details because I'm responsible for the people. My old way of organizing things didn't work for a team of this size – it made everything far too confusing. I had to start afresh and reflect on my previous approach. I had to learn to delegate and prioritize a lot more – to keep an eye on a task without doing it myself.

What does good management look like to you?

As the manager, I'm the one setting the framework and guidelines for the work in my area. It's important for me to work with my team to answer the question: "Why are we doing this?". I also want to cultivate a sense of intrinsic motivation in my employees. I don't always know if I manage to do that all the time. But hopefully, they can recognize the contribution they can make to the big picture and, as a result, understand that their work is meaningful and necessary.

I want to offer a sympathetic ear to my employees and create a familiar atmosphere, where we can admit to mistakes, openly discuss conflicts and ask for support. For me, it goes without saying that I recognize and praise the achievements of my employees and also showcase them outside of the team. But it's equally important for me to take responsibility for my team and bear the brunt of responsibility when things go wrong.

What are your expectations for your involvement in the junior management program?

First and foremost, I'm really looking forward to it. Unfortunately, I've had to wait a very long time because I started this job right after the last round had just started. I'm hoping to walk away reinvigorated with some new tools at my disposal. What I'm really looking forward to is building a network that allows me to exchange ideas about a particular situation or idea with colleagues that I trust

here at TU. It would also be great if this led to a kind of tandem with an ongoing tandem partner who I could explore and develop ideas with.

How will you handle the issue of remote working with your team in the future?

I don't think any of my employees want to work exclusively from home in the long term. That wouldn't be in my best interest either, because interacting with colleagues is very important, and work is always a social place. Due to travel distances etc., the percentage of team members working from home will probably level out at around 60-70%. We'll just have to wait and see how things develop and, in the next employee meetings, we'll see if this setup suits everyone.

Thank you for your time.

This interview was conducted by Stefanie Niemann.

An interview with Julia Bertelt, Department 3.1, Head of Division for Professorships and Civil Servants

"For me, good leadership means being transparent when communicating with my employees and justifying my decisions in a way that everyone can understand. Then the team backs these decisions in a completely different way."

But, above all, we also support the civil servants and the various departments in an advisory capacity, which also plays an important role for me. We are happy to provide support and information before a civil servant is hired, such as which requirements must be met, or which documents must be submitted. And even after they've been hired, the civil servants of TU Dortmund University are more than welcome to contact us with any questions.

Your division acts as an interface between administration and science. Are there differences between these areas – and if so, where?

I think sometimes we have to explain why we adhere to certain formalities. Academic staff understandably want to work "freely", and we, as a service facility, of course want to support this as best we can while at the same time ensuring that the legal formalities are properly observed. It's precisely this interaction with the academic staff and the regular communication with the departments that makes the work so varied.

What other positions have you held at TU Dortmund University?

In 2009, I completed an apprenticeship as an office communications assistant here at the university. After that, I took on a position in the Department of Human Resources, working in civil servant affairs. In order to continue progressing, I completed the H2 course, which enabled me to take on higher-level duties. About a year ago, I had the opportunity to take over the vacant position as Head of Division for Professorships and Civil Servants.

How large is your division? And what are the areas of responsibility in your area?

I currently have 3 employees. Our duties fall under classic personnel management. This means we administer all personnel matters for all university teachers and civil servants working in science, technology and administration. We support these people from the moment they're hired to the moment they leave us – in other words, we are often the first point of contact at TU Dortmund University.

A lot of people hear "personnel management" and think of mountains of boring paperwork. What do you find particularly exciting about your job?

For me, it's working with people. Every HR case we work on is different, and this results in new questions or tasks that need to be solved. This makes day-to-day work very diverse because every HR measure has to be considered individually. The interpersonal aspect of our work, which was of course somewhat more limited than usual due to the pandemic, is another important factor of the job for me.

What does good leadership mean to you?

For me, good leadership means being transparent when communicating with my employees and justifying my decisions in a way that everyone can understand. Then the team backs these decisions in a completely different way. It is important to me that my employees know that they can contact me with any questions, and we can have an open discussion and work out solutions together. I would like to provide a framework that gives my team the freedom to make their own decisions.

What made you decide to take on a leadership role?

I saw an opportunity to progress, and I find it very exciting to look at our work from a different perspective. Particularly because I started as part of the division and now I manage it, the aspect of fostering the continued development of the team has become very important to me. For me, it's exciting to see the strengths of my colleagues and to harness and encourage them in the right places

Do you think women lead differently?

I personally have only ever had male managers, so I have no direct comparison. I try to take the best from all the managers I've had, so I wouldn't attach it to man or woman at all – I think everyone has their own management style and leads differently.

What changes do you see coming to your division in the next 5 years?

Of course, there are regular legal changes that we have to reflect in our processes. Digitization is certainly a hot topic. We have already changed some processes here in recent years and especially during the pandemic. Over the next few years, we'll be faced with the introduction of digital personnel files, which will certainly lead to a major upheaval and change the way we work.

You're going to be involved in the development program for new managers. What are your expectations for the program?

I'm eager to see a lot of input, and I'm really looking forward to it. The program sounds really exciting and varied. I'm excited about the individual modules and the content we'll be taught there. I'm eager to see how I can then apply all that in my everyday work.

Thank you for your time.

This interview was conducted by Stefanie Niemann.

WORTH READING

NEW WORK series: AGILITY

Agility is the word on everyone's lips. Whether it's agile project management or agile leadership – the term instantly makes any concept seem much more dynamic and hip. Agile procedures are no longer exclusive to IT. They are also used in relation to the requirements placed on management to move towards more "agile" administration in the public sector.

Agile concepts for software development in IT projects (agile manifesto) were originally developed because classic project management methods were no longer effective in a dynamic, uncertain market. The core idea is to follow an iterative process when implementing projects. This means the primary focus is on the customer's needs, but above all on providing the customer with feedback on the results at certain points throughout the project. With classic project management approaches, the scope of the project is defined in advance, and a step-by-step plan for implementation is specified. If changes need to be made, this means completely overhauling the project, which can cost a lot of time and resources. In addition, the dynamic VUCA environment (VUCA – 4 factors: volatility, uncertainty, complexity, ambiguity), which is characterized by uncertainty, requires companies to constantly adapt to developments and changing requirements. This requires a more agile approach to projects. Agile approaches therefore represent a step towards the ever-growing complexity of the environment for companies and their managers.

There are numerous agile tools and approaches available. Both the Scrum and Kanban methods are given below as examples. Following an iterative process, the Scrum method prioritizes the constant inspection of the procedure and adaptive learning. The time frame for the implementation of a project is defined as a fixed period of 4 weeks (which the literature refers to as a sprint). With Kanban, the process steps are displayed on a so-called Kanban board, and the work steps are divided into the categories of "To Do", "In Progress" and "Done", and adjusted dynamically. Both methods require short, regular team meetings and updates on the project's progress.

In what ways is agility useful and necessary for managers and the way companies work?

A key principle of agile teams is that they work in a self-organized way. Many decisions are made within the teams, whereas, in traditional hierarchical organizations, it would be the managers making the decisions. This has

major advantages: For one, decisions can be made more quickly, since coordinating with your supervisor can take quite a while, depending on the ratio of management to staff. Not only that, but the teams usually have a better insight into customer needs and requirements than the senior managers.

However, this does mean significant changes for the managers. They have to create an environment for their employees where they have both the ability and freedom to make the best possible decisions independently (this is also known as empowerment), which implies a "loss of control" on the part of managers. Managers need to have confidence in the capabilities of their employees. This can lead to greater job satisfaction among the staff and, by extension, a stronger bond with the company. However, there are also risks to not involving employees properly in the process or only appearing to give them responsibility on paper.

Conclusion:

Agile methods alone are not enough to introduce agile principles into an organization. The agile mindset is an attitude adopted by the organization and not just a series of tools. It is up to managers to create and integrate this mindset in appropriate frameworks and structures that allow their staff to act independently. The employees must be brought along on this journey of transformation.

To summarize, Porschen-Hueck et al. describe this in their edited volume on agility as follows: "The basic requirement for introducing agile development in an organization is that the leaders of that organization support this change as actively as the vast majority of the employees affected by it."[1]

In what ways can administrative work also benefit from increased agility?

In administrative teams, projects are often fully planned out in order to account for any contingencies in the long term. This perfectionist mindset leads to drawn-out decision-making processes and considerable resource ex-

penditure. In addition, there is little leeway for the teams executing the project to make their own decisions or to make dynamic adjustments that would be necessary due to the VUCA environment. When it comes to implementation, employees often feel informed about the decisions, but not involved in them. However, the customer perspective and feedback loop should be the guiding principle of the administrative team's services. In order to remain appealing to new employees, offering empowerment and creative freedom to employees and adopting a dynamic approach are essential. In that way, agile approaches could be hugely promising for administrative work.

Stefanie Niemann

Related literature:

> Böhm J Erfolgsfaktor Agilität, Warum Scrum und Kanban zu zufriedenen Mitarbeitern und erfolgreichen Kunden führen (eBook); Springer Vieweg; (2019); Wiesbaden

> Kusay-Merkle U; Agiles Projektmanagement im Berufsalltag, Für mittlere und kleine Projekte (eBook); Springer Gabler; (2018) Wiesbaden

> Lühr,H., Jabkowski, R., Smentek, S.; Handbuch Digitale Verwaltung; Kommunal- und Schul-Verlag; 2019; Wiesbaden

> Nickel, S.; Keil, G.; So geht Agilität Die besten agilen Methoden im Job

> Pfannstiel ,M., Siedl, W., Steinhoff, P. (ed.); Agilität in Unternehmen; Springer Verlag; 2021

> Porschen-Hueck, Stephanie, et al.; Agilität? : Herausforderungen neuer Konzepte der Selbstorganisation; edited by, Rainer Hampp Verlag, 2020; ProQuest Ebook Central, *https://ebookcentral.proquest.com/lib/dortmundtech/detail.action?docID=6154061*

> Rassek A Scrum-Methode: Agiles Projektmanagement im Sprint; Karrierebibel (ed.).; (2017); *https://karrierebibel.de/scrum-methode/*.

> Stroh, Dominique; Mythos Agilität Wie New Work wirklich gelingt; Schäffer-Poeschel Verlag Stuttgart; 1st edition, 2021

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[1] Agilität? : Herausforderungen neuer Konzepte der Selbstorganisation, edited by Stephanie Porschen-Hueck, et al., Rainer Hampp Verlag, 2020. ProQuest Ebook Central, http://ebookcentral.proquest.com/lib/dortmundtech/detail.action?docID=6154061. Created from dortmundtech on 2022-05-23 11:19:12.

GUIDELINES FOR MANAGERS ON MENTAL HEALTH AND DEALING WITH MENTALLY Ill EMPLOYEES
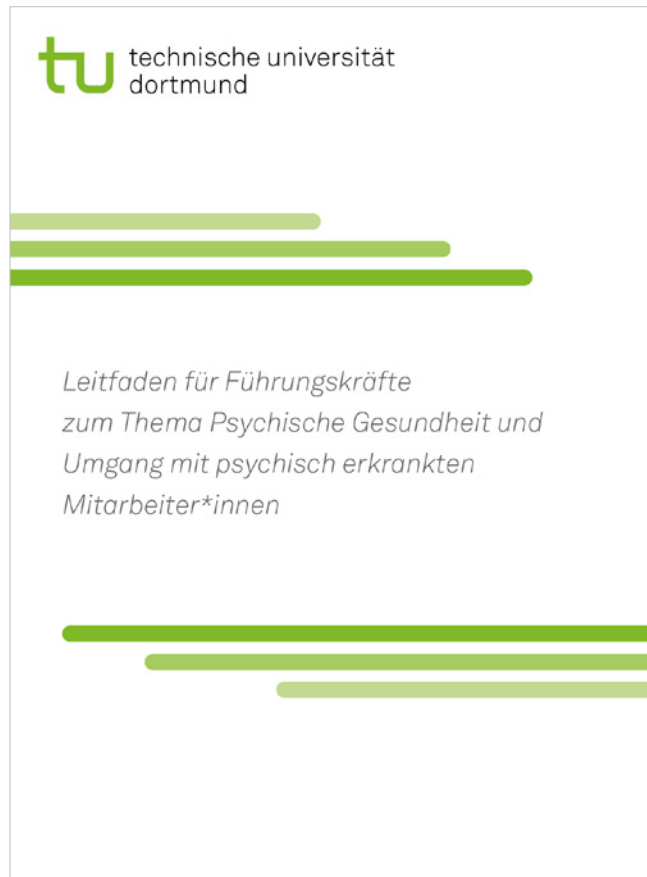
New guidelines have been developed to help managers at TU Dortmund University deal with employees with mental illnesses. The guidelines serve as a supplement to the existing service agreement on dealing with employees with addictions and mental health problems.

What is the story behind these guidelines?

For years, disability statistics have shown mental illnesses are widespread among employees. On top of that, they lead to very high downtimes due to their chronic nature. This development is further supported by TU Dortmund University's reports on workplace absences. When compared with the rest of the sector, TU Dortmund University performs well in this regard – but, as the old saying goes: "An ounce of prevention is worth a pound of cure". That is why there are various preventive measures in place to make working conditions as beneficial as possible to employee health. This also includes raising managers' awareness of the topic and creating a climate where mental illness can be approached with openness and without stigma. The guidelines are intended to help further promote a respectful and productive culture of discussion at TU Dortmund University.

How does the guide help me as a manager?

As a manager, you are in constant contact with your employees. So, naturally, you want to ensure your team remains healthy and productive. If you feel that individual employees may be unwell and notice a change in their working behavior, this should prompt you to pay close attention. The guidelines are intended to help you recognize warning signals or potential symptoms and reduce any uncertainties you might have so that you can provide constructive support to the person concerned. The H-I-L-F-E ("Help") concept outlined in the guidelines addresses the role of the manager and aims to encourage you to proactively approach employees about their (potential) issues. The guidelines act as a supplement to the service agreement and the phase model for interviewing described therein.

What else can I do to engage with the issue of mental health and illness and how it relates to leadership?

This year, as part of our management development strategy, there will once again be seminars on the subject of dealing with mentally ill employees (scheduled seminars can be found in our NOTEWORTHY section). In general terms, the "Healthy Leadership" seminar looks at the influence you as a manager have on the health of your employees and how you can support them. You are also welcome to take advantage of the Department of Human Resources' advisory services when it comes to specific management issues. You can find more information on the homepage of the Personnel Development section of the Department of Human Resources.

The guidelines can be found in the service portal at: *https://service.tu-dortmund.de/group/intra/personal entwicklung*

Lara Parker

If you have any questions about the guidelines or the available services, please contact:

Lavinia Simon and Franziska Wallmeier
Occupational Health Management
August-Schmidt-Str. 1 | 44227 Dortmund
Fon: +49 231-755 20 39
Fax: +49 231-755 52 51
E-Mail: *gesundheit@tu-dortmund.de*

! WORTH KNOWING

Changing perspectives with advice – Personnel Development services

Personnel Development offers services on job-related topics in various formats that both academic and administrative employees, managers, teams and institutions at TU Dortmund University can use as necessary.

Depending on the situation, Personnel Development can either provide advisory services directly or hire external consultants.

Principles and attitudes of the consultation offered by TU Dortmund's Personnel Development

The consultation we offer is always **open-ended** and **solution-oriented.**

We focus on the needs of our consultees and always take the external context into account **(systemic perspective)**.

The aim is always to expand the number of options available and foster self-development and autonomy.

We ensure confidentiality and neutrality as a matter of course.

Our consulting formats

Consulting for managers and employees

"I'm thinking of changing careers, but I don't know where to go. Perhaps I'd make a good manager. My colleague is badmouthing me and sabotaging my work. What can I do?"

"I have to have a difficult conversation with my employee/manager and I'm wondering how I can prepare for it?"

"My employee isn't delivering the results expected of him – what can I do?"

Personnel Development employees offer advice on the following issues:

> Preparing for difficult conversations
> Dealing with interpersonal issues
> Developing new professional prospects
> Clarifying goals and roles for managers
> Rights and obligations
> Dealing with difficult management situations

Consulting on qualifications

"Where can I find an English course at level B2?"

"What do I have to do to be able to apply for higher-level civil service positions"

If you have questions like these, the further and continuing education team will be happy to advise you on the following topics:

> Qualification opportunities
> Clarifying application requirements
> Job opportunities in relation to your existing qualifications, skills and abilities

ZUKUNFT
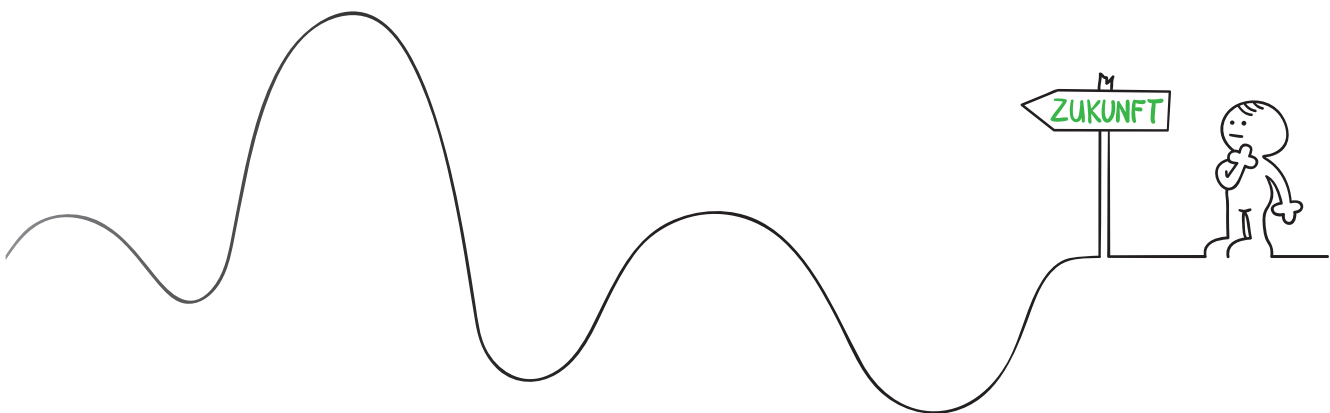
Team development and team consulting

"Things aren't going well in our team. The responsibilities are unclear, and nobody knows what they have to do."

Team development and consulting can cover such topics as:

> Developing a sense of unity
> Team motivation
> Developing a common vision
> Team building
> Clarifying goals, tasks, decision-making processes and roles

Moderation and support for change processes

" Our team is already working quite well, but certain structures and processes still need to be optimized. "

" My team is about to undergo some big changes. Can you guide us through the process? "

Die Personalentwicklung bietet Unterstützung bei

> Planung und Begleitung von strukturellen und inhaltlichen Veränderungen
> Umgang mit Widerständen

Personnel Development offers support with

> Planning and supervising structural and content-related changes
> Dealing with resistance

External consulting services
Of course, there are also external support options. Possible formats include:

Coaching
> Guided self-reflection of professional conduct

Supervision
> Guided, voluntary self-reflection; case reviews of stressful customer interactions for individuals and teams

Mediation
> Clarification of difficult problems and hardened conflicts

Supervision and mediation are always carried out by external consultants. If necessary, Personnel Development will provide suitable, experienced coaches, supervisors or mediators and help you formulate briefs, and draft and process contracts.

Aira Schöttelndreier

Contact person
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E-Mail: *aira.schoettelndreier@tu-dortmund.de*

LEARN ENGLISH ONLINE WITH THE BABBEL E-LEARNING PLATFORM

As part of our efforts to make our administrative division more international and, by extension, improve their English language skills, we have purchased 50 licenses for the e-learning platform Babbel.

The licenses are currently valid for a period of six months, with the first round starting on 1 March 2022. Due to the high demand, the available licenses were allocated within a matter of minutes.

In the first interim evaluation, we received mostly positive feedback from the participants, who cited the simple startup, the many different learning methods and the high level of flexibility as particular highlights.

After an initial period of very intense usage, this eventually settled down to a regular schedule of two to three times a week after about two months. This is enough to make noticeable learning progress. Indeed, the participants noted that they were much more confident in using the English language.

To help learners put their new skills into practice in their particular work environment, Babbel offers a large selection of additional "Business English" courses, covering everything from general office topics (e.g. written correspondence, meetings, conducting negotiations) to more specialized subjects (e.g. IT and communications, accounting and finance, public relations).

Every single participant who submitted feedback said they would recommend Babbel and would like to see this service continue.

For that reason, the second round of 50 licenses will be starting on 1 September 2022. In August, there will be the option to sign up for a license via the in-house training program in the ServicePortal.

Inga Cigelski und Aileen Fischer

NOTEWORTHY

OFFERINGS AND EVENTS FOR YOU AS MANAGERS:

DEVELOPMENT FOR MANAGERS

For all managers:	*NEW* NUGGET lecture series: "Leadership in Transition – How to Lead Your Employees Through More and More Changes" "	30 August 2022, 11:00 a.m. to 1:00 p.m., MB III Room HS E.001 (see "Topical" section)
	Dealing with employees experiencing mental strain > What is depression and how do I recognize it? > This seminar explains the mental illness of depression and how to approach an employee suffering from it. At the same time, you will learn possible courses of action and the right people to contact.	18 August 2022, 9:00 a.m. to 5:00 p.m.
	Conducting appraisal interviews – agreeing on goals > This seminar is offered once a year in preparation for the upcoming annual appraisals. Here you will learn the different criteria for successful communication, such as successfully handling different assessments and evaluations or formulating and agreeing upon goals. You can register here: → *https://service.tu-dortmund.de/group/intra/fobi#/active.*	24 October 2022, 9:00 a.m. to 5:00 p.m.

For professors:

Structured staff selection: Best talents for the team?

22 September 2022,
time to follow,
via ZOOM

The success and effectiveness of (academic) working groups/teams largely depend on the appropriate selection and successful composition of these teams.

In this workshop, you will learn the basics of staff selection:

> Legal and organizational frameworks
> Requirements analysis
> Job advertisements
> Promoting diversity/creativity in the team
> Sequence of job interviews
> Decision-making

Professional Leadership: Academic Chair Management and Leadership

Part 1,
8 December 2022
1st group, 9:00 a.m. to 12:30 p.m. +
2nd group, 1:30 p.m. to 5:00 p.m.;

> Practical workshop on the key aspects of leadership:
> Organizing and managing your own research unit
> Vision/focus
> Organizational structure (roles/processes)
> Communication and expectation management
> Goals, feedback and delegation:
  Motivating instead of instructing
> As a professor, you are tasked with a variety of duties and assume different roles. The range of requirements is vast – from soliciting third-party funding to providing excellent teaching. Effectively managing and organizing your own working group is therefore crucial to coping with these diverse tasks while also maintaining or creating a sense of freedom.
> 2 groups of 10.

Part 2,
27 January 2023
1st group, 9:00 a.m. to 12:30 p.m. +
2nd group 1:30 p.m. to 5:00 p.m.,
Hotel Dortmund am Technologiezentrum

(Please note: You can choose either the morning or the afternoon slot)

More information and registration options can be found at:

→ *https://personal.tu-dortmund.de/ personalqualifizierung/fuehrungskraefteentwicklung/ programm/fke-w/*

For academic employees with management duties:

Lateral Leadership in Projects

> Lateral leadership in projects
> Basics of perception (reflecting on oneself and one's own actions)
> Recognizing intention, action and impact as a lateral manager
> Developing a management style specific to the environment
> Shaping the leadership role and situational leadership
> Organizing a collaboration as a team

More information and registration options can be found at:

→ *https://personal.tu-dortmund.de/personalqualifizierung/fuehrungskraefteentwicklung/programm/fke-w/*

3 November 2022, 8:30 a.m. to 4:00 p.m., in Hotel Dortmund am Technologiezentrum.

FROM THE FIELD OF HEALTH:

Basic seminar psy. Illnesses for managers with Ms. Splett

Stresstypenbestimmung

Determining stress types

Stress management seminar

Digital nutrition coaching over several weeks

Feel free to add these dates to your calendar. You will be able to register for these events using the in-house training program in the second half of this year.

18 August 2022, 9:00 a.m. to 3:00 p.m.

15 September 2022

4 October 2022

Starting October 2022

⭐ DESERVED

Service anniversary – CONGRATULATIONS

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

40 YEARS

Frau Astrid Moysich-Lengowski, Senior Head of Department 1 – Legal Affairs and Insurances & Department 3 – Human Resources

IMPRESSUM: