



UNIVERSITÄT ZU LÜBECK

# Framework Code for Good Employment Conditions



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## PREAMBLE

The Universität zu Lübeck (UzL) stands for outstanding research and teaching and is committed to being a responsible employer. Good and stable employment conditions that retain motivated and qualified staff in the long term and enable careers that can be planned with certainty are indispensable prerequisites.

Against this backdrop, the present framework code was devised in collaboration with staff interest groups and in full awareness of the great diversity of employment structures at the university. It defines what makes good employment conditions, thus contributing to ensuring continuity and quality in research, teaching and administration.

The legal basis for the framework code is the Higher Education Act of the state of Schleswig-Holstein (*Hochschulgesetz des Landes Schleswig-Holstein*). The framework code is intended to serve as a guideline and can only portray part of what is important for good employment conditions. The basis is formed by dealing as moderately as possible with fixed-term contracts, implementing measures to reconcile family and work, as well as providing equal opportunities and health management. These are demanding tasks that require a great number of organisational structural framework conditions, offers and measures.

## WORKPLACE SAFETY

The UzL is responsible for the health and safety of its employees at work and is committed to complying with the applicable regulations and internal guidelines for the protection of staff health and safety at work.

The Committee for Occupational Safety (*Arbeitsschutzausschuss, ASA*) at the UzL meets four times a year and thus offers a central communication forum for the various officials in all areas. Here, occupational health and safety issues are discussed, changes in laws and regulations are addressed, and recommendations for action for the implementation of occupational health and safety goals are developed. The UzL pledges to comply with basic rules for the design of workplaces in accordance with the Workplace Ordinance (*Arbeitsstättenverordnung, ArbStättV*) and Technical Rules for Workplaces (*Technische Regeln für Arbeitsstätten, ASR*) and to meet specific structural and technical requirements. Risk assessments are carried out by science, administration and technology experts with the support of the Occupational Health and Safety Practitioner, the Occupational Health Service and the Staff Council. Structured checklist modules<sup>1</sup> are made available on the intranet to ensure that working conditions are assessed carefully and in compliance with the law. Thematically subdivided instructions<sup>2</sup> are available online. These aim to inform staff about the hazards and health risks in their job and at their workstations. They also detail safe and healthy behaviour and encourage staff to comply.

The UzL complies with the legal requirements regarding the risk assessment of mental stress (Article 5 ArbSchG – “Mental Risk Assessment”), but also provides for appropriate employee participation for the assessment of mental stress in the workplace. A corresponding concept to identify relevant psychological stress factors and – where necessary – to develop realistic improvement options tailored to the individual situation is currently being developed.<sup>3</sup>

Information on fire safety and first aid, as well as on all other occupational safety topics, can be found on the intranet (focus:INSIDE) in the section on occupational safety<sup>4</sup>.

## WORK TIME REGULATIONS AND DUTY OF CARE

To ensure the best possible compatibility of family and work, the working hours at the UzL can be flexibly arranged within the framework working hours of 6:00 am to 8:00 pm, provided that the functionality of the organisational units is not compromised. Interruptions in the workday for private reasons (family matters, visits to the doctor etc.) are possible. In order to maintain the necessary recovery phases, staff should not work for more than 10 hours a day, excluding breaks. In

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<sup>1</sup> <https://focusinside.uni-luebeck.de/pages/view/1483/gefährdungsbeurteilung>

<sup>2</sup> <https://focusinside.uni-luebeck.de/pages/view/1484/unterweisung>

<sup>3</sup> <https://www.uni-luebeck.de/universitaet/qualitaets-und-organisationsentwicklung/organisationsentwicklung/gesunde-hochschule/im-focus-das-leben-im-focus-wir.html>

<sup>4</sup> <https://focusinside.uni-luebeck.de/pages/view/624/arbeitssicherheit>

consultation with the management, occasional exceptions can be made if longer working hours are absolutely necessary for professional reasons.

Supervisors have a duty of care for their staff and are required to ensure that working hours are observed. The working time account should therefore be checked on a regular basis by both the employees and the management. According to the service agreement on flexible working hours<sup>5</sup> at the UzL, accumulated overtime should not exceed the weekly working hours agreed in the employment contract, while a deficit should not fall below half of the weekly working hours agreed in the employment contract. Since any accumulated overtime beyond the permitted amount is capped at the end of September of each year, any excess overtime should be used up in good time (at the latest by the end of June). The annual employee-supervisor chats ("*Dialogzeit*")<sup>6</sup> offer an opportunity to discuss flexible working hours, reasons for unusual overtime/a working hour deficit and the possibilities of compensatory time off.

Scientific staff who are exempt from the working time regulations of the service agreement on variable working hours have the option of recording their working hours with the electronic time-tracking system.

## TRAINEES

Trainees are represented by the Youth and Trainee Representation (*Jugend- und Ausbildungsvertretung, JAV*), where one exists. The UzL strives to create a supportive environment for trainees. If there is an operational need, trainees may be taken on after passing their final exam. They are taken on for 12 months and, if they pass their probation period with flying colours, they receive a permanent contract.

## EMPLOYMENT RELATIONSHIPS AND FIXED-TERM EMPLOYMENT CONTRACTS

The guideline issued by the UzL on dealing with fixed-term employment contracts<sup>7</sup> aims to create the best possible working conditions for employees within the legal and tariff framework. As an employer, the UzL endeavours to ensure that fixed-term employment is extended at such an early stage that those affected are not forced to register as jobseekers with the Federal Employment Agency (*Bundesagentur für Arbeit*) three months before their employment ends. Fixed-term contracts are always scrutinised to make sure the balance between qualifications and job security are improved.

This is generally a fundamental political area of tension in the university landscape. One of the central, genuine tasks of a university is to provide young academics with qualifications. Fixed-term contracts are a way of guaranteeing qualification opportunities for subsequent generations of

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<sup>5</sup> <https://focusinside.uni-luebeck.de/file/group/181/all#287>

<sup>6</sup> <https://www.uni-luebeck.de/universitaet/personalangelegenheiten/personalentwicklung/dialogzeit-mitarbeitenden-vorgesetzten-gespraech.html>

<sup>7</sup> [https://www.uni-luebeck.de/fileadmin/uzl\\_hochschulrecht/Recht\\_Universitaet/Leseabschriften/210112\\_Befristungsrichtlinie\\_Ausfertigung.pdf](https://www.uni-luebeck.de/fileadmin/uzl_hochschulrecht/Recht_Universitaet/Leseabschriften/210112_Befristungsrichtlinie_Ausfertigung.pdf)

students.<sup>8</sup> But then again, there is the need to create personal and family-friendly career paths and provide secure jobs. The UzL tackles this discrepancy consciously and responsibly by providing fully transparent career paths within the scientific community and simultaneously encouraging all leaders to communicate the limits of the system. In addition, the university invests exceptionally high levels of resources in the qualification of current scientific employees for personal and professional development in order to give them the best possible non-university career opportunities.

In this context, the Executive Board decided in 2020 to only advertise permanent professorships<sup>9</sup>, contrary to previous practice.

## START AND END OF EMPLOYMENT

On their first day of work, new employees are provided with all the important information about the university and their workplace. To facilitate orientation, both around the university and in the city of Lübeck, the NEW-Portal (New Employees Welcome)<sup>10</sup> is available to answer all questions and offer comprehensive support. Every six months, the Executive Board welcomes new members of staff with a festive introductory event.

For the future, the UzL plans to offer so-called farewell chats when an employment relationship ends. The UzL sees this as an opportunity to learn from feedback and to further improve cooperation, leadership work and the working atmosphere. The farewell chat is, of course, voluntary and confidential. Guidelines on what is appropriate to say are being developed by the Personnel Development Department.

The UzL also celebrates service anniversaries, for which a separate event format is being developed. The university maintains an appreciative farewell culture.

## OPERATIONAL INTEGRATION MANAGEMENT

The operational integration management (*Betriebliches Eingliederungsmanagement*, BEM) is a consultation procedure with the aim of preventing incapacity to work (prevention), overcoming incapacity to work (rehabilitation) and maintaining the ability to work in the long term (integration). The BEM strives to help prevent disabilities and chronic illnesses and to secure the jobs of employees in the long term. At the UzL, the implementation of BEM procedures is regulated in a corresponding service agreement<sup>11</sup>. All employees who are on sick leave for more than six weeks within a year are entitled to a BEM procedure.<sup>12</sup> It is irrelevant whether the incapacity to work lasts longer than six

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<sup>8</sup> [https://www.uni-kanzler.de/fileadmin/user\\_upload/05\\_Publikationen/2017\\_-\\_2010/20190919\\_Bayreuther\\_Erklaerung\\_der\\_Universitaetskanzler\\_final.pdf](https://www.uni-kanzler.de/fileadmin/user_upload/05_Publikationen/2017_-_2010/20190919_Bayreuther_Erklaerung_der_Universitaetskanzler_final.pdf)

<sup>9</sup> does not affect: W1 and W2 with Tenure Track and junior professorships as well as professorships that are funded externally

<sup>10</sup> <https://www.uni-luebeck.de/universitaet/personalangelegenheiten/new-service.html>

<sup>11</sup> <https://focusinside.uni-luebeck.de/file/view/1370/betriebliches-eingliederungsmanagement-bem-2013>

<sup>12</sup> The legal basis is the statutory prevention regulation that has been in force since 2004 and has been recorded in Section 167 (2) of the Ninth German Social Code (*Neuntes Buch Sozialgesetzbuch*) since 2018.

weeks or whether several absences add up to more than six weeks. The BEM officers treat employees' personal information as strictly confidential, and measures and steps developed as part of the BEM procedure are only initiated with the express consent of the employees.

## OPERATIONAL HEALTH MANAGEMENT

With the introduction of an operational health management system, the UzL has developed framework conditions, structures and processes that go beyond the legally required occupational health and safety measures and aims to design work in a way that promotes everyone's health and that empowers people to behave in ways that conduce to good health. Measures aim to improve the behaviour of individuals by strengthening health awareness and health competence (behavioural prevention). Measures also aim to improve the working conditions and to generate a health-promoting environment to work in (workplace enhancement).

On request and as a preventative measure, the employees of the university administration and the central facilities are provided with special work equipment (ergonomic mouse, ergonomic keyboard, electronically height-adjustable desk, computer glasses etc.); additional confirmation from the Occupational Medical Service is sometimes needed. Detailed information on all available preventative measures can be found in the Personnel Development Concept of the UzL.

## EQUAL OPPORTUNITIES AND DIVERSITY

The UzL is a place of diversity. With the diversity profile Living in Diversity (*Leben in Vielfalt*), the service agreement on cooperative behaviour in the workplace<sup>13</sup> and the guidelines for protection against harassment, discrimination and violence<sup>14</sup>, the university actively takes responsibility for promoting and protecting this diversity.

The Severely Handicapped Employee Representative and the Inclusion Officer work together with the Inclusion Round Table (*Runder Tisch Inklusion*) and in close cooperation with the Healthy University department (*Gesunde Hochschule*) to design inclusive employment conditions and promote the integration of university members with (severe) disabilities.

The Conflict Counselling and Anti-Discrimination Agency (*Konfliktberatung und Antidiskriminierungsstelle*)<sup>15</sup> offers low-threshold qualified counselling for those affected by conflicts or discrimination and develops preventative measures. For the acute protection of those affected, the university has set up an Equal Treatment Complaints Office (*AGG-Beschwerdestelle*)<sup>16</sup> and an Equal Treatment Commission (*AGG-Kommission*).

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<sup>13</sup> <https://focusinside.uni-luebeck.de/file/all/287>

<sup>14</sup> <https://www.uni-luebeck.de/universitaet/hochschulrecht/organisation/verwaltung.html>

<sup>15</sup> <https://www.uni-luebeck.de/universitaet/chancengleichheit-und-familie/konfliktberatung-und-antidiskriminierungsstelle-kobas.html>

<sup>16</sup> <https://www.uni-luebeck.de/universitaet/agg-beschwerdestelle.html>

The development of diversity skills in internal training courses actively contributes to an organisational culture of mutual respect and appreciation.

## CHARTER & CODE AND HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)

In an effort to achieve optimal working and research conditions for scientists, the UzL joined the European Charter for Researchers (Charter & Code)<sup>17</sup> published by the European Commission in 2005. It pledges to comply with the charter's standards and goals for good scientific practice and, to ensure the principles are followed, implements the European initiative Human Resources Strategy for Researchers (HRS4R)<sup>18</sup>. Detailed information on the HRS4R implementation process is available in German and English on the university homepage.<sup>19</sup>

## VOLUNTEERING

Volunteering forms a pillar of society and is appreciated and promoted by the UzL. When volunteering opportunities arise, it therefore relieves staff from duty – within the legal framework and with continued pay – in the following cases:

- To pursue an elective office in the Staff Council, in the Severely Handicapped Employees' Office, in the Youth Training Office, in university bodies and committees
- To help in disaster management<sup>20</sup>
- To help in an operation with the voluntary fire brigade
- To do jury service<sup>21</sup>
- To volunteer in youth work<sup>22</sup>

## FAMILY FRIENDLINESS AND CARE

The UzL is keen to facilitate a successful compatibility of work and family. On a structural level, it is an essential part of the university's profile building efforts as well as its organisational and personnel development. Since the first audit as a family-friendly university in 2008 and with the re-audits in 2011, 2014 and 2017 (and again in 2020), the university has been able to continuously improve its framework conditions for the compatibility of studies or work and family for all students and members of staff. Accordingly, a comprehensive portfolio of family-friendly measures was compiled, which is presented in detail in the Personnel Development Concept of the UzL. All measures are

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<sup>17</sup> <https://focusinside.uni-luebeck.de/file/view/7790/charter-and-code-europaische-charta-fur-forscher-deueng>

<sup>18</sup> <https://www.euraxess.de/de/node/5765>

<sup>17</sup> <https://www.uni-luebeck.de/universitaet/personalangelegenheiten/personalentwicklung/human-resources-strategy-for-researchers-hrs4r.html> und <https://www.uni-luebeck.de/en/university/hr-matters/personalentwicklung/human-resources-strategy-for-researchers-hrs4r.html>

<sup>20</sup> Regulated in the Civil Protection Act for the state of Schleswig-Holstein (*Landeskatastrophenschutzgesetz, LKatSG*)

<sup>21</sup> Pay is only continued for the core working hours. If the activity falls within flextime, the volunteering is considered to be done outside of working hours.

<sup>22</sup> Regulated in the state ordinance on leave of absence for volunteering in youth work (*Freistellungsverordnung, FreiStVO*).



based on the Handbook for Family-Friendly Personnel Management at the University of Lübeck (*Handbuch für eine familiengerechte Personalführung an der Universität zu Lübeck*)<sup>23</sup>.

## LEADERSHIP CULTURE

At the UzL, a situational and people-oriented leadership culture is practiced and promoted – appropriate measures are recommended to all leadership groups. Leadership training is also mandatory in some areas, such as occupational health and safety. Information on development opportunities for employees with leadership responsibility can be found in the Personnel Development Concept.

Since 2015, a key element in the further development of the leadership culture has been the tool of employee-supervisor chats (*“Dialogzeit”*): managers and employees get together and talk. These annual development interviews form the basis for possible further development measures, promote communication and trusting collaboration, identify possible needs for optimisation and problem areas and thus contribute to increasing employee satisfaction and to a flourishing leadership culture at the UzL. Documents with target group-specific discussion points are being made available on the intranet (focus:INSIDE)<sup>24</sup>. The employee-supervisor chats are mandatory for technical-administrative staff and optional for scientific staff.

## EQUALITY

The UzL promotes partially flexible employment relationships and will continue to expand this. As an employer, the university is committed to gender equality: the Executive Board is in charge of taking responsibility, displaying transparency and providing the necessary resources. The central task is to eliminate structural disadvantages at the university and to increase the proportion of women and men in all areas in which they are underrepresented – this applies to the entire range of social, organisational and personnel measures. The effectiveness and sustainability of the measures introduced are verified by the Equal Opportunities Committee (*Gleichstellungsausschuss*), the Equal Opportunities and Family Departments (*Referate Chancengleichheit und Familie*) and the Department for Quality and Organisational Development (*Organisationsentwicklung*) with the help of monitoring, evaluations and timely reporting to the Executive Board and the Senate. The Equal Opportunities Officer advises and supports the members of the Executive Board, participates in appointment and vacancy procedures and is also the contact person for all members of staff at the university with questions on the topics of equality and the compatibility of work and family.

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<sup>23</sup> <https://focusinside.uni-luebeck.de/file/view/15184/handbuch-fur-eine-familiengerechte-personalfuehrung-an-der-uzl>

<sup>24</sup> <https://focusinside.uni-luebeck.de/file/all/5302>

## MOBILE WORKING

Mobile working allows people to work anywhere they like. Their work is not tied to an office in a specific building. The UzL welcomes the advancements that have been made in modern information and communication technologies and supports this form of work.

The “Mobile work” service agreement, which was adopted at the end of 2021, supplements the current version of the “Variable working hours”<sup>25</sup> service agreement. With the introduction of mobile work, the university aims to accomplish a number of objectives: to improve the compatibility of work and private life, to increase the motivation and job satisfaction of staff, to improve the general conditions for people with disabilities, to reduce commuting and to retain qualified employees. Overall, the UzL aims to position itself as an attractive employer.

## OUTPLACEMENT

As a certified EXIST start-up university (awarded twice, in 2013 and 2016), consultation for prospective founders is available to all students, staff members and leaders at the university for up to 5 years after the end of enrolment or the end of their employment contract. The university supports these groups by helping them turn ideas into business concepts and by assisting with writing applications for a wide variety of financing options. In addition, the Institute for Entrepreneurship and Business Development offers various further training courses on the subjects of Business Modelling and Business Administration as part of Internal Further Training (*Interne Weiterbildung*, IWB). The IWB also supports the transition from university to business and industry with a comprehensive range of further training and certificates.

## PERSONNEL DEVELOPMENT

The coordination of qualification offers as well as the development of target-oriented measures and strategies to advance staff in the best possible way takes high priority at the UzL. Detailed information on this can be found in the Personnel Development Concept.

## PERSONNEL PLANNING

Basic personnel planning is the responsibility of the Executive Board, in compliance with statutory co-determination. The university’s Personnel Development Department in consultation with the Executive Board is responsible for future personnel development measures, for instance reassigning employees while taking into account university policy goals that are recorded in the Structure and Development Plan (*Struktur- und Entwicklungsplan*, STEP). For more information, please see the Personnel Development Concept.

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<sup>25</sup> <https://focusinside.uni-luebeck.de/file/view/16929/variable-arbeitszeit-2020>

## STAFF COUNCILS

At the UzL, the technical-administrative staff are represented by the general Staff Council for Technology and Administration (*Personalrat für Technik und Verwaltung*, PR TAP), while the scientific staff are represented by the Scientific Staff Council (*wissenschaftlicher Personalrat*, PR(w)). The scientific staff employed at the teaching hospital UKSH have their own staff representation, the PRW of the UKSH Campus Lübeck.

All staff councils collaborate closely with the respective departments and with one another. They take into account the regulations and wage agreements, in order to help staff make the most of their basic rights in working life and, at the same time, to assist the departments with fulfilling their tasks. The staff councils co-determine all personnel, social, organisational and other internal measures of the department that affect either all staff, certain groups or individual employees.<sup>26</sup>

## PROBATION PERIOD

For employees embarking on a permanent employment relationship, the first six months of employment are considered a probation period in accordance with Article 2 (4) of the labour agreement TV-L, unless a shorter period has been agreed. In the case of fixed-term employment contracts with a factual reason for the limitation, the first six months are also considered a probation period (Article 30 (4) TV-L). An exception applies to staff who are employed on the basis of a fixed-term employment contract without a factual reason – for this group of people, the first six weeks are considered a probation period. There is no probation period when trainees are taken on immediately after the training relationship ends (Article 2 (4) TV-L).

In the case of permanent positions, an interview between the employee and the supervisor is mandatory to determine everyone's satisfaction level, both halfway through and after the end of the probation period.

## PHD STUDENTS IN GENERAL

PhD students should be given a reasonable number of tasks that are conducive to the preparation of their thesis. As a rule, these tasks should take up at least one third of the respective student's working time. In the case of third-party funded employment, the approval conditions of the third-party funder must be observed (Article 4 (1) of the university's Limitation Guidelines, (*Befristungsrichtlinie der Universität zu Lübeck*<sup>27</sup>)).

If the PhD thesis is not yet complete when the contract expires, the university (Executive Board and the respective department) will endeavour to find funding to continue the employment relationship

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<sup>26</sup> Section 2 of the Schleswig-Holstein Co-Determination Act (*Mitbestimmungsgesetz Schleswig-Holstein*, MBG Schl.-H.) provides a comprehensive overview of the subject matter and of the goals of the cooperation.

<sup>27</sup> [https://www.uni-luebeck.de/fileadmin/uzl\\_hochschulrecht/Recht\\_Universitaet/171024\\_Befristungsrichtlinie.pdf](https://www.uni-luebeck.de/fileadmin/uzl_hochschulrecht/Recht_Universitaet/171024_Befristungsrichtlinie.pdf)

in order to allow the student to complete the PhD degree. This, of course, depends on the overall progress of the thesis.

In 2020, the PhD students elected the Doctoral Council (*Doktorandenrat*)<sup>28</sup> to represent their interests. It represents everyone who is aiming for a PhD at the UzL in a MINT subject (mathematics, informatics, natural sciences and technology) as well as in medicine. The defined tasks of the Doctoral Council include representing the interests and involvement in PhD student affairs, promoting networking and offering support in doctoral matters. The Doctoral Council can also send a representative to the Senate to champion the interests of the PhD candidates there.

The Centre for Doctoral Studies (CDSL), in cooperation with Internal Further Training, offers a structured range of further education options for PhD students. For more information, please refer to the Personnel Development Concept.

## PHD STUDENTS, IN PARTICULAR THOSE WITH FOREIGN DEGREES

The UzL endeavours to provide the best possible support for foreign PhD students. Unfortunately, foreign doctoral students need to overcome a number of structural challenges. In particular, the recognition and approval of foreign degrees is a highly complex matter. In order to explain the process with maximum transparency, the university has created a process visualisation<sup>29</sup>. Prospective PhD students are strongly advised to use this as a guideline to avoid unnecessary misunderstandings and to minimise the stress and effort associated with applying.

## QUALITY ASSURANCE

The UzL relies on strong, decentralised responsibility for quality assurance and development in all university tasks: research, teaching, knowledge transfer and the promotion of young scientists. The quality of teaching is assured through the Framework Quality Statute (*Rahmenqualitätssatzung*), the Evaluation Statute for Teaching and Studies (*Evaluationssatzung für Lehre und Studium*) as well as a Cooperation Agreement (*Kooperationsvertrag*) with the student body regarding the handling of teaching evaluations. In addition, the UzL attaches great importance to efficient administration, which enables the core tasks of the university to be carried out under the best possible administrative conditions. To this end and for dovetailing the decentralised quality assurance, the Quality and Organisational Development Department (*Referat Qualitäts- und Organisationentwicklung*) was set up. In accordance with its holistic orientation, the department not only carries out quality assurance in the narrower sense, but also develops strategic and organisational tools under the overall responsibility of the Executive Board. The Executive Board and the sections are supported by a central Quality Officer.

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<sup>28</sup> <https://www.uni-luebeck.de/promotion/doktorandenrat.html>

<sup>29</sup> Information on hiring PhD students with a foreign non-EU degree / master's degree from a university of applied sciences in a MINT subject is available in the [process portal in focus:INSIDE](#).

The department offers evaluation services for degree courses, teaching and doctoral studies. In order to create the best possible framework conditions, it also provides a process portal with a download function and form templates on the intranet (focus:INSIDE)<sup>30</sup> as well as sets of key figures. It also coordinates the digitalisation projects of the university administration. This broad understanding of quality enables a high degree of data-supported, interlinked and synergetic work.

## SEVERELY HANDICAPPED EMPLOYEES' REPRESENTATIVE

The Severely Handicapped Employees' Representative (*Schwerbehindertenvertretung*) is an independent special representation for all severely disabled people employed at the UzL.<sup>31</sup> It consists of a trusted person and at least one deputy member. The Severely Handicapped Employees' Representative promotes the integration of severely disabled people into the respective department, represents their interests in the department and offers help and advice. They also advise the department. The Severely Handicapped Employees' Representative also supports and advises employees who are not yet recognised as severely disabled or who have equivalent status, for instance with submitting an application to determine a disability.

## SELF-ADMINISTRATION

The UzL is proud of its democratic self-administration. So, in order to relieve the burden on female scientists and to encourage them to participate in committees as much as their male counterparts, the university is following a newly implemented measure recommended by the German Research Foundation (*Deutsche Forschungsgemeinschaft, DFG*): offering compensation for committee work for female scientists (*FeR: Ausgleich für die Gremienarbeit für Wissenschaftlerinnen*)<sup>32</sup>. In addition to structural changes, the DFG considers individual compensation measures to be necessary. The university management attaches great importance to maintaining a trusting cooperation with all stakeholders and therefore approves these steps.

## STUDENT AND RESEARCH ASSISTANTS

Assistants can be used for services in research and teaching (and the associated administrative activities). Student assistants are students who have not yet acquired a university degree in the subject they are performing the assistant activities in. Research assistants are students with a first degree (e.g., a bachelor's degree), which qualifies them for a profession. After completing a master's or equivalent degree, they can no longer be employed as a research assistant.

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<sup>30</sup> <https://focusinside.uni-luebeck.de/pages/view/322/portal-prozesse>

<sup>31</sup> <https://www.uni-luebeck.de/universitaet/barrierefreiheit/arbeitsplatz/schwerbehinderung.html>

<sup>32</sup> [https://www.uni-luebeck.de/fileadmin/uzl\\_gleichstellung/Gleichstellungsbeauftragte/Brochueren/female\\_researcher\\_Dez\\_2020.pdf](https://www.uni-luebeck.de/fileadmin/uzl_gleichstellung/Gleichstellungsbeauftragte/Brochueren/female_researcher_Dez_2020.pdf)

The level of pay is based on the guidelines of the labour agreement of the federal state and on internal university guidelines. Student and research assistants are entitled to paid leave, as stipulated in the German Federal Holiday Act (*Bundesurlaubsgesetz*, BurlG). In examination phases, mutual and early agreements between assistants and supervisors as well as accommodating regulations are recommended. In case of questions or problems regarding supervision, both assistants and supervisors are welcome to contact the Scientific Staff Council.

Job offers for student and research assistants are to be advertised publicly via the university job website *Stellenwerk*<sup>33</sup>.

## ADVANCED TRAINING

The UzL is keen to offer qualification and advancement options for all members of staff to ensure everyone can engage in high-quality and individually satisfying work in research, teaching, administration and technology. The advanced training programme, set up in 2012, is open to all members of the university and can be attended free of charge during working hours. For more information, please refer to the Personnel Development Concept.

## KNOWLEDGE TRANSFER

The UzL attaches great importance to the transfer of knowledge and technologies, as stipulated in the Higher Education Act (*Hochschulgesetz*) for the universities across the federal state of Schleswig-Holstein. In recent years, the UzL has become a particularly passionate proponent of technology transfer – the establishment of the Hanse Innovation Campus<sup>34</sup> and its development into a start-up campus are impressive proof of this. The UzL endeavours to check research results for economic usability before publication and, where necessary, to secure them in the form of industrial property rights and make them available to the market. To this end, the UzL is continuously expanding its intellectual property rights portfolio and the ways in which the intellectual property is being used. With the property rights strategy<sup>35</sup> adopted by the Executive Board, the UzL has given itself a guideline that regulates the handling of patents and other property rights. The UzL follows the recommendations of the Code of Practice for universities published by the EU regarding the handling of intellectual property. Analogously to the compensation for inventions specified in the German Employee Invention Act (*Arbeitnehmererfindungsgesetz*), the UzL has decided by Executive Board resolution to also and in equal measure compensate the exploitation of work results that are not protected by industrial property rights.

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<sup>33</sup> <https://www.stellenwerk-luebeck.de>

<sup>34</sup> <https://bio-med-tec.de>

<sup>35</sup> <https://focusinside.uni-luebeck.de/file/view/25193/schutzrechtsstrategie-der-universitat-zu-luebeck>