


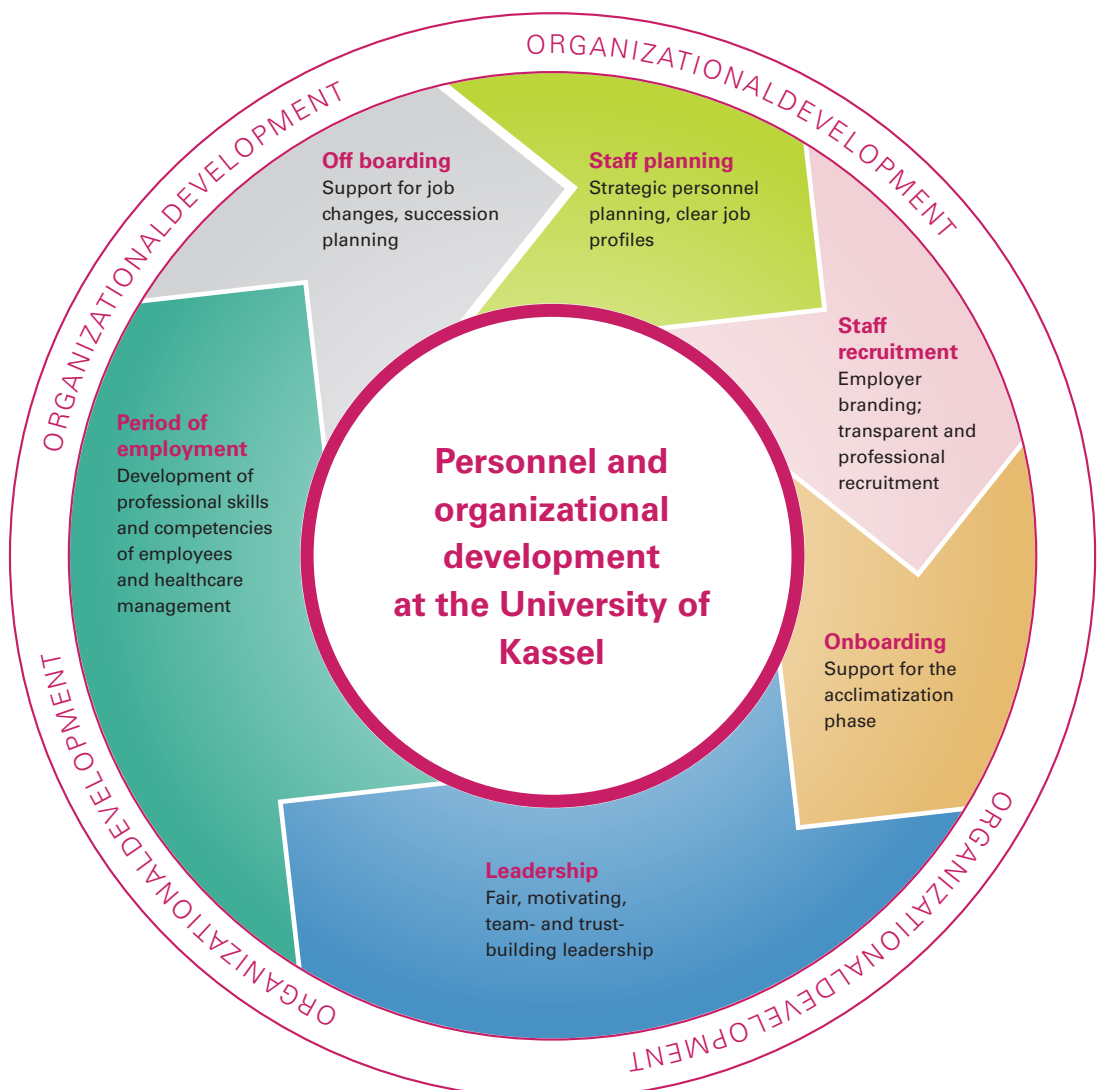
Abstract of the personnel development concept of the University of Kassel 2022 – 2026



Strategic personnel development at the University of Kassel supports its employees in their professional activities. Already in 2014, the university established personnel development as a strategic field of action. In 2017, existing activities – also resulting from an employee survey – were merged into a first personnel development concept. The second personnel development concept builds on the first one and describes the core tasks of personnel and organizational development for the years 2022 to 2026. A key principle underlying the whole concept is that personnel development is not an end in itself, but rather supports the further development of the university, its departments and individual employees in a solution-oriented manner.

At the University of Kassel, personnel development is associated with the individual development and advancement of employees in line with the university's tasks and goals. All activities of personnel development are linked to the cycle of employment, beginning with personnel planning, through recruitment, onboarding, the period of employment and working relationship to offboarding. In its practical implementation, personnel development thus follows a life- and career-phase-oriented approach. This cycle of employment is constant and each individual phase comprises continuous personnel development activities. The Department for Strategic Personnel and Organizational Development is responsible for specific offers and activities within the University of Kassel while other central institutions such as the Servicecenter for Teaching or the Graduate Academy as well as other decentralized organizational units complement these offers with target-group specific programs. During the course of the second personnel development concept, the Department for Strategic Personnel and Organizational Development strives to further consolidate, professionalize and strategically link their activities with central tasks of organizational development. For the first time, therefore, this concept integrates methodologies and activities from both personnel and organizational development.

Organizational development describes the systematic facilitation of change processes and supports the university in adapting to constantly changing conditions as a learning organization. The guiding premise is that organizational development does not determine the goals of the university or individual organizational units, but rather supports the achievement of the defined strategic goals with its change management methods.





In addition to consolidating and professionalizing ongoing personnel development activities, this concept defines six fields of action.

1. organizational development

The department intensifies organizational development activities aiming to support the restructuring of organizational units, the realignment of focal points and tasks, the changing of comprehensive personnel structures or the creation of new organizational units. This involves support in change management as well as assistance and advice on changing work content and processes.

2. recruitment, onboarding and offboarding

Furthermore, activities described in this concept put a specific emphasis on the recruitment, onboarding and offboarding phases of the employment cycle. The employer brand „University of Kassel“ is to be strengthened and made more visible nationally and internationally in order to attract new employees to the university more effectively and efficiently. In addition, active recruitment will be intensified. Onboarding measures aim to improve onboarding processes both throughout the whole university as well as within individual departments. Offboarding supports knowledge management when employees leave the university.

3. strategic personnel planning

By the end of 2026, a system for strategic planning of human resources will be established at the University of Kassel and will ensure that the required employees are available – in the right numbers, with the necessary skills, at the right time and in the right place. In this way, personnel development measures in the future can be carried out in a much more focused and needs-oriented manner.

4. employee survey

In 2012 and 2019, the University of Kassel already conducted employee surveys. As a strategic instrument for improving the organizational culture, the survey serves a diagnostic function while at the same time containing design elements for change processes. The next survey will be conducted in 2025. Again, the objective will be to obtain feedback on employee job satisfaction. The derivation of needs for action from the survey and the implementation of corresponding measures will be a major work focus for personnel and organizational development.

5. interdisciplinary competence development

The further development of the employees' interdisciplinary competencies is an important concern for the coming years. The focus will be on leadership skills, digitalization skills and English language skills - as these skills will be particularly relevant for the University of Kassel in the short and long term.

With regard to leadership competence, the main focus is on the clarity of role as a leader. For professors, leadership will also be established as a fifth pillar alongside teaching, research, self-administration and the support of graduates. For digitization to succeed, the university's managers and employees need basic digital skills. This involves an understanding of digitization in general as well as an understanding of the broad spectrum of options available for inputting, outputting and processing digital data. For the increasing internationalization in research and teaching as well as a growing number of international scientists and students at the University of Kassel, the competent command of the English language is becoming more important in many areas of work and will therefore be promoted more broadly.

6. operating agreement personnel development

The University of Kassel has had an operating agreement on the subject of further education since 1979. This operating agreement will be updated during the validation period of the second personnel development concept and will be described in a new operating agreement „Personnel Development“.

Personnel recruitment, Onboarding, Offboarding

Project Onboarding from employee survey by the end of 2024

Employer Branding – strengthening the employer brand „University of Kassel“

Implementation of Knowledge management when employees leave the University

Implementation of strategic human resources planning by the end of 2026

Advanced data and metrics on workforce structure

Actual and target comparison of personnel structure data and derivation of action requirements

Employee survey in 2025

Systematic survey of employee satisfaction in a bottom-up process

Implementation of measures to improve employee satisfaction

Strengthening of employee competencies

Leadership competencies

Digitization expertise

English language skills

Organizational Development

Support of organizational units during restructuring

Support in change processes

Support in the implementation of the decentralized structure plans of the organizational units

Operating agreement on personnel development

Update of the operating agreement on personnel development