



UNIVERSITÄT
BAYREUTH

Guide to Recruitment at the University of Bayreuth

(last updated 16 October 2020)

For information and enquiries:
Unit III – Human Resources

Please submit the complete documents to the Human Resources Department at the University of Bayreuth.

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A. Foreword

The University of Bayreuth thrives on its staff, who are highly motivated to ensure that the university's research and teaching activities run smoothly. Recruitment and staff development concern employees at all levels of the University of Bayreuth, from staff in academic support roles and early-career researchers to permanent research assistants and professors. It is therefore essential to identify the best-qualified people through fair and transparent processes and to support their further development.

During the selection process – and even at the preparatory stage of deciding on the content of a job advertisement – much of the groundwork is laid and many decisions are made, all with the ultimate aim of securing the best possible candidate for the University of Bayreuth.

Decisions must be made as objectively and transparently as possible, and breaches of the law – in particular the General Equal Treatment Act (AGG) – must be avoided. Gender- and diversity-sensitive staff selection is of particular importance to us in this regard.

B. Steps in the process of recruiting new staff

1. Job description, requirements profile and job advertisement

The foundations of a systematic recruitment process are the description of the post to be filled (job description) and the identification of the requirements a candidate must meet to be able to fulfil the role (requirements profile). You can then use the job description and requirements profile to draft the job advertisement.

a. Job description & requirements profile

The job description sets out the duties of a post, the associated responsibilities and its position within the organizational structure of the University of Bayreuth. This serves as your working basis. When drafting the job description, please also bear in mind the potential pay grade for the post.

The job description should include the following points:

- Job title (e.g. Accounting Clerk)
- Description of the activities and duties characteristic of the post
- Details of the line manager
- Where applicable, the number and role of staff reporting to the position (directly and indirectly)
- Where applicable, details of stand-in arrangements
- Where applicable, details of any special working conditions (e.g. frequent business travel, committee work, working predominantly outdoors, etc.)
- Fixed-term contract, if applicable

The requirements profile is drawn up on the basis of the job description. It should define the knowledge, skills and qualities applicants need in order to carry out the tasks successfully. A distinction can be made, for example, between technical, methodological, interpersonal and personal competencies and, where applicable, leadership competencies. A **sample template** can be found in Appendix 1.

Please note that, even during the subsequent selection process, the requirements profile set out in the job advertisement must not be changed by adding your own selection criteria. It is therefore recommended that you define the selection criteria and determine their weighting before drafting the job advertisement, so that they are reflected as clearly as possible in the requirements profile.

b. Job advertisement

You can draw up the job advertisement based on the job description and the requirements profile. The advertisement should be worded in such a way that applicants

- receive a realistic description of the role and the tasks involved, and
- can clearly see which qualifications and skills they should have.

Both the content and the wording of the job advertisement influence the composition of the applicant pool. It is therefore recommended

- that requirements which are not essential are marked as optional (e.g. 'it is desirable that...' or similar)

- that the choice of words strikes a balance between phrases that are associated with masculinity in our society (e.g. assertive, ambitious, task-oriented) and those associated with femininity (e.g. a team player, committed, supportive). In this way, we can appeal successfully to women and men in equal measure.

The guiding principle for drafting job advertisements should be to avoid using exclusionary and discriminatory language, so that everyone feels addressed equally and on an equal footing.

This includes taking into account the statutory gender marker *divers* ("diverse") in the German civil register. Please decide which of the following options should be used in the job advertisement text:

- Use gender-neutral wording,
- Instead of addressing applicants in the third person singular ('he/she is/can/should'), address them directly (e.g. 'you are/are experienced in /have a command of') or use passive constructions, e.g. 'x, y and z are expected', 'a leading role in the design and further development of x, y and z is a central aspect of the role'
- In German, use both the feminine and masculine forms, as well as the suffix (m/w/d) when addressing applicants directly, e.g. 'Die Stelleninhaberin bzw. der Stelleninhaber (m/w/d)'
- In German, use the asterisk notation, e.g. 'Der Bewerber*in', or underscore notation ('gender gap'), e.g. 'Die Bewerber_in'

Please note: Under the General Equal Treatment Act (AGG), discriminatory wording relating to gender or sexual identity, ethnic origin, religion and belief, disability or age is prohibited.

Any questions about the job advertisement can be clarified in advance with the Human Resources Department. A **template** containing the necessary information for drafting your job advertisement can be found in Appendix 2a for non-academic staff and in Appendix 2b for academic staff.

To initiate the job advertisement process, please email the following documents to the Human Resources Department

- Draft of the job advertisement as an editable document (e.g. DOCX file)
- Details of funding (e.g. third-party funded project, budget post, ...)
- Preferred publication channels

The Human Resources Department will then arrange for the job advertisement to be published. All vacancies at the University of Bayreuth are also published on the university website. The application period should be between two and six weeks.

For non-academic posts, all applications are received centrally via the application portal and are forwarded to the Human Resources Department and the person responsible for recruitment. The application portal automatically sends both a confirmation of receipt and information on data protection.	For academic posts, all applications are received via the application portal on a decentralized basis and are forwarded to the person responsible for recruitment. The application portal then automatically sends both a confirmation of receipt and information on data protection.
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In addition to publishing the job advertisement generally, it is desirable to reach out specifically to (potentially) disadvantaged or under-represented groups and invite them to apply. In the academic sector, for example, there are networks of female academics and academics of colour.

Selection of candidates

Once applications have been received, all those involved should help ensure that the selection process is carried out promptly. Ideally, at least two people of different genders should be involved in the selection process, and in particular in the interviews. Please also be mindful of potential conflicts of interest such as family ties, close friendships, etc.

Interviews are usually held following an initial shortlisting process. All applicants should be treated with respect throughout the process. The aim of the selection process is to recruit the most suitable candidate for the advertised post, in accordance with the principle of merit-based selection (Article 33(2) of the German Basic Law).

First, the selection criteria must be specified in accordance with the requirements profile set out in the job advertisement, paying particular attention to gender equality and taking into account other protected characteristics under the General Equal Treatment Act (AGG) as well as other potential aspects of discrimination. A guide to gender- and diversity-sensitive staff selection at the University of Bayreuth can be found in Section C of this guide. The job profile in the job advertisement must be consistent with the selection criteria.

Please ensure that the entire selection process is fully documented. You should also draw up brief summaries of the interviews. Information on the status of the process may be shared with all applicants in the same way. Data protection requirements must be observed when doing so.

All data and information received in the course of staff selection procedures must be treated as strictly confidential. Since this is personal data, it may only be stored in the University's data storage systems (including myFiles). Storing or distributing data via external storage services with which no data processing agreement is in place (e.g. Dropbox) is generally prohibited.

c. Application overview

During the initial screening, the applications should be checked for completeness as well as formal and substantive aspects. To gain a better overview of the applications received, it is recommended that you create an application summary based on the selection criteria specified in the job advertisement. Excel is particularly suitable for this purpose, as columns containing details that are not relevant to the assessment (such as name, gender and age) can be hidden from view. Furthermore, this helps ensure that all applicants are assessed against the same criteria during the pre-selection stage.

It is advisable to create the application summary in a single step for all applications during the initial screening, if possible. This reduces the risk that the assessment of whether criteria are met will change during the pre-selection process.

Based on the application summary, the applications can then be categorized transparently, for example into three groups: A (invite to interview), B (invite to interview if appropriate) and C (not suitable). Applications that lack the required formal qualifications can be placed directly into category C at this stage. You can then draw up a ranking based on the assessment against the selection criteria. This should be done with particular regard

to gender equality, as well as taking into account other protected characteristics under the General Equal Treatment Act (AGG) and other potential aspects of discrimination.

d. Job interview

Invite the shortlisted candidates to interview, providing them with details such as the time, venue, etc. Please note that, candidates for non-academic posts usually do not receive reimbursement for travel expenses incurred in connection with a job interview. You must make this clear in the invitation letter! For academic posts, reimbursement may be granted, where necessary, for a maximum of two candidates per position; accordingly, no such note is required for those candidates.

If **applicants with severe disabilities** have applied or have been recommended by the Jobcentre or an integration service acting on its behalf, they must be invited to a job interview. An invitation is not required if they are clearly not professionally suitable and this has been agreed with the representative body for severely disabled persons and the Human Resources Department. **The sole basis for this decision is the criteria set out in the job advertisement.** In principle, the Representative Body for Severely Disabled Employees has the right, under Section 178(2) sentence 4 SGB IX, to attend all interviews (including those with non-disabled applicants), provided that applicants with severe disabilities or equivalent status are involved in the recruitment process. However, the applicant with a severe disability may decline the participation of the Representative Body for Severely Disabled Employees in accordance with Section 164(1) sentence 10 SGB IX; such participation is waived only at the express request of the applicant with a severe disability. The applicant must be informed of this option in a neutral manner. Further information on this topic can be found in the [guidance on handling applications submitted by persons with severe disabilities](#) published by the University of Bayreuth's Representative Body for Severely Disabled Employees.

We recommend drawing up a (semi-structured) interview guide in advance of job interviews, covering all aspects of the role profile. Sample questions can be found in Appendix 3.

We recommend the following structure for the interview:

- Greeting and introduction to the interview
- Reasons for applying
- A brief self-introduction by the applicant
- Detailed sets of questions on specialist knowledge, previous professional experience and personal skills (including short work samples where appropriate)
- Information for the applicant about the University, the role and, where applicable, terms and conditions of employment
- Questions from the applicant
- Conclusion of the interview and farewell

Please note that questions about the following topics must not be asked:

- Gender
- Pregnancy or family planning
- Religious affiliation
- Political party membership
- Health status, unless directly relevant to the requirements of the role
- Ethnic origin
- Family circumstances

Applicants generally do not need to disclose a recognized severe disability or equivalent status unless they wish to claim entitlement to special consideration. However, to the extent that the disability affects their ability to perform the role, this information must be disclosed.

However, the following questions may be asked, provided they relate to the requirements of the role:

Questions about availability and willingness to meet role-specific requirements

Examples: "Are you able to work flexible hours, including overtime where necessary?", "Are you willing to undertake business travel?", "Are you able to attend evening appointments?", "When would you be available to start?", "What is your expected availability for this role?"

Questions about the feasibility of performing the role and any reasonable adjustments required

Example: "Having heard the main duties and requirements of the role, are you able to carry them out, with reasonable adjustments if necessary?"

Note: The required tasks should first be described in detail. The applicant can then be asked whether they are able to carry them out and whether any reasonable adjustments would be needed.

To ensure that applicants receive the best possible information about the role and the workplace, please be prepared to discuss the following topics during the interview:

- Working time arrangements, including flexitime where applicable
- Annual leave entitlement
- Workplace, equipment and technical setup
- Planned grade/salary, where this can be disclosed
- Next steps in the selection process and expected timeline
- Information about the organization/UBT
- Relocation costs

If you have any enquiries regarding relocation costs, please note that reimbursement of relocation costs when recruiting a candidate is only considered in very exceptional circumstances. Such an exceptional case may arise, for example, where it is established prior to the appointment of a research associate that there is a particular institutional interest in the appointment, and where the recruitment would fail if relocation costs were not reimbursed, and no comparably qualified candidates are available. Please note that a commitment to reimburse relocation costs, granted on a case-by-case basis by Division III/3 in the Central University Administration, is only valid if it was made before the move starts!

Please do not make binding commitments during the interview or in any subsequent correspondence. Such a commitment can only be made once the recruitment application has been reviewed by the Human Resources Department and, in the case of non-academic staff, following approval by the Staff Council.

2. Hiring the selected candidate

Please note that recruitment applications, together with the necessary documents, must be submitted to the Human Resources Department **at least four weeks** before the start of employment, **if possible**; the department will then take the necessary steps.

The procedure and the required documents vary depending on whether the recruitment concerns academic staff – in which case, for example, the Staff Council does not need to be involved – or non-academic staff, in which case the Staff Council must always be involved.

Please note: Staff Council meetings are held only every two weeks – usually on Tuesdays. It is therefore essential that the four-week deadline mentioned above is met, particularly when recruiting non-academic staff. You can enquire about the exact meeting dates at the Human Resources Department.

For **non-academic staff**, the following documents must be submitted:

- the recruitment application
- the 'Determination of Pay Grade' form,
- a written selection decision, which is particularly important for the involvement of the Staff Council and the Equal Opportunities Officer, and
- the application documents of the candidates invited to the interview

You can find the application form and other recruitment-related documents at the following link:
<https://www.uni-bayreuth.de/de/universitaet/organisation/abt3/formulare/index.php>

The written selection decision must always

- explain the specific decision,
- indicate the total number of applications and the number of candidates invited to an interview,
- state the extent to which people with severe disabilities have applied, and
- whether they were invited to an interview, as well as
- that the Representative Body for Severely Disabled Employees was involved and
- in the event that applicants with severe disabilities were not considered, it must set out specific reasons for this.

For **academic staff**, a fully completed recruitment application must be submitted.

You can find the recruitment application form and any other relevant documents at the following link:
<https://www.uni-bayreuth.de/de/universitaet/organisation/abt3/formulare/index.php>

Once the Staff Council has given its approval, the Human Resources Department will contact the selected candidate and send them the documents required to draw up the contract.	The Human Resources Department will contact the selected candidate and send them the documents required to draw up the contract. If necessary, or to expedite the process, you may send the recruitment documents to be completed by the candidate to them in advance. These can be found at https://www.uni-bayreuth.de/de/universitaet/organisation/abt3/formulare/index.php
Once the process has been completed, unsuccessful applicants for non-academic staff positions will be notified directly by the Human Resources Department office.	Applicants who have not been shortlisted for a position must be informed promptly once the process has been completed. An example of such a 'rejection letter' can be found in Appendix 4. For academic staff, unsuccessful applicants are notified directly by the research group or institute
The applications of unsuccessful candidates, together with other documents relating to the selection process, must be deleted six months after the process has been completed.	The applications of unsuccessful candidates and other documents relating to the process must be deleted six months after the process has ended.

3. Onboarding

To ensure that your new employee gets off to the best possible start at the University of Bayreuth, we ask that you arrange their workspace and equipment (particularly computer equipment), room access, telephone connection, etc., before their first day of work.

The UBT Campus Card is issued automatically as part of the recruitment process. As part of this, you will be asked to send a passport-sized photograph to chipkarte@uni-bayreuth.de. If this has not yet been done a few days before the start of employment, please send an email to the address provided. The card, together with the username, will be sent to the new colleague by internal post on their first day of work.

The time recording team (*Zeiterfassung*) will automatically issue the time-recording chip for non-academic staff and the leave card. For a telephone line, an entry in the University of Bayreuth's phone directory and keys, please contact [Buildings & Grounds Maintenance](#).

It is recommended that you draw up an onboarding plan for the first few days. In addition, the new employee should be introduced to key contacts and the team during this initial period. Ideally, the line manager should also make time for a face-to-face meeting.

The first 100 days following a new employee's appointment are crucial, and the manager can play a key role in ensuring a successful onboarding process. We recommend holding an initial review meeting with the new employee after the first 100 days.

Appendix 1: Sample job specification

Requirements The following criteria should be met in order to carry out the duties:		Please tick the box:	
		Essential	Desirable
Formal requirements	Required schooling, school-leaving certificates, vocational training or, where applicable, equivalent qualifications, knowledge and experience		
Training / Further training / Additional qualifications	-		
	-		
	-		
Work experience	Required skills, professional experience and other requirements		
	-		
	-		
	-		
	Not: age limits; 'young', 'dynamic', 'experienced'		
Professional skills	e.g. legal knowledge, business knowledge, computer skills, language skills, etc.		
	-		
	-		
	-		
	Not: 'German as a first language'		
Methodological skills	e.g. time management, presentation skills, project management and planning skills, decision-making and problem-solving skills		
	-		
	-		
	-		
Social skills	e.g. communication skills, ability to work in a team, conflict management skills, ability to take criticism, gender and diversity awareness, customer/service orientation, empathy, networking skills		
	-		
	-		
	-		
Personal skills	e.g. initiative, independence, ability to work in a team, capacity for self-reflection, sense of responsibility		
	-		
	-		
	-		
	Not: 'mentally flexible', 'physically resilient', 'physically capable of unrestricted performance', 'physically strong', 'unattached'		
Leadership skills	e.g. goal-setting skills, persuasion and motivation techniques, gender and diversity competence, delegation skills, staff development, openness to new staff		
	-		
	-		
	-		

Created by:	
Place, Date	
Signature	

Appendix 2a: Sample job advertisement for a non-academic staff member



The University of Bayreuth, with its close-knit campus, is one of the largest employers in the region. In the Department/Research Group/... at the University of Bayreuth, the following position is to be filled from xxx / as soon as possible:

Job title

If applicable, details of the fixed-term nature of the post [The post is initially limited to 2 years / permanent employment is envisaged following a probationary period.]

If applicable, information for internal applicants if the post is permanent [In the case of internal candidates, an exception to the intended fixed-term arrangement may be considered.]

Your responsibilities:

- Xxx
- Xxx
- xxx

Your profile:

- xxx
- xxxx
- xxx

Remuneration is in accordance with the TV-L collective agreement.

What you can expect:

- interesting and varied work in a university environment
- flexible working hours
- Occupational health management
- A constructive working atmosphere in a friendly, open-minded and international team
- Work-life balance

The University of Bayreuth views the diversity of its staff as an asset and is expressly committed to the goal of gender equality. Female scholars and any persons who can help make the research and teaching profile of the university more diverse are strongly encouraged to apply. Applicants with children are highly welcome. The University of Bayreuth is a member of the best practice club Family at University. In addition, an extended audit conducted by the German Rectors' Conference (HRK) returned a favourable review for the University of Bayreuth's commitment to internationalization. Applicants with a recognized severe disability will be given priority if equally qualified.

Please submit your full application online by xxx, quoting the reference 'xxx', via the University of Bayreuth's application portal. Once the post has been filled, your application documents will be deleted in accordance with data protection requirements.

If you have any queries, please feel free to contact: Name, Position ([email address](#); Phone: 0921/55-xxxx)

Appendix 2b: Sample job advertisement for a research assistant

The University of Bayreuth is a research-oriented university with internationally competitive and interdisciplinary areas of specialization in research and teaching. The University of Bayreuth is seeking to fill the following position in the department/research group/project from xxx / as soon as possible:

Job title

If applicable, details of the fixed-term nature of the post [The post is initially limited to two years]

Your responsibilities:

- Xxx
- Xxx
- xxx

Your profile:

- xxx
- xxxx
- xxx

Remuneration is in accordance with the TV-L collective agreement.

What you can expect:

- Forward-looking, cutting-edge fields
- Modern working conditions in a creative environment
- flexible working hours
- Occupational health management
- A constructive working atmosphere in a friendly, open-minded and international team
- Work-life balance

The University of Bayreuth views the diversity of its staff as an asset and is expressly committed to the goal of gender equality. Female scholars and any persons who can help make the research and teaching profile of the university more diverse are strongly encouraged to apply. Applicants with children are highly welcome. The University of Bayreuth is a member of the best practice club Family at University. In addition, an extended audit conducted by the German Rectors' Conference (HRK) returned a favourable review for the University of Bayreuth's commitment to internationalization. Applicants with a recognized severe disability will be given priority if equally qualified.

Please submit your full application online by xxx, quoting the reference 'xxx', via the University of Bayreuth's online application portal. Once the post has been filled, your application documents will be deleted in accordance with data protection requirements.

If you have any queries, please feel free to contact: Name, Position ([email address](#); Phone: 0921/55-xxxx)

Appendix 3: Example of structure/questions in the interview

Getting to know you

- Could you briefly introduce yourself and tell us about your professional background?
- Could you walk us through the main stages of your career so far?
- What do you enjoy doing outside work?

Questions about your motivation for applying

- What interests you about this position and our organization?
- What is prompting you to consider a new position?
- What do you know about the University of Bayreuth/the department?

Education and studies

- Why did you choose this field or course of study?
- What particularly interested you during your degree/training?
- What qualities and experience make you suitable for the role?
- How does this role (and its requirements) relate to your previous jobs and experience?

Questions about your CV

- Could you tell us a little more about the period from x to y, which is not covered in detail in your CV? Could you also briefly explain the reasons for the several job changes during this period?

Questions about your most recent role

- What did you particularly enjoy about your most recent role?
- Were there any aspects of the role that you found less satisfying?

Expectations of the role

- What do you think a typical working day in this role would look like?
- What would you expect from a good onboarding process? (What information, training or support would you need when you start?)
- What interests you about working in this field?

Qualifications, strengths and weaknesses

- What are your strengths? Which activities or tasks do you find more challenging?
- How does this role fit in with your previous experience?
- Which qualifications do you consider particularly important for this role?
- How would you describe your working style?
- What software skills do you have?
- How would you rate your language skills (in German, English, etc.)?
- Please briefly describe your previous professional experience.

Teamwork and related skills

- Do you work well in a team? Are you able to collaborate effectively with others?
- Have you ever had difficulties with line managers and/or colleagues?
- Can you give us examples from your career that demonstrate your ability to work in a team?
- Imagine that someone in your team is being treated unfairly, for example through sexist or racist remarks. What would you do?

Soft skills and problem-solving skills

- How do you deal with difficult colleagues?

- How do you deal with criticism?
- What, in your view, characterizes good teamwork?
- What do you need in order to work productively and get started quickly?
- How do you set your priorities?
- What would you do if you knew it was impossible to complete all your tasks for the day?
- What techniques or tools do you use to stay organized?

Final questions and next steps

- Is there anything you would like to ask us?
- When would you be available to start the role?

Appendix 4: Template for rejection letters to applicants for academic staff positions

Recruitment at the University of Bayreuth **Re: your application**

Dear Mr/Ms _____,

The University of Bayreuth would like to thank you for your application and your interest in joining our team.

We make many decisions every day – including those that are neither easy nor pleasant for us. Rejecting your application is one of them. Please understand that, given the many excellent and well-qualified applications we have received, we were unable to select you for this position.

We wish you every success in your career – and all the best for the future.

Yours sincerely,

C. Gender- and diversity-sensitive recruitment at the University of Bayreuth

In its StEP 2025 Strategy and Development Plan, the University of Bayreuth is committed to the following overarching objectives with regard to 'Equal Opportunities & Diversity':

"The University of Bayreuth values the diversity of its students, teaching staff and employees as an asset. We are expressly committed to the goals of gender equality, inclusion, equal opportunities and family-friendliness. In all areas, we will identify and eliminate existing forms of personnel and structural discrimination at the University."

As part of StEP, the University of Bayreuth has also committed itself to implementing fair and transparent recruitment processes by "professionalizing recruitment for all employee groups via gender- and diversity-sensitive selection processes" (StEP 2025). After all, gender- and diversity-sensitive recruitment is a fundamental prerequisite for making the most of talent pools.

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<https://www.grafische-visualisierung.de>



Gender and diversity competence requires knowledge and awareness of the social significance of gender norms and the inequalities they produce. As all members of the University of Bayreuth are expected to have these competencies, these guidelines provide an insight into what these competencies involve and how they can be assessed.

Gender and diversity competence is demonstrated when a person:

- reflects on themselves, their attitudes and their stereotypes,
- interacts respectfully within a diverse team and is able and willing to communicate on an equal footing with everyone, regardless of cultural background (ethnicity), age, gender, sexual orientation, disability, religion or worldview,
- takes responsibility for creating an open culture of communication and learning (towards students and staff),
- flexibly accommodates special needs and facilitates new approaches,
- promotes and advocates for equality.

Equality between women and men

A key objective of the University of Bayreuth and a statutory mandate (Art. 4 BayHSchG) is equality between women and men and, consequently, increasing the proportion of women in leadership positions or in areas where women are under-represented.

Here's what you can do:

- Draft the job advertisement in such a way that it appeals to both women and men.
- Build a large talent pool, for example by proactively reaching out to and seeking out applicants.

Non-discrimination and avoidance of disadvantages unrelated to academic merit

A further key objective is the prevention and elimination of discrimination on the basis of protected characteristics, as well as any disadvantage unrelated to academic merit. This includes:

- Non-discrimination on the basis of protected characteristics as defined by the General Equal Treatment Act (AGG): ethnic origin, gender (female, male, third gender), religion/belief, disability, age, sexual identity;
- Avoidance of disadvantages on grounds unrelated to the role, in accordance with the recommendations of the Federal Anti-Discrimination Agency for higher education institutions, in particular social background/social status, chronic illness and marital status.

Here's what you can do:

- Specify and explain the selection criteria at an early stage – ideally before reviewing the applications received – in accordance with the requirements profile set out in the job advertisement, thereby ensuring clarity from the outset of the selection process.
- Identify, document and discuss (potential) characteristics and indicators of discrimination and disadvantage as early as the initial comparison of all applications received.
- Give the invited candidates the opportunity, during their interview with the selection committee, to explain any instances of discrimination or disadvantage relating to their academic career.

Taking biographical circumstances into account

A further approach to promoting equal opportunities for all applicants in the selection process is to take into account unavoidable delays in academic careers, as well as other biographical circumstances and hardships.

- Unavoidable delays in an academic career include, in particular, pregnancy and childbirth, childcare, caring for relatives in need of care, disability or chronic illness, long-term serious illness, military or civilian service (this is also taken into account in decisions by the German Research Foundation (DFG) on applications for research project funding), as well as dual careers and part-time employment.
- On an individual basis, other biographical circumstances and hardships may also be relevant, for example experiences of migration or displacement.

Here's what you can do:

- When making an overall comparison of the qualifications of all applications received, take into account delays in the academic career and biographical circumstances, insofar as the application documents or the committee members' knowledge allow.
- To this end, calculate the applicants' academic age (actual age minus any relevant periods) and incorporate biographical circumstances into your overall assessment, e.g. – in accordance with the DFG's recommendations – with regard to longer qualification phases, any gaps in publication history or reduced periods spent abroad.¹
- Give the invited candidates the opportunity, during the interview, to explain any delays in their academic career and biographical details that are relevant to their academic development.

Equal treatment, recognizing and avoiding stereotypes

Stereotypes influence our expectations of what people are like, should be like and should not be like, solely on the basis of attributed characteristics and membership of certain social groups. Women are therefore often assessed differently from men, regardless of their professional performance and competence. The 'role congruity theory', for example, captures the so-called 'Think Manager, Think Male' phenomenon: if we compare the stereotypes people hold about men, women and managers, it becomes apparent that the stereotypes about men and managers tend to be similar, whereas those about women and managers tend to differ. This mismatch in our expectations of

¹ http://www.dfg.de/foerderung/grundlagen_rahmenbedingungen/diversity_wissenschaft/diversity_allg/index.html (last accessed 30 May 2018).

leaders can lead to women being perceived as less suitable for leadership positions, and actual leadership behaviour may even be met with social disapproval.²

Here's what you can do:

- Draw up a standard set of questions for all applicants, regardless of their diversity or distinguishing characteristics.
- Cultivate a culture of respectful communication towards all applicants.
- Reflect on potential stereotypes regarding applicants and address these openly within the selection panel if they become relevant during the candidate selection process.
- Where possible, attend a training course on gender- and diversity-sensitive communication.

² See also Isabell Welp and Claudia Peus (2014). *Gendergerechte Personalauswahl und Beförderung. Handreichung für EntscheidungsträgerInnen in Wirtschaft und Wissenschaft*. Available at: <https://www.abf.wi.tum.de/booklet-gendergerechte-personalauswahl-und-beurteilung/> (last accessed 30 May 2018).