

**Framework plan
for equal opportunities for women and men
at Paderborn University**

11 June 2019

In accordance with the Equal Opportunities Act of North Rhine-Westphalia (LGG NRW) of 09 November 1999, as amended on 02 February 2018, Paderborn University has adopted the following framework plan.

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Preamble

1. With this framework plan for equal opportunities for women and men, Paderborn University is pursuing its goal of achieving equal opportunities for women and men in all status groups in the execution of its duties, eliminating discrimination within the university and making equal use of available skills and talents for its research and teaching activities.
2. The framework plan is based on the Basic Law of the Federal Republic of Germany (GG), the Higher Education Act (HG) and the Equal Opportunities Act (LGG) and applies to all status and employment groups.
3. A number of steering instruments have been introduced at Paderborn University to implement equal opportunities for women and men: the framework plan for equal opportunities for women and men, the equality plans for the faculties, central departments and institutions and Central University Administration, Paderborn University's Equality Concept and the agreements on goals to increase the proportion of women in academia between the Paderborn University Executive Board and faculties.

The framework plan for equal opportunities for women and men is incorporated into law in the Equal Opportunities Act of North Rhine-Westphalia (LGG NRW) and is a university-wide instrument for implementing equal opportunities and equality. Based on this framework plan, Paderborn University's faculties, central departments and institutions and Central University Administration draw up specific equality plans for their respective areas, with concrete goals and timelines and measures to increase the proportion of women. Further concrete strategic goals and measures to achieve these goals are laid down for the entire university in Paderborn University's Equality Concept. The focus of the agreements on goals to increase the proportion of women in academia between the Paderborn University Executive Board and faculties is on goals to increase the proportion of female professors, academic staff members and PhD students, based on the cascade model. All members and affiliates of Paderborn University are responsible for implementing the goals of all steering instruments promoting equal opportunities for women and men at Paderborn University.

4. To counteract existing discrimination, Paderborn University implements special measures to
 - Increase the proportion of women in all areas in which they are underrepresented (§ 6 of the LGG)
 - Improve the work and study situation in all areas
 - Integrate women's studies and gender studies into courses and teaching and establish main research areas in these disciplines
 - Make it easier for both women and men to achieve a good work/study-life balance
 - Integrate gender mainstreaming in all plans, concepts, agreements and measures
5. The framework plan for equal opportunities for women and men plays an active part in the university's development activities, as well as in its quality assurance and profile-raising activities.
6. Paderborn University deems the achievement of the equal linguistic treatment of women and men an essential element of gender equality. All texts published by the university (e.g. official correspondence, notices, regulations, concepts, project descriptions, reports, minutes, brochures, website) must be written in gender-sensitive language. Appropriate training will be provided where necessary.

1. Job advertisements

- 1.1 All W1, W2 and W3 positions, permanent non-professional academic staff positions and higher-grade administrative and library service positions are always advertised publicly and published in suitable media. The advertisement of jobs internationally is explicitly encouraged. All other positions must be advertised at least internally within the university, published online and forwarded to the "Arbeitsamt" (federal employment agency).
- 1.2 The job advertisement must specify the required qualification and experience and an as detailed as possible description of the job. The text of the advertisement must be based exclusively on the requirements of the relevant position to be filled. The relevant job criteria may not be changed or supplemented during the procedure (§ 8.5 of the LGG).
- 1.3 Before and during the application period, the department or institution advertising the position in question should, in particular if a shortage of female applicants is envisaged, also seek suitable female applicants by other means (e.g. by contacting universities and institutes and making use of academic networks, as well as databases of female experts) and draw their attention to the advertised job. These efforts must be documented.

- 1.4 The university's Equal Opportunities Officer and the equal opportunities officers for the respective faculties, central departments and institutions and Central University Administration must be informed about all job advertisements at an early stage.
- 1.5 If no women who meet the requirements of the job apply in response to an internal job advertisement, the position in question must be advertised publicly (§ 8.2 of the LGG).
- 1.6 Student assistant and research assistant positions are advertised internally within the university wherever possible.
- 1.7 To increase the proportion of women at Paderborn University, the university's equality profile and *Family-Friendly University* seal of quality are specifically promoted in Paderborn University's job advertisements and marketing activities and on the university's website.

2. Staff and selection procedures

2.1 General codes of practice

- 2.1.1 Where there is an under-representation of women (§ 7 of the LGG), within the framework of the legal provisions, women must be given preferential consideration when it comes to recruiting academic and other staff, promotions and salary upgrades and shortlisting candidates.
- 2.1.2 When assessing suitability, ability and professional achievements, only the requirements of the position to be filled or office to be awarded as specified in the advertisement are relevant. When assessing whether a candidate is suitable for a given position, any leaves of absence or reductions in working hours to provide care for children under the age of 18 or relatives in need of care must not lead to discrimination.
- 2.1.3 When deciding to recruit or promote a staff member, the candidate for recruitment or promotion must not be discriminated against on the basis of the following criteria, among others:
 - Leave of absence or reduction in working hours to provide care for children under the age of 18 or relatives in need of care
 - Age
 - Limited availability due to providing care for children under the age of 18 or relatives in need of care and an intention to leverage the option of reduced working hours
- 2.1.4 The Equal Opportunities Officer must be involved in all appointment, acting professorship, recruitment, promotion and salary upgrading procedures. She must be involved right from the planning stage and fully informed from an early stage about all steps and developments in the respective procedure. She has the right to give her opinion, in writing, at all stages of the decision-

making process. Where the Equal Opportunities Officer raises any written objections to a proposed measure, her opinion must be passed on to the relevant decision-making entity.

- 2.1.5 Where a female candidate is not selected for a given position or no female candidates are shortlisted, despite an under-representation of women, the entity proposing the male candidate(s) must provide an explanation regarding
- The extent to which the opinion of the Equal Opportunities Officer was taken into account in the selection process
 - The future measures planned to qualify women for positions in the relevant field (make reference to the respective faculty's/department's/institution's equality plan)

2.2 Professorships and junior professorships

- 2.2.1 Appointment committees must be made up of equal numbers of women and men. Where this is not possible for compelling reasons, these reasons must be recorded (§ 12.7 of the LGG, § 11c of the HG). In subjects in which no or insufficient female academics are represented, female academics from related subjects at Paderborn University or female professors from the same or related subjects at other universities may be elected to the appointment committee.
- 2.2.2 In areas in which women are underrepresented, at least as many women as men or all female applicants must be invited to interviews and assessments, if they meet the relevant requirements of the job (§ 9.1 of the LGG).
- 2.2.3 When filling professorships, the internal goals to increase the proportion of women must be observed in accordance with the cascade model (§ 37a of the HG, agreements on goals between the Executive Board and faculties, equality plans of the faculties).
- 2.2.4 Where it is not possible to consider a female candidate when shortlisting applicants for a professorship and women are underrepresented, the faculty in question must take or support suitable measures to remedy the lack of qualified female early-career researchers and junior academics in this field.
- 2.2.5 Where there is an under-representation of women in a given area, women must be given preferential consideration here when it comes to awarding acting professorships, within the framework of the legal provisions. The proportion of women in acting professorships must be at least 40%.
- 2.2.6 The University Executive Board ensures equal opportunities for women and men within the framework of the W salary grade and evaluation of junior professorships.

2.2.7 To increase the proportion of women in professorships, Funding Line 3 “Incentive scheme to increase the proportion of women in professorships”, established as part of the 2008-2013 Equality Concept, and the Dual Career Service are to be continued.

2.3 Academic staff

2.3.1 Where selection committees are appointed to fill positions, these must be composed of equal numbers of women and men. Where this is not possible for compelling reasons, these reasons must be recorded (§ 12.7 of the LGG).

2.3.2 Interviews must be conducted as set out in 2.2.2. The Equal Opportunities Officer must be involved from an early stage and has the right to propose candidates to invite to interview during the selection process. In areas in which women are underrepresented, at least as many women as men or all female applicants must be invited to interview, if they meet the requirements of the job (§ 9.1 of the LGG).

2.3.3 When filling positions and awarding scholarships, the internal goals to increase the proportion of women must be observed in accordance with the cascade model (§ 37a of the HG, agreements on goals between the Executive Board and faculties, equality plans of the faculties).

2.3.4 If no selection committee has been set up and the Equal Opportunities Officer raises written objections to the candidate(s) shortlisted for recruitment, promotion or salary upgrading, the applicant, President, staff council and Equal Opportunities Officer must work together to seek an amicable solution.

2.3.5 The faculties must strive to remedy the lack of female early-career researchers and junior academics by awarding women qualification positions and encouraging and supporting PhD and postdoc projects by female academics. To this end, scholarships for female early-career researchers and junior academics will continue to be awarded, and the best female graduates from the university’s faculties will be personally contacted by the President of Paderborn University and informed about PhD opportunities, contact persons and funding options.

2.3.6 Paderborn University continues to pursue the career advancement measures implemented in recent years for female early-career researchers and junior academics, e.g. its “Einblick!” peer mentoring programme and mentoring programme for female PhD students, as well as its Funding Line 1 “Provision of a 0.5 academic staff position-/staff appropriations pool for female graduates” and Funding Line 2 “Support for female junior professors and postdoc students through 0.5 academic staff positions”, established as part of the 2008-2013 Equality Concept.

2.4 Technical and administrative staff

- 2.4.1 Each selection committee must be composed of equal numbers of women and men. Where this is not possible for compelling reasons, these reasons must be recorded (§ 12.7 of the LGG). The Equal Opportunities Officer must be involved from an early stage and has the right to propose candidates to invite to interview during the selection process.
- 2.4.2 For new appointments, a description of the tasks and responsibilities of the job must be provided to and signed by both the recruiter and applicant. In areas in which women are underrepresented, at least as many women as men or all female applicants must be invited to interview, if they meet the requirements of the job (§ 9.1 of the LGG).
- 2.4.3 Female employees of Paderborn University who meet the relevant requirements of a specific position to be filled or who have completed pertinent further education and training must, if there is an under-representation of women and they have equivalent qualifications and experience, be given preferential consideration if an opportunity arises to apply their skills and expertise in a higher ranking position.
- 2.4.4 Paderborn University is committed to ensuring that performance evaluations are not discriminatory, in particular that the specific requirements of the job (e.g. foreign languages, IT skills, ability to work independently and to take on responsibility) are adequately taken into account in job assessments.

2.5 Apprenticeships

- 2.5.1 In apprenticeship programmes in which women are underrepresented, half of all places must be filled with suitable female applicants, within the framework of the legal provisions. These places may be filled by male applicants only if, despite all efforts, not enough suitable women apply.
- 2.5.2 Within the framework of the applicable law, persons trained or educated at Paderborn University are given preferential consideration when candidates are sought to take over or fill positions. In areas in which women are underrepresented, women must be given preferential consideration, in accordance with the LGG.
- 2.5.3 The “Guidelines for Training at Paderborn University” provide trainers and educators at the university with information about, among other things, gender-equitable selection procedures for male and female applicants.

3. Work/study-life balance

Efforts are made to make it easier for both men and women to achieve a better work/study-life balance. The corresponding regulations apply explicitly to both genders, so that the problem of juggling work and personal responsibilities does not unilaterally fall to women and in order to eliminate discrimination when it comes to childcare and providing care for relatives. The university takes into account the special needs of staff and students with children or relatives in need of care.

It is expressly emphasised that the University Executive Board both welcomes and supports the active assumption of responsibility for childcare and the care of relatives by male staff and students. The guiding principle here is that real gender equality, alongside a good work-life balance, can be achieved only if men are more involved in providing care than is currently the case. Part-time work/parental leave for men is also expressly encouraged. In addition, measures to improve the work/study-life balance of males actively involved in providing childcare, such as peer counselling for fathers and fathers-to-be, as well as further training and educational measures relating to this topic, are to be continued.

3.1 Working hours and work organisation

- 3.1.1 Employment contracts must be designed in such a way as to ensure that childcare and care-giving for relatives in need of care can be fit around the duties of the job. At the employee's request, tailored solutions must be sought to facilitate a working time arrangement that differs from the core working hours, within the framework of the statutory and collectively agreed regulations. Care will be taken to ensure that the relevant workload can be managed within the planned working hours.
- 3.1.2 The Human Resources Department must inform any employees applying for a leave of absence or reduction in their working hours of the consequences under civil service law, salary law, collective agreement law and pension law (§ 13.5 of the LGG).
- 3.1.3 Part-time employees must be given the same career advancement and training opportunities as full-time employees. They must not be discriminated against in their careers. As a matter of principle, managerial positions must also be designed in such a way that they can be held by part-time employees. Part-time work should be an option in all fields of activity (§ 8.6 of the LGG).
- 3.1.4 When filling full-time positions, university employees who have previously only worked part-time must be given preferential consideration if they have equivalent qualifications and experience.

- 3.1.5 The possibilities to extend fixed-term employment contracts by the duration of maternity protection periods and parental leave or periods of care-giving for relatives in need of care and/or the possibilities to convert fixed-term employment contracts to part-time employment contracts with correspondingly longer terms must be exhausted, within the framework of the applicable law.
- 3.1.6 For female civil servants, the maternity fund set up by Paderborn University provides compensation for partial loss of salary during maternity leave. A corresponding legal provision is in place for salaried employees.
- 3.1.7 Alternating telecommuting is possible within the framework of the works agreement.

3.2 Leave of absence and returning to work

- 3.2.1 Employees who are on a leave of absence to care for children or relatives in need of care must be entitled to participate in the university's training, continuing and further education events. They must be informed about these events once a year.
- 3.2.2 Employees on leave wishing to return to work must, on request, be informed about all job vacancies and holiday and sick leave cover opportunities.
- 3.2.3 Consultation sessions must be held with employees in good time before the end of a leave of absence or parental leave, to inform them about their employment options after their leave (§ 14.5 of the LGG).
- 3.2.4 After the end of a leave of absence to care for children or relatives in need of care, Paderborn University, as a matter of principle, guarantees its employees employment in an equivalent job, even if the employee requests a reduction in working hours. Tailored support and training is provided to assist employees with their return to work.
- 3.2.5 The faculties enable employees who take a leave of absence to care for children or relatives in need of care to keep in touch with the university's departments and institutions during this time. Following a leave of absence to care for children or relatives in need of care, employees should be given tailored support to assist them with their return to work, e.g. suitable training and qualification measures.

3.3 Studies and parenthood/care-giving

- 3.3.1 Paderborn University does everything in its power to ensure that pregnancy, parenthood and care-giving for relatives in need of care do not have a negative impact on students' studies and the completion of their degree. This is regulated by a family clause in the university's examination

regulations. The university strives to organise its courses in such a way that they can also be completed on a part-time basis and/or through a mix of face-to-face and online learning.

- 3.3.2 Courses relevant to examinations, in particular compulsory courses, should, in so far as possible, be scheduled in such a way that participation is compatible with childcare responsibilities.

3.4 Childcare services

- 3.4.1 As a family-friendly university, Paderborn University initiates and supports measures to ensure that childcare facilities are provided to meet the childcare needs of staff and students with children. It provides a sufficient number of suitable and easily accessible rooms for pregnant women (in need of rest) and breastfeeding mothers, as well as for the care of babies and small children by their caregiver.
- 3.4.2 Paderborn University regularly undergoes the *family-friendly university audit*, to ensure and optimise the quality of its family-friendly measures.
- 3.4.3 To ensure that childcare is compatible with working hours, the bodies, committees and commissions for academic self-governance generally meet during working hours. Any deviations from this must be announced at least one week in advance.

4. Continuing education and training

- 4.1 Paderborn University considers continuing education and training a fundamental, indispensable part of staff development. Within the framework of the legal provisions, the university in particular takes qualified women into account in its staff development concepts, to help them gain the necessary qualifications and experience for leadership positions.
- 4.2 When allocating places on further education courses, in particular further training, the number of female employees allocated a place on the course must be at least proportionate to the percentage of applications from women, provided they meet the necessary requirements (§ 11.1 of the LGG).
- 4.3 Jobs at Paderborn University that have traditionally been predominantly carried out by women should be designed in such a way that career advancement is possible and promoted, through further education and training, for example.
- 4.4 Further training to develop gender competence and raise awareness of the issue of “sexual discrimination” are part of the university’s internal continuing education programme. These issues

are in particular included in training measures for superiors and employees in the university's organisational units and Staff Development Department.

- 4.5 More women should be employed as managers and speakers at training, continuing and further education events, and preferably to the same extent as men.

Regular and comprehensive information is provided on the training, continuing and further education opportunities offered by Hochschulübergreifende Fortbildung NRW (HüF) and Ministry of the Interior of the State of North Rhine-Westphalia.

- 4.6 Within the scope of staff development, superiors provide information about further training and qualification opportunities and provide opportunities to participate in these.

- 4.7 Further education and training sessions generally take place during regular working hours. They should be held in such a way that employees with children or relatives in need of care and part-time employees can also participate in them. Otherwise, they must be granted time in lieu. Where any childcare costs for children under the age of 12 will arise from participation in training courses and events, employees may submit a form to request reimbursement of these costs.

5. Teaching and learning

- 5.1 In its public relations work and when providing information about its study opportunities, Paderborn University explicitly targets women for courses in which female students are underrepresented. Events such as "Spring Uni", "Autumn Uni" and "Girls' Day" are to be offered here, with the aim of attracting greater numbers of female students. In courses in which male students are underrepresented, corresponding events are also to be offered for boys, e.g. "Boys' Day". In the same vein, the university plans to work closely with schools, the "Agentur für Arbeit" employment agency and career advice centres.

- 5.2 To improve the study situation, in particular for female students in STEM subjects, female study-related tutoring and mentoring programmes are to be set up according to demand.

- 5.3 Teaching staff are to be informed about the gender-specific impact of teaching methods and materials in order to break down gender role stereotypes and encourage women in particular to study STEM subjects. Further university didactics training on "gender in teaching" will be offered.

6. Women's studies and gender studies

- 6.1 Paderborn University promotes research into key areas of women's studies and gender studies, projects in women's studies and gender studies and measures to increase the number of professorships with a gender focus or component. Any professorships at Paderborn University with a gender focus that become vacant will be advertised to potential applicants as having a gender focus. The university incorporates these objectives in its structure planning. The programmes and events offered by the Center of Gender Studies (conferences, lectures etc.) are to be continued.
- 6.2 The faculties are examining how content and methods from women's studies and gender studies can be increasingly integrated in their courses and teaching and anchored in their study and examination regulations, e.g. through "gender" modules. Measures should also be adopted to enable students to specialise in gender-related topics within individual subjects. Courses on these topics should also be promoted through the award of lectureships, as well as through visiting professorships, guest lectures and lecture series.

7. Scholarships and research funding

- 7.1 The university provides female graduates and academic staff with targeted information about research funding and scholarships. In relation to organisational and financial requirements, women must be given equal opportunities to present the results of their work in publications, at conferences and during research stays in Germany and abroad.
- 7.2 The university is committed to creating additional PhD opportunities for women. It is striving to ensure that 50% of the available scholarships are awarded to women, provided there are sufficient numbers of qualified female applicants. Female graduates will be targeted and encouraged to apply for a scholarship. Women are likewise considered for the award of research prizes.
- 7.3 Paderborn University is committed to ensuring that individual personal circumstances, such as parental leave, are given special consideration when it comes to awarding scholarships and funding early-career researchers and junior academics and that no one is discriminated against as a result of their personal circumstances.
- 7.4 The university is committed to allowing interruptions to scholarships in the event of special family circumstances and scholarships to be awarded as partial scholarships with a corresponding longer duration.

7.5 The following passage is added to all information regarding the award of scholarships and other funding for early-career researchers and junior academics: "Paderborn University is striving to increase the proportion of female early-career researchers and junior academics and therefore explicitly welcomes applications from women." Age limits are removed, in line with the DFG guidelines.

8. Sexual discrimination and violence

8.1 Paderborn University does not tolerate sexual discrimination, harassment or violence in any form whatsoever and enforces measures against such behaviour. It must guarantee protection against sexual discrimination, harassment and violence for both staff and students (§ 1 of the German General Equal Treatment Act (AGG)). Further details are set out in the Senate's "Fair Conduct at Paderborn University" policy.

8.2 All members and affiliates of the university, in particular those with training, teaching and management responsibilities, must take appropriate measures in their department or division to ensure that no incidents of sexual discrimination, harassment or violence occur. Within the scope of their responsibilities, they are obliged to follow up on every complaint, to take concrete measures and to exhaust their legal and actual means in doing so. The Equal Opportunities Officer should be involved from an early stage, to advise and co-ordinate the relevant course of action.

8.3 It must be guaranteed that the person lodging the complaint does not suffer any personal or professional repercussions from the measures taken.

8.4 Employees with training, teaching and management responsibilities are taught how to deal appropriately with incidents of sexual discrimination, harassment and violence. The topic regularly forms part of training, continuing and further education events, in particular for superiors.

8.5 University buildings and facilities are constantly inspected for safety hazards, which the university works towards eliminating.

9. Participation of women in self-governance

9.1 The university's bodies and committees must be made up of equal numbers of women and men, unless there is a well-founded exception in individual cases. The exceptional reasons for a deviation from the provisions on the composition of bodies and committees must be recorded in

each individual case of deviation (§ 11c of the HG). To achieve an equal distribution of influence, status and participation in decision-making of women and men on university self-governing bodies and committees, equal representation of both genders should be aimed for when drawing up lists and nominations of candidates for election bodies and commissions (§ 12 of the LGG).

- 9.2 Where individual female professors and academic staff members from areas in which women are underrepresented perform a disproportionate number of self-governance tasks, the university will strive to provide them with support and/or to relieve them from other tasks. This measure is to be more widely promoted at the university, for example by means of providing information in the Deans' Committee.

10. Implementation of the framework plan for equal opportunities

- 10.1 Based on the framework plan, Paderborn University's faculties, central departments and institutions and Central University Administration draw up specific equality plans for their respective areas, with concrete goals and timelines and appropriate proposals and models to increase the proportion of women (cascade model). Goals are also set out in the agreements on goals to increase the proportion of women in academia between the Paderborn University Executive Board and faculties.
- 10.2 In the equality plans, binding goals to increase the proportion of women must be set as five-year goals based on the proportion of female employees, students, graduates, PhD students and postdoc students. In so far as possible, these goals should also correspond to the goals set out in the agreements on goals to increase the proportion of women in academia between the Paderborn University Executive Board and faculties.
- 10.3 In addition, the HR, organisational and training measures to be taken to achieve these goals must also be specified. Where it is foreseeable that jobs are to be locked or cut due to HR regulations, the equality plan should indicate suitable measures that can be taken to prevent a decline in the proportion of women (§ 6.3 of the LGG).
- 10.4 After two years at the latest, the progress in achieving the goals set out in the equality plan will be reviewed. If it becomes apparent that these goals are not being achieved, measures in the equality plan must be adjusted or supplemented accordingly (§ 5.7 of the LGG).
- 10.5 Where the goals set out in the equality plan with regard to the recruitment, promotion and salary upgrading of women have not been met within the designated period, the department or office in question will be obliged to provide a formal explanation each time it recruits or promotes a male or awards a salary upgrade to a male in an area in which women are underrepresented, until the relevant goals have been met (§ 5.9 of the LGG).

- 10.6 Paderborn University's Equality Concept and statement on the DFG's *Research-Oriented Standards on Gender Equality*, as well as the agreements on goals between the Executive Board and faculties and the agreements on goals for the *family-friendly university audit* supplement and substantiate the framework plan for equal opportunities. The pertinent measures laid down in each case are to be continued.

11. Allocation of funds

- 11.1 Within the scope of the implementation of new steering instruments, an internal university incentive scheme is to be developed and refined, to achieve gender equality and optimise and update sustainable equality policies. The university takes achievements in equality into account when allocating funds and devises effective incentive schemes. For example, the financial incentive scheme for the university's faculties to recruit female professors (Funding Line 3) are to be continued, and funds are to be made available to the faculties where the target quotas set out in the agreements on goals between the Executive Board and faculties are met.

Projects that contribute to achieving gender equality are to receive adequate financial support.

- 11.2 When deciding on the relevant level of funding for the faculties and central departments and institutions, achievements in equality must be drawn on as parameters in the achievement-based allocation of funds. Indicators include the proportion of female graduates, PhD students and professors, as well as the growth rate in the proportion of female PhD students, professors and academic staff members. The faculties ensure the gender-equitable distribution of material resource and staff appropriations, as well as the gender-equitable use of other funds and resources.
- 11.3 With regard to performance-related pay, care must be taken to ensure that women and men are treated equally when their performance in research, teaching, self-governance and other areas is assessed.

12. Reporting obligations and evaluation

- 12.1 After expiry of the equality plan, the relevant department or office responsible for the equality plan is obliged to prepare a report on staff development and the implementation of measures during the reporting period (§ 5a of the LGG). Reports should provide information on the implementation of and compliance with the equality plan.

- 12.2 Surveys and studies for the purposes of higher education statistics and evaluation procedures should always be conducted in a gender-sensitive manner and reports prepared in a gender-sensitive manner. Where the work and study situation is to be evaluated, a gender-specific view should be taken that encompasses all status groups. Equal opportunity measures should also be evaluated within the framework of these procedures.
- 12.3 Each year, the Executive Board examines the situation regarding gender equality (including the proportion of female employees, new female appointments, PhD students, postdocs, graduates; equal opportunities measures adopted) and reports on this to the Senate.

13. Final provisions

- 13.1 This framework plan will enter into force on the day following its publication in Paderborn University's official notices (AM.Uni.PB). At the same time, the framework plan for equal opportunities for women and men at Paderborn University of 10 December 2015 (AM.Uni.Pb 82.15) will expire.
- 13.2 It will be initially valid for a period of five years. After two years, the framework plan will be reviewed with regard to the achievement of its goals. At the end of its five-year term, the framework plan must be reviewed to ensure that it is effective and up to date and, where necessary, appended in order to achieve the goals set out in the preamble. If any changes need to be made during the term of the framework plan due to the publication of a new version of the LGG or HG, these changes will be made promptly. The framework plan and equality plans must be updated (§ 5a of the LGG).
- 13.3 The equality plans, statistics on the proportion of women at Paderborn University and measures implemented in accordance with the equality plan must be publicised in those departments or offices whose staff they affect.

Drawn up on the basis of the resolution of the Paderborn University Senate of 15 May 2019.

Paderborn, 11 June 2019

The President
of Paderborn University

Professor Birgitt Riegraf