

TUM Dual Career Policy

Table of contents

TUM Dual Career efforts	3
Objectives & scenarios of the TUM Dual Career work	3
Dual Career Support	4
Career Service	4
Network Search	4
Coaching	5
Dual Career @TUM	5
Tandem Appointments	6
Contact & responsibility for content	7

TUM Dual Career efforts

The primary goal of TUM’s faculty recruitment strategy is to attract the best talent to TUM. Dual career is an integral part of this strategy. As part of the Faculty Recruitment, the Munich Dual Career Office (MDCO) offers newly appointed professors and their partners support in finding suitable employment options at their new place of residence. Dual career partners are the life partners of the people with whom TUM is negotiating for a professorship. It is irrelevant whether the couples are married or not. All gender constellations are equally welcome.

Individuality, openness and clearly expressed appreciation are the values behind the MDCO’s work, which has always been outcome-oriented and individual case-based. TUM is on a path of progressive internationalization. At the same time, there is a shortage of skilled workers and TUM has to hold its own in the battle for talent.

The TUM Dual Career Policy creates a contemporary framework for the university’s dual career measures: The goal is greater standardization (and thus better quality assurance) with continued individual case work. Externally, dual career work is part of employer branding. A traceable procedure increases transparency in faculty appointment processes. Internally, the policy contributes to greater fairness and comparability. Dual career processes should be comprehensible and carried out in close cooperation with the schools and other departments of TUM. There is no legal entitlement to the dual career service of TUM in the context of appointment processes, especially not to dual career positions.

Objectives & scenarios of the TUM Dual Career work

The overarching goal of TUM’s dual career measures is to increase recruitment success for faculty appointments. Further strategic targets are a positive external effect in terms of employer branding as well as the highest possible satisfaction of the new faculty and their partners. The dual career work aims to make the best possible use of university resources, particularly when positions are created for partners at TUM.

Based on the extensive experience of recent years, there are three main scenarios in dual career work, each of which can be supported by accompanying measures:

	Dual Career Support	Dual Career @TUM	Tandem Appointments
Target group	Individuals for whom employment on the free labor market is the best career opportunity (scientific & non-scientific profiles)	Individuals for whom employment at TUM represents the best career opportunity (scientific & non-scientific profiles)	Individuals for whom a professorship is the only logical career step (scientific profiles)
	Alternative/additional measures: language classes & further training		
	Coaching & strategic career planning		

Dual Career Support

TUM's Dual Career Support has three pillars (see fig. 1): Individual, tailor-made **career service**, professional connections via a tried-and-trusted **network search** and **coaching sessions** for partners, if suitable and required. The dual career partners have different professional profiles and diverse backgrounds in various fields. In most cases, it is possible to quickly find a professional perspective for the respective profile. The heterogeneous labor market in southern Germany and the diverse industry at the TUM locations are both beneficial factors. In order to facilitate entry into the German labor market (especially for international profiles), funding for further training and language classes is possible.

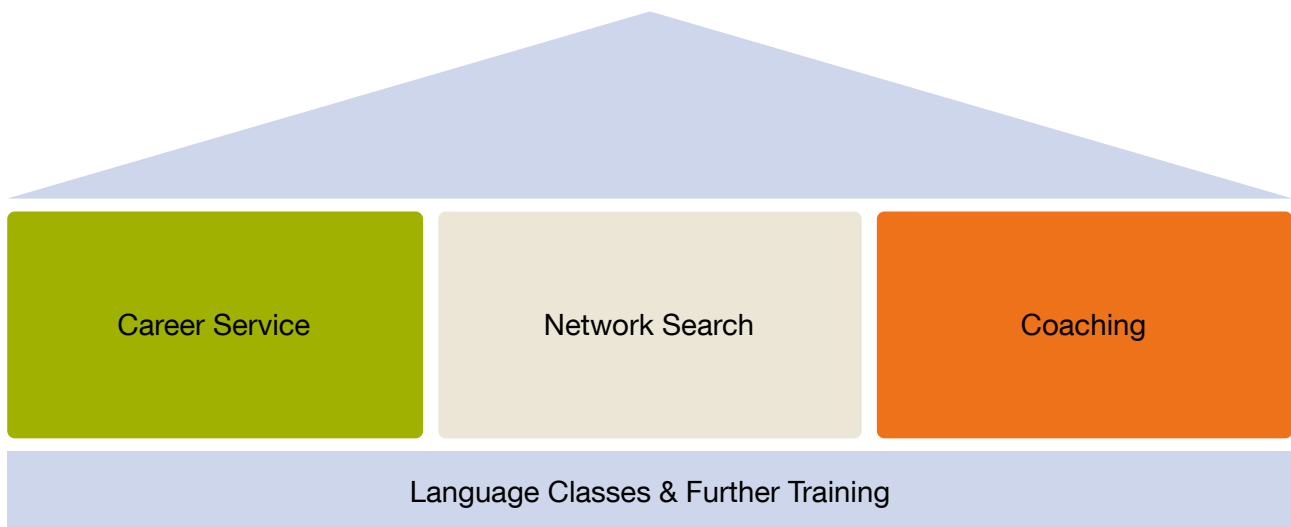


Figure 1: Three pillars of TUM Dual Career Support

Career Service

MDCO's career service helps the dual career partners to specify their professional ambitions and to develop a career strategy, depending on the job market at their new location. They receive advice on the German standards for application documents and interview trainings. If needed, the MDCO helps with the recognition of international degrees.

Network Search

The core of the Dual Career Support is the network approach: Finding a suitable position in a new surrounding has a lot to do with talking to the right people. The MDCO facilitates a network-orientated job search and (for couples moving to the Munich area) offers access to the International Dual Career Network (IDCN) Munich. IDCN Munich is a platform for active networking. It enables dual career partners to get a direct link to HR representatives from the network's corporate members and as well to other dual career partners that are facing the same obstacles. In addition, a grown experts' network, the Munich Dual Career Network (MDCO) offers additional points of contact for the partners.

If active networking does not lead to success, there is the option of a bridging position at TUM, provided that the profile of the dual career partner matches an area of work at the university and all legal selection and recruitment requirements are met.

Coaching

Depending on the partner's individual situation, the MDCO offers coaching sessions within the range of MDCO's career service. In these sessions, questions and challenges that occur in a career change due to an (international) relocation can be addressed:

- Definition of strategic goals
- Career change, e.g. from academia into business
- Identification of professional competences and transferable skills
- Support in decision making processes
- Barriers and obstacles in a career path

The MDCO staff consider themselves as door openers, network facilitators and sparring partners for the dual career partners.

Dual Career @TUM

In some cases, a position at TUM is an attractive option for the dual career partner. This is considered as an opportunity to attract additional talents to TUM and thus counteract the battle of talents. The principle of Dual Career @TUM is to ensure the best possible match between the dual career partner and TUM. Dual Career @TUM is defined as temporary job funding for the dual career partner at TUM.

This scenario is based on a framework that still considers individual casework: a two-part decision tree (see fig. 2) that considers all factors and variables of a Dual Career @TUM solution, while following the legal requirements for university recruitment. Dual career partners must not be in the same team and, above all, must not be hierarchically dependent on their spouses. Life partners must always and without exception recuse themselves from all professional matters concerning their spouse. Confidential information related to their work at TUM may not be shared between the partners.

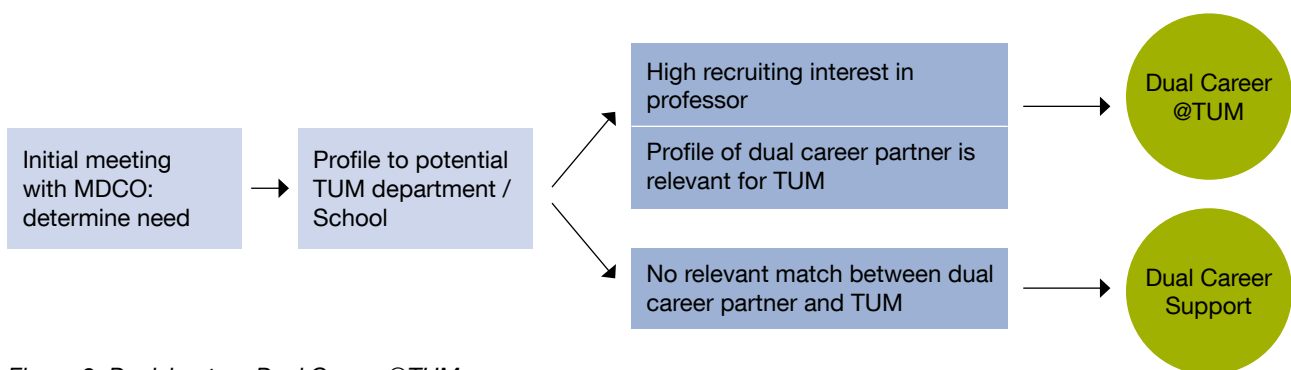


Figure 2: Decision tree Dual Career @TUM

Two factors play a role in a Dual Career @TUM solution: Firstly, TUM’s recruitment interest in the professor must be sufficiently high. Secondly, the profile of the dual career partner must fit well with a TUM area of work. To ensure the latter, the MDCO works closely with various TUM departments. The profile of the dual career partner is discussed with potential colleagues and superiors at an early stage in order to identify a position that is well secured and meaningful within TUM. The principle of selecting the best candidates also applies to dual-career positions. This approach enables sustainable and transparent dual career solutions for both sides and avoids „quick fixes“. Thanks to the strong focus on a suitable match, Dual Career @TUM solutions can be successfully embedded in long-term career development and go in line with the Dual Career Support. If appropriate employment at TUM is not possible, this is communicated to the couple as early as possible and measures from Dual Career Support are activated.

Throughout the entire process, the MDCO acts as an interface between the dual career couple and the involved parts of TUM. This ensures a transparent process that monitors all requirements.

Tandem Appointments

For some dual career partners, a professorship of their own is the only logical (next) career step. Of course, the MDCO again makes use of the opportunities offered by the network: Together with the partner, suitable calls for applications at TUM and other universities in the vicinity are searched for. If such a call exists, the partner applies in the regular way and the usual selection mechanisms take effect. The disadvantage of this procedure is that even if the outcome of the procedure is positive, the partner’s start of service is greatly delayed from that of the professor who was recruited first. This requires a high degree of trust and flexibility on the part of the couple.

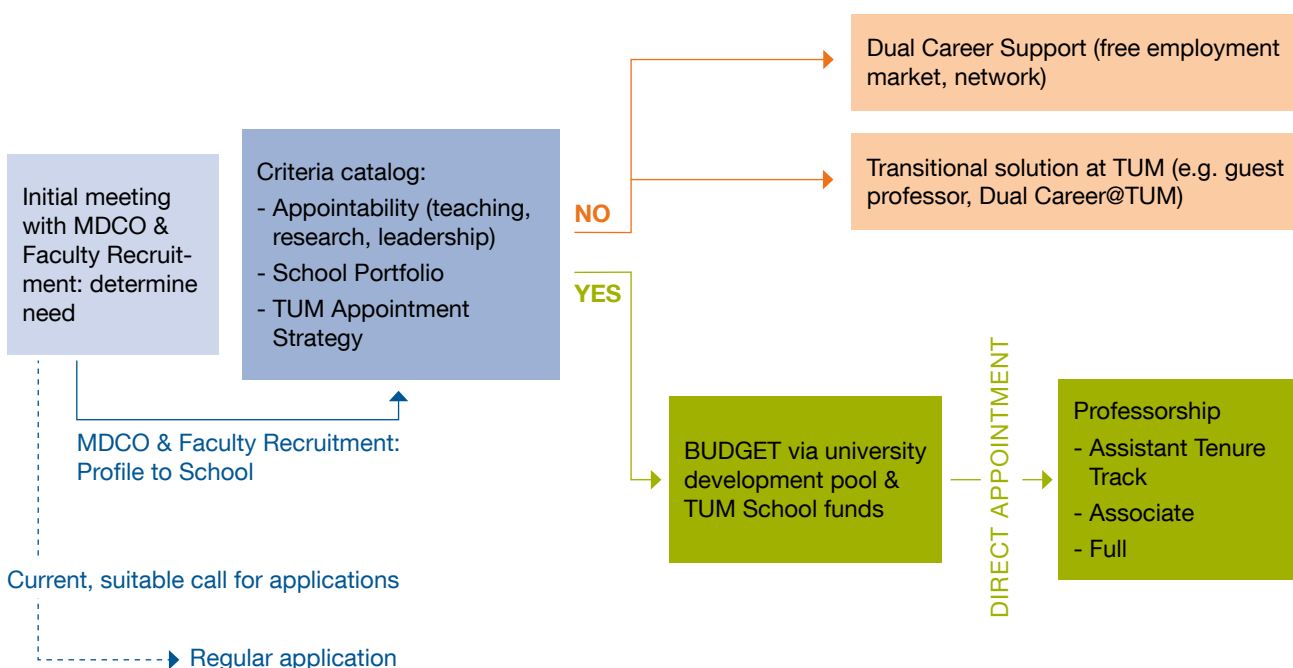


Figure 3: TUM Tandem Appointment Process

Provided that the appropriate resources are available and the support of a TUM school is secured, TUM has the possibility to create dual career professorships. The professorships are financed via the university development pool in cooperation with the respective school. Dual career appointments lead to the recruitment of another top scientist to TUM. An objective and systematic review of the partner via a criteria catalog (see fig. 3) simultaneously enables a „justified no“, which is then followed by alternative measures. The school with which the partners are professionally aligned is actively involved in the review- and decision-making process. If the partner is a suitable candidate for a tandem appointment and the corresponding legal requirements are met, the appointment follows the legal framework for direct appointments. The appointments of the dual career couple are handled strictly separately. Life partners must always and without exception recuse themselves from all professional matters concerning their spouse. Confidential information related to their work at TUM may not be shared between the partners.

Contact & responsibility for content

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