

Information for applicants for the W3 professorship in „Technical Chemistry – Reaction Dynamics“

at the Faculty of Chemistry and the research center ACTIVE SITES

Table of contents

1. The University of Duisburg-Essen (UDE)

UDE as an employer

2. Faculty of Chemistry

3. The research environment

The research agenda of ACTICE SITES – an overview

The Technical Chemistry branch

4. Information about the position

Additional information

5. Legal framework

6. Salary

1. The University of Duisburg Essen (UDE)

We are a young, innovative university located in the heart of the Ruhr metropolis. We pride ourselves on outstanding research and teaching, think in terms of opportunities rather than limitations and develop ideas with a view to the future. Diversity is an integral part of our culture as we promote potential and are committed to upholding genuine equity in education.



Essen campus

Located in the heart of the Ruhr metropolis, the University of Duisburg-Essen (UDE) is one of Germany's youngest universities and also among its strongest in research. The courses range from the humanities, social sciences and educational sciences via economics and business studies all the way to the engineering sciences, computer sciences and natural sciences (including medicine).

UDE embodies responsibility for the future. Our values – openness and internationality, diversity, equal opportunity and sustainability – guide our actions, research, teaching and learning.

UDE's research profile is distinguished by the strategic identification, consistent promotion and systematic advancement of promising, innovative ideas – and this is true of both fundamental and applied research and extends to the transfer of knowledge into industry and society. Our many internal and affiliated institutes also bear witness to this.

The cornerstones of UDE's research profile are the University-wide strategic research areas, which are shaped and advanced by numerous researchers in twelve faculties and fourteen inter-faculty research centres. Cooperative research projects have just as vital a place here as excellent individual research.

With innovative and digitally supported teaching and learning concepts, UDE enables research-based learning from the start. The University offers around 38,000 students from 130 countries a wide range of courses of study, including teacher training.

UDE is considered a paradigm throughout Germany of how equity in education can be implemented at a university with a strong track record in research. Numerous measures and projects are in place to support talented young people and offer them prospects. UDE considers itself a vibrant environment of diversity and openness where students, researchers and staff can realise their potential and willingness to perform.

In a strategic partnership, UDE is affiliated with Ruhr University Bochum (RUB) and TU Dortmund University. Together, they form the University Alliance Ruhr (UA Ruhr) and collaborate closely to achieve excellence in research and teaching together. With more than 110,000 students and almost 14,000 researchers, the UA Ruhr is one of the largest and best-performing academic hubs in Germany. The UA Ruhr's top-level international research on pressing issues of the future has been consolidated under the umbrella of the Research Alliance Ruhr.

In addition, the UDE maintains partnerships with over 100 universities around the globe and is a founding member of the Aurora European university network, which offers cross-border study programmes.

Learn more: <https://www.uni-due.de/en/university/index.php>

UDE as an employer

Seal of quality from the German Association of University Professors and Lecturers

The University of Duisburg-Essen bears the German Association of University Professors and Lecturers' (DHV) seal of quality for the fair and transparent nature of its appointment proceedings; this seal was first earned in August 2014, with successful re-audits in 2017 and 2022.

Learn more: <https://www.uni-due.de/verwaltung/berufungsmanagement/>

Family-friendliness

UDE systematically promotes and improves the ability of all its members to balance family life with research, work and studying, which it underscored as early as 2010 with its successful participation in the family-friendly university audit (*audit familiengerechte hochschule*). In 2022, UDE joined the *Verein Familie in der Hochschule e.V.* (family in higher education association) and established the UDE-wide *Netzwerk Familie** (family network). This was followed in 2024 by participation in the *North Rhine-Westphalia state programme Vereinbarkeit Beruf & Pflege* (reconciling work and care).

The Diversity Support Center at UDE offers support through the Family Service Office. Its offerings include personalised consultation on topics related to care, its own daycare facilities, flexible caregivers in emergencies and a holiday activity programme.

Learn more: <https://www.uni-due.de/diversity/en/>

Onboarding and Dual Career Service

The Onboarding team within the Appointment Management Department provide advice for getting started at UDE and can connect you with UDE's other consultation services. They also organise the Dual Career Service, which offers career assistance for both you and your partner.

Learn more: https://www.uni-due.de/en/dual_career.php

Coaching and further training

We see ourselves as a university of potential and work to ensure that all UDE members can contribute and develop their talents and abilities. This includes a wide range of opportunities to develop leadership skills along with coaching for line managers.

Learn more: <https://www.uni-due.de/pe/personalentwicklung>

Promoting good health in the workplace

UDE's occupational health management service works to provide a healthy and pleasant work environment as well as a culture of cooperation and trust. Staff at UDE can take advantage of a broad spectrum of in-person and online options to promote good health, comprehensive sport and fitness offerings provided by the University sport services, balanced meals in the canteens for good nutrition on campus, and many other opportunities.

Learn more: <https://www.uni-due.de/pe/gesundheitsmanagement>

2. Faculty of Chemistry

The Faculty of Chemistry is located on the Essen campus where it has modern laboratories and offices. With a staff of 27 professors, 240 academic staff members and 80 technical and administration staff members, it currently covers eight different branches: Inorganic Chemistry, Organic Chemistry, Physical Chemistry, Technical Chemistry, Analytical Chemistry, Environmental Microbiology and Biotechnology (EMB), Didactics of Chemistry, and Theoretical Chemistry. Additionally, the Faculty of Chemistry hosts a research professorship of the Research Center One Health Ruhr focused on environmental metagenomics. Approximately 2,000 students, distributed evenly across the three study programmes/fields of Chemistry, Water Science and teacher training, and nearly 400 doctoral candidates are currently enrolled at the faculty, making it one of the largest faculties of chemistry in Germany. Every year, approximately 50 early career researchers, not only from the field of chemistry but also physics, biology and engineering, receive their PhD here. In this context, the faculty also cooperates closely with the neighboring universities of applied sciences in Krefeld and Gelsenkirchen.



The building S07 at the Essen campus houses almost 100 modern chemistry laboratories.

The faculty represents the entire breadth of chemical research, from purely fundamental research to more application-oriented research as conducted in the faculty's two affiliated institutes, the German Textile Research Center North-West (DTNW) in Krefeld and IWW Water Centre in Mülheim, for example. There is also close cooperation in research at all levels with the Max Planck Institutes in the surrounding area, in Mülheim (coal research and chemical energy conversion) and Dortmund (physiological chemistry). In addition, researchers from these institutions take on teaching roles as honorary professors, *Privatdozent* senior lecturers and contracted teaching staff at our faculty.

The faculty contributes to three of the University of Duisburg-Essen's five strategic research areas, namely Water Research, Nanosciences and Biomedical Sciences. The new **ACTIVE SITES** research building, approved by the German Science and Humanities Council, and to be opened in summer 2028, is to serve as an interface between these three strategic research areas where a focus is placed on the interdisciplinary development of methods for characterising active sites in aqueous functional environments (www.uni-due.de/activesites). A total of ca. 25 working groups from the Faculties of Chemistry, Physics, Biology, Engineering, and Medicine contribute to the research agenda. With its method-centred research approach, ACTIVE SITES addresses the issue of characterising active sites *in ambience* and *operando*, including their preparation. Examining active sites in water under ambient conditions using new methods and combinations of methods within ACTIVE SITES is a cross-faculty focus area that will enhance the understanding of fundamental processes in aqueous environments and at solid-fluid interfaces from molecular to cellular level. The professorship will be located within that research building, substantially contributing to its research agenda (see Chapters 3 and 4).

Water Research was established in 2020 as UDE's most recent strategic research area. On the part of the Faculty of Chemistry, its activities are primarily driven by the working groups in Analytical Chemistry and Technical Chemistry and the Environmental Microbiology and Biotechnology branch (EMB), who are also actively involved in the board of the Centre for Water and Environmental Research (ZWU) and, in addition, manage IWW Water Centre in Mülheim an der Ruhr. Its scientific work focuses mainly on microbial processes in aquatic systems, water quality management, new water technologies and the tracking of hazardous substances in the environment. The Faculty of Chemistry provided the spokesperson of the *Future Water* graduate school that was funded by the state of North Rhine-Westphalia and completed in 2022 after an eight-year funding period. In the field of water research, there is close cooperation with the Faculty of Biology, which, in addition to biomedical research, also focuses mainly on water research. The collaborative research centre 1439 *RESIST* was initiated in 2021 by the Faculty of Biology with strong participation from the field of chemistry. A funding recommendation has been issued for the construction of the new *FutureWaterCampus* research building to which the Faculty of Chemistry will make significant contributions.

The interdisciplinary strategic research area **Nanosciences** receives contributions from colleagues from the fields of inorganic chemistry, organic chemistry, physical chemistry, technical chemistry and theoretical chemistry. These scientists work on numerous topics in the areas of surface chemistry and functionalisation, nanomaterials research, soft materials, self-assembly and self-organisation, nanomagnetism, supramolecular chemistry and crystallography. Working groups of the Faculty of Chemistry are active members of the *Center for Nanointegration Duisburg-Essen* (CENIDE) and of the NanoEnergieTechnik-Zentrum (NETZ) in Duisburg. Chemistry working groups involved in suitable research projects have the opportunity to use the infrastructure of the NETZ building. In matters related to heterogeneous catalysis and energy research, the faculty seeks to closely cooperate with the Max Planck Institutes for Chemical Energy Conversion and for Coal Research in Mülheim and with partners at Ruhr University in Bochum. These regional competences are joined in the collaborative research centre Transregio 247 *Heterogeneous Oxidation Catalysis in the Liquid Phase*, which has been running since 2018. In this setting, new catalysts for water electrolysis that could help efficiently store electrical power produced from renewable resources are being investigated among other

things in close cooperation between the various facilities and institutions. Members of the faculty are also involved in CRC 1242 *Non-Equilibrium Dynamics of Condensed Matter in the Time Domain* and CRC/TRR 270 *Hysteresis Design of Magnetic Materials for Efficient Energy Conversion*. Moreover, the priority programme 2122 *Materials for Additive Manufacturing* which was recently concluded after a successful six-year funding period with a spokesperson from the Faculty of Chemistry, is particularly noteworthy.

Activities in the area of **Biomedical Sciences** include bio-organic and supramolecular chemistry, biomaterials research, drug development and release as well as biophysical chemistry. Working groups from the fields of organic, inorganic and physical chemistry, as well as biotechnology, are particularly active in this area and also work in the *Center for Medical Biotechnology* (ZMB). This research field is reflected in teaching in the specialisation option in Medical-Biological Chemistry as part of the master's course in Chemistry. Scientists from our faculty cooperate in a wide range of joint projects with colleagues from the fields of biology and medicine.

Empirical educational research is another research focus area of the faculty, which is manifested in particular in the subject Didactics of Chemistry. Staff from this field are currently involved in a collaboration consisting of five DFG projects. Their collaborative efforts explore the reasons that lead to successful studies and to dropping out of university during the early stages of studying sciences and technology, as well as potential intervention methods. All professors in Didactics of Chemistry are members of the Interdisciplinary Centre for Educational Research (IZfB). The Centre for Teacher Training (ZLB) coordinates the graduate school for cross-disciplinary issues in teacher training and school and teaching development (GKqL), established in April 2019, with significant participation from the Faculty of Chemistry.

The faculty's research is heavily funded by third parties. The amount of third-party funding acquired has been steadily increasing in recent years and has now stabilised at a level that can be considered high, even when compared with other universities throughout NRW and Germany.

Many of the research activities outlined above are highly interdisciplinary, which is why almost all of the faculty's working groups cooperate intensively with scientists from other faculties of our university (especially biology, medicine, physics, engineering and educational sciences) and with other research groups in Germany and abroad, as illustrated by the examples given. Furthermore, the faculty is represented through its members in various national and international bodies.

With regard to promoting early career researchers, members of the faculty have had excellent success over the past years, such as funding as part of the North Rhine-Westphalian Returning Scholars Programme, Liebig Fellowships, admissions to the DFG Heisenberg Programme and BMBF junior research groups.

A strategic partnership is in place with Evonik Industries, in the context of which Evonik provides funds for projects and events held at the faculty. As well as an endowed junior professorship and the Werdelmann lecture series, the Werdelmann Foundation specifically finances doctoral projects at our faculty.

At present, the Faculty of Chemistry offers the following courses of study:

- Consecutive bachelor's/master's courses in Chemistry
- Consecutive bachelor's/master's courses in Water Science: Chemistry, Analytics, Microbiology
- Consecutive bachelor's/master's courses in Chemistry with the option to teach at a) midlevel secondary schools (HRSGe); b) secondary schools offering university entrance qualification (GyGe); and c) vocational colleges (BK)
- Consecutive bachelor's/master's courses in Biotechnology with the option to teach at vocational colleges
- Consecutive bachelor's/master's courses with the option to teach at primary schools in Learning Field III Natural and Social Sciences

With accredited bachelor's and master's courses, it is ensured that degrees (Bachelor of Science, B.Sc., and Master of Science, M.Sc.) are equivalent throughout Europe, also in the sense of Europe-wide recognition as a Eurobachelor. Following the transition to system accreditation, with an external institutional evaluation attesting that the faculty achieves high quality in teaching and internationally acknowledged strength in research.

The faculty places a particular emphasis on high quality of teaching: students' feedback on lectures and seminars is regularly evaluated and taken into consideration when further developing the classes offered. During their first semesters, the aspiring scientists and teachers receive particularly comprehensive support from groups of tutors and mentors. Practical training in the fundamental stages of studies is carried out in newly equipped, modern practical training halls, while it is usual for more advanced students to be closely affiliated with the research of the working groups. Even during their bachelor's studies, students typically encounter topical research issues as early as in their fifth semester – in the master's programme, early integration in research is all the more natural.

In the field of recruiting young talent, the Faculty of Chemistry offers a number of events for pupils. Outstanding upper-level secondary school pupils can already attend the basic lectures during their school years and obtain credits for their later studies. The faculty continues to participate successfully in the SommerUni events aimed specifically at women and offers a highly sought-after trial study of chemistry. The experimental practice experience for pupils (SEPP), established by the Faculty of Chemistry and available to lower secondary school classes once a week, is already booked out for months in advance. Moreover, approximately 20 pupils per year are admitted to the faculty for individual work placements (usually between one and three weeks) within the different working groups. Further information about current news and outreach programs for recruiting young talents can be found at <https://www.uni-due.de/chemistry/>

3. The Research Environment

The research agenda of ACTIVE SITES – an overview

ACTIVE SITES (www.uni-due.de/activesites) connects research-intensive subject fields within the areas of natural sciences, engineering and medicine at UDE with the aim of exploring chemical, biological and physical processes in active sites in their aqueous functional environment. The directors of ACTIVE SITES are affiliated with the Faculty of Chemistry and all of the faculty's branches, with the exception of didactics, are incorporated into the research agenda, which has a focus on the interdisciplinary development of methods. Active sites are atomic adsorption and reaction sites for molecules, for example in catalysis, or non-covalent binding sites for supramolecular, protein-specific ligands. The property profiles of individual cells in cell communities can also be considered active sites of ecosystems. At single cell level, the aim is to decode their genome, transcriptome, metabolome and proteome. The preparation and distribution of samples and the instrumental analytical methodology for the characterisation of active sites are developed in the aqueous functional environment (in ambience), while the in-situ characterisation of active sites is also developed in operating conditions (operando), e.g. in heterogeneous catalysis. There is a particular focus on physically combining instrumental-analytical methods to characterise the active sites together with their function determining liquid environment. ACTIVE SITES' method-oriented research agenda acts as a liaison in terms of content, connecting areas within UDE as well as three of the four UA Ruhr research centres on a regional level. It is expected that future professorships with similar focuses introduce new research questions and methodological expertise, thereby strengthening the impact of the ACTIVE SITES research agenda. With the research building, an integrative approach is pursued and topic-oriented, shared use research spaces and infrastructure are offered to enable fundamental interdisciplinary research. The professorship shall complement the expertise already existing in ACTIVE SITES and substantially contribute to that interdisciplinary research, with expertise in reaction dynamics in heterogeneous catalysis, involving the application of in-situ or operando methods.



Visualisation of the planned ACTIVE SITES research building at the campus Essen

The Technical Chemistry branch

The Technical Chemistry at UDE has a highly collaborative and cooperative research profile. It has collaborations within the Faculty of Chemistry as well as with neighboring faculties in the strategic research areas of Nanosciences, Water Research and Biomedical Sciences. The Chair of the Board of Directors (Prof. habil. Dr.-Ing. Barcikowski) and Vice Chair of the Board of Directors (Prof. Dr.-Ing. Andronescu) of ACTIVE SITES are affiliated with the Technical Chemistry branch. Technical Chemistry is involved in a series of DFG-funded cooperative programmes, including three collaborative research centres/Transregios, and a research unit, as well as a graduate school. There are also numerous cooperations in the area of collaborative research with external partners, including industry, for example in the fields of catalysis, biomedicine, and additive manufacturing.

The Technical Chemistry branch is composed of the following professorships:

- Technical Chemistry I, W3 professorship, held by Prof. habil. Dr.-Ing. Stephan Barcikowski
- Technical Chemistry II, W3 professorship in Technical and Macromolecular Chemistry for Water Research (Prof. Dr. -Ing. Hannah Roth)
- Technical Chemistry III, W2 professorship, held by Prof. Dr.-Ing. Corina Andronescu
- Technical Chemistry IV, W3 professorship as described here in Reaction Dynamics

The working group led by Prof. habil. Dr.-Ing. Barcikowski focuses on the laser synthesis and processing of colloidal nanoparticles for applications in catalysis, biomedicine and additive manufacturing. The nanomaterials generated are subjected to functional analysis both in house and within collaborations. The working group of Prof. Dr. -Ing. Hannah Roth focuses on the development and functionalization of advanced membrane systems, with a particular emphasis on hollow fiber membranes. The professorship explores innovative membrane fabrication techniques and functionalization strategies - such as the integration of catalysts, anti-fouling hydrogels, and enzymes - to create tailored solutions for environmental, energy, and medical applications. The research interests of the working group led by Prof. Dr. Andronescu cover fundamental and applied topics that focus on understanding electrocatalysts and electrode design for different reactions important for energy conversion and storage (e.g. CO₂ electroreduction, electrocatalytic alcohol oxidation) as well as the discovery of new electrocatalyst materials using high-throughput electrochemical techniques and single-entity electrochemistry.

The professorship advertised here is to enlarge and complement the expertise already present in ACTIVE SITES, Faculty of Chemistry, and the branch Technical Chemistry. Its shall substantially contribute to the ACTIVE SITES research agenda (see Section 3). It would be an ideal addition to this branch if the successful candidate for the advertised professorship has expertise in reaction dynamics in heterogeneous systems with a strong focus on experimental operando techniques that allow the determination and understanding of reaction kinetics, transport, and reaction mechanism. Applications with a strong focus on method development for understanding the dynamics heterogeneous reactions over different time or length scales also in additional fields (i.e., thermal catalysis, reaction engineering, reactor level/scale, etc.) would also supplement the profile of the Technical Chemistry branch.

[Click or type here to enter text.](#)

4. Information about the open position

We are seeking a researcher with international visibility who conducts research in a current area of Technical Chemistry and whose expertise will meaningfully complement the existing research profile of the Faculty of Chemistry at the University of Duisburg-Essen. Expertise in reaction dynamics in heterogeneous catalysis is required. Applicants should have an outstanding track record in this field, ideally involving the application of in-situ or operando methods.

Candidates are expected to propose an innovative experimental research program that strengthens methodological development within the ACTIVE SITES research center (www.uni-due.de/activesites), and to demonstrate a clear vision for collaboration with existing research groups within the Faculty of Chemistry and ACTIVE SITES. Interdisciplinary collaboration with the University of Duisburg-Essen's profile areas (Nanoscience [CENIDE](#) and water research [ZWU](#)) is welcome. In addition to scientific excellence, interdisciplinary skills in the areas of communication, leadership, equality, and promoting young talent, as well as international co-operation and teaching experience, are expected.

The successful candidate is expected to represent the field of Technical Chemistry comprehensively in teaching and to offer relevant courses within the degree programmes of the Faculty of Chemistry, and to actively contribute to the faculty's teaching export initiatives.

Candidates are expected to have publications in high-ranking, peer-reviewed journals, as well as appropriate experience in securing and managing externally funded, competitive third-party research projects, preferably those supported by the German Research Foundation (DFG).

The University of Duisburg-Essen places strong emphasis on teaching quality. Applicants must submit clear didactic concepts for teaching, taking into account the university's specific teaching-learning strategy (Lehr-Lern-Strategie). Participation in the faculty's outreach programmes is desirable.

Criteria for appointment are based on Section 36 of the Higher Education Act of North Rhine-Westphalia (Hochschulgesetz; HG).

Supplementary information on the open position

The laboratory facilities and office rooms for this professorship will be located in the new ACTIVE SITES research building which will provide cutting-edge infrastructure for technical-chemical research, including advanced in-situ and operando characterization capabilities for heterogeneous catalysis. The laboratory infrastructure in the ACTIVE SITES research building features a modern, multimodal foundation for in-situ and operando investigations. The research facility is equipped with a range of major instruments that can be used in collaboration. These include a GIXRD-RS (Grazing-Incidence X-ray Diffraction coupled with electrochemistry, Raman, and mass spectrometry), a FX-SWAXS-UV (microfocus X-ray source for in-situ microfluidic Small-Angle X-ray Scattering with UV-Vis), an NMR-in-situ-IR/UV

spectrometer, and a laser spectroscopy system (LIF-TP) for spatially resolved in-situ investigation of transport phenomena and reactions in aqueous phase.

The professorship is assigned the regular teaching load of nine units per week each semester (according to the Lehrverpflichtungsverordnung – LVV), offering relevant courses in coordination with the Technical Chemistry branch. Own initiatives for new didactic concepts or innovative forms of teaching, including e-learning opportunities in lectures, seminars and practical courses are encouraged.

Details of the means to be provided to the professorship in future (staff, space, regular funding and infrastructure) will be presented or shown to the invited candidates during a tour of the premises of the Technical Chemistry branch.

The Faculty of Chemistry is equipped with several central analytical service units (including nuclear magnetic resonance spectroscopy (NMR), mass spectrometry (MS), scanning electron microscopy, elemental analysis, single-crystal and powder X-ray diffraction, and polymer characterisation), which are available for shared use in addition to UDE facilities (such as the ICAN centre for nanoanalytics (<https://www.uni-due.de/cenide/ican/>) and the IMCES imaging centre (<https://www.uni-due.de/imces/indexd.php>)).

5. Legal framework

Universities are state-funded bodies under public law with legal capacity. State funding is based on the university's tasks, the obligations agreed upon in university contracts and the university's performance. They have a global budget and are not subject to individual instructions from the Ministry for Culture and Science of the state of North Rhine-Westphalia.

If the legal requirements are met, professors are appointed as permanent civil servants as a rule. Professors can also be appointed on the basis of an employment contract under private law.

When awarding a junior professorship, it is to be noted that individuals who already meet the hiring requirements for a university professorship due to having completed a habilitation or another reason cannot be considered.

Further information (in German):

- Contacts
www.uni-due.de/verwaltung/organisation/peo_professoren.php
- Regulations on the appointment proceedings
www.uni-due.de/imperia/md/content/zentralverwaltung/bereinigte_sammlung/2-10-mai12.pdf
- Information on the appointment and hiring process
www.uni-due.de/verwaltung/berufungsmanagement/

6. Salary

The salary of university teaching staff is stipulated by the North Rhine-Westphalian system for the remuneration of civil servants. These staff members fall under the W salary range, which contains the bands W1, W2 and W3.

Basic salaries can be supplemented with (performance) bonuses in bands W2 and W3. These performance-based salary components can be awarded

- as a result of appointment and retention negotiations (appointment and retention bonuses),
- for special achievements in research, teaching, art, further education and supporting early career researchers (special achievement bonuses),
- for assuming functional or special responsibilities as part of the University's self-governance or University management (functional bonuses).

In certain circumstances, so-called teaching and research bonuses may be paid from private third-party funds.

During appointment and retention negotiations, performance bonuses can also be agreed for a fixed period of time if they are linked to target and performance agreements.

Appointment bonuses are to be negotiated on an individual basis with the Rector of the University of Duisburg-Essen as part of appointment negotiations.

Please find a table showing the current remuneration (in North Rhine-Westphalia) for the salary bands W1, W2 and W3 at:

- <https://www.finanzenverwaltung.nrw.de/dienststellen/landesamt-fur-besoldung-und-versorgung-nrw/besoldungstabellen-fuer-verbeamtete-personen>

You can find information on the W salary range (in North Rhine-Westphalia) and the legal foundations for it on the following webpages:

- www.uni-due.de/verwaltung/organisation/peo_links.php
- <https://www.research-in-germany.org/en/jobs-and-careers/info-for-senior-researchers/career-paths/professorship/professor-university.html>

Further information (in German) can be found in the regulations on awarding performance-related bonuses:

- www.uni-due.de/imperia/md/content/zentralverwaltung/bereinigte_sammlung/3_60.pdf