Detailed evaluation of our action plan 2014-2016:

Newly added or changed actions are highlighted by yellow shading

I. Ethical and professional aspects

General scientific practice

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
Rules for good scientific practice (RGSP)	**07/2015** (04/2015)	Update of "rules for good scientific practice" and inclusion of plagiarism guidelines.	M. Hupfer (Senior scientist and ombudsman), F.Hölker (Scientist, deputy ombudsman), K. Pohlmann (coordinator doctoral programme)	Word and pdf document	completed
	09/2015 (05/ 2015)	Translation to English	K. Pohlmann (coordinator doc.prg.)	Word and pdf document	completed
	05.10.2015	LGI validation, signing by directors	K. Pohlmann (coordinator doc.prg.), K.Tockner (director)	signed document	completed
	10/2015 (05/2015)	Publication in intranet	K. Pohlmann (coordinator doc.prg.)	Pdf in Intranet	completed
	12/2015 **03/2016** (04/2015)	Information of update to all researchers	I. Severin (research assistant of director) / K.Pohlmann (coordinator doc.prg.), C. Engelhardt (senior scientist, head of worker's council)	IGB news Employee meeting	completed
	04/2016 (05/2015)	Inclusion of rules in welcome portfolio for new employees	M. Lange (personnel office)	Portfolio extension	completed

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
• Institutional practice on data use and publication: researcher can publish own data; after a specified period superior/project leader can publish data • Research Data Working Group of the Leibniz Association provides information on experience and guidelines on data management, also from institutions worldwide	01/2015	Established commission on data use policy develops general institute policy on data sharing	R. Adrian (Department head)	Document with proposed rules	completed
	02/2015 (01/2015)	Decision on rules by board of directors	R. Adrian (Department head)	Document with approved rules, word and pdf	completed
	02/2015	Translation to English	S. Burkert (Secretary, translator)	Translated word and pdf file	original in English; translation not necessary
	02/2015	Publication in intranet	S. Burkert (Secretary, translator)	Pdf in Intranet	completed
	02/2015 (01/2015)	Information to all researchers	I. Severin (Research assistant of director)	LGI news article	completed
	03/2015	Inclusion of rules in welcome portfolio for new employees	M. Lange (personnel office)	Portfolio extension	completed
	05/2016	propose and get approval on changed rules	R. Adrian (Department head)	LGI decision document	completed
	05/2016	Information on update to all researchers	C. Wiechert (Secretary director)	LGI news article	completed
	08/2016	Publication in intranet	S. Burkert (Secretary, translator)	Pdf in Intranet	completed

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
General scientific practice: authorship	06/2015	Develop and propose regulations that specify ownership and use of research results with special regulations on strongly supervised research (e.g. Bachelor / Master, Doctoral thesis) by HRS committee and doctoral representatives	K. Pohlmann (coordinator doc.prg.), M. Hupfer (Senior scientist and ombudsman),	Word document with rules and background information (RGSP)	completed
	08/ 2015	Doctoral students discuss proposed rules at doctoral retreat	Doctoral representatives	Statement to board of directors	completed
	09/2015	Adaptation of rules based on feed back	K. Pohlmann (coordinator doc.prg.)	Word file	completed
	10/2015	Decision on proposed rules by board of directors	I. Severin (Research assistant of director), included in RGSP	Word and pdf file with rules	completed
	11/2015	Translation to English	S. Burkert (Secretary, translator), Kirsten Pohlmann (coordinator doc.prg.)	Translated word and pdf file	completed
	11/2015	Publication in intranet	S. Burkert (Secretary, translator)	Pdf in Intranet	completed
	12/2015 (11/2015)	Information of update to all researchers	I. Severin (Research assistant of director)	IGB news	completed
Guidelines of the Third Party Funding Committee	12/2014	Translation to English	S. Burkert (Secretary, translator)	word and pdf file	completed
	12/2014	Publication in intranet	S. Burkert (Secretary, translator)	Pdf in Intranet	completed

Evaluation/ appraisal systems

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
Annual performance evaluation: Implement internal reporting covering all data necessary for various demands	12/2014	gathering of required information	C. Große (Head of library)	List of parameters needed for all reports	completed
	12/2014	design of IT data base system including link to publication databank	J. Hochschild (IT service)	Data base for information entry	completed
	02/2015	Development of query modules for data base system in interaction with users	J. Hochschild (IT service)	Query modules in data base system	completed
	02/2015	Start of use of system	D. Langenhaun (data base programmer)	Emails to head of IT	completed
	03/2015	Feedback of users	I. Severin (Research assistant of director)	Meeting with IT	completed
	04/2015	Adaptation of data base after first experiences	D. Langenhaun (data base programmer)	Updated data entry system, adaptation failed	failed, new approach started
	12/2016	system acquisition and adaptation due to too many problems with own system	A. Hain (head of administration)	alternate action: decision on new system, Acquisition	completed
	12/2017	adaptation of new system	D. Langenhaun (data base programmer)	system ready for data import	ongoing
	12/2018 (07/2015)	Data transfer to new system, further adaptation	Head of media system (L. Koglin),	New system in use	pending, due to changed action

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
Annual performance interviews and group leadership	Continuously; 1 workshop per year	Training of group leaders	A. Hain (head of administration), K. Pohlmann (coordinator doc.prg.)	At least 1 in-house workshop /year 2015: conflict management for leaders 2016: collegial coaching	completed:
	12/2015, update after each training (12/2014)	Collection of background material from the training for new group leaders	I. Severin (Research assistant of director)	Collection of printed or electronic documentation	completed
	03/2016	Integration of material in intranet	K. Pohlmann (coordinator doc.prg.), I. Severin (Research assistant of director)	Linked pdfs in Internet	completed, continue
	04/2016 (01/2015)	Information of department heads /scientists about availability of and access to documentation	I. Severin (Research assistant of director)	Email	completed
	Within 6 months of employment	Training /introduction of new group leaders to IGB procedures	Heads of departments	Meeting with oral information and provision of available printed material, repeated trainings	completed, continue
	02/1217	Develop guideline for annual performance interview	A. Hain (head of administration)	guideline form in intranet and announcement Email	completed

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
Performance based bonus system	12/2014	Publication of current rules in intranet in English and German	M. Gessner (Department head), S. Burkert (Secretary, translator)	Word document, Pdf document in intranet	completed
	05/2016 (every 2 years)	continuous adjustment of rules by LOM committee	M. Gessner (Department head)	word documents in intranet	completed
	11/2016 (1 month after update)	Translation and publication of update in intranet	S. Burkert (Secretary, translator)	Pdf document in intranet	completed
Semi-annual progress evaluation for doctoral students	08/2015	doctoral representatives & coordinator propose monitoring system	K. Pohlmann (coordinator doc.prg.)	Written proposal and oral presentation	completed
	Scientists retreat 2015	Scientists discuss proposal	K. Pohlmann (coordinator doc.prg.), K. Tockner (director)	Discussion and proposal	completed
	12/2015	Inclusion of discussion results in draft of doctoral regulations	K. Pohlmann (coordinator doc.prg.)	Word document	completed
	01-04/2015	Discussion in board of directors	K. Pohlmann (coordinator doc.prg.)	Proposals and protocol	completed
	05/2016	board of directors approve or modify plans	I. Severin (Research assistant of director)	written description	completed
	26.05.2016	ratification of new rules	K. Tockner (director), M. Urban (admin. Director)	signed document	completed
	01/2017 (10/2016)	Implement new monitoring system in Moodle	D. Langenhaun (data base programmer), K. Pohlmann (coordinator doc. programme)	Electronic system/ forms in Moodle failed; work flow transferred to new system	failed, alternate system chosen
	04/2017	develop new monitoring system in Jira,	E. Willenbücher (head IT), Pohlmann (coordinator doc.prg.)	electronic progress monitoring tool for doctoral research	ongoing

II. Recruitment

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
Obligation to publicly announce open positions	**02/2016** (02/2015)	Collect existing rules and documentation	I. Severin (Research assistant of director)	Electronic document collection	completed
	06/2016 (02/2015)	generate list of recommended internat. transdisciplinary job portals (e.g. EURAXESS Jobs portal)	N. Neumann (PR), K. Pohlmann (coord. doc.prg.)	Word Document	completed
	06/2016 (02/2015)	develop recommendation on announcement procedure	I. Severin (Research assistant of director), K. Pohlmann (coord. doc.prg.)	Link collection, procedure draft	completed
	10/2016 (07/2015)	Board of directors approves of general rules	I. Severin (Research assistant of director), K. Pohlmann (coord. doc.prg.)	Word Document	completed
	04/2017 (07/2015)	Implement job announcement and recruitment procedures	I. Severin (Research assistant of director)	Instructions to admin / scientists	completed
	03/2017 (07/2015)	Translate and publish in internet	I. Severin (Research assistant of director)	Word files, pdf files in intranet	completed
Create HRS webpage for IGB to inform potential future employees	12/2014	HRS commission collects all topics that should be addressed	K. Pohlmann (coordinator doc.prg.)	List of topics	completed
	02/2015	collect information and links and write short texts on each topic	K. Pohlmann (coordinator doc.prg.)	Word documents with text and links	completed
	12/2014	Create webpage	T. Rossoll (technician, web team)	Webpage addition	completed
	03/2015	Approve of HRS webpage content	K. Tockner (scientific director)	Written confirmation	completed
	06/2015	Translate and publish the texts and links on webpage	K. Pohlmann (coord. doc. prg.), S. Burkert (Secretary, translator)	Accessible webpage	completed
	07/2015	Create responsibility and process to ensure regular updates	I. Severin (Research assistant of director)	Written documentation	completed
	12/2017	streamline webpage content due to new concept and design	A. Tittmann (public relations), K. Pohlmann (coordinator doc.prg.); T. Rossoll (technician, web team)	Information split between internet and intranet	completed

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
Guidelines for tenure	02/2015	Collect existing rules and documentation	I. Severin Research assistant of director), K. Pohlmann (coordinator doc.prg.)	Electronic document collection	completed
	12/2015 (04/2015)	LGI approves of rules	I. Severin Research assistant of director), K. Pohlmann (coordinator doc.prg.)	Word file	completed
	12/2015 (04/2015)	Publish in intranet and summary on HRS webpage	I. Severin Research assistant of director), K. Pohlmann (coordinator doc.prg.)	pdf in intranet	completed
	08/2015	Workers council and board of directors discuss in-house career options for scientists	C. Engelhard (senior scientist, head of worker's council)	Minutes, word document	completed became part of guidelines

Selection & Transparency (Code)

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
Institute policy on selection committee composition	08/2016	Find or compose (directorate, department heads) document on current policy	I. Severin (Research assistant of director)	Word file	completed
	04/2017 (09/ 2016)	Translate into English	I. Severin (Research assistant of director)	Word file	completed
	04/2017 (09/ 2016)	Publish internally	I. Severin (Research assistant of director)	pdf documents in intranet	completed
Institute policy on selection procedure	05/2016	Find or compose document on current policy, Include OTM-R	I. Severin (Research assistant of director)	Electronic document	completed
	10/2016 (08/2016)	Board of directors and workers council discuss and define general procedure	I. Severin (Research assistant of director)	Electronic document	completed
	04/2017 (09/ 2016)	Translate and publish in intranet	I. Severin (Research assistant of director)	Pdf in intranet	completed
	04/2017 (10/2016)	Publish on HRS webpage	I. Severin (Research assistant of director)	Text in internet	completed

III. Working conditions

Mobility

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
The IGB fellowship programme invites international scientists to join IGB for 6 to 24 months. This connects IGB researchers to international networks and promotes international experience	Started 2014, continue, evaluate every 2 years **04/2017** (07/2016)	Continue fellowship evaluation by host and fellow to optimise programme	I. Severin (Research assistant of director)	Evaluation results presented to board of directors	completed
	12/2014	Improve transparency IGB-Fellowship: list nature of uncovered costs and other conditions (additional salary)	I. Severin (Research assistant of director)	Information on fellowship webpage	completed
	Ongoing since 2013, each time an IGB fellowship is granted	Individual cooperation contracts with sending research organisations (e.g. in case of an IGB Fellowship) to ensure minimal loss of social merits and salary	M. Lange (personnel office)	Individual fellowship contracts	completed
	08/2016	Define standard procedures and responsibilities in administration to minimise effort	A. Hain (head of administration); M. Lange (personnel office)	Work flow (incl. central admin) and documentation of past solutions	completed
Transferability of pension funds	Ongoing, depending on RESAVER progress	FVB administration: Follow closely or enter RESAVER programme	A. Hain (head of administration)	Collect information and explore procedures for different countries	completed
Participation of physically absent colleagues in discussions and decisions is enabled through electronic means (skype, video conference system in different IGB locations, Email)	2014-12/2016	Modernise electronic communication equipment	G. Nützmann (vice director, department head)	Modernised video conference system, additional portable unit replaced by intro of hipchat	completed 1 action replaced
	Long-term; after additional building is ready (12/2019)	create remote conference rooms in each location	Room utilisation committee	Rooms equipped for remote conferences	completed

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
Possibility for sabbatical leaves and retreats	Continuously from now on; evaluate 12/2016	Motivate "sabbatical leaves" (Abordnungen) more strongly	Board of directors, supervisors	Changed behaviour (written overview each year)	completed
	04/2017 (12/2016)	Integrate in guidelines/forms for annual performance interviews	M. Lange (personnel office)	Changed form and guideline	completed
Enable international colleagues to fully participate in all IGB processes and events	06/2015	Discuss with department heads to offer all programs and meetings in English and German if required	I. Severin (Research assistant of director)	LGI discussion	completed
	07/2016	Translate and publish all relevant existing documents to English	S. Burkert (secretary, transl.)	Pdfs in inter/intranet	completed
	08/2016	Directorate sets up structure to ensure translation and update of all new relevant documents	A. Hain (head of administration)	Written workflow, agreement with responsible persons	completed

Gender balance

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
Equal opportunity cascade model	Until 2017	Enhance proportion of female scientists to defined levels	board of directors, recruitment committees	Meet aimed quotas	completed
	05/2016	put information on HRS webpage	A. Krüger (senior scientist, equal opportunity officer)	Information on HRS webpage	completed
Equal opportunity fund promotes career of young female scientists and helps to combine family and research	06/2015	Translation of allocation regulations into English	S. Burkert (Secretary, translator)	Word file, pdf in internet completed	completed
	11/2016	evaluate and adapt measures	A. Krüger (senior scientist, equal opportunity officer)	decision of LGI on change	completed
	12/2016	translate, publish and inform	A. Krüger (senior scientist, equal opportunity officer)	pdf (German, English) in intranet	completed

Career development

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
Guideline for doctoral candidates at IGB defines training and mentoring requirements	05/2015	Propose changes in IGB doctoral guidelines and define minimum requirements for doctoral thesis	K. Pohlmann (coordinator doc.prg.)	Word document	completed
	07/2015-04/2016 (07/2015)	Discuss proposed changes (e.g. blog) with students and scientists	K. Pohlmann (coordinator doc.prg.)	Documentation of discussions	completed
	04/2016 (08/2015)	Update of guidelines for IGB doctoral candidates	K. Pohlmann (coordinator doc.prg.)	Word document	completed
	05/2016 (10/2015)	Confirm changed guidelines for IGB doctoral candidates	board of directors (LGI)	Documented decision	completed
	05/2016 (10/2015)	Confirm changed guidelines for IGB doctoral candidates	K. Tockner (director), M. Urban (administrative director)	Documented decision, signed new guidelines	completed
	05/2016 (09/2015)	Translation of changed guidelines and publication in internet	S. Burkert (Secretary, translator)	Word document, Pdfs in internet	completed; new guidelines released in English, no translation needed
career advice and training to senior researchers	2016	Senior scientist are trained to provide structured career advice to doctoral and postdoctoral researchers	V. Wenzel / A. Hain (head of administration), K. Pohlmann (coordinator doc.prg.)	annual inhouse training	completed
	soon after start	Training of new group leaders	department heads	meeting and documentation of training	completed

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
career advice and training to postdoctoral researchers	11/2015	Provide PostDocs with networking structure	K. Pohlmann (coordinator doc.prg.), I. Severin	Collective Email, status definition	completed
	12/2016	PostDocs elect representatives	K. Pohlmann (coordinator doc.prg.)	Election results and publication webpage	completed
	12/2016	PostDocs define necessary career coaching	K. Pohlmann (coordinator doc.prg.)	Career mentoring activity plan	completed
	02/- 04/2016	Senior scientists provide coaching to PostDocs	PostDoc Representatives, K. Pohlmann (coordinator doc.prg.)	Coaching sessions	completed
	05/2016 & recurrent when warranted	Evaluation of coaching activity, plan for continuation	PostDoc Representatives, K. Pohlmann (coordinator doc.prg.)	Meeting, Written plan	completed
	06/2016-04/2017	Implementation of planned activities	PostDoc Representatives	Invitations and activities	completed
Mentoring for female scientists	Annually, April each year	Continue to enable and support female IGB scientists to participate in Leibniz mentoring programme	K. Pohlmann (coordinator doc.prg.)	Provide material and coach application process, 1 application /year	completed, success 1 participant each in 2015 & 2016, 1 application in 2017
	12/2016 and continuously thereafter, adjusted to deadlines of programs	Find and promote further mentoring opportunities	I. Severin, K. Pohlmann (coordinator doc.prg.)	List of mentoring opportunities in intranet	failed: no generally suitable opportunities found
	06/2015 and continuously thereafter	Find and promote possible awards	K. Pohlmann (coordinator doc.prg.), N.Neumann (Public Relations)	List	completed

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
Awards for doctoral students or scientists	Continuously, adjusted to deadlines of awards	Address potential candidates and support application process	K. Pohlmann (coordinator doc.prg.), N. Neumann (Public Relations)	Emails, personal conversations, applications	completed
	04/2016	Decide support strategy and resource allocation for ERC grant applications	Board of directors LGI	Decision protocol	completed
Support ERC grant applications	12/2016	Identify excellent scientists for submitting ERC grants	Board of directors	List	completed
	12/2016- 12/2017	Determine individual support options for ERC grant writing and time frame	IGB director	Individual agreements and fund allocation	completed, 1 ERC grant application successful
	12/2016 and ongoing	Identify future ERC grant applicants and determine measure for support	Board of directors	List and individual plans; ERC grant applications	discontinued due to leaving of director
	ongoing	Identify and approach potential incoming ERC grantees	IGB scientists, director	List and measures; incoming ERC grantees	completed, 1 ERC grantee hired

Teaching

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
Implement trans-university Master program in Aquatic Ecology	**12/2018** (12/2016)	Make action plan	G. Nützmann (vice director, department head)	Action plan	delayed due to director change and obligations new building

Participation in decision-making bodies

Existing institutional rules and/or practices	Deadline/ duration	Action required	Responsible person	Deliverables	Status
Internal committees	03/2015	List all committees, their tasks and members to improve transparency	K. Pohlmann (coordinator doc.prg.), I. Severin (Research assistant of director)	Word document	completed
	04/2015	Translate and publish in intranet	S. Burkert (Secretary, translator)	Word files, pdfs in intranet	completed

Outreach activities (knowledge transfer)

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
Coordination of outreach activities	**06/2015** (03/2015)	Critical reflection of current outreach activities and demands by two mixed working groups (scientists, KTT and PR), flanked by an internal anonymous survey to identify crucial bottlenecks	Angelina Tittmann (PR), Johannes Graupner (KTT)	Synthesis paper on the results of the scientists' retreat (03/2015) in comparison to the latest SAB recommendations	completed
No comprehensive strategy	01/-12/2015	Development of a comprehensive Science-Society-Interface (SSI) strategy	Angelina Tittmann (PR), Johannes Graupner (KTT)	Strategy and implementation plan	completed
No official appreciation ("level of uncertainty")	06/2015 (07/2015)	Approval of the SSI initiative and official agreement on the appreciation of outreach activities by LGI; integration of SSI in the rules for good scientific practice	Board of directors (LGI)	Official approval of LGI in 07/2015 (minutes and short news)	completed
Outreach activities are partially supported by the PR team or the KTT officer	07/2015	Official establishment of a SSI team that stimulates, coordinates and supports the various outreach activities at IGB, linking KTT and PR in a joint team	Board of directors (LGI)	Official approval of LGI in 07/2015 (minutes, short news, e-mail)	completed
Limited internal information flow	2015	Establishment of Project Speed Talks within the regular colloquia series in order to improve internal communication and networking structures	SSI team (Angelina Tittmann & Johannes Graupner)	Project Speed Talks take place biannually since 03/2015	completed, ongoing
No training programme in stakeholder cooperation	2015-2018	Workshop programme in stakeholder cooperation (media, economy, NGOs) for IGB scientists, post-docs and PhD students	SSI team (Angelina Tittmann & Johannes Graupner)	The internal workshop programme ('Uncharted Waters') has been established (business training in 07/2015, media training in 10/2015), further trainings are being planned.	completed

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Existing institutional rules and/or practices
Outdated website	**11/2016** (Mid-2016)	Relaunch of the IGB website, which will become an important strategical tool for IGB's internal and external communication	PR (Angelina Tittmann)	Relaunch 11/2016 www.igb-berlin.de	completed
No internal guidelines in society/policy consulting	04/2017	Guidelines as a consulting code of conduct on how to act as an honest broker, weighting of own results and context knowledge, distinction between scientific result and personal opinion, how to deal with nescience, etc.	SSI team (Angelina Tittmann & Johannes Graupner)	Official IGB guidelines document	pending
No consideration of outreach and transfer activities in "LOM"	07/2016	Concrete appreciation for outreach efforts: establishment of incentives (type of works/credit points) for stakeholder publications (fact sheets, dossiers, policy briefs)	Board of directors (LGI)	The LGI decided to implement 1LP for each Fact Sheet and Policy Brief and 2LP for each Dossier	completed
Lack of exchange with practitioners	11/2016	New workshop format "IGB Academy" for knowledge transfer between science and practice	SSI team (Angelina Tittmann & Johannes Graupner)	Workshop IGB Academy in 11/2016 on aquaponics with practitioners from aquaculture and horticulture	completed
Better understanding and cooperation between administrative and scientific staff (internal working culture)	12/2017	Internal training programme on freshwater ecology (e.g. for administrative staff)	SSI team (Angelina Tittmann & Johannes Graupner)	Workshop/crash course (planned)"	pending

IT support to scientists

Existing institutional rules and/or practices	Timing / (original deadline)	Action required	Responsible person (function)	Deliverables	Status
unreliable or inefficient IT service system	redefine tasks of team members, implement front desk and service hotline	01/-05/2016	E. Willenbücher (head IT service)	central service contacts, efficient task distribution	completed
	introduce E-ticket for IT service	June2016-April2017	E. Willenbücher (head IT service)	E-ticket und feedback system	completed
	create messaging system for server alerts	February-09/2016	E. Willenbücher (head IT service)	rapid detection and fixing of server problems	completed