HRS Action Plan 2021-2023 of the Leibniz Institute of Freshwater Ecology and Inland Fisheries (IGB)

Proposed actions	Gap principles	Timing (Q/Y)	Responsible unit (operational unit)	Indicators (target)	Current status (link2action)
Ethical and Professional Aspects		·			
1. Participation of all staff categories					
 a) Technicians, doctoral and postdoctoral researchers nominate staff category representatives, one of each is dedicated to IGB council (LGI) participation b) Representatives of all staff categories participate in IGB Council (LGI) 	35 Participation in decision-making bodies	III/20 and thereafter III/20 and thereafter	Staff category representatives Director	Representatives listed in Intranet; regularly updated Representatives invited to each IGB Council (LGI)	Ongoing Ongoing
c) Representatives of staff categories propose actions to director to improve working conditions		/21, /22, /23	Director, staff category representatives	Report on annual meetings including proposed and conducted actions	New
2. Good scientific practise		T		1	I
 a) The rules of good scientific practice are critically evaluated and updated if necessary 	1 Research Freedom 2 Ethical principles 3 Professional	every 2 years	Director (Ombudsperson)	Rules updated if necessary; information on updates to all concerned	Ongoing
b) Training courses on good scientific practice for early career researchers, senior scientists, technicians	responsibility 4 Professional attitude 7 Good practice in research 31 Intellectual Property Rights 32 Co-authorship 34 Complaints/ appeals 36 Relation with	III/23	Directorate	 1 course for early career researchers is offered every year 1 training course for scientific leaders is offered, repeated if new leaders are hired 1 training course for technicians is offered every 3 years Aim: 80% of each target group participate within 3 years 	New
c) Discussion rounds on good scientific practise	- supervisors 40. Supervision	IV/22, IV/24	Director (Ombudsperson)	One discussion round every 2 years, Aim: awareness & continued development of rules and practices Target group: scientists of all career levels, topic-dependent: +technicians	New

Proposed actions	Gap principles	Timing (Q/Y)	Responsible unit (operational unit)	Indicators (target)	Current status (link2action)
3. Open Science					
a) Gold Open Access publications supported by in-house funding and by participation in DEAL	1 Research Freedom 2 Ethical principles 3 Professional responsibility	Annually	Head of Library	>50% of IGB publications (1 st /last author) are gold OA (annual report) Adjust OA rules and targets if DEAL changes	Ongoing (I1b)
b) Current aspects and trends of Open Science are communicated (scientists are motivated to conduct research in an open, transparent and accessible manner)	7 Good practice in research 8 Dissemination, exploitation of results	Annually	Head of Communications and Transfer (SSI unit), Head of Library	Organize annual internal Open Science Week (at least 25% of IGB's scientists of all levels participate)	Ongoing
 c) IGB environmental data are made accessible according to the FAIR principles 		IV/21 and annually thereafter	Research data competence and service unit	All IGB long-term data are available in accessible database. Monitored and reported annually by IGB data cluster	Ongoing (I.1.d)
4. Performance documentation and evaluation					
Develop/adapt modern current research information system (CRIS) and performance database within FVB	6 accountability 11 Evaluation/ appraisal systems	IV/22	Joint Administration, Head of Library	Modern current research information system (CRIS) and performance database established and in use	Ongoing (I.3)
5. Development of a diversity concept					
a) Concept development and approval in collaboration with IGB diversity group and align with the FVB and Leibniz Association	2 Ethical principles 10 Non-discrimination	11/23	Director (Directorate, Diversity Group)	Concept approved and published	New
b) Develop suitable actions	-	1/24	Director (Directorate, Diversity Group)	Necessary actions included in action plan	New
6. Gender balance					
a) Training on bias awareness and unbiased career support for senior scientists	10 Non-discrimination 27 Gender balance 37 Supervision and	IV/21	Equal Opportunities Officer	1 training offered every 2 years, 80% research group leaders participated after 4 years	New
b) Gender bias and diversity awareness day	managerial duties	11/21	Equal Opportunities Officer	1 awareness day every 2 years; target: all IGB staff	New
c) Mentoring activities for female scientists		I/21-IV/23	Directorate (Directorate, Equal Opportunities Officer)	Advise and support 1 application to Leibniz mentoring/year, ProFil programme Female mentoring lunch Group leaders participate in mentoring/coaching for women	Ongoing

Proposed actions	Gap principles	Timing	Responsible unit	Indicators (target)	Current status
		(Q/Y)	(operational unit)		(link2action)
d) Gender sensitive selection of presenters for		IV/22	Directorate (Senior	Proportion of female presenters	New
IGB Colloquium			scientists)	>32% (proportion 2018-2019)	
e) Enhance proportion of female scientists to		IV/23	Director and	Number of female scientists at each	Ongoing,
defined levels (cascade model)			department heads	career level increased relative to	(III.5.a)
			(recruitment	2020: meet aimed quotas (cascade	
			committees)	model), report to Leibniz Association	
f) Increase proportion of women on IGB's		II/21	Director	>40% of SAB female	New
Scientific Advisory Board					
g) Equal Opportunity Fund supports female		I/21-IV/23	Director (Equal	50,000 € allocated annually <u>.</u>	Ongoing
ECRs and family work compatibility			Opportunities	Annual announcement of this	
			Committee)	opportunity to all concerned	
h) Gender equal participation and involvement		11/22	Directorate (Equal	Determine reasonable female	New
in IGB bodies			Opportunities Officer,	representation in IGB bodies	
			female scientists)	(commissions, committees etc.)	
i) Gender-sensitive language		IV/23	Head of	Recommendations for gender-	New
			Communications and	sensitive language at IGB	
			Transfer (PR and InCom	Adapt documents and communication	
			unit), Head of		
			Administration		
j) Promote altered societal perception of		IV/21, IV/22,	Head of	Support i,scientist	New (ongoing
women in science		IV/23	Communications and	& soap box science if activists at IGB	but not
			Transfer (IGB scientists;	communicate this engagement at	mentioned
			PR and InCom unit)	IGB	before)
7. Prevention of discrimination and harassment					
a) Guideline against sexual harassment	5 Contractual and legal	I/21	Director (Equal	Guideline is approved; information	Ongoing
	obligations	.,	Opportunities Officer,	published;	0
	10 Non-discrimination	III/21	Directorate)	Support people trained	New
b) Restructure support and consultation	24 Working conditions	, II/22	Director (Directorate)	Specific page in intranet, clear	New/ongoing
structures at IGB	34Complaints/appeals	,		guidance, transparent rules and	(III.11)
	37 Supervision and			procedures for different complaints	
c) People with disabilities: Improve information	managerial duties	IV/21	Head of Administration	Information page on IGB intranet is	New
about opportunities and support			(Personnel unit,	created and updated	
the second se			Disability Represent.)		
			,		

Proposed actions	Gap principles	Timing (Q/Y)	Responsible unit (operational unit)	Indicators (target)	Current status (link2action)
Recruitment and Selection					
8. Recruitment procedures					
 a) Evaluate and if necessary adapt recruitment guideline and tenure track regulation 	12 Recruitment 13 Recruitment (Code) 14 Selection (Code) 15 Transparency (Code)	IV/21, IV/23	Directorate	Updated/confirmed recruitment guidelines & tenure track regulation; information on changes to all concerned	Ongoing (II.1.)
b) Include all aspects of the guideline in the IGB forms of the recruitment process	16 Judging merit (Code) 17 Variations in the	II/21, II/22	Head of Administration	Updated forms in intranet; information on update	New
 c) Provide a dedicated recruitment site in the intranet 	chronological order of CVs (Code)	1/21	Head of Administration	Structured repository for all internal recruitment materials	New
d) Optimise job announcement template and guiding comments on components	18 Recognition of mobility experience	IV/21, IV/23	Head of Administration	Updated template every 2 years; information on update	Ongoing (II.2)
e) Train secretaries and group leaders in using softgarden (e-recruitment tool) and proper recruitment procedures	(Code) 19 Recognition of qualifications (Code)	1/22	Head of Administration	100% of secretaries and 70% of senior scientists have participated	New
f) Develop strategy on unbiased recruitment incl. rule to acknowledge care-related gaps and part time when evaluating applicants	20 Seniority (Code) 21 Postdoctoral appointments (Code) 22 Recognition of the	/21	Directorate (Equal Opportunities Officer, Diversity and Inclusion Group)	Strategy and information; re- evaluated every 3 years	New
g) Training on selection process (incl. avoiding bias) and on doing good job interviews	profession 24 Working conditions 25 Stability and permanence of employment 26 Funding and salaries	IV/21	Head of Administration (Equal Opportunities Officer)	100% of secretaries, Equal Opportunities Officers, 80% of senior scientists and Works Council have participated. Only scientists who participated can lead recruitment committees from IV/22 on.	New
h) Develop career stage dependent job interview help sheet	27 Gender balance	11/22	Directorate	best practice collection from mutual learning seminar	New
9. Strategy for technical expertise					
a) Define core technical competencies within departments	6 Accountability 22 Recognition of the profession	II/21	Department heads	List of vital techniques per department; attribute technician to each	Ongoing (IV.11)
 b) Create competence and service units across departments 	24 Working conditions25 Stability andpermanence ofemployment26 Funding and salaries	IV/21	Department heads	Define and connect groups of technicians with similar skills & tasks; report to IGB council (LGI)	New

Proposed actions	Gap principles	Timing	Responsible unit	Indicators (target)	Current status
		(Q/Y)	(operational unit)		(link2action)
Working conditions 10. Internationalisation					
	10 Non discrimination	Appually 21,22	Dorsonnol unit	Language source are offered in	Ongoing
a) German and English courses	10 Non-discrimination	Annually 21-23	Personnel unit	Language course are offered in-	Ongoing
	18 Recognition of			house or are supported financially	(III.4.+IV.13.)
b) Bi-lingual meetings: All meetings except	mobility experience (Code)	1/21	Director (Senior	now concert for ICP wide meetings	Ongoing (III 4.)
purely scientific ones bi-lingual if necessary	23 Research	1/21	researchers)	new concept for IGB wide meetings (science day etc.)	Ongoing (III.4.)
	environment	IV/22	Director and Head of		Ongoing
c) Relaunch visitor program: IGB fellowship	24 Working conditions	10/22		Socially acceptable solution found	Ongoing
programme for postdocs redesigned	24 WORKINg COnditions		Administration	for adequate payment but sufficient number	(111.1).
d) Gender-sensitive selection of financially	-	III/21	Director (Directorate,	Scientists are stimulated to screen	New
		111/21		for female candidates	New
supported IGB senior fellows			department heads)		
11. On-boarding	12 Deenvitue ent	u/22	lload of	a) Deviced meterial distributed	
a) Revise welcome information material: consult		11/22	Head of	a) Revised material distributed;	
with staff category representatives: what info is	-		Administration, Head	Welcome Day concept	new
needed	37 Supervision and		of Communications	revised; Annually update	
	managerial duties		and Transfer (InCom	info to internationals	
	-		unit)		
b) Establish buddy system for incoming		II/21	Doctoral	b) Pilot phase for doctoral	new
employees			Representatives	students: all incoming	
			(doctoral researchers)	doctoral students are	
				offered buddy	
c) Administrative processes for recruitment and		IV/22	Head of	c) Workflow for on-boarding	new
on-boarding fully digitalized			Administration, Joint	and recruitment optimized,	
			Administration	all steps digitalized	
12. Internal communication and access to inform	nation				
a) Provide short bi-lingual information overview	10 Non-discrimination	IV/20	Head of	a) Weekly internal IGB	New
weekly	22 Recognition of the		Communications and	newsletter	
	profession		Transfer (InCom unit)		
b) Develop and establish IGB intranet as the key	23 Research	IV/21	Head of	b) Intranet is re-structured, all	Continued
medium for internal communications	environment		Communications and	information (needed to fulfil	(II.4.c)
(information hub, wiki, newsfeed) to support	24 Working conditions		Transfer (InCom unit)	admin. and scientific tasks) is	
efficient, professional and compliant workflows,				intuitively organised and	
ease on-boarding, keep knowledge				archived and available in	
- · · · ·				German and English	
c) Digital signage in all locations (i.e. monitors	1	1/22	Head of	c) Digital screens in main	New

with IGB news and events) Communications and Transfer (InCom unit) entrance of each building create an additional touch- point for information d) IGB-internal scientific talks and discussion rounds enhanced; invitation of technicians Research group leaders d) Number of scientific exchange meetings has increased relative to 2019 e) Enable participation of technicians New e) Administrative Services: transparency and access Head of Administrative access f) Well-structured list of all administrative services and contact persons at IGB and FVB New 13. Work and family reconciliation/remote work 10 Non-discrimination 23 Research III/22 Head of Administration (and InCom unit) f) Well-structured list of all administrative services and contact persons at IGB and FVB New a) Start digitalisation and remote conduct of administrative procedures 10 Non-discrimination 23 Research III/22 Head of Administration (V/22 a) Digital submission of vacation application forms New b) Electronic signature system for internal documents 29 Value of mobility 29 Value of mobility IV/22 Administrative director FVB, Head of Administration b) Internal forms can be in MSD3108.301 building; create meeting room in MSD301 New i) New video conferencing system in at least one meeting room in each of the IGB locations one meeting room in each of the IGB locations New IV/23 (IV/25 in MSD Head of IT d) New system connectsat le	Proposed actions	Gap principles	Timing	Responsible unit	Indicat	ors (target)	Current status
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c) Create meeting room in MSD 301 location managerial duties IV/25 Director, Head of Administration c) Reallocation of room usage in MSD310&301 buildings; create meeting room in MSD301 New d) New video conferencing system in at least one meeting room in each of the IGB locations IV/23 (IV/25 in MSD 301) Head of IT d) New system connects at least one meeting room in each IGB location + remote members (home office, travel, external partners) Ongoing (III.3) e) New telephone system with soft phone option: phones can reroute calls, be used for teleconferences and be connected to PCs IV/21 in Berlin MSD Head of IT e) New hardware installed (incl. new wires and backbone) Ongoing (III.3)	documents	_		FVB, Head of		digitally signed	
29 Value of mobility Administration in MSD310&301 buildings; create meeting room in MSD301 d) New video conferencing system in at least one meeting room in each of the IGB locations IV/23 (IV/25 in MSD 301) Head of IT d) New system connects at least one meeting room in each IGB location + remote members (home office, travel, external partners) Ongoing (III.3) e) New telephone system with soft phone option: phones can reroute calls, be used for teleconferences and be connected to PCs IV/21 in Berlin MSD IV/23 all Head of IT e) New hardware installed (incl. new wires and backbone) Ongoing (III.3)				Administration			
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d) New video conferencing system in at least one meeting room in each of the IGB locations IV/23 (IV/25 in MSD 301) Head of IT d) New system connects at least one meeting room in each IGB location + remote members (home office, travel, external partners) Ongoing (III.3) e) New telephone system with soft phone option: phones can reroute calls, be used for teleconferences and be connected to PCs IV/21 in Berlin MSD Head of IT e) New hardware installed (incl. new wires and backbone) Ongoing (III.3)		29 Value of mobility		Administration		in MSD310&301 buildings;	
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e) New telephone system with soft phone option: phones can reroute calls, be used for teleconferences and be connected to PCs	d) New video conferencing system in at least		IV/23 (IV/25 in	Head of IT	d)	New system connects at	Ongoing (III.3)
e) New telephone system with soft phone option: phones can reroute calls, be used for teleconferences and be connected to PCs	one meeting room in each of the IGB locations		MSD 301)			-	
e) New telephone system with soft phone option: phones can reroute calls, be used for teleconferences and be connected to PCs						each IGB location + remote	
e) New telephone system with soft phone option: phones can reroute calls, be used for teleconferences and be connected to PCs						members (home office,	
option: phones can reroute calls, be used for MSD new wires and backbone) teleconferences and be connected to PCs						travel, external partners)	
teleconferences and be connected to PCs IV/23 all	e) New telephone system with soft phone		IV/21 in Berlin	Head of IT	e)	New hardware installed (incl.	Ongoing (III.3)
	option: phones can reroute calls, be used for		MSD			new wires and backbone)	
locations	teleconferences and be connected to PCs		IV/23 all				
			locations				

Proposed actions	Gap principles	Timing (Q/Y)	Responsible unit (operational unit)	Indicators (target)	Current status (link2action)
14. Career development for early career researc	hers	(-(-)			(initizaction)
a) Career aims for doctoral students and postdocs include careers inside and outside academia	1 Research Freedom 4 Professional attitude 22 Recognition of the profession	IV/21	Directorate (IGB Council)	strategy discussed in IGB Council; in intranet	New
b) Information and education on careers outside academia provided	28 Career development 30 Access to career advice	IV/21, IV/22, IV/23	Career Development Coordinator (Postdoc Representatives)	At least 1 workshop per 2 years on alternative careers and useful skills	New
 c) Support application to scientific awards for early career scientists 		IV/21, IV/22, IV/23	Directorate	Encourage and support suitable candidates applying for academic awards;	ongoing
15. Training programme for doctoral candidates		-			
 a) Evaluate doctoral programme: update list of key competencies to be supported by the programme 	 accountability Career development Access to career 	11/21	Directorate (Career Development Coordinator)	List of key competencies approved	Ongoing (AP1)
b) Flexibly re-arrange in-house and external courses	advice 36 Relation with supervisors	Annually	Directorate (Career Development Coordinator)	Min 3 courses on hard or soft skills are offered annually	Ongoing (AP1)
c) Stimulate broad discussion of research designs in teams, involving technicians	38 Continuing Professional Development 39 Access to research training and continuous development	II/21	Career Development Coordinator	Recommend involvement of team members and technicians in experimental design in exposé guideline	New
d) Develop feedback system on supervision		111/22	Directorate	Establish system for 360° evaluation or secure feedback to supervisors	New
16. Training offers for post-docs					
a) Develop list of key competencies to be expected for post-docs leaving IGB	6 accountability 28 Career development	IV/21	Directorate (research group leaders)	List of key competencies approved	New
b) Create annual training events for post-docs	30 Access to career advice 33 Teaching	IV/21, IV/22, IV/23	Career Development Coordinator (Postdoc Representatives)	Budget provided for at least one annual course, topic defined by post- docs	Ongoing (IV.7)
c) Development of teaching skills	36 Relation with supervisors 38 Continuing Professional	IV/21, IV/22, IV/23	Professors, Career Development Coordinator	Offer teaching opportunities at collaborating universities and in doctoral programme, guidance in course development	Ongoing (IV.7)

Proposed actions	Gap principles	Timing (Q/Y)	Responsible unit	Indicators (target)	Current status
			(operational unit)		(link2action)
d) Development of organisational skills	Development 39 Access to research training and continuous development	IV/21, IV/22, IV/23	Career Development Coordinator, Postdoc representatives	Postdocs get opportunity to organise at least 3 research colloquia and are part of the organization of the science day	New
17. International networking		•			
Support international research internships for IGB early career researchers	1 Research Freedom 23 Research environment 29 Value of mobility	/21	Directorate	Awareness-rising of supervisors to stimulate and fund international research stays	New
18. Training for senior scientists					
a) Develop new training program for leadership skills	 3 Professional responsibility 4 Professional attitude 9 Public engagement 28 Career development 30 Access to career advice 37 Supervision and managerial duties 	II/21	Directorate	 New program is approved, budget provided 1. every new group leader receives basic leadership training within two years 2. in addition, at least one specific training annually, >50% research group leaders participate 	Ongoing (since AP1) New
b) Participation in FVB leaders training	38 Continuing Professional Development	IV/21; IV/23	Directorate	1-2 research group leaders participate in each course. Gender sensitive selection	New (or ongoing and then add)
 c) External professional individual career coaching 	39. Access to research training and continuous	I/21	Directorate	All interested senior researchers can request one coaching every 3 rd year	New
d) Discuss options for individual professional development at IGB: participation in strategy and management	development 40 Supervision	/21; /22; /23	Director (department heads)	In annual performance interview: discussion, documentation and follow up	New
e) Support ERC grant applications		IV/21	Directorate	Evaluate and discuss support strategy and resource allocation for future ERC grant applications	delayed
f) Train scientists in outreach skills		IV/21, IV/22. IV/23	Head of Communications and Transfer (SSI unit)	Continue training series on outreach skills	Ongoing
19. Skill training for technical/administrative sta	aff				
a) Identify training needs (also with respect to temporary replacement of colleagues)	6 Accountability 11 Evaluation/appraisal	/21; /22; /23	Research group leaders, Head of	 a) Training needs registered in protocol of annual 	Ongoing (IV11)

Proposed actions	Gap principles	Timing	Responsible unit	Indicators (target)	Current status
		(Q/Y)	(operational unit)		(link2action)
	systems		Administration	performance interviews	
b) Offer in-house courses for general skills (e.g.,	28 Career development	IV/21; IV/22;	Head of Administration	b) One course is offered per	New
MS-Office)	38 Continuing	IV/23		year	
c) Mutual learning events in competence and	Professional	II/22, annually	Competence and	c) At least one meeting	New
service units	Development		service unit speakers	annually	
d) Provide support and access to external skill		IV/23	Research group leaders	d) 90% of technicians/support	Ongoing (IV.10.
trainings				staff participates in at least	+11)
				one skill training in three	
				years	