

# 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)
<b>Ethical and Professional Aspects</b>					
<b>1. Participation of all staff categories</b>					
a) Technicians, doctoral and postdoctoral researchers nominate staff category representatives, one of each is dedicated to IGB council (LGI) participation	35 Participation in decision-making bodies	III/20 and thereafter	Staff category representatives	Representatives listed in Intranet; regularly updated	Ongoing
b) Representatives of all staff categories participate in IGB Council (LGI)		III/20 and thereafter	Director	Representatives invited to each IGB Council (LGI)	Ongoing
c) Representatives of staff categories propose actions to director to improve working conditions		II/21, II/22, II/23	Director, staff category representatives	Report on annual meetings including proposed and conducted actions	New
<b>2. Good scientific practise</b>					
a) The rules of good scientific practice are critically evaluated and updated if necessary	1 Research Freedom 2 Ethical principles 3 Professional responsibility 4 Professional attitude 7 Good practice in research 31 Intellectual Property Rights 32 Co-authorship 34 Complaints/ appeals 36 Relation with supervisors 40. Supervision	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		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		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

Status as of 4 December 2020

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<b>3. Open Science</b>					
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 <sup>st</sup> /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)
<b>4. Performance documentation and evaluation</b>					
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)
<b>5. Development of a diversity concept</b>					
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	II/23	Director (Directorate, Diversity Group)	Concept approved and published	New
b) Develop suitable actions		I/24	Director (Directorate, Diversity Group)	Necessary actions included in action plan	New
<b>6. Gender balance</b>					
a) Training on bias awareness and unbiased career support for senior scientists	10 Non-discrimination 27 Gender balance 37 Supervision and managerial duties	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		II/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

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

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<b>Recruitment and Selection</b>					
<b>8. Recruitment procedures</b>					
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 chronological order of CVs (Code)	II/21, II/22	Head of Administration	Updated forms in intranet; information on update	New
c) Provide a dedicated recruitment site in the intranet	18 Recognition of mobility experience (Code)	I/21	Head of Administration	Structured repository for all internal recruitment materials	New
d) Optimise job announcement template and guiding comments on components	19 Recognition of qualifications (Code)	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	20 Seniority (Code) 21 Postdoctoral appointments (Code) 22 Recognition of the profession	I/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	24 Working conditions 25 Stability and permanence of employment 26 Funding and salaries	III/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	27 Gender balance	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		II/22	Directorate	best practice collection from mutual learning seminar	New
<b>9. Strategy for technical expertise</b>					
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 conditions 25 Stability and permanence of employment 26 Funding and salaries	IV/21	Department heads	Define and connect groups of technicians with similar skills & tasks; report to IGB council (LGI)	New

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

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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		I/23	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		III/22	Head of Administration (and InCom unit)	f) Well-structured list of all administrative services and contact persons at IGB and FVB g) All procedures explained in Intranet (documents +responsibilities/contact persons in IGB and FVB)	New

### 13. Work and family reconciliation/remote work

a) Start digitalisation and remote conduct of administrative procedures	10 Non-discrimination 23 Research environment 24 Working conditions 37 Supervision and managerial duties 29 Value of mobility	III/22	Head of Administration	a) Digital submission of vacation application forms	New
b) Electronic signature system for internal documents		IV/22	Administrative director FVB, Head of Administration	b) Internal forms can be digitally signed	New
c) Create meeting room in MSD 301 location		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 IV/23 all locations	Head of IT	e) New hardware installed (incl. new wires and backbone)	Ongoing (III.3)

### Training and Development

Proposed actions	Gap principles	Timing (Q/Y)	Responsible unit (operational unit)	Indicators (target)	Current status (link2action)
<b>14. Career development for early career researchers</b>					
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
<b>15. Training programme for doctoral candidates</b>					
a) Evaluate doctoral programme: update list of key competencies to be supported by the programme	6. accountability 28 Career development 30 Access to career advice	II/21	Directorate (Career Development Coordinator)	List of key competencies approved	Ongoing (AP1)
b) Flexibly re-arrange in-house and external courses	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		III/22	Directorate	Establish system for 360° evaluation or secure feedback to supervisors	New
<b>16. Training offers for post-docs</b>					
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)

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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
<b>17. International networking</b>					
Support international research internships for IGB early career researchers	1 Research Freedom 23 Research environment 29 Value of mobility	III/21	Directorate	Awareness-rising of supervisors to stimulate and fund international research stays	New
<b>18. Training for senior scientists</b>					
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 development	I/21	Directorate	All interested senior researchers can request one coaching every 3 <sup>rd</sup> year	New
d) Discuss options for individual professional development at IGB: participation in strategy and management	40 Supervision	II/21; II/22;II/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
<b>19. Skill training for technical/administrative staff</b>					
a) Identify training needs (also with respect to temporary replacement of colleagues)	6 Accountability 11 Evaluation/appraisal	III/21; III/22; III/23	Research group leaders, Head of	a) Training needs registered in protocol of annual	Ongoing (IV11)



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