

Self-assessment of detailed action plan 2017-2020

I. Ethical and professional aspects

Proposed actions	Timing (MM.YYYY)	Responsible unit (operational unit)	Indicators (target)	Current status (link to AP2021-23)
Policy development/Transparency				
I.1. Open Science strategy				
I.1.a develop, discuss and decide Open Science strategy (open access (OA) and open data)	12.2017; 12.2018; 12.2019	head of library, Board of directors (LGI)	Open Access strategy and measure report uploaded	Completed: Open access and open data policy developed; open access strategy published in internet (https://www.igb-berlin.de/en/news/open-access-policy-igb)
I.1.b develop workflow and measures to increase OA publications at IGB (gold/green)	04.2018- 12.2020	Head of library	workflow OA description available	Completed: workflow description for gold and green open access and information available in intranet
I.1.c monitoring and evaluation of OA activities	04.2017- 04.2020	Head of library	yearly reports, information in IGB-News	Completed: In 2018 monitoring of OA-activities was reported on a bimonthly basis to all department heads. Since 2018 annual OA statistics are reported to adapt current OA measure if necessary. Continued in action plan (AP) 2021-23 (3a)
I.1.d promote and support submission of datasets to (international) open data repositories (e.g. the Freshwater Information Platform, FIP) and submission of data publications to data journals (e.g. the Freshwater Metadata Journal, FMJ)	04.2017- 04.2020	GIS developers (scientist & technician)	ongoing support capacities and guidelines established	Completed: ongoing support capacities and guidelines established; annual open science week 2018, 2019, 2020. IGB developed own data bases (www.igb-berlin.de/en/data) Continued in action plan (AP) 2021-23 (3c)
I.2 Information flow on HRS				
I.2.a create HRS documentation in intranet	06.2017	HRS committee	confluence site with	Completed

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used for documentation, planning and exchange for HRS team and interested IGB members	<u>delayed</u> 12.2018		all relevant documents	
I.2.b strengthen visibility of HRS activities and achievements in IGB	08.2017 delayed 01.2019 - 12.2020	HRS committee	concept and implementation	Completed: Special meeting of HRS committee 10.01.2019: concept. Discussion in LGI 2020. Major presentation in staff gathering 2020.
Performance documentation and evaluation				
I.3 Current research information system (CRIS) and performance database				
I.3.a develop a concept for implementation of a Current Research Information System (CRIS) considering the "research core dataset" concept and potential cooperation with FVB and Leibniz Association	01.2018	Head of library	concept for CRIS at IGB established	Completed: In 2017 the dialogue with other FVB institutes and their joint administration started. We also took part in different information meetings of Leibniz Association and GESIS. A decision for the joint implementation of a FVB CRIS has been made in 2020, delayed due to the change of some of the responsible persons. The FVB working group then finalised the detailed data structure and functional requirements and presented these along with scenarios for the implementation of different CRIS' to a newly formed steering committee. The entire project duration is now estimated to be 3-4 years, depending on the choice of the CRIS to be implemented. Thus IGB has decided to update their current CRIS to cover for the next years.
I.3.b establish working group and decide on responsibilities	01.2018	Board of directors (LGI), Head of library	working group established with clear responsibilities	Completed: The FVB working group includes the science officer and the head of library at IGB as well as 2-3 persons from the other involved FVB institutes and two colleagues of the FVB joint administration. A steering committee, comprised of the directors

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				of the involved institutes and the managing director of FVB, has been established as well.
I.3.c interim solution for performance database established for period until implementation of CRIS	01.2018	Head of library	organisational and technical solution implemented and operable	Completed: To enable the current system in use (an in-house web application to report on publications, teaching, supervision of thesis and other records) to serve as an interim solution it underwent significant changes in the technical framework as well as the user interface. The new interface was implemented in November 2017 and the 2018 & 2019 performance assessments were carried out using the new reporting function. The 2020 performance assessment is under way again in this application.
I.3.d organisational and technical implementation of CRIS	04.2020 Delayed, 12.2022	CRIS working group	CRIS implemented and operable	Because this is organised now with multiple institutes involved this will be delayed by several years. The timeframe is beyond our control. However, we have a working interim solution meanwhile and are participating in the extended group to ensure optimal usability for our purposes.

II. Recruitment

Proposed actions	Timing (MM.YYYY)	Responsible unit (operational unit)	Indicators (target)	Current status (link to AP2021-23)
II.1 Evaluate new recruitment and tenure track regulations				
II.1.a Discuss success and necessary changes to new regulations	04.2019; 04.2020	board of directors	minutes LGI (05.04.2019), decision new tenure track guidelines	Completed: Tenure track guidelines were revised again by new director. Current version in internet (https://www.igb-berlin.de/sites/default/files/media-files/download-files/IGB_Guidelines_Tenure_Track_01052020_3.pdf). Recruitment guidelines unchanged (https://www.igb-berlin.de/sites/default/files/media-files/download-files/Recruitment_IGB.pdf) but implementation strengthened.
II.2 Specify job announcement for technicians to ensure adequate qualification				
II.2.a list requirements in job advertisement (e.g., language skills): prepare respective directive or fields in intranet	01.2018	personnel admin	changed guidelines and regulations in Intranet	Completed: Changed template for job advertisements in intranet
II.2.b Address potential for career development (adding technical expertise...) in announcement and interview	01.2018	personnel admin	changed guidelines and regulations in Intranet	Completed: Added respective sentence to job advertisement template and recruitment instructions in intranet

III. Working Conditions

Proposed actions	Timing (MM.YYYY)	Responsible unit (operational unit)	Indicators (target)	Current status (link to AP2021-23)
Mobility				
III.1 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				
III.1.a Continue fellowship evaluation by host and fellow to optimise programme Change rules if necessary	Started 2014, continue, evaluate every 3 years (next 03.2020)	Science officer	Evaluation results presented to board of directors.	Completed: The IGB international fellowship programme has terminated. Based on the social inequities of fellowships in general, it has been replaced by a competitive guest programme offering postdoctoral positions (employment at IGB) and financial support for short-term visits of senior guest fellows.
III.2 Open WLAN system to visiting scientists				
III.2.a modernise WLAN and implement "eduroam"	07. -12.2017	head of IT service	stable WLAN, eduroam access	Completed: Enterprise wifi solution with currently 40 accesspoints, which is expandable. Central radius-database for all devices, working cross-site (Berlin and Stechlin). Provides secure access for employees and simple access for guests. Eduroam: technology implemented. Use postponed to post-COVID19 travel restrictions.
III.3 Participation of physically absent colleagues in discussions and decisions is enabled through electronic means (video conference, Email)				
III.3.a implement use of "hipchat": faster and safer communication with instant messaging, group- and videochat	01-12.2017; 2019; 2020	head of IT service	Use of hipchat, (replacement of skype)	Completed: Use of rocket chat (use of hipchat abandoned again due to aborted technical support), replacement of skype: self-hosted Big Blue Button BBB video chats for smaller groups; multiple zoom licences bought for larger group video meetings
III.3.b Equip new Dahlem location with video conference facility	12.2023, after additional building is available	head of IT committee	video conference system in new building	Delayed because building delayed
III.3.c create remote conference room or mobile facility in each IGB location	Long-term; after additional building is available	Room utilisation committee	Rooms equipped for remote conferences	Added to new action plan
III.4 Enable international colleagues to fully participate in all IGB processes and events by bilingual meetings				
III.4.a Include question on bilingual meetings on all levels into employee questionnaire	12.2017	coordinator career development, head of works council)	updated questionnaire	Completed: Very clear vote for bilingual meeting despite longer duration. Applied since
III.4.b determine further required actions based on questionnaire	05.2018	Science officer, board of directors	minutes with decisions	Completed: Info on planned and conducted measures on staff gathering 2017

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results III.4.c continue translation and update of all relevant new documents	12.2017, 12.2018, 12.2019	head of administration	Written workflow, agreement with responsible persons	Completed: Secretaries support translations; responsibilities defined
Gender balance and family friendly workspace				
III.5 Equal opportunities cascade model				
III.5.a Enhance proportion of female scientists to defined levels	with each institute funded vacancy until 2020	board of directors, recruitment committees	Meet aimed quotas, report to Leibniz society	Completed: The equal opportunities plan defines actions to enhance the proportion of female scientists especially in leading positions to meet the quotas of the cascade model. Quotas were met or even exceeded and reported
III.6 Equal opportunity fund: Re-integration after parental leave				
III.6.a transferability of fund into next year	09.2017 ; decision delayed to 2020 due to interim management	head of administration	LGI-discussion and decision	Completed: core budget funds not transferrable into next fiscal year, but the equal opportunity commission can request additional funds on an annual basis for exceptionally high demands. There were special funds dedicated to persons with care responsibilities during the COVID19 pandemic in 2020
III.6.b increase according to yearly salary increase	02.019	Director	LGI-discussion and decision	Completed /changed: This is replaced by the regulation that from 2020 on the fund will be raised to 50.000€ /yr and the option to ask for more if needed and feasible.
III.7 Flexible working conditions (time and location)				
III.7.a home office: access to data and software from outside IGB	06.2017; 02.2020	head of IT services	access of servers from outside IGB	Completed: In 2017 an IGB cloud was created for file exchange. In 02.2020 a secure VPN-solution for working from outside IGB was put into use.
III.7.b transfer of holidays into next year in family-related necessities beyond the legally guaranteed 10 days	08.2017 , delayed 08.2018	head of works council head of administration	Check legal regulations propose IGB's additional commitment	Completed: This is possible on an individual basis. It requires written permission by the superior or/and head of administration.
III.7.c short-term unpaid leave of absence on compassionate grounds	08.2017 , delayed 08.2018	head of works council head of administration	Check legal regulations propose IGB's additional commitment	Completed: This is possible on an individual basis for 10 paid days annually and up to 24 months unpaid. It requires written permission by the superior or/and head of administration. This information is available in the intranet
III.7.d LGI discussion and decision	12.2017	vice-director	LGI decision	Completed/changed: legal option, no decision required

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III.7.e Information on current/changed rules	08.2017 , delayed 08.2018	head of works council head of administration	announcement in IGB News -Information in intranet where people who are in this situation would be looking	Completed: A new section in our intranet was dedicated to family friendly work place information
III.8 Family-friendly scheduling of meetings and events				
III.8.a Working group meetings: Determine and decide part-time and family friendly meeting times	07.2017; 10.2020	equal opportunities officer	Email to all group leaders: awareness rising and request to discuss and decide in each group	Completed; repeated in 2020 because compliance/complaint structure was not clear: LGI discussion and announcement in IGB Weekly
III.8.b Department meetings and institute meetings: should be in 9-12 am time slot. If not: determine restricting factors (room availability, preceding meeting) Discuss topic in each of the meetings if not movable to core hours	12.2017	Department secretary for department meetings head of works council	changed or confirmed meeting times	Completed, additionally: room availability was improved by university lectures in IGB facilities since 01.2020
III.8.c whole day or multiple day meetings/courses: announce 4 weeks in advance to ensure adaptation of family related schedules (doctoral programme, IGB science day, retreats...)	12.2017	secretary director, coordinator career development	Systematic list and early announcement of all 1- multiple day events	Meetings and courses are announced as early as possible, if possible 1 month in advance.
III.9 Communication of legal and internal rules on family-related flexibilities				

Proposed actions	Timing (MM.YYYY)	Responsible unit (operational unit)	Indicators (target)	Current status (link to AP2021-23)
III.9.a internal IGB information and external communication: summary and links to detailed information on all agreements and regulations concerning family-related work time and place flexibilities. Include link to general legal advice e.g. „Familienwegweiser“ des BMFSJ	01.2018	head of IGB's works council, head of administration, equal opportunities officer	collection in intranet, announcement in IGB News	A specific intranet site was created for information on family friendly measures, parental leave and further information sites
III.9.b provide all above compiled information in English	05.2018	head of administration, equal opportunities officer	collection in intranet, announcement in IGB News	Intranet is bilingual now in almost all parts;; forms that are external and thus cannot be provided in an English version are explained.
III.10 Inform on family friendly policy				
III.10.a job postings: formulate sentence on commitment to family friendliness (part time work/flexible hours)	08.2017; 09.2020	head of administration, equal opportunities officer	proposal to director	"We actively support the reconciliation of work and family life. This position is [not] suitable for part time work. [Applications of job-sharing tandems are welcome]."
III.10.b job postings: include sentence on commitment to family friendliness (part time work/flexible hours)	12.2017; 10.2020	head of administration	Include in form for job announcements; Information on website	Completed, equal opportunities officer checks job announcements accordingly.
III.11 Support on regulations				
III.11.a Identify and publish contact persons, add contact persons and advisors to different regulations online (intranet, internet)	01. 2018/2019	head of works council, equal opportunities officer internal communications unit; head of administration	links and info in Intranet and internet	Completed. Part of template for any new intranet and internet page.
III.11.b provide information on topic and links	10.2017 delayed: 01.2019-12.2020	secretary director internal communications unit, ; head of administration	IGB News, Emails,-IGB Weekly	Completed; delayed due to installation of new intranet
III.12 Discuss family-related work constraints and possible solutions in annual performance interview				

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III.12.a aspects to be discussed, additions to guidelines	11.2017 delayed: 10.2020	science officer equal opportunities officer	LGI-discussion	Completed: Discussing family-related work constraints was added to the guidelines for the annual performance interview. Superiors were informed accordingly. Questions about family related constraints with work times/ amount / place were added to the guidelines for the annual performance interviews
III.12.b add to guidelines	12.2017 delayed: 11.2020	head of administration	Updated guideline	Completed
III.13 Analyse systematic further family-related work constraints				
III.13.a Determine systematic family related work constraints for certain employee groups or locations and evaluate potential solutions	04.2019 delayed: 06.2020	equal opportunities officer	report to LGI directorate	Completed: A qualitative survey was conducted to find out about the usefulness of the existing measures and additional family related work constraints.
III.13.b Discuss report and decide actions	06.2019 delayed: 06.2020	director	LGI discussion and decision	Completed: Existing measures will be continued. Possible new actions suggested by equal opportunities officers. Some suitable to the pandemic situation have been conducted: better information in intranet, remote work, time flexibility, online participation in colloquia and workshops, reminder on meeting times
Working conditions: IT development				
III.14 modern and powerful IT system				
III.14.a Renew all 60 old servers to new Proxmox environment	06.2016-12.2019	head of IT service	new servers operational	Completed
III.14.b Increase server capacity for modern applications	06.2017- 04.2020	head of IT service	large servers for – omics, lake lab and open databases	Completed
III.15 Improve data security				
III.15.a implement new data backup system and new firewall	06-12.2017	head of IT service	new backup system, new firewall	Completed: backup system in use
III.16 Easy overview on available software				

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III.16.a create list with versions and access mode in confluence	12.2018	head of IT service	software list in confluence download kiosk in new system (opsi)	Completed: Notebooks and PCs were equipped with special features for remote service and accessibility. Available software is listed and installable as one of the new features.
III.17 Implement system for project management and file exchange and internal and remote communication				
III.17.a introduction documentation tool "confluence"	12.2017	head of IT service	system ready for data import	Completed: User workshops in 2018 and 2019
Working conditions: Information infrastructure and management				
III.18 Information and research data management concept				
III.18.a develop and discuss draft concept including all aspects of information management at IGB (research data, methods and equipment data, multimedia, geodata, etc.)	05.2017 12.2018	Board of directors, information management working group (IM WG)	Discussion and decision on concept for information management in LGI	Completed: Several data bases designed (Fred, Conny, GeoNode, INFRA)
III.18.b write article to raise awareness on data management in Leibniz Association	10.2017	R. Adrian (head of dept. 2)	article about activities in Leibniz working group "Research Data" published in FVB journal	Completed
III.18.c upload metadata and data to IGB research databases (FRED) (ongoing) in progress – a lot of working groups contributed data	04.2017-04 12.2020	all senior scientists	metadata on long term, environmental and biodiversity data, and data from projects added to IGB Research Database (IRD)	Completed: Special funds were allocated to ensure the availability of all long-term data in data base FRED

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III.18.d develop concept for access and rights management for different use cases identified at IGB This issue should be based on the "ActiveDirectory" (AD) System provided by IT-Department. There is a need to extend the functionality and usability of the AD.	01.2018 Andere Projekte (FRED) haben eine höhere Priorität, daher voraussichtlich erst 2020.	data management officer, information management working group (IM WG) together with IT service	internal access and rights management concept developed as guideline for implementation in all information management systems	Completed: Access and rights defined: https://fred.igb-berlin.de/datapolicy/data_protection_declaration
III.18.e continue development of IGB Research Database (FRED) and implement search and display interface for metadata in IGB website – in progress: we have an visibility within IGB website and are in continuous improvements.	06.2017-01.2019	data management officer)	metadata published on IGB website www.fred.igb-berlin.de	Completed
III.18.f develop and implement concept for training and support regarding different aspects of information management	01.2019	Board of directors (LGI), information management working group (IM WG)	LGI decision on implementation of concept for training and support	Completed: training workshop on how to use FRED were conducted in 2019 and 2020
III.19 Geodata management				
III.19.a evaluate technical solutions for the implementation of a geodata management system	01.2018	GIS developer	decision for use of a specific geodata management system	Completed: There was a very detailed market research conducted and all aspects largely discussed and considered.
III.19.b evaluate demand and specific requirements for geodata management in all departments	01.2018	Vanessa Bremerich (GIS developer), Markus Venohr (scientist)	clear list of requirements as guideline for implementation in geodata management system	Completed: This was conducted and confirmed the choice of GeoNode

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III.19.c technical implementation and adaptation of geodata management system	04.2019	Vanessa Bremerich (GIS developer)	geodata management system operable and guidelines published on IGB website	Completed: https://geo.igb-berlin.de/

IV. Training

Proposed actions	Timing (MM.YYYY)	Responsible unit (operational unit)	Indicators (target)	Current status (link to AP2021-23)
Career development for scientists				
IV.1 Institutional culture of providing career advice and training options to researchers at all stages of their career and adjusted to the respective stage of career (e.g. at annual performance interviews)				
IV.1.a PostDocs define necessary career coaching	03.2017, 12.2017, 12.2018, 12.2019	postdoc representatives, coordinator career development	Career mentoring activity plan	Completed: Annual career mentoring activities and retreat planned
IV.1.b provide funding for postdoc career development	01.2018, 01.2019, 01.2020	director	fund allocation	Completed: Annual funds provided
IV.1.c Implementation of planned activities	12.2017, 12.2018, 12.2019	postdoc representatives	Activities. for past postdoc training and mentoring activities see Intranet: https://intranet.igb-berlin.de/display/KAR/Archiv+PostDoc+Kurse+%7C+Archive+post-doc+trainings	Completed: annual implementation of planned activities
IV.2 Leibniz Mentoring for female scientists				
IV.2.a Continue to enable and support female IGB scientists to participate	annually 03.	coordinator career development	Provide material and coach application process	Completed: We annually scan our young and promising female scientists and at least one application is supported. IGB contributes the travel and accommodation cost, all other costs are covered by the programme. In 2020 IGB was again successful in winning one participation.

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IV.3 Awards for doctoral students or scientists				
IV.3.a Find and promote possible awards	06.2017, 12.2017, 12.2018, 12.2019	Science officer, coordinator career development	Overview List with deadlines	Completed: list of potential awards with deadlines regularly updated
IV.3.b Address potential candidates and support application process	Continuousl y, adjusted to deadlines of awards	coordinator career development, science officer, Public Relations (PR)	Emails, personal conversations, applications annual overview	Completed: possible applicants for each award identified and contacted, application supported
IV.3.c put list of awards in Intranet	07.2017	coordinator career development	List in intranet, updated annually if needed	Completed
IV.4 ERC grant applications				
IV.4.a Evaluate and discuss support strategy and resource allocation for future ERC grant applications	02.2020	board of directors (LGI)	Decision protocol	Completed: decision: promising candidates will be identified and strong support will be given according to the candidates specific needs
IV.5 Establishment of collegial counselling				
IV.5.a first 3 sessions coached with short introduction for newcomers, continuous sessions thereafter	12.2017, continuousl y	science officer	6 sessions per year, first 3 sessions coached	Completed: 12 participants participated in the training and in subsequent monthly or bimonthly meetings. These meetings were cancelled if not at least 5 persons could attend. In 2018 the coached sessions were conducted and subsequently additional counselling sessions conducted in 2018 and 2019.
IV.5.b evaluate success and decide on continuation	12.2019	Participants of coaching, science officer	report in LGI	Completed: 14 researchers participated for 2 years. However, due to the fact that participants worked in different locations turning a 1 hour long consultation into a half day time investment most colleagues only joint a few times per year. The attempt to recruit new colleagues to raise the general number of participants and thus enable more frequent sessions was counteracted by colleagues leaving the group due to time restrictions. In December 2019 we decided to end the counselling.

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Outreach activities (knowledge transfer)				
IV.6 Science-society interface (SSI) strategy				
IV.6.a Support IGB scientists in increasing the societal impact of their research by strengthening and fostering new stakeholder formats	12.2017, 12.2018, 12.2019, 12.2020	PR, KTT (Knowledge and technology transfer)	Implementation of at least two publications in the series “IGB Outlines”, one IGB Dialogue and one IGB Academy per year	Completed: Several publications have been published and distributed within the series “IGB Outlines”. Each year at least one IGB Dialogue and one IGB Academy for societal stakeholders and practitioners have been carried out by the SSI team and the involved IGB scientists.
IV.6.b Continue the internal training programme “Uncharted Waters” in stakeholder cooperation and widen it especially for IGB’s management level (department heads & directorate)	12.2017, 12.2018, 12.2019	PR, KTT	Implementation of at least two trainings per year for scientists, post-docs and/or PhD students; Offer of specific and relevant stakeholder trainings for LGI members	Completed: Implementation of at least two trainings per year for researchers; Offer of specific and relevant stakeholder trainings for LGI members
IV.6.c Value outreach and transfer activities of IGB scientists in the internal performance based fund allocation system “LOM”	01.2018 postponed to 12.2021	LOM committee, board of directors (LGI)	LGI decision: Establishment of new “types of work” with credit points for stakeholder events (IGB Dialogues and IGB Academy) in “LOM”	Postponed: A revision of the LOM has been postponed to 2021 with regard to the new management.
IV.6.d Improve internal information flow	12.2018	PR, KTT	Concept and LGI decision on obligatory information flows concerning projects, results and activities relevant for science and/or society	Completed: A transfer check-up has been added to all third-party funding applications.
IV.6.e Strengthen SSI structures by enhancing knowledge transfer at IGB	12.2018 delayed. 04.2020	board of directors	Establishment of a permanent and competent SSI team, consisting of both PR and KTT professionals, also after the end of the third-party funding for the KTT project	Completed: The management has decided to convert the temporary position of a KTT professional into a permanent position from April 2020. The new SSI structures (as the combined PR/KTT team) were thus implemented.

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Teaching				
IV.7 teaching experience for early career scientists				
IV.7.a provide guided teaching opportunities to doctoral students and postdocs	continuously	coordinator career development, teaching scientists	design of own courses in IGB doctoral programme, co-teaching in university courses annually reported in performance data base	Completed: 3 postdocs have developed their own course and taught it repeatedly in the doctoral programme 2017-2020. Doctoral and postdoctoral researchers may assist in the university course teachings of their supervisors for a few days per year. Teaching activities are recorded in the performance database annually.
IV.8 development of a trans-university post-graduate program in Aquatic Science				
IV.8.a Determine feasibility, consultation of faculties, develop concept	12.2018	G. Nützmann (senior scientist)	Concept	Completed: concept discussed but the project was not feasible. .
Career development for technical staff				
IV.9 Internal training measures in the department of Chemical Analytics and Biogeochemistry (counselling, introduction to new methods, regular meetings etc.)				
IV.9.a continue	continuously, when warranted	Manager central service lab	Documentation on activities; annual report	Completed: The CAB laboratory has currently 8 technicians and 1 apprentice technician. All participate in the weekly meetings and in at least 1 annual training. In order to achieve redundancy in the competence to perform specific methods, protocols, or analyses, the CAB technicians have provided training and support for their colleagues. Method transfer included sample handling, wet chemical protocols, basic instrument operation and maintenance, advanced instrumental analytics, data processing and evaluation.
IV.10. External seminars/workshops (company workshops, special seminars) in the department of Chemical Analytics and Biogeochemistry				
IV.10. Continue	continuously	Manager central service lab	Documentation on activities; annual report	Completed: External training were dedicated to learning a complex new set of methods in instrumental analytics, e.g. connected to a large device investment, to obtain additional qualifications (e.g. instructor certificate, dangerous goods certificate), or to refine general vocational skills (e.g. data analysis and validation).
IV.11 Training needs & skill development of technicians				
IV.11.a discussion in group leader meeting of each depart.: needs and wishes technician training	07.2017	each department head	summary to HRS committee and LGI	Completed: Departments defined key methods and responsible technicians and ensured adequate training. Departm. heads discussed needs and expectations with all their technicians. Then they discussed practical approaches with all department heads.

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IV.11.b Agreement on personal training options and extent (incl. English) in annual performance interview	12.2017	head of administration	LGI discussion Update guideline and forms	Completed: A respective question was added to the template available in the Intranet
IV.11.c Discuss and agree on training of each technician in annual performance interview	annually from 12.2017 on	each superior	documented in annual performance interview documentation	Completed: This documentation is kept between the superior and the technician and thus cannot be monitored systematically
IV.12 Training of technicians in all departments				
IV.12.a Determine substitute technician for all major methods and train them adequately	11.2017	each department head	Add information in method data base by sending it to Thomas Rossoll	Completed: Information in method data base. It turned out that many methods are so complicated and advanced that substituting (for times of absence) the responsible technician is a challenge. Sometimes the responsible scientist is the only possible substitute. This substitutability will be considered more strongly when new methods are established.
IV.12.b Identify potential in-house training options, determine format and mentors e.g. PC for older technicians, basic statistics for technicians, lab methods and sample preparation etc.	02.2018	science officer, coordinator career development	List to LGI and HRS committee	Completed: Information gathered on general training needs: little overlap besides training in Microsoft office applications. These are provided as online courses at the moment and will be offered again when we switch to a new version of MS office
IV.12.c ensure that exchange (across departments or of IGB technicians and other research institutes) for method training and exchange is supported by superiors	02.2018	Head of HRS steering group, all department heads	Discussion in LGI and department group leader meetings	Completed: agreement that exchange for mutual learning is supported

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IV.12.d inform technicians on possibility and collect information on implementation of lab exchange	06.2018 and annual updates	head of works council	Annual report to LGI and HRS committee	Completed: Discussed at technicians' retreat. Cancelled due to interim management phase and pandemic-related mobility and contact restrictions. Concept changed
IV.12.e Identify necessary external training options and participants across departments	01.2018	head of works council	List to LGI and HRS committee	Completed: Except for language and computer software classes there was very little overlap in needs for external trainings of technicians between departments. Thus participation in external courses is organised on an individual level.
IV.12.f List annual training options	01.2018, delayed 01.2019, 02.2020	Head of works council personnel office	List to all group leaders in intranet	Completed: List in intranet (Service and administration>Human resources>Advanced training offers)
IV.12.g determine participants from all departments and estimate costs	annually January	Secretary Director personnel office	Question to all group leaders, resulting list to LGI Employees register directly with personnel office	changed: Employees register directly with personnel office
IV.12.h secure funding for necessary technician training from departments and central funds	02.2018, 02.2019, 02.2020	director, head of administration	Decision director	Completed: decision taken annually
IV.12.i Include training of 2 technicians and 1 scientist in acquisition of new instruments if possible and reasonable	01.2018	head of commission for large investments	changed guidelines for large investments	Guideline for large investment fond changed
IV.13 English classes for technicians				
IV.13.a continue, identify technicians benefitting from training and encourage participation in annual performance interview	annually	department heads, supervisors	discussion in group leader meeting of each department; documented in annual performance interview documentation	Language courses are offered since 2013 at IGB to help bridge language barriers. In 2019 the English courses for technicians and administrative staff were interrupted and the strategy re-evaluated. Now there are no ongoing English classes offered to all, but very intense and tailored classes for few participants whenever the need arises.