

## HRS4R 2021-2024: Revised Action Plan of the University of Potsdam

Action field ( <a href="#">Charter &amp; Code</a> )	Title action	Responsible Unit	Timing	Indicator(s) / Target	Current Status / Commentary
<b>I Ethical and Professional Aspects</b>					
1. Research freedom	Support for Scholars at Risk	Welcome Center Potsdam, International Office	Since 2017	Expansion of activities to support scholars at risk	Since 2017, several new measures have been taken at the UP to support scholars at risk. The Welcome Center Potsdam offers consultation and advice for scholars at risk. Twice per year, the UP participates in the Humboldt Foundation's Philipp Schwartz Initiative. Moreover, the UP provides refugee scientists with funding for lectures (e.g., travel expenses). Since 2018, the UP has been offering repeated support of the activities in the project "Commitment to the freedom of science in Turkey" (Off-University). Since 2020, the UP has been awarding a scholarship to one at-risk PhD to continue her/his doctorate at the UP.
8. Dissemination of results; 9. Public engagement	Implementation of the University's transfer strategy; Implementation of the project GO:UP Innovative University	Executive Board, Potsdam Transfer	2018-2022	Transfer and innovation pilot projects 1. Technology Campus Golm (Joint Labs) 2. Education Campus Golm (digital forms of learning, teacher education and establishment of a basic laboratory school) 3. Social Campus Golm (interface between science and society)	The implementation of the project is making very good progress. Researchers are making active use of the Joint Labs; two workshops with participants from the scientific community, politics, and industry were held in 2018 and 2020 to discuss the foundations and success factors of working in Joint Labs. The Digital Labs Toolbox education programme (taking place in 2021), which is training teachers in digital teaching and learning methods, has a long waiting list. In 2019, four "Idea Converter" workshops were held to help researchers transfer their research activities into practice (in German); in 2021, two of these workshops will be held in English at the Sustainable Development Academy (SDA, International Summer Campus). The project is currently working on a concept for the implementation of "Citizen Science", an initiative that aims to enable citizens to become co-creators and collaborators in the research process. Further information on all activities is available here (in German): <a href="https://www.uni-potsdam.de/de/innovative-hochschule/">https://www.uni-potsdam.de/de/innovative-hochschule/</a>
10. Non-discrimination	Non-discriminatory language use	Equal Opportunity Coordination Office	Q1 2022	Founding of a working group to create a guideline	The working group "Dritte Geschlecht Option" ["Third gender option"] was founded and has regular meetings. Members discuss options of non-discriminatory language use in official communication and documents of the university.

10. Non-discrimination	Anti-discrimination policy	Equal Opportunity Coordination Office	Q3 2021	Creation of an anti-discrimination policy to implement the requirements of the university contract	The Equal Opportunity Coordination Office has hired a new consultant for diversity and equal opportunity. One of the most important tasks is to create an anti-discrimination policy to establish anti-discrimination guidelines for all members of the university. This policy covers all forms of discrimination plus bullying and stalking. A draft of this policy will be submitted to the Senate of the university for approval in Q3 2021.
10. Non-discrimination	Employee survey on discrimination experiences and equal opportunities	Equal Opportunity Coordination Office	Q2 2022	Survey was conducted, data was analysed, and results were interpreted	The coordination office is planning to conduct a survey amongst employees to learn more about their experience with discrimination in the workplace and their perceptions and opinions about equal opportunity topics.
<b>II Recruitment of Researchers</b>					
12. Recruitment	Expansion of assistance and advice for new hires 5	Appointment Management / Dual Career Service		Implementation of an online application portal	The appointment management team is researching and evaluating options for the implementation of an online application portal that might also cover further process steps in the selection committees' work flow.
13. Recruitment (Code)	Online application system	Division of Human Resources and Legal Affairs	Q4 2022	Online application system can be used for recruitment of researchers	An online application system is currently being implemented for the recruitment of administrative staff. As a next step, the system shall be adapted to the requirements for the recruitment of academic staff.
<b>III Working Conditions and Social Security</b>					
24. Working conditions; 10. Non-discrimination	Application for the Audit "Vielfalt gestalten" ["Shaping diversity"]	Equal Opportunity Coordination Office	Q2 2023	Completion of the Audit "Vielfalt gestalten" ["Shaping diversity"]	The university will take part in a two-year auditing process "Vielfalt gestalten" ["Shaping diversity"], initiated by the German Stifterverband, to develop a comprehensive diversity strategy.
24. Working conditions	Strengthen our Welcoming Culture -Quality Campaign to Internationalize the Administration	Division of Human Resources and Legal Affairs	Q4 2023	English language training and continuing education to raise intercultural awareness are offered each year	

24. Working conditions	Participation in the NACAPS Study 2021	Potsdam Graduate School	Q3 2022	Active promotion of the study amongst PhD students; analysis of results of the UP sample	The second wave of data collection in the NACAPS longitudinal study is scheduled for 2021. The UP will actively promote the study amongst its PhD students. We will receive results for the UP sample, which will be analysed to inform our HRS4R.
24. Working conditions	Survey of academic staff on HRS4R-related needs	Division of Human Resources and Legal Affairs	Q4 2021	Survey data was analysed and interpreted	To gain specific insights for HRS4R, we had the chance to participate in a survey of all academic staff at the UP in June 2021. In this survey, we included open questions about researchers' needs for support for their work, e.g., with regard to training or mobility. Data is still being analysed; results will be available by the end of 2021.
24. Working conditions	Psychological counselling for staff	Occupational Health Management; Executive Board	Q1 2023	Pilot project is completed; need for counselling is being evaluated	From Q4 2021 / Q1 2022 the UP is planning to offer psychological counselling opportunities to its scientific as well as administrative staff. This counselling is supposed to offer support to members of staff in phases of distress or personal crisis (though psychotherapy will not be offered). To assess the actual need for such counselling, the UP will initially offer psychological counselling for a pilot phase of one year. If employees actually make use of this counselling, this service shall be implemented permanently.
27. Gender balance; 37. Supervision [...]; 39. Access to [...] continuous development	Support structures for female professors	Equal Opportunity Coordination Office	Q2 2024	Events for networking and information have taken place; mentoring was offered	In accordance with the Equal Opportunities Concept, the university will implement special support structures for female professors. These will include networking amongst female professors, information on a wide range of topics (e.g., leadership, personnel development), and mentoring. This process has started in 2021 and will carry on until 2025.
27. Gender balance; 24. Working conditions	Financial support for female professors and young researchers	Equal Opportunity Coordination Office	Q2 2024	Funding was used by the target group	The Equal Opportunity Coordination Office created a new fund to support female scholars. Female professors and young academics can apply for financial support for publications, business travel, coaching, training, or substitute staff (e.g., family-related leave). This fund will be available from 2021 until 2025.
27. Gender balance; 10. Non-discrimination	Strengthening family-friendly structures and services by hiring additional staff	Equal Opportunity Coordination Office; Division of Human Resources and Legal Affairs	Q1 2022	New colleague is hired	An additional position shall be created to support the Service for Families unit of the university (starting in second half of 2021; funding is secured until 2025). The new colleague will focus on supporting international staff, including short-term temporary staff, with regard to all services the university offers to families. The new colleague will also support staff who have to fulfil care duties alongside their jobs.

29. Value of mobility	Supporting lecturer mobility in the International Teaching Professionals programme	Potsdam Graduate School; International Office	Q4 2021	Implementation of new communication structures between PoGS and International Office in order to increase the no. of participants in Erasmus+ Teaching mobility (STA)	Involvement of Erasmus Institutional Coordinator in a November workshop of the PoGS for ITP participants and peer-to-peer advice from a former ITP participant who taught abroad. Joint information on teaching mobility for young researchers at the International Day (each November). Information on Erasmus+ teaching mobility at the welcome session for ITP each summer and a reminder later in the year via email.
30. Access to career advice; 28. Career development	Equal Opportunity Bridging Programme to support young researchers	Equal Opportunity Coordination Office	Since 2014	Monitoring	The Equal Opportunity Bridging Programme refines our focus on target groups to be supported, strives for more transparency in the process, and opens up the programme to men with familial responsibilities. In addition, a commission was founded in 2016, which ensures the transparency of decisions regarding the disbursement of bridging scholarships in accordance with specific criteria, and is staffed by various status groups. At the same time, there is a fund that can be made available at short notice to students who find themselves in a difficult situation due to reasons related to their work-life balance. From 2018 until June 2021, 61 students received support from this fund.
30. Access to career advice; 28. Career development; 27. Gender balance	"Mentoring Plus" Programme	Potsdam Graduate School; Equal Opportunity Coordination Office	Q4 2021 and beyond	Review	Funding for "High Potential - Academy for Postdoctoral Career Development" ended in April 2018. Nevertheless, the Potsdam Graduate School has firmly established Mentoring Plus. The programme includes target group-specific counselling for female PhD candidates, postdocs, junior professors and newly appointed professors, as well as the newly developed International Mentoring Plus programme line. The aim is to further develop the programme and continuously adapt it to the needs of the target groups (key words: future skills, digitalisation).
30. Access to career advice; 28. Career development	Translation of the career portal website "Working at the UP" into English	Division of Human Resources and Legal Affairs	Q4 2021	English version of the website is available	A website has been published that contains career-relevant information for all members of staff and potential applicants ( <a href="https://www.uni-potsdam.de/de/arbeiten-an-der-up/">https://www.uni-potsdam.de/de/arbeiten-an-der-up/</a> ). To date, this website is only available in German.
34. Complaints / appeals	Permanent establishment of conflict management structures	Equal Opportunity Coordination Office	Q4 2023	Regular training for counsellors	Since 2013, counsellors trained in conflict resolution techniques have been offering an open door to anyone seeking anonymous and confidential support at each of the university's three locations. Training for counselling staff will be offered on demand (e.g., to train new counsellors).

<b>IV Training and Development</b>					
39. Access to research training and continuous development; 28. Career development	PhD Coaching	Potsdam Graduate School	Q1 2022	started: March 2021	Target group are PhD candidates in the first and second year of doctoral studies to strengthen interdisciplinary support and a strong network on the way to a doctorate. Coaching is targeted especially towards candidates pursuing an individual doctorate. The aim is to support and strengthen quality assurance in doctoral studies.
39. Access to [...]; 33. Teaching; 28. Career development	Teaching Professionals	Potsdam Graduate School	Q1 2022	started: March 2021	Three continuing education programmes in academic teaching designed for different target groups: Junior Teaching Professionals for PhD candidates, Senior Teaching Professionals for postdocs and New Appointees and International Teaching Professionals for foreign or internationally oriented researchers. Until end of 2020, the Federal Ministry of Education and Research funded Teaching Professionals. Funding for the coming years must be secured. The goal is to continuously develop the programmes. In particular with a focus on the increasing digitalisation of teaching.
39. Access to [...]; 28. Career development; 37. Supervision and managerial duties	Basic Module - Management Skills for Research and University	Potsdam Graduate School	Q4 2021	next start: September 2021	The Basic Module - Management Skills for Research and University imparts fundamental and science-relevant methods and instruments of management. Participants learn the basics of efficient project management and learn how to successfully raise third-party funding. In addition, participants strengthen their communication and conflict resolution skills as well as their leadership and team skills.
39. Access to [...]; 28. Career development	Science Management	Potsdam Graduate School	Q2 2022	next start: August 2021	Science management requires extensive competencies and comprehensive knowledge of the organisation and control of scientific institutions. Participants in the programme acquire fundamental and diversified knowledge for their everyday work that is adapted to the specifics of scientific organisations.
39. Access to [...]; 28. Career development; 9. Public engagement	Science Communication	Potsdam Graduate School	Q2 2023	next start: August 2022	Nowadays science communication is one of the regular tasks of scientists. It is increasingly finding its way into society. The transfer of expert knowledge as a task of science communication is more important than ever. The enormous influence of the internet, digitalisation and social media should not be underestimated. Digital and social media have an important function as

					additional communication channels between science and society. This aspect is changing the way scientists work and requires extended skills.
39. Access to [...]; 28. Career development; 8. Dissemination of results	Science Meets Market	Potsdam Graduate School	Q2 2022	next start: September 2021	Science Meets Market provides impulses for entrepreneurial career paths outside of traditional research. The participants will be sensitised to innovative business models, learn essential management skills, establish contacts with entrepreneurs and get to know their own founding personality. Presentation techniques, marketing and negotiation management also play an important role. PhD candidates and postdocs will find out why the human being is so important for the company's success and how they can acquire financial resources for their goals.
39. Access to [...]; 7. Good practice in research	Good Research Practice	Potsdam Graduate School	Q3 2022	course planned for autumn 2022	The Potsdam Graduate School plans to develop an education programme which addresses 'Good Research Practice'. The participants will be sensitised to professional ethics of researches. The programme will be newly designed and adapted to the needs of PhD candidates and postdocs.

## HRS4R 2018-2021: Completed Actions

Action field ( <a href="#">Charter &amp; Code</a> )	Title action	Responsible Unit	Timing	Indicator(s) / Target	Current status / Commentary
<b>I Ethical and Professional Aspects</b>					
10. Non-discrimination	Creation of a homepage "non-discriminatory university"	Equal Opportunity Coordination Office	Q2 2021	Release of website	As part of the implementation of their anti-discrimination policy, the university launched a website on diversity and anti-discrimination. This website is open to the public and offers information on diversity in teaching and research, the anti-discrimination policy of the university, and other diversity-related topics. The website also provides guidance on how to respond to experiences of discrimination at the university and how to file an official complaint.
10. Non-discrimination	Creation of a landing page	Equal Opportunity Coordination Office	Q2 2021	Release of website	First attempts to create a landing page have not been successful. In 2020, it was decided to incorporate this landing page into a larger web project on the antidiscrimination policy of the UP (see action "non-discriminatory university" website). Students and employees can find information on what to do and where to find support in case they experience discrimination on this website: <a href="https://www.uni-potsdam.de/de/diskriminierungsfreie-hochschule/beratung-und-unterstuetzung/was-tun-bei-diskriminierung">https://www.uni-potsdam.de/de/diskriminierungsfreie-hochschule/beratung-und-unterstuetzung/was-tun-bei-diskriminierung</a>
11. Evaluation / appraisal system; 21. Postdoctoral appointments (Code)	Introduction of standards to carry out tenure track procedures and preparation of guidelines to secure quality in tenure track procedures	Vice President for Research, Junior Academics and Equal Opportunities; Office of the President	Q4 2018	Publication of regulations	All regulations and information on the tenure track programme are available online (in German and English): <a href="https://www.uni-potsdam.de/en/tenure-track/index/procedure">https://www.uni-potsdam.de/en/tenure-track/index/procedure</a>
11. Evaluation / appraisal system;	Reference to qualification opportunities in personnel management	Career Management; Executive Board	Q3 2020	Coordination of suggested wording by the Executive Board	A paragraph about qualification opportunities has been worded and implemented in the performance agreement section of the appointment offer for new hires.

38. Continuing professional development	and higher education didactics in the agreed objectives of the appointment offer				
11. Evaluation / appraisal system	Evaluation of the use of performance-based pay	Executive Board	Q2 2018	Deliberation about establishing perspective discussions	Perspective discussions between faculties and professors are conducted with tenure track professors at the time of their performance evaluation. Full-time professors can apply for performance-based pay by submitting a written application outlining their scholarly achievements and other performance components. These applications are evaluated by the deans of the faculties and approved by the President of the UP.
11. Evaluation / appraisal system	Evaluation of the use of performance-based pay	Executive Board	Q2 2021	Evaluation of merit-based pay regulations	After its introduction in 2017, the first cycle of the phased model of merit-based pay will be completed in 2021. After five years, temporary merit-based pay components will be reviewed and can be turned into permanent pay components. The implementation of the phased model was evaluated in 2021. The model is well-accepted and implemented. Since 2017, the number of professors who were granted merit-based pay components has increased continuously. To date, about 20% of our professors benefit from it.
<b>II Recruitment of Researchers</b>					
12. Recruitment; 13. Recruitment (Code)	Announcement for open professorship positions	Appointment Management / Equal Opportunity Coordination Office / Division of Human Resources and Legal Affairs	Q4 2020	Coordination of suggested wording	The standard text component in job announcements was adjusted to reflect the changes in federal law on gender diversity (completed Q4 2019). A text component for announcements of open professorships in the field of teacher training and pedagogy was worded and confirmed to include requirements for gender and diversity sensitive leadership skills (completed Q4 2020).
12. Recruitment; 24. Working conditions	Expansion of assistance and advice for new hires 1	Appointment Management / Dual Career Service	2016-2021	Needs analysis for further offers. Objective: To continue planning and expansion of new programme lines especially for newly hired professors with existing formats while at	The Welcome Workshop for new hires has been taking place as an annual kick-off event since 2016. It has gone through further strategic and conceptual development. In the context of quality management, the workshop has been evaluated both by participating internal stakeholders as well as the participating new hires. Their feedback is used to continuously develop the workshop format to align it with the needs of the participants.



				the same time continuing development in a need-oriented manner.	
12. Recruitment; 13. Recruitment (Code)	Expansion of assistance and advice for new hires 2	Appointment Management / Dual Career Service	Since Q2 2019	Revision of the guidebook for academic hiring	The guidelines are continually updated to accommodate changes in the legal framework and to adjust procedural workflows. Templates for committee work have been made available to the faculties and chairs of selection committees.
12. Recruitment; 24. Working conditions	Expansion of assistance and advice for new hires 4	Appointment Management / Dual Career Service	Since Q1 2020	Creation of an Intranet webpage for appointment processes	An internal landing page has been created with a collection of the relevant guidelines and templates for faculty members and selection committees.
12. Recruitment; 25. Stability and permanence of employment; 21. Postdoctoral appointments (Code)	Predictable academic careers: twelve additional tenure track professorships	Vice President for Research, Junior Academics and Equal Opportunities	Q2 2021	Hiring of the requested tenure track professorships from the federal-state programme to support young academics	With the help of supporting funds from the Federal Ministry of Education and Research, the University of Potsdam has expanded its tenure track programme by eleven additional professorships. One position in the field of education science could not be filled before the appointment deadline of the funding organisation. The reason for this was that no candidate could be found who fulfilled the very strict hiring criteria of the funding organisation for this position (very early career stage, PhD, high quality research, school teaching experience, and university teaching experience).
13. Recruitment (Code); 15. Transparency (Code)	Expansion of assistance and advice for new hires 6	Appointment Management / Dual Career Service	Q3 2021	Creation / update of information materials for new hires (in German and English)	The webpage of the appointment management team serves as the main point of information for new hires. The implementation of an FAQ section on this webpage is in preparation. A supplemental fact sheet has been created and updated explaining the formal requirements for the appointment procedure (since Q3 2019).
13. Recruitment (Code); 14. Selection (Code); 16. Judging merit (Code)	Revision of internal guidelines for a structured recruitment process	Division of Human Resources and Legal Affairs	Q4 2018	Completion and internal publication	This document provides hands-on information on the recruitment of personnel in a structured, transparent, and legal way, ensuring high process and outcome quality. It is mandatory to follow these process guidelines for the recruitment of non-scientific staff and is highly recommended for the recruitment of researchers. (Document can be obtained from the Division of Human Resources and Legal Affairs)
13. Recruitment (Code); 14. to 21.	Creation of the university's own OTM-R	Division of Human Resources and Legal Affairs	Q2 2020	OTM-R policy is completed and published on the UP's website	The university's own OTM-R policy for researchers was developed and acknowledged by the Senate of the University of Potsdam on 07 July 2021. The OTM-R strategy was published here: <a href="https://www.uni-potsdam.de/de/arbeiten-an-der-up/personalentwicklung/human-resources-strategy-for-researchers">https://www.uni-potsdam.de/de/arbeiten-an-der-up/personalentwicklung/human-resources-strategy-for-researchers</a>

	policy for researchers				
18. Recognition of mobility experience (Code)	Expansion of support services in the Welcome Center Potsdam / International Office	Welcome Center / International Office	Q1 2020	Implementation (fill an internal position)	A new position was filled in 2020 (Full time, Advisor to Researchers). Incoming guests statistics: 2017: 364 new arrivals; 2018: 391 new arrivals; 2019: 351 new arrivals
<b>III Working Conditions and Social Security</b>					
23. Research environment	Internal university support for profile development by concentrating on university research priorities	Executive Board, Faculties	Q4 2018	Reporting on the fulfilment of performance and target agreements for university research priorities	Faculties have reported on the fulfilment of performance and target agreements for university research priorities to the Executive Board of the university.
23. Research environment	Internal university support for profile development by concentrating on university research priorities	Executive Board, Faculties	Q4 2018	Reporting on the fulfilment of performance and target agreements with the faculties (research areas)	Faculties have reported on the fulfilment of their performance and target agreements as of the end of 2018. Reporting focussed on scholarly performance of the faculties. Current performance and target agreements were set for the years 2020 to 2023; they exclusively focus on the fields of teaching and studying.
24. Working conditions; 10. Non-discrimination	Application for the Add-On Diversity in the Total E-Quality	Equal Opportunity Coordination Office	Q2 2018	Training of the central Equal Opportunities Commissioner as a diversity trainer	After the last revision of the action plan, there was a change in staffing within the Equal Opportunities Coordination Office. Due to her qualifications, the new head of the Equal Opportunities Coordination Office does not need to complete this training.

	certification procedure				
24. Working conditions; 10. Non-discrimination	Application for the Add-On Diversity in the Total E-Quality certification procedure	Equal Opportunity Coordination Office	Q1 2018	Workshop series (monthly offering of a workshop over the course of a year)	This action was cancelled and replaced. After the last revision of the action plan there was a change in staffing within the Equal Opportunities Coordination Office. The new head of the office proposed a new strategy to systematically address the topic of diversity at the UP (see new actions below).
24. Working conditions; 10. Non-discrimination	Application for the Add-On Diversity in the Total E-Quality certification procedure	Equal Opportunity Coordination Office	Q4 2018	Membership/internal initiative to commit to the Diversity Charter - For Diversity in the Workplace.	After the last revision of the action plan, this point was re-evaluated. Instead of committing to the Diversity Charter, the Equal Opportunities Coordination Office decided to apply for the Audit "Vielfalt gestalten" ["Shaping diversity"]. Going beyond the requirements imposed by the Diversity Charter, this audit comes with an external review of how diversity is actually practiced within the university, and how this practice can be improved (see new action on this topic).
24. Working conditions	Participation in the NACAPS Study 2019	Potsdam Graduate School	Q1 2020	Active promotion of the study amongst PhD students; analysis of results of the UP sample	In 2019, 642 PhD candidates of the UP took part in the first wave of the National Academics Panel Study, a 15-year multi-cohort longitudinal study on the career development of young academics in Germany. The survey covered topics such as working conditions, characteristics of PhD projects and support structures, as well as PhD students' career motives. We obtained results specifically for the participants from the UP. We used them to analyse how support structures for PhD students could be improved (e.g., by developing new training concepts such as "Good Research Practice", see below).
24. Working conditions	Strengthen our welcoming culture - quality campaign to internationalize the administration	Division of Human Resources and Legal Affairs	Q2 2019	Yearly English language courses and continuing education to raise intercultural awareness until the summer semester of 2019, at least 40 employees will receive training.	The university has continuously offered English language and intercultural awareness courses tailored to the needs of administration staff since 2015. In 2018 and 2020, about 50 employees received training. In 2019, training had to be suspended because the relevant position had not yet been filled with a new trainer. In 2020, some courses were cancelled due to the COVID-19 pandemic. The university has granted permanent funding for future language and cultural awareness courses as part of its personnel development portfolio.
25. Stability and permanence of employment	Implementation of Senate resolution regarding minimum	Division of Human Resources and Legal Affairs	Since Q3 2014	Proportion of short-term contracts for researchers has decreased over time	This is a long-term measure; its implementation is reviewed on a yearly basis by the person responsible for personnel development. Since 2013 (before the resolution), the proportion of short-term contracts (i.e., < 1 year) for newly hired researchers has decreased considerably (47% in 2013 versus 38% in 2018, 32% in 2019, 35% in 2020), and the proportion of long-term contracts (i.e., 3+ years) has

	periods of employment for staff researchers				increased significantly (e.g., 11% in 2013 versus 30% in 2018, 34% in 2019, 30% in 2020).
27. Gender balance; 10. Non-discrimination	Equal Opportunity Concept 2020-2025	Equal Opportunity Coordination Office	Q2 2019	Equal Opportunity Concept is resolved by the university management and published on the website	The Equal Opportunity Concept 2020-2025 contains an analysis of the status quo of gender balance among academic staff at the University of Potsdam as of 2018, and it gives recommendations on measures to increase gender balance among academic staff over the next years. The document functions as a guideline for equal opportunity activities concerning gender balance at the university. <a href="https://www.uni-potsdam.de/fileadmin/projects/gleichstellung/Publikationen/Gleichstellungskonzepte/1_UP_PP-III_GZK_final_Mai-2019_ohne-Anlage.pdf">https://www.uni-potsdam.de/fileadmin/projects/gleichstellung/Publikationen/Gleichstellungskonzepte/1_UP_PP-III_GZK_final_Mai-2019_ohne-Anlage.pdf</a>
29. Value of mobility	Supporting lecturer mobility in the International Teaching Professionals programme	Potsdam Graduate School; International Office	Q1 2018	Review option to further increase financial support, depending on availability of funds	If necessary, financial support from the International Teaching Professionals programme from the Vice President for International Affairs, if Erasmus+ funds are exhausted, in order to support mobility for all interested instructors.
30. Access to career advice; 28. Career development	Career Certificate for woman in STEM disciplines (Science, Technology, Engineering, Mathematics)	Equal Opportunity Coordination Office	Q3 2018 - Q1 2021	Workshops, Coaching	The career certificate is aimed at female students in STEM disciplines and offers to develop interdisciplinary skills at the end of their education.
30. Access to career advice; 28. Career development; 27. Gender balance	"Mentoring Plus" Programme	Potsdam Graduate School; Equal Opportunity Coordination Office	Q2 2018	Review	The Potsdam Graduate School has issued its fifth call for proposals for September 2017 for the Mentoring Plus programme at the University of Potsdam, in the context of the "High Potentials - Academy for Postdoctoral Career Development" program funded by the European Social Fund. The one-year Mentoring Plus program supports women in the fields of scholarship, business, administration and policy.
30. Access to career advice;	Career portal website	Division of Human Resources and Legal Affairs	Q3 2020	Creation of an overview website that provides career relevant	A website has been published that contains career-relevant information for all members of staff and potential applicants ( <a href="https://www.uni-potsdam.de/de/arbeiten-an-der-up/">https://www.uni-potsdam.de/de/arbeiten-an-der-up/</a> ). It provides information for young

28. Career development	"Working at the UP"			information for young researchers (PhD students, postdocs, tenure-track professors)	researchers (PhD students, postdocs, tenure-track professors) on potential career paths, funding opportunities, and support structures. The websites on continuing education opportunities (see below) and HRS4R are embedded in the website "Working at the UP".
34. Complaints / appeals	Permanent establishment of conflict management structures	Equal Opportunity Coordination Office	Q4 2020	Regular training for counsellors	Since 2013, counsellors trained in conflict resolution techniques have been offering an open door to anyone seeking anonymous and confidential support at each of the university's three locations. In 2019 and 2020, trainings were provided specifically for staff with consulting tasks, such as the assistant equal opportunities counsellors, the "Service for Families" and the "Student Advisory Services".
<b>IV Training and Development</b>					
37. Supervision and managerial duties; 36. Relation with supervisors	Expansion of staff-supervisor discussions	Research Commission / Academic Staff Council	Q1 2019	Engagement in committees regarding the introduction of staff-supervisor discussions in the faculties that are based on the measures that apply to non-academic staff	In March 2019, the presidential executive committee decided to introduce structured employee-supervisor meetings as a means of personnel development for permanent academic staff. For fixed-term academic staff, regular meetings are part of the academic qualification process.
39. Access to research training and continuous development	Website for continuing education opportunities	Division of Human Resources and Legal Affairs	Q2 2019	Creation and updating of an overview website and optimization with an entry portal that is specific to target groups	The website has been published ( <a href="https://www.uni-potsdam.de/de/arbeiten-ander-up/personalentwicklung/uebersicht">https://www.uni-potsdam.de/de/arbeiten-ander-up/personalentwicklung/uebersicht</a> ) and it is updated continuously. The website offers three ways of content structuring, i.e., education opportunities sorted by target group (e.g., researchers), by topic (e.g., leadership, teaching skills), and the providing organization (e.g., Potsdam Graduate School, International Office).
39. Access to research training and continuous development	Expand and establish the Individual Profile Development (IPD; formerly called "Complementary Profile Development" ) professional	Potsdam Graduate School	Q2 2018	Academia: Start in 2017; Academic communication and policy advising: Start in 2017	The funding for this programme ended in April 2018. However, the qualification components of the programme were established as regular training modules within the Potsdam Graduate School (as described below).

	development service				
40. Supervision	Mentoring and status discussions in tenure track procedures	Faculties	Q4 2018	Mentoring groups are nominated by the relevant dean and consist of up to two professors.	Every tenure track professor is eligible to mentoring by up to two mentors (i.e., full professors). So far, every newly appointed tenure track professors chose to be supervised by at least one mentor.