

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

The University of Potsdam (UP) endorsed the [European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers](#) (in short: Charter and Code) and committed itself to implementing these in a strategic process (“Human Resources Strategy for Researchers”, HRS4R). The Charter and Code comprise 40 principles that specify the obligations and entitlements of researchers and of research organizations. The implementation or fulfillment of these principles shall create a conducive relationship between researchers and employers that both sides benefit from.

This Action Plan describes all actions currently taken by the UP to implement the Charter and Code. Every three years the Action Plan is updated by the UP and is reviewed by the European Commission.

The 40 principles of Charter and Code relate to four HR topics:

1. Ethical and professional aspects
2. Recruitment of researchers
3. Working conditions and social security
4. Training and development

1. Ethical and Professional Aspects

Fundamental aspects of the freedom of research, the appropriate conduct of researchers, and principles of non-discrimination are regulated by German law (e.g., in the German Constitution or the German General Act on Equal Treatment) and by internal regulations (e.g., the [statute to ensure good research practice](#)). The UP is continuously monitoring the implementation of these regulations.

The UP further extended its efforts in the fields of non-discrimination and diversity. The UP is currently engaging in the [Audit "Vielfalt gestalten"](#) ["Shaping diversity"] by the German Stifterverband. This two-year Audit process involves an external review of how diversity is actually practiced within the UP, and how this practice can be improved. In 2021, the UP passed the ["Inklusionsvereinbarung"](#), a formal agreement on the inclusion of individuals with special needs, and introduced a plan of measures to improve the situation of students and employees with special needs.

In order to support the dissemination of research results and public engagement, the UP successfully implemented its strategy to transfer knowledge and technology to markets and society. With the support of the “Innovative University” initiative of the Federal Ministry of Education and Research, the UP created new infrastructure to support research collaboration and transfer activities (project ["Inno-UP"](#)). In 2019 and 2020, the UP was awarded third place in the German start-up ranking of the “Stifterverband”; amongst non-technical universities, the UP was #1 in the 2020 ranking.

To support scholars who cannot take the freedom of their research or their own safety for granted, the UP has created and is coordinating support structures for [scholars at risk](#), e.g., scholarships for PhD students to finish their PhD.

2. Recruitment of Researchers

Different service units at the UP are continuously working together to support appointment procedures and the recruitment of academic staff. The institutional connections between the Division of Human Resources and Legal Affairs, the team for Professorial Appointment Management, the Faculties, the Dual Career Services, the Welcome Center Potsdam, and the Service for Families are an important pillar for successful academic hiring and our welcoming culture.

The UP was able to expand its [Tenure Track Program](#). Through funding from the Federal Ministry of Education and Research, 11 additional tenure track professors were hired. As part of the UP's Open Topic Program, four of these professorships and 12 Post-Doc positions were announced without strict content specifications.

To strengthen the commitment to standards of open, transparent and merit-based recruitment, the UP issued its [OTM-R policy](#) in 2021. This policy acts as a guideline for recruitment processes for academic staff at all career levels, and it gives recommendations to recruiters on how to design and implement a recruitment procedure.

To further support recruitment procedures, the UP is currently setting up an online application system, which is already in use for the recruitment of administrative and technical staff. In a next step, the system will be extended to support the recruitment of academic staff.

3. Working Conditions and Social Security

Stable employment is a central aspect of a stimulating research environment for many researchers. The legal basis for the limited terms of most researchers' employment contracts is found in the German Law on Temporary Academic Contracts ("Wissenschaftszeitvertragsgesetz", WissZeitVG). Going beyond legal requirements, the UP implemented its own standards for minimum employment periods for early-career researchers since 2014 (e.g., three years for PhD students). The UP further established a concept for creating an appropriate number of permanent academic staff positions that is based on the faculties' needs.

The UP is continuing its efforts to create a welcoming working and studying environment for international researchers and students. English-language courses and seminars on intercultural awareness for administrative staff are offered on a yearly basis. The UP will further extend the range of information and documents available in English for international researchers.

The UP demonstrates a high standard in the equal treatment of men and women as evidenced by the Total E-Quality award it received for the seventh time in a row in 2020, this time including the Add-On "Diversity". In 2019, the UP was amongst the Top 3 universities in Germany with regard to its gender balance figures and development (Source: CEWS Ranking). The Equal Opportunities Coordination Office published an [Equal Opportunities Concept](#) for the UP in 2019 to guide its activities in view of improving gender equality from 2020 to 2025. These activities include an active approach to recruiting women for professorial positions, improving working conditions for women in professorial and post-doctoral positions, and increasing the proportion of female students in STEM disciplines.

4. Training and Development

The [Potsdam Graduate School](#) (PoGS) of the UP offers a broad range of training opportunities and career development advice to academic staff at all levels of experience. Early-career researchers can participate in certified training courses to improve their teaching skills, build up their project management skills, and gain insights on good research practice. The PoGS also creates networking opportunities, offers financial support, and provides individual coaching. To support postdoctoral career development in and outside academia, the PoGS has established a broad range of workshops and support formats for more experienced academics.

The [Center for Quality Development in Teaching and Learning](#) offers training opportunities for teaching staff, with a strong focus on didactical skills and e-learning formats.

The UP has developed a structured [onboarding program](#) for newly hired professors. The Center for Quality Development in Teaching and Learning further offers specific workshops, peer review formats, and individual consulting on teaching and development for professors.

The following table lists the actions planned for the process period of 2021 to 2024, sorted by the principles of Charter and Code they address. In order to provide a more comprehensive picture of what has been achieved to date, the action plan of the previous process period (2018-2021) is also provided.

Table 1: Revised Action Plan of the University of Potsdam (2021-2024)

| Action field (Charter & Code) | Title action | Responsible Unit | Timing | Indicator(s) / Target | Current Status / Commentary |
|--|--|--|------------|--|---|
| I Ethical and Professional Aspects | | | | | |
| 1. Research freedom | Support for Scholars at Risk | Welcome Center Potsdam, International Office | Since 2017 | 1 Phd continuation scholarship per year (36.000 EUR); 3-6 Online teaching courses held by Belarusian lecturers (12-24.000 EUR); 2-3 scholarships by Alexander von Humboldt foundation (Philipp Schwartz-Initiative; amount dependent on no. of granted scholarships); further scholarships (funds to be allocated and from different sources) for Ukrainian scholars | 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 | Successful implementation of transfer and innovation pilot projects 1. Technology Campus Golm: Joint Labs are set up and in use 2. Education Campus Golm: digital forms of learning, teacher | 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 |

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| | | | | education and establishment of a basic laboratory school 3. Social Campus Golm: develop a concept for citizens' participation in science | 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): https://www.uni-potsdam.de/de/innovative-hochschule/ |
| 10. Non-discrimination | Non-discriminatory language use | Equal Opportunity Coordination Office | Q2 2022 | Publish internal regulations on changing one's name in line with one's gender identity | 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. In particular, the group establishes internal regulations that enable individuals to change their given names to be in line with their gender identity before their legal name change has been completed. |
| 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 | Q4 2022 | Survey was conducted, data was analysed, and results were interpreted | The coordination office is planning to conduct a survey amongst all members of the UP (employees and students) to learn more about their experience with discrimination at the university and to explore the diversity of the members of the UP. |
| II Recruitment of Researchers | | | | | |
| 12. Recruitment | Expansion of assistance and advice for new hires 5 | Appointment Management / Dual Career Service | Q4 2024 | Implementation of an online application portal for professorial appointments | 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. The application tool currently implemented for administrative staff has been evaluated but cannot be used due to difference in the 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 (excluding professorial appointments). |

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| 13. Recruitment (Code) | Promoting adherence to the OTM-R Policy amongst professors | Division of Human Resources and Legal Affairs; Appointment Management | Q4 2023 | Include OTM-R in existing training formats (Welcome Workshop for new hires; Good Scientific Practice); create new information formats | To promote the OTM-R Policy of the university, professors need to be informed about the policy via different channels. The topic of OTM-R will be included in the existing Welcome Workshop for new hires and in training and information packages on good scientific practice. Moreover, we will develop new information formats on different administrative topics, including recruitment and OTM-R. These formats may also include online on-demand learning materials (e.g., short videos). |
| 13. Recruitment (Code) | Monitoring the implementation of the OTM-R Policy | Division of Human Resources and Legal Affairs | Q4 2024 | Monitor the number of job advertisement relative to the number of filled temporary academic positions | To monitor the implementation of the OTM-R policy in the first three years of its existence, we will monitor the proportion of temporary academic positions that were publicly advertised before somebody was hired. These figures will be analysed by faculty to investigate whether special information campaigns on OTM-R are needed in some faculties rather than others. |
| III Working Conditions and Social Security | | | | | |
| 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"]: Second external evaluation based on self-report | 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. At the end of the audit, the UP will be evaluated by external reviewers for a second time based on a self-report to assess the progress made during the audit. A third evaluation will take place in 2025. |
| 24. Working conditions; 10. Non-discrimination | Translation of the HRS4R website into English | Division of Human Resources and Legal Affairs | Q1 2022 | HRS4R website is published in English | The English version of the website is available here: https://www.uni-potsdam.de/en/arbeiten-an-der-up/international-projects/hrs4r |
| 24. Working conditions; 10. Non-discrimination | Providing service translations of essential documents in English | Division of Human Resources and Legal Affairs; Division of Planning, Statistics and Research Affairs; Division of Finance and Procurement | Q4 2023 | English service translations will be available of: work contracts, indication of third-party funding, procurement / payment forms, forms for recruitment of staff, forms for indication of illness, | This action aims at establishing service translations of forms and documents that essential to the everyday work of researchers into English. The official language at the UP and in the German science system is German. Thus, all official communication inside and outside the university is held in German (e.g., with German funding organizations, ministries). Due to the amount of forms and documents available, we cannot provide legally binding translations of all forms and documents. However, we can support international researchers by providing English translations of those documents, guidelines and forms that are relevant to researchers' everyday work. The list of documents in the indicator list is a minimum of documents targeted. We will further contact international researchers at all levels as well as the head of the |

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| | | | | parental leave, and other documents | Welcome Center Potsdam to inquire which additional documents are urgently needed in English. We will then establish a hierarchy of these documents and translate them step by step. |
| 24. Working conditions; 23. Research Environment | Communication strategy regarding the HRS4R | HRS4R steering group; Executive Board | Q4 2024 | Define and apply modes of regular communication about HRS4R to staff; minimum goal: yearly article in the "Portal"; advertising for the HRS4R steering group meeting in the newsletter | The communication of the HRS4R process, progress, and achievements needs to be improved. We have started to identify possible communication channels to achieve this goal (e.g., a yearly article in the university magazine "Portal", regular updates in the university newsletter). We will further advertise for one yearly meeting of the HRS4R steering group that is open to all interested researchers to attend. |
| 24. Working conditions | Strengthen our Welcoming Culture - Quality Campaign to Internationalize the Administration | Division of Human Resources and Legal Affairs | Q4 2023 | Continuous English language training (for a minimum of 15 employees) and at least one intercultural awareness workshop are offered each year | 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, so we will continue to offer at least one intercultural awareness course per year. Going beyond the previous short-term English language training courses, from 2022 we will establish opportunities for continuous English language training for administrative staff in positions that are key to communicating with international staff and students. |
| 24. Working conditions | Participation in the NACAPS Study 2019 / 2021 | Potsdam Graduate School | Q2 2023 | Active promotion of the study amongst PhD students; analysis of results of the UP samples of 2019/2022 and 2021. | 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). 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 |

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| | | | | | 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. |
| 25. Stability and permanence of employment | Implementation of Senate resolution regarding minimum periods of employment for staff researchers | Division of Human Resources and Legal Affairs | Since Q3 2014 | Proportion of short-term first contracts (<1 year) for researchers (without valid justification) 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 increased significantly (e.g., 11% in 2013 versus 30% in 2018, 34% in 2019, 30% in 2020). An analysis of the reasons for the 35% short-term contracts in 2020 revealed that justifiable legal and financial reasons existed for these short-term contracts. For inhouse-funded positions, 40% of these contracts were parental leave substitutes, another 40% of employees had work permits shorter than 1 year, around 10% could not get longer contracts due to previous employments in other organisations (note the legal maximum temporary employment time for researchers R1/R2), and 10% just made work time changes to their existing contracts. For third-party funded positions in 2020, 65% of short-term contracts resulted from limited project budget (e.g., "leftover budget" from previous staff or lower expenses that needed to be used up) or task-based short-term employment, another 10% were parental leave substitutes, and 20% of employees had work permits shorter than 1 year. |

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| 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 (budget: 5000 Euros per year); at least 10 participants in peer-to-peer mentoring | 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 | Annual budget until 2025: 8.000 Euros; at least 5 scholarships | 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 by April 2022 | 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 | Budget until 2023: 70.000 Euros; at least 10 scholarships per year | 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 |

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| | | | | | 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 | 12 participants per year; qualitative evaluation of the programme with participants | 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 2022 | English version of the website is available | Our career portal website "Working at the UP" needs to be translated into English (https://www.uni-potsdam.de/de/arbeiten-an-der-up/). To date, this website is only available in German. |
| 34. Complaints / appeals | Permanent establishment of conflict management structures | Equal Opportunity Coordination Office | Q1 2022 | Training for 13 new counsellors has taken place | 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. At the end of 2021, 13 additional counsellors have been appointed and have received intensive training to prepare them for their role. |
| 34. Complaints / appeals; 10. Non-discrimination | Translation of essential website content on anti-discrimination and on the ombudspersons into English | Equal Opportunity Coordination Office | Q2 2023 | The following information will be available in English: anti-discrimination policy, contacts for conflict management, contacts and procedures for reporting discrimination, contacts of ombudspersons | On their website, the Equal Opportunity Coordination Office offers broad information on the topics of diversity and anti-discrimination. Employees further find information on contacts for counselling and support in case they experienced conflicts or any form of discrimination. To date, the website is only available in German. This action aims at - at least -providing the most essential information in English, that is, on anti-discrimination and contacts for counselling and support. |

| IV Training and Development | | | | | |
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| 39. Access to research training and continuous development; 28. Career development | PhD Coaching | Potsdam Graduate School | Q1 2022 | PhD Coaching will be available in English; 12 participants per year; qualitative evaluation of the programme | 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 | Education of 12 participants in each of the three programmes | 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 | 12 participants have completed this programme | 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; 8. Dissemination of results | Career Perspectives Outside Academia | Potsdam Graduate School | Q2 2023 | Three programmes have taken place: Science Management, Science Communication, Science Meets Market; 12 participants per programme | The Potsdam Graduate School offers three further education programmes that aim at pointing out career opportunities outside academia. Each programme consists of several workshops and lasts approximately one year. The three programmes focus on (1) Science Management, (2) Science Communication, and (3) Science Meets Market. |
| 39. Access to [...]; | Good Research Practice | Potsdam Graduate School | Q3 2022 | 12 participants per year have completed the course; course | The Potsdam Graduate School plans to develop an education programme which addresses 'Good Research Practice'. The participants will be sensitised to |

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| 7. Good practice in research | | | | evaluation after the first round in 2022 | professional ethics of researches. The programme will be newly designed and adapted to the needs of PhD candidates and postdocs. |
| 39. Access to [...]; 28. Career development; 29. Value of Mobility | Outcome of HRS4R Survey 2021: Better advertisement of existing programs and structures regarding training and mobility | Potsdam Graduate School; International Office; Division of Human Resources and Legal Affairs | Q1 2023 | Identify new ways to promote training opportunities, mobility support programmes, and other support structures at the UP | In 2021, we conducted a survey amongst academic staff on their HRS4R-related needs. In three open questions, participants were asked to list needs or ideas for improvement in the field of training and development, the field of mobility, or in other areas of their work. We received a total of 169 comments on these questions. We analysed the comments of all participants with regard to those three content areas and discussed them with colleagues of the Potsdam Graduate School (i.e., regarding training and education) and the International Office (i.e., regarding mobility). We came to the conclusion that about 80% of the things listed were already available at the UP (e.g., specific courses or support structures). The fact that participants listed these points makes us aware that not all individuals know of the existing training options and support structures. Thus, we need to identify new ways to advertise for these offers to our researchers. We will discuss this question in the next annual meeting of the extended HRS4R steering committee, when hopefully researchers from all experience levels take part in this meeting as well. The remaining 20% of the points listed mainly concerned working conditions (e.g., the proportion of permanent positions, career perspectives for young academics in the German system) that cannot be changed by the UP alone but are subject to debate in the state of Brandenburg or all over Germany. |

Table 2: HRS4R Completed Actions (2018-2021)

| Action field (Charter & Code) | Title action | Responsible Unit | Timing | Indicator(s) / Target | Current status / Commentary |
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| I Ethical and Professional Aspects | | | | | |
| 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: https://www.uni-potsdam.de/de/diskriminierungsfreie-hochschule/beratung-und-unterstuetzung/was-tun-bei-diskriminierung |
| 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): https://www.uni-potsdam.de/en/tenure-track/index/procedure |
| 11. Evaluation / appraisal system; 38. Continuing professional development | Reference to qualification opportunities in personnel management and higher education | 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. |

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| | 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. |
| II Recruitment of Researchers | | | | | |
| 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 same time continuing development | 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. |

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| | | | | 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 of the guidelines | 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 policy for researchers | 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: https://www.uni-potsdam.de/de/arbeiten-an-der-up/personalentwicklung/human-resources-strategy-for-researchers |

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| 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 |
| III Working Conditions and Social Security | | | | | |
| 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. Faculties have further 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 certification procedure | 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. |
| 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). |
| 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 | 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 |

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| | | | | management and published on the website | equal opportunity activities concerning gender balance at the university. https://www.uni-potsdam.de/fileadmin/projects/gleichstellung/Publikationen/Gleichstellungskonzepte/1_UP_PP-III_GZK_final_Mai-2019_ohne-Anlage.pdf |
| 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 | Career portal website "Working at the UP" | Division of Human Resources and Legal Affairs | Q3 2020 | Creation of an overview website that provides career relevant information for young researchers (PhD students, postdocs, tenure-track professors) | A website has been published that contains career-relevant information for all members of staff and potential applicants (https://www.uni-potsdam.de/de/arbeiten-an-der-up/). It provides information for young 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". |
| IV Training and Development | | | | | |
| 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. |

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| 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 (https://www.uni-potsdam.de/de/arbeiten-ander-up/personalentwicklung/uebersicht) 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 development service | 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). |
| 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. |