

HRS4R 2025-2028: 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 amendment of the Brandenburg Higher Education Act introduced several legal changes which will be implemented over the coming years. The UP is updating its internal appointment regulations to comply with these changes. To further enhance procedural efficiency, the standards for quality assurance of the Tenure Track procedure will be merged with the statutes on the assessment of the probation of junior professors. The new guidelines will be improved based on past experiences with both procedures.

The UP has joined the [Coalition for Advancing Research Assessment \(CoARA\)](#) in 2024. A working group within the Senate commission for research and academic qualification is preparing the implementation of the aims of CoARA at the UP by integrating the interests of all stakeholders and by establishing an action plan for implementation.

The UP is further expanding anti-discrimination and diversity efforts through new educational programs, including "#OpenUP!" workshops and digital learning formats provided by the Equal Opportunity Coordination Office. An action plan is guiding the implementation of the [anti-discrimination policy](#).

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 continues to work on digitalizing and streamlining the application procedures for both professorial appointments and the application procedures for other academic positions.

The UP further promotes its [Open, Transparent, and Merit-based Recruitment \(OTM-R\) Policy](#). 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.

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. This Senate resolution is currently being renewed and extended. Likewise, the UP's concept for the number of permanent academic staff positions is under evaluation. Moreover, the implementation of the recently published Works Agreement on working time recording for academic and student staff will be monitored and evaluated.

During recent years, the UP has largely increased its activities in the field of Open Science. In 2023, the [Open Science Guidelines of the UP](#) were published to provide coherent visualisation, development and networking of all fields of action in Open Science. Several projects are underway to improve the infrastructure for Open Science as an integral part of research and teaching at the UP.

The UP is continuing its efforts to create a welcoming working and studying environment for international researchers and students. The internationalization strategy of the UP is currently being revised. 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. In 2023, it received the Total E-Quality award for the eighth time and was amongst the Top 2 universities in Germany with regard to gender balance figures (Source: CEWS Ranking). To further approach the goal of gender equality, the new "[Equal Opportunity Concept for Parity 2026-2030](#)" has been published. To implement this concept, the UP acquired third-party funding through the "Professorinnenprogramm" ["female professors program"] for the coming five years.

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. 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](#) likewise offers training opportunities for teaching staff, with a strong focus on didactical skills and e-learning formats.

The UP has established 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 UP will further improve the onboarding of scientific staff by providing onboarding guidelines and information for new employees.

The following table lists the actions planned for the process period of 2025 to 2028, sorted by the principles of Charter and Code they address. In order to provide a more comprehensive picture of what has been achieved recently, a second table presents the actions that were completed during the previous process period (2021-2024). All previous action plans and more information on the HRS4R process at the UP are available in the [UP intranet](#).

Table 1: Revised Action Plan of the University of Potsdam (2025-2028)

Action field (Charter & Code)	Title action	Responsible Unit	Timing	Indicator(s) / Target	Current Status / Commentary
<i>I Ethical and Professional Aspects</i>					
1. Research freedom	Support for Scholars at Risk	Welcome Center Potsdam, International Office	Since 2017	Re-opening of the support programmes for scholars at risk; 1 Phd continuation scholarship per year (36.000 EUR); 3-6 Online teaching courses (12-24.000 EUR); 2-3 scholarships by Alexander von Humboldt foundation (Philipp Schwartz-Initiative)	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. We are continuing our intensive collaboration with the Humboldt Foundation and the Scholars at Risk network in Germany. Since 2020, the UP has been awarding a scholarship to one at-risk PhD to continue her/his doctorate at the UP; in 2023 and 2024 two PhD students were supported per year. Funding for (online) lectures was recently available for all scholars at risk, and it is no longer limited to specific regions (e.g. Belarus, like at the start of the program). However, since 2024, the colleague in charge for the UP's initiatives to support scholars at risk has been off sick due to a long-term illness. Unfortunately, the UP currently does not have the resources to fill this gap. Therefore, the support programmes are not open for applications at the moment, but shall be opened again when the colleague is back.
9. Public Engagement	Citizen Science	Potsdam Transfer	Q4 2027	Track the total number of citizen science projects on a landing page; Quantitative documentation of the sensitization	Researchers at the University of Potsdam have been conducting participatory research projects with citizens for several years. As the organisation and implementation of citizen science projects is very time-consuming, complex and lengthy, the researchers lack time resources, among other things. Against this background, Potsdam Transfer, the transfer and start-up centre of the University of Potsdam, will support researchers in planning and implementing citizen science activities. This can be done through networking with suitable initiatives and stakeholders as well as through organisational and administrative support. In order to make the number of citizen science projects at the university measurable, a landing page will be set up on the university's website by Q4 2025.

				interviews with researchers	In addition, Potsdam Transfer will intensify awareness-raising discussions with researchers on the active participation of citizens in research processes.
10. Non-discrimination ; 13. Recruitment (Code)	Extended training formats on diversity and anti-discrimination	Equal Opportunity Coordination Office; Division of Human Resources and Legal Affairs	Q4 2025	Three or more workshops have taken place as part of the #OpenUP! Series; at least one workshop of the Academy for Equal Opportunities in Science took place; the series will be continued beyond 2025; digital learning formats were developed (e.g., video tutorials)	To prevent discrimination and increase the awareness of diversity, several further education formats were established. In 2023, a new series of training offers "#OpenUP!" was created for administrative and technical staff; the series is continued in 2024 with a total of 8 events. In 2025, currently three workshops are planned. We offer(ed) several information formats and workshops that cover topics such as general regulations on anti-discrimination, gender-related diversity, and anti-racism. Further education and empowerment for female academics was established as part of the Academy for Equal Opportunities in Science: https://www.uni-potsdam.de/en/equality/consultancy-and-support/support-in-studies-doctoral-studies-and-science/weiterbildungsakademie-fuer-chancengleichheit-in-der-wissenschaft-wcw Moreover, the Equal Opportunity Coordination Office will extend digital further education opportunities as well as awareness-raising formats for gender biases in recruiting and in performance evaluation.
10. Non-discrimination	Implementation of the anti-discrimination policy	Equal Opportunity Coordination Office; Division of Human Resources and Legal Affairs	Q4 2026	At least 75% of the actions are implemented	As an outcome of the diversity audit "Vielfalt gestalten" (see Action 27), the Policy of the University of Potsdam on Protection against Discrimination, (Cyber-)Bullying and (Cyber-)Stalking (Anti-Discrimination Guidelines) was published. To fill the policy with life, an action plan for the implementation of the anti-discrimination policy was created. The action plan covers measures to be implemented until the end of 2026. In 2026, we plan to apply for the re-audit and develop a new action plan for the subsequent three years.
11. Evaluation / appraisal systems	Merging of the Standards for Quality Assurance of the	Executive Board; Division of Planning,	Q1 2026	A new statute is in effect	Due to the similarity of the procedures of assessing the probation of Junior Professors and the assessment of tenure for tenure track professorships the statutes and guidelines for both processes shall be merged into one document. Moreover, some revisions of the statutes are planned based on the experiences of previous evaluation procedures.

	Tenure Track Procedure with the Statutes on the assessment of the probation of junior professors	Statistics and Research Affairs			
11. Evaluation / appraisal systems	Update internal appointment regulations for professorships	Executive Board, Appointment Management	Q2 2026	publication of updated internal regulations	The amended Brandenburg Higher Education Act includes a number of changes for the appointment of professorships. To be in compliance with the law the internal regulations must be updated and confirmed by the MWFK. Using that opportunity, it is also planned to include a couple of aspects to modernize the regulations and streamline the overall process. The draft will be discussed under participation of the faculty managers for professorial appointments and the UP's legal experts, before the Senate of the UP will vote on it.
11. Evaluation / appraisal systems	CoARA	Executive Board	Q2 2026	Joining CoARA; forming a CoARA working group; developing an action plan	The UP has joined the Coalition for Advancing Research Assessment (CoARA) in 2024. Our motivation behind this step was to acknowledge that the assessment of research performance warrants evaluation, and that we want to participate in the positive developments the coalition will come up with. To drive the implementation of the aims of CoARA at the UP, the Senate commission for research and academic qualification installed a working group which contains professors of the different faculties and representatives of the executive board, the Potsdam graduate School as well as the HRS4R coordinator. The CoARA working group is meeting regularly and is currently working on establishing an action plan. The preliminary action plan was approved by the Senate in July 2025; the final action plan shall be presented in 2026.
11. Evaluation / appraisal systems	Promotion appointments	Executive Board, Appointment Management	Q4 2026	Criteria for the eligibility for a promotion appointment were set	The amended Brandenburg Higher Education Act now allows for the implementation of promotion appointments. For example, a current W2 professor may be promoted to W3 status on the basis of excellent teaching and research performance without the need for an external job offer. This was not possible in the past. The procedure required for will be defined in the updated general internal appointment regulations of the UP. However, we need to explore internal criteria that need to be fulfilled to be eligible for a promotion appointment (e.g. quality of publications, amount of acquired third-party funding, research focus to strengthen the University's profile).
II Recruitment of Researchers					
12. Recruitment	Expansion of assistance and	Appointment Management	Q1 2026	An online application tool	The appointment management team has updated and digitalized the workflows of professorial appointments at the UP. Due to changes in the university's project management, the project to

	advice for new hires 4	/ Dual Career Service		has been implemented	acquire an online application tool has to undergo again an internal evaluation before the project can go into the implementation phase.
13. Recruitment (Code)	Online application system	Division of Human Resources and Legal Affairs	Q4 2026	The use of the online application system was extended to the recruitment of academic staff (excluding professorial appointments); bilingual interface is available	The online application system has been extended to the recruitment of staff for permanent academic positions (excluding professorial appointments). However, we have not yet extended the service to the recruiting for temporary academic positions. One reason for this is that the technical system we use does not yet offer a bilingual setup, so that international applicants would have to deal with the German interface. We will continue our efforts to extend the use of the online application portal, but need to wait for update releases of the portal provider that provide an English interface. This is expected in 2026.
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, the topic of OTM-R was included in the yearly Welcome Workshop for new hires. Moreover, we refer to the OTM-R policy on our intranet pages on recruiting and employment of staff. The development of other information or training formats is still in progress. These formats will also include online on-demand learning materials (e.g., short videos). One video on biases that may also impair the recruitment process was produced by the Equal Opportunity coordination office and published in German and Spanish (as an outcome of an international project): https://www.uni-potsdam.de/en/discrimination-free-university/information-and-material/e-learning
13. Recruitment (Code)	Monitoring the implementation of the OTM-R Policy	Division of Human Resources and Legal Affairs	Q4 2027	Increase the number of positions publicly advertised	To monitor the implementation of the OTM-R policy in the first three years of its existence, we have evaluated the number of temporary academic positions that were publicly advertised before somebody was hired. The detailed results were submitted in a separate report (see "Monitoring of job postings for temporary academic staff.pdf"). In sum, we conclude that a large amount of positions is publicly advertised; there are no significant differences between faculties. Unfortunately, we are technically not able to easily assess the number of vacant positions that have not been advertised but filled within a certain time period. Thus, we cannot assess which proportion of available temporary position has been advertised for. We learned that we can achieve a lot in implementing the OTM-R strategy if we manage to get the principle investigators of large research projects or training groups on board to acknowledge the

					importance of OTM-R. This way, we ensure that we achieve a high level of implementation of the OTM-R strategies for a large proportion of temporary academic positions.
III Working Conditions and Social Security					
23. Research Environment; 7. Good Practice in Research	Open Access	University Library	Q2 2027	Publication indicators per author depending on OA publication channel; Publication indicators for OA books; Information on editorships and editorial activities in addition to the publication indicators	Monitoring of open access articles: The analysis of scientific output in the form of text-based publications will be extended to the open access publication channels used. A preferred choice of OA journals (especially Gold and Diamond OA journals) should be reflected in the CoARA-compliant evaluation criteria. (Q4 2025) Diamond open access books: The University Press is expanding its range of Diamond OA books. Authors and editors are not only listed in the university bibliography as before, but the choice of publishing monographs and edited volumes in open access is also shown separately and taken into account in the publication indicators. (Q2 2026) Proof of editorship and/or editorial activities: To date, the activities of researchers in OA journal editorial offices or as editors of OA books and anthologies have not been systematically recorded. In order to value these activities as a scientific achievement, they must first be recorded so that they can then be included in the evaluation. The recording as a basis should be established for the scientists of the University of Potsdam. (Q2 2027)
23. Research Environment; 7. Good Practice in Research	Open Research Data & Open Research Software: Strategy and Framework	University Library; Center for information and media management ; Executive Board	Q2 2027	Strategies were reviewed; Framework is developed	The UP has largely increased its activities in the field of Open Science: https://www.uni-potsdam.de/en/openscience/index In 2023, the Open Science Guidelines were published in German and English: https://publishup.uni-potsdam.de/frontdoor/index/index/docId/59490 The University Library and the Center for Information Technology and Media Management (ZIM) support the entire process of research data management. To align all strategy documents and recommendations on Open Research Data and Software with the rapidly developing international standards, the UP is currently reviewing its "Research Data Policy and Recommendations for the Handling of Research Data" and its "Research Data Strategy" (both published in 2020). (Q3 2025) Moreover, a framework for the strategic implementation of research data management in research practice will be developed (Project FDLINK; Q2 2027).
23. Research Environment; 7. Good	Open Infrastructure, Open Research	University Library; Center for	Q2 2027	Launch of the services RDMO, RADAR,	The UP is continuously extending the infrastructure to enhance collaboration between researchers and to practice Open Science. The following projects are planned: - Provide an IT-service for research data management planning (RDMO, Q3 2025)

Practice in Research	Data & Open Research Software	informatics and media management		JupyterHub, ELN.UP; Access to Box.UP and ELN.UP via DFN-AAI available; Report on JupyterHub	<ul style="list-style-type: none"> - Provide an institutional repository for publication and archiving of research data (RADAR, Q3 2025) - Open Box.UP (cloud service) for collaboration with researchers outside of the University of Potsdam (Q4 2025) - Pilot test of an Open Source IT service for web-based data science code environment (JupyterHub) in one specific research project; evaluate the potential of JupyterHub as a university-wide Open Source IT service (Q1 2026) - Provide an Open Source IT service for Electronic Lab Notebooks (ELN) for all researchers, teachers and students at the University of Potsdam and make it available for collaborations outside the UP (Q2 2026)
24. Working Conditions	Strengthen our Welcoming Culture -Quality Campaign to Internationalize the Administration	Division of Human Resources and Legal Affairs	Q4 2027	Continuation of weekly English language courses for 40 employees; 10 participants per year in EDUC further education initiatives	Since 2022, administrative and technical staff have the opportunity to participate in weekly English language courses offered by a cooperating language school. In small groups employees learn together at their level of language proficiency. From the beginning around 40 employees of the central administration and IT services have continuously been participating in the courses. Drop-out rates are small (about 20%), so some employees have been participating for three years now. In addition, employees have used several new offers for intercultural exchange and language training by the EDUC university alliance that the UP is coordinating since 2020. In the second funding phase of the alliance, further education initiatives for non-academic employees have been extended to also give them the opportunity to benefit from the alliance as well (beyond students and academic staff). So far, about 15 employees each were part of e-tandems and a mentoring programme; 6 employees have participated in international staff weeks. Since 2025, one employee per year can take part in a secondment programme and work at a partner university for up to two months.
24. Working Conditions	Participation in the NACAPS Study 2019 / 2021	Potsdam Graduate School	Q2 2026	Active promotion of the study amongst PhD students; analysis of results of the UP samples of 2025	<p>To support the NACAPS Study data collection in 2023, we actively contacted all persons who registered as PhD students at the UP between December 2, 2020, and December 1, 2022. Of these 747 persons, 333 participated in the 2023 survey.</p> <p>The 2016 to 2023 data of the study allows a comparison of the responses of UP participants with the average of participants doing a PhD at a German university. Overall, there is little deviation of the UP results from the German average. However, with regard to PhD conditions, we exceed the German average in several ways: We have a higher proportion of written supervision agreements (92%), we more often have teams of supervisors (78%) than individual supervisors (22%), PhD students have a more regular exchange with their supervisors, and are slightly more satisfied with the quality of their supervision (72% are (very) satisfied, 19% partly, 9% not (at all) satisfied).</p> <p>Over time, the working conditions for PhD students have improved. For example, the proportion of PhD students who have no funding for doing their PhD has decreased by 10% since 2016 (to 20% in</p>

					2022), and the number of PhD students with a position / work contract at the UP has almost doubled to 60% in 2022.
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 2027	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, parental leave, and other documents	<p>Following the internal review in 2022, our press and communications department has implemented that all communication via central e-mail lists is sent in German and English. Most senders follow this standard now.</p> <p>As planned, we have started to analyse which documents and forms are available in English. In the field of HR, all forms that relate to the hiring process are available in English (e.g., survey forms, information on rights and obligations, the work contract itself). Moreover, information on submitting a sick note is available in English on our website (https://www.uni-potsdam.de/en/verwaltung/division3/sick-note). New strategy papers and the like are published in German and English, e.g. the anti-discrimination policy and the works agreement on working time and working time recording for academic staff).</p> <p>In the field of research administration and purchasing as well as facility management, we still need to improve the availability of information in English.</p> <p>In September 2023, we have launched a new intranet with extended information on all fields of administration. While some of its content has been translated into English (e.g. information for new members of staff), we are currently working on translations of the majority of pages.</p> <p>From 2025, existing pdf forms will step by step be transferred into web-based forms. During this transfer, we will systematically establish English versions of those forms that are used by academic staff.</p>
24. Working Conditions; 23. Research Environment	Communication strategy regarding the HRS4R	HRS4R steering group; Executive Board	Q3 2026	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	<p>The communication with researchers remains a challenge in our HRS4R process. The yearly open meeting with researchers has produced mixed results. In December 2023, the HRS4R coordinator presented HRS4R at a networking event of the Potsdam Graduate School and had fruitful discussions with academic staff at the levels R1 and R2. In September 2024, we planned a larger information event on HRS4R and CoARA and invited all our academic staff to it. However, the participation rate was very low. We discussed that we will need to find other information formats to gain researchers interest on rather "administrative" topics such as HRS4R, YERUN or CoARA. However, personnel resources were too scarce to implement such a format in 2025. We aim at developing a concept for an online lunch talk series in Q3 2025 and implement it in the winter term 2025/2026, latest in the summer term 2026.</p>

24. Working Conditions	Onboarding of new academic employees	Division of Human Resources and Legal Affairs	Q3 2026	New intranet pages with target group specific information were published in German and English	The quality of the onboarding of new academic employees (R1 to R3) largely depends on the onboarding measures taken by the research groups within the faculties. The only support the central administration can offer here is to provide information on the university structures and procedures. Although we already send out a welcome e-mail to new employees with basic information on their first days at work, this information still needs to be extended and tailored to the needs of the specific target groups, e.g. PhD students or Postdocs. For this purpose, we will design new intranet pages that will contain target-group specific information for onboarding.
24. Working Conditions; 23. Research Environment	Renewal of the internationalization strategy of the UP	International Office; Executive Board	Q1 2026	Internationalization strategy was published	The International Office and the Executive Board of the UP are currently working on a new internationalization strategy for the UP. The strategy will focus on internationalization activities for both students and employees. From the perspective of HRS4R, topics such as the recruitment of international academics as well as creating a welcoming culture amongst UP employees for internationals will be most interesting.
24. Working Conditions; 25. Stability and Permanence of Employment	Evaluation of the permanent position concept for academic staff	Division of Planning, Statistics and Research Affairs	Q4 2025	Report has been presented to the Senate	To enable flexibility in research positions and to constantly give new young researchers a chance to start a scientific career, the majority of R1 and R2 positions are temporary. However, there are certain tasks at the UP that need to be fulfilled continuously and require stable responsibilities. Therefore, a certain number of R1 and R2 positions were made permanent. There is a concept at the UP that defines which faculty has which permanent positions. The Division of Planning, Statistics and Research Affairs has been evaluating this concept and will formulate recommendations on potential changes to this concept.
25. Stability and Permanence of Employment	Renewal of Senate resolution regarding minimum periods of employment for staff researchers	Division of Human Resources and Legal Affairs	Q4 2025	Proportion of short-term first contracts (<1 year) for researchers (without valid justification) has decreased over time	Eleven years ago, the UP published the first senate resolution regarding minimum periods of employment for academic staff that aimed at reducing short-term contracts of <1 year and increasing longterm contracts of 3+ years. To date, a renewal of this senate resolution is in preparation to further extend the employment period of the first contract (e.g., PhD student position) and, in addition, to provide regulations of minimum periods of contract extensions. This is an important measure to increase the stability and predictability of employment for researchers holding temporary positions that contain their own scientific qualification.
27. Gender Balance; 10. Non-discrimination	Gender Equality Plan and Equal Opportunity Concept for Parity 2026-2030	Equal Opportunity Coordination Office	Q4 2030	Gender Equality Plan and Equal Opportunity Concept for Parity 2026-2030	In 2022, the Equal Opportunity Coordination Office evaluated the status quo of its Future of Equal Opportunity Concept 2020-2025 and formulated strategic visions of its intersectional equal opportunity work up to 2025. The results were published as Gender Equality Plan in 2023: https://www.uni-potsdam.de/fileadmin/projects/gleichstellung/Dokumente/Gender_Equality_Plan_2022_english.pdf

				are published on the website; At least 75% of the actions of the Equal Opportunity Concept for Parity 2026-2030 are implemented	<p>This document also formed the basis for the new Equal Opportunity Concept for Parity 2026-2030, which formed the basis for the application for third-party funding in the female professors programme 2030. The document is currently only available in German but will be published in English too: https://www.uni-potsdam.de/fileadmin/projects/gleichstellung/Bilder/Aktuelles/2024/241119_Gleichstellungskonzept_Paritaet_Design.pdf</p> <p>The new Equal Opportunity Concept outlines fields of action for the coming 5 years. Many fields of action aim at consolidating the efforts of the previous years (e.g. see Actions 41, 62), others go beyond previous efforts, e.g. by</p> <ul style="list-style-type: none"> - strengthening the institutional structures for equal opportunity work, - improving the management of gender-related data and extending the scope of quantitative evaluations - supporting gender-related topics in teaching and research - fostering an organizational culture that is open to diversity
27. Gender Balance; 39. Access to research training and continuous development; 37. Supervision and managerial duties	Support structures for female professors	Equal Opportunity Coordination Office	Q4 2025	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 has implemented special support structures for female professors since 2021. For example, the "ProfiNet" network for female professors was established, where female professors benefit from networks and get information on topics such as leadership or overcoming gender-based career barriers. In 2023, a large kick-off took place (well received by the target group), followed by two more informal meet-ups and small workshops. In 2024, three network meetings on different topics were planned, but only one meeting took place due to too few participants. Provided that subsequent funding was granted, the ProfiNet network will be continued beyond 2025. The mentoring programme was temporarily stopped in 2024; it is planned to be reestablished in 2026.
30. Access to career advice; 28. Career development; 27. Gender Balance	"Mentoring Plus" Programme	Potsdam Graduate School; Equal Opportunity Coordination Office	Q4 2026	The first round of the new mentoring programme was completed; approx. 12 participants per year	Unfortunately, the Mentoring Plus Programme stopped in 2024 due to lack of funding. Up to then, we counted the maximum of twelve participants per year who gained valuable support out of this programme. We are currently planning a new version mentoring program that will start in 2026. New funding has been acquired in the fourth round of the Female Professors Support Programme. The target group will be women, intersexual, transsexual, and non-binary persons in their scientific qualification phase.

30. Access to career advice; 28. Career development	Gertrud Feiertag Scholarship for female students and academics	Equal Opportunity Coordination Office	Q4 2030	annual budget: 50,000 Euros by the university and 20,000 Euros project funding; minimum of 10 scholarships per year	In 2023, this fund was renamed and refocused into "Gertrud Feiertag Scholarship": https://www.uni-potsdam.de/en/equality/gertrud-feiertag-scholarship . It now aims at students, PhD candidates or PhDs who need financial support for completing their thesis or habilitation, particularly after family-related interruptions (see Action 35). Since 2022, 47 persons have been funded under the programmes described in Actions 35 and 41 (of which two thirds were PhD students, just under two thirds had an international background, and half of which had family-related interruptions). In total, the 47 persons were supported with 238,000 Euros. Funding will be available beyond 2025 because the UP has been granted new third-party funding for the fourth round of the Female Professors Support Programme.
IV Training and Development					
37. Supervision and managerial duties	SUPERvisor Award	Potsdam Graduate School	Since 2025	Awarding four PhD supervisors per year (price: 3,000 Euros)	From 2025, the Potsdam Graduate School will award prizes to the best PhD supervisors of the UP, the so-called SUPERvisor Award. PhD students at the UP and at cooperating research organizations can nominate their official PhD supervisor (Category 1) or their daily supervisors (Category 2) for the prize. Prizes for both award categories are given to one person each in two subject areas: 1. Arts and Social Sciences, 2. Health and Natural Sciences. In total, there will be four award winners per year. The award is endowed with 3,000 Euros prizemoney each, which has to be spent in support for a PhD student or Postdoc. The award aims at emphasizing the importance of good supervision for research excellence, and at making good supervisors visible within the community.
38. Continuing professional development; 39. Access to research training and continuous development	Starter-Kit Teaching	Center for quality development in teaching and learning	Since 2019	15 participants per year	With the "Teaching Starter Kit", the University of Potsdam offers new employees support to avoid jumping straight into the deep end of teaching. The three-day program is aimed at academic staff who have been employed at the UP for less than twelve months and are taking on teaching duties. This short-term course is a low-threshold training offer than the intensive teaching programs the Potsdam Graduate School offers and shall raise awareness for good teaching quality amongst all new academic employees. We had previously failed to list these offers in our action plan.
38. Continuing professional development; 39. Access to research training [...]	Continuous development of teaching competences	Center for quality development in teaching and learning	Since 2010	Regular offers of workshops, training and counseling on teaching-related topics	The Center for quality development in teaching and learning continuously offers counselling and training formats on teaching-related topics to all teaching staff at the UP. The topics reach from racism-critical approaches to collaborative online international learning (COIL) to the use of AI in teaching. The Center for quality development in teaching and learning also offers individual counselling on teaching and exclusive training formats to tenured professors. We had previously failed to list these offers in our action plan.

39. Access to research training [...]; 28. Career development	PhD Coaching	Potsdam Graduate School	Q1 2022	12 participants have completed the coaching per year	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. Twelve PhD students can participate per year; the program starts every September. To support English-speaking PhD students, the program is offered alternately in German and English.
39. Access to research training [...]; 33. Teaching; 28. Career development	Teaching Professionals Programmes	Potsdam Graduate School	Q4 2028	12 participants have completed the programme per year	For many years, the PoGS has offered 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. Due to falling participant numbers and changing needs of participants, the programmes have been restructured. The PoGS now offers two Teaching Professionals Programmes each year, one in German and one in English. As before, each program consists of 6 to 7 workshops and a practical teaching phase (duration: 1 year). This also extends the training possibilities for English-speaking academic staff.
39. Access to research training [...]; 37. Supervision and managerial duties	Management Skills for Research and University	Potsdam Graduate School	Q4 2021	12 participants have completed this programme per year	This training program has been refocused and now is called Research Management and Leadership. It is held in English and offered every year to twelve participants. The program equips postdocs, junior and tenure track professors with fundamental and research-relevant methods and instruments of management. In four workshop units over five months, participants learn to strengthen their leadership, communication and project management skills, as well as their knowledge on gaining research project funding.
39. Access to research training [...]; 28. Career development	Career Perspectives Outside Academia	Potsdam Graduate School	Q2 2023	One of the programmes has taken place per year: Science Management, Science Communication; 12 participants per programme	The Potsdam Graduate School offers two further education programmes that aim at pointing out career opportunities outside academia. Each programme consists of several workshops and lasts approximately one year. The programmes take place alternately, one per year, and focus on Science Management and Science Communication. The previously offered program Science Meets Market was not in sufficient demand, therefore it is no longer offered.
39. Access to research training [...]; 7.	Good Research Practice	Potsdam Graduate School	Q4 2026	New concept was developed; funding is	The Potsdam Graduate School has repeatedly offered workshops on the topic of good research practice, but there were so few registrations that some of the courses had to be cancelled. As the topic is so important, the PoGS is currently trying to acquire third-party funding to be able to

Good Practice in Research				available for an additional staff member	address the topic with additional staff and in a holistic way, e.g. within the framework of research integrity. A concept will be developed how good research practice can be included as a topic in a wider range of training courses and information formats. The current approach is to offer shorter training formats on the topic so that scientists are more willing to participate, and to develop e-learning on the topic.
39. Access to research training [...]; 28. Career development	Training on data science and AI	Potsdam Graduate School	Q4 2026	Training: 12 participants per round in each course; Data Competence Center QUADRIGA: open educational resources are published	<p>The Potsdam Graduate School extended its training portfolio to courses on data science and machine learning as well as artificial intelligence, as well as a training programme on leadership for digital transformation. The additional courses are funded from third-party research projects and, so far, limited to the end of the projects in Q4 2025 and Q4 2026, respectively.</p> <p>The program Artificial Intelligence for Science took place in three rounds within the project duration; each round lasted 7 months and had 12 participants. The program provides an introduction to the three relevant forms of AI: Machine Learning, Generative AI and logic-based systems of symbolic AI. Subject-oriented self-study units and a learning platform accompany the thematically oriented workshops.</p> <p>The training course on machine learning in R contains two modules of 3 days each; 12 participants are planned per round.</p> <p>The program Leading in times of permanent changes takes 7 months and contains 8 face-to-face modules with a duration of one day each, plus accompanying online offers.</p> <p>The new Data Competence Center QUADRIGA is dedicated to the development of open educational resources on the basis of case studies.</p>
39. Access to research training [...]; 7. Good Practice in Research	Open Educational Resources	Center for quality development in teaching and learning	Q2 2027	The self-studying course is used by students (evaluation of usage data); the OER handbook was published	The UP further wants to promote the use of Open educational Resources (OER). To this end, the UP is contributing to the development of an OER framework within the state of Brandenburg and is engaging with the relevant OER communities in Germany. One work package is to provide a self-studying-course on OER for students (Q4 2025). Another specific deliverable will be an online handbook on incentives in OER use, production, and sharing (Q2 2027).

Table 2: HRS4R Completed Actions (2021-2024)

Action field (Charter & Code)	Title action	Responsible Unit	Timing	Indicator(s) / Target	Current status / Commentary
I Ethical and Professional Aspects					
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, e.g. Joint Labs, digital forms of learning, teacher education and establishment of a basic laboratory school; concept for citizens' participation in science	This project ended in Q4 2022 after the third-party funding of the project ended. Even though the project activities such as the Joint Labs could not be continued, the project was an important driver of cooperation across disciplines and across research organizations at the Campus in Golm. Over the last years, the science campus has kept expanding both in size as in importance.
10. Non-discrimination	Non-discriminatory language use	Equal Opportunity Coordination Office	Q4 2023	Publish internal regulations on changing one's name in line with one's gender identity	In 2023, the working group has achieved the publication of 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. As a result, persons can ask for changing their given name in UP internal communications (e.g., in their e-mail adress and signature). Further information is available here: https://www.uni-potsdam.de/en/equality/first-name-change-and-change-of-gender-entry In 2024, the group published recommendations on the gender-inclusive use of the German language. The German language uses binary personal pronouns and gendered versions of nouns, e.g., to describe job positions or roles. These binary pronouns and descriptors do not allow for an appropriate address of non-binary people. There are several suggestions for including all gender identities into this so far binary language, but there was so far no uniform use of one of these options. Thus, the recommendations aimed at providing all

					employees and students with guidance on how to speak and write in a gender-inclusive way.
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	Q4 2023	Creation of an anti-discrimination policy to implement the requirements of the university contract	<p>The "Policy of the University of Potsdam on Protection against Discrimination, (Cyber-)Bullying and (Cyber-)Stalking (Anti-Discrimination Guidelines)" was published in November 2022, in German and English: https://www.uni-potsdam.de/fileadmin/projects/gleichstellung/Downloads/Anti-Discrimination_Guidelines_University_of_Potsdam.pdf</p> <p>The policy defines what is conceived of as discrimination, and it states that the discrimination, mobbing, and stalking of others is prohibited at the UP. It further defines the duties and conduct for the UP, preventative actions to be taken against discrimination, and advisory services in place for the victims. The policy highlights the right of appeal in case of perceived discrimination, implemented a Complaints Office as the official recipient of complaints, and defined the complaints procedure. Since 2023, the newly established Complaints Office operates as a confidential unit that records a complaint, investigates details, and then informs the executive board on the instance of discrimination and a need for sanctions. Other measures for implementing the strategy are described in Action 63.</p>
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	"In the second half of 2022 conducted a survey amongst all members of the UP to learn about their experiences with discrimination at the university and to explore the diversity of the members of the UP. Over 1700 students and employees completed the survey. The results were analysed in 2023 and presented to the Executive Board, the Senate of the UP, and in an internal event for employees and students. The report on the survey was published as an internal document in 2024. One key learning was that counselling and support offers for persons who experienced discrimination need to be made more known amongst students and employees. This and other findings informed the actions planned to accompany the ""Policy of the University of Potsdam on Protection against Discrimination,

					(Cyber-)Bullying and (Cyber-)Stalking (Anti-Discrimination Guidelines)"" (see Action 6)."
II Recruitment of Researchers					
13. Recruitment (Code); 15. Transparency (Code)	Expansion of assistance and advice for new hires 5	Appointment Management / Dual Career Service	Q4 2023	Creation / update of information materials for new hires (in German and English)	The appointment management team has updated all information on the website: https://www.uni-potsdam.de/en/arbeiten-an-der-up/appointments/overview Due to the relatively small number and very individual questions by applicants, it is more appropriate to deal with those on a case-by-case basis rather than in an FAQ section.
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 two-year auditing process "Vielfalt gestalten" ["Shaping diversity"], initiated by the German Stifterverband, took place from March 2021 to February 2023. Main outcomes of the audit were the formulation of a diversity strategy for the UP (https://www.uni-potsdam.de/fileadmin/projects/gleichstellung/Bilder/Aktuelles/2024/KfC_Diversit%C3%A4tsstrategie_WEB.pdf), the "Policy of the University of Potsdam on Protection against Discrimination, (Cyber-)Bullying and (Cyber-)Stalking (Anti-Discrimination Guidelines)", the action plan to implement this policy, and the survey on diversity and experiences of discrimination. Several awareness raising events accompanied the auditing process, such as a diversity week in November 2021. In 2025, the last external evaluation following the audit will take place, but the audit itself is completed.
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	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 wanted to give all researchers the opportunity to voice their opinions on HRS4R-related topics and their needs in this field. The topic was part of a survey of all academic staff of the UP in June 2021. In this survey, we included open questions about researchers' needs for support in their work, e.g., with regard to training or mobility. The results of this survey showed us that 80% of the ideas listed by participants reflect training opportunities, mobility or other support structures that already exist

					at the UP (at least to some degree). We conclude that we need to intensify our efforts to advertise existing programmes and support structures among researchers at all experience levels. This was part of our action plan.
24. Working conditions	Psychological counselling for staff	Occupational Health Management; Executive Board	Q1 2023	Pilot project is completed; need for counselling is being evaluated	<p>The first pilot project on psychological counselling for employees started in May 2022 and lasted until January 2023. After an evaluation of the service in 2023, the decision was made to not extend the service with the chosen provider because the service was very pricy for comparatively little service. However, the need for counselling existed, as 21 employees within the 9 months of pilot phase. We did not initiate a new contract with a different provider because in 2023, the state of Brandenburg announced that there will be a central service for psychological counselling for all its units and staff. Unfortunately, the universities were not included in the service directly, but it was only made available for the UP in 2025. However, all our employees now have access to psychological counselling that can be reached 24/7 via different communication channels (phone, messenger, e-mail). First feedback on the service by single employees was very positive. The service will be available at least until the end of 2025; so far we do not know if the new state government will decide to continue the offer.</p> <p>In addition, prevention and awareness formats on mental health were extended. For example, on May 3, 2023, the occupational and student health management organized a mental health day with numerous talks, workshops, and courses that all university staff and students could attend during their working/studying time.</p>
24. Working conditions; 23. Research environment	Works Agreement on working time recording for academic and student staff	Division of Human Resources and Legal Affairs; Executive Board; Works Council	Q4 2024	Works agreement was concluded; the university provided an Excel sheet in which academic staff can record their working time; both documents are published in German and English	<p>According to European law, employees' exact working time needs to be recorded to ensure that health and safety regulations are complied with. The German Federal Labour Court has decided that this also applies to German employers and that they have to provide adequate measures so that employees can record their working time. For administrative and technical staff, the UP has introduced working time recording many years ago as part of the works agreement on flexible working hours (last updated 2012). Academic staff were previously exempt from this because of the general freedom of research (and the choice of time when to do that) and differences in time requirements in different disciplines (e.g., laboratories). University management and the Works Council for Academic Staff concluded an agreement on working time recording in December 2024. The agreement and information on FAQ were published in German and English: https://www.uni-</p>

					potsdam.de/en/personalvertretungen/wimipr/service-agreement-working-time The agreement for academic staff allows for more working time flexibility than the respective agreement for administrative staff. Each employee is responsible for recording their daily working time; for this purpose they can use an Excel sheet provided by the UP. Academic employees who are working on their scientific qualifications (PhD or habilitation) have the possibility to separately document working time and time spent on their own qualification. The Brandenburg Higher Education Act stipulates that at least one-third of the total working time must be dedicated to personal qualification. Thus, a positive side effect of the new working time recording is that employees can make sure that they are granted sufficient time for their qualification. During the coming year(s), the practicality of the working time recording sheet will be evaluated.
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	In 2021, the Equal Opportunity Coordination Office created a fund to support female scholars. Female professors and young academics could apply for financial support for publications, business travel, coachings, training, or substitute staff (e.g., family-related leave). In 2024, this fund was renamed and refocused into "Gertrud Feiertag Scholarship" (combined with the student bridging program): https://www.uni-potsdam.de/en/equality/gertrud-feiertag-scholarship . It aims at students, PhD candidates or PhDs who need financial support for completing their thesis or habilitation, particularly after family-related interruptions. Since 2022, 47 persons have been funded under the existing funding programmes (of which two thirds were PhD students, just under two thirds had an international background, and half of which had family-related interruptions). In total, the 47 persons were supported with 238,000 Euros. This Action was renamed into Gertrud Feiertag Scholarship for female students and academics.
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	As planned, we had hired a new colleague to support the Service for Families in April 2022 on a fixed-term contract for 2 years. After this, the position was split in two support staff positions of 20h working time to also be suitable for students as a side job. Two new colleagues were hired for these positions in April 2025 (on permanent contracts).
29. Value of Mobility	Supporting lecturer mobility in the	Potsdam Graduate School;	Q2 2025	Implementation of new communication	New communication structures have been established. The International Office presents the options for a teaching mobility at the yearly PoGS Welcome

	International Teaching Professionals programme	International Office		structures between PoGS and International Office in order to increase the no. of participants in Erasmus+ Teaching mobility (STA)	Session for new PhD students. In addition, the PoGS advertises for mobility programmes in all teaching professional training programmes and at other events.
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" was translated into English between 2022 and 2024. It is available here: https://www.uni-potsdam.de/en/arbeiten-an-der-up/
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	Since 2024, all information on diversity and anti-discrimination at the UP is available in English (i.e., the websites, leaflets, etc.): https://www.uni-potsdam.de/en/discrimination-free-university/ Likewise, all contact information of the UP's confidants (people who offer confidential counselling in case of problems or conflicts) is available in English. The confidants were also selected based on language proficiency, so that 8 out of 15 people offer counselling in English or other languages (e.g. Spanish): https://www.uni-potsdam.de/en/discrimination-free-university/confidants .
IV Training and Development					
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

					<p>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.</p>
39. Access to research training and continuous development; 28. Career development	Coaching and training opportunities	Potsdam Graduate School; Center for quality development in teaching and learning; Equal Opportunity Coordination Office	Since 2006	Training programmes, workshops, coaching mentoring	<p>Different institutions within the UP continuously offer for training courses and support for researchers of all career levels. See this website for an overview of all offers: https://www.uni-potsdam.de/en/qualifizierung-fuer-beschaefigte/index</p>