

Updated HRS4R Strategy for 2026 – 2029 including the updated OTM-R checklist

Since 2021 the INP works with Action Plans to implement the principles of the European Charter for Researchers. Herewith you will find the updated list of all the actions we have submitted as part of our strategy describing the overview the current status of these actions as well as the status of the indicators.

Proposed Action	GAP principle	Timing	Responsible Unit	Indicator(s)/ Target(s)
<p>ACTION 1</p> <p><i>Establish regular meetings to discuss ethical aspects in (physical) science in cooperation with local university for scientists of all career levels.</i></p>	<p><i>Ethical principles (2)</i></p>	<p><i>Q2/2021</i></p>	<p><i>Executive team (heads of research programmes and scientific departments)</i></p>	<p><i>High attendance share, feedback form for evaluation of acceptance</i></p>
<p>Current status: EXTENDED</p>	<p>Remarks: (2026) <i>The action was initially designed to establish regular local exchange formats on ethical aspects in science in cooperation with regional partners. During the implementation phase, several events were organised together with the Leibniz Association and the Alfried Krupp Kolleg Greifswald. While the events themselves were positively evaluated by participants, the participation of INP researchers remained limited and did not achieve the intended institutional reach. The implementation phase showed that stand-alone local event formats alone were not sufficient to establish sustainable institutional engagement with topics related to research ethics and research responsibility across all career stages. At the same time, the relevance of research ethics and research security increased significantly within the German research landscape. In response, the INP became more actively involved in the newly established Leibniz Network on Ethics and Research Security. This network provides more practice-oriented exchange formats and enables stronger integration into current discussions on research responsibility, dual-use aspects and research security requirements. Based on these experiences, the original focus of the initiative was integrated with the institute's existing institutionalized activities. INP activities will therefore continue to align with the requirements for research integrity at scientific institutions in Germany and Europe. Currently, these include, in particular, targeted internal communication to raise employee awareness and participation in Leibniz-wide initiatives on ethics and research security. This also includes measures related to IT security (see Action 2).</i></p> <p>(2023) <i>As planned, one event each was held in cooperation with the institutes' research organisation Leibniz Association and with the Greifswald-based Alfried-Krupp-Kolleg, an academically independent institution sponsored by the Stiftung Alfried Krupp Kolleg Greifswald. The event with the research organisation was online with 20 participants, the one at the local institution Alfried-Krupp-Kolleg as a hybrid event with a total of 40 participants. The attendance among the INP staff was low. The events were attended by 3 and 5 members of the INP staff. Individual feedback from participants requested within a personal interview was consistently positive and included constructive suggestions for further activities in the field.</i></p>			

	<p><i>Still, we did not reach the target we had set ourselves. So, we propose to continue the action covering more aspects and make employees aware of the usefulness of that topic. Due to the low attendance individual feedback requested as a personal interview gave more qualified insights of acceptance and further ideas to evolve the action.</i></p> <p><i>We plan to address the employees directly and frequently with articles in the inhouse journal on Freedom of research: comparison of European and international status as well as a short talk on the current situation regarding research freedom and ethical implications with the aim to learn to question their scientific activity. In addition, we will tour the research group meeting with a short note to kick off dealing with that topic of freedom of research, ethical aspects in research and differentiation and definition in German Constitution to be explained in particular for international researchers. Furthermore, the events we held will be continued at the local institution Alfried-Krupp-Kolleg (Nov 1st 2023) and again together with the Leibniz Association and its Commission for ethics in security-related research.</i></p> <p>NEW ASPECTS: Information campaign on ethical aspects in (physical) sciences and its implications for the research at the INP.</p> <p><i>Time line: Q3/2023 – Q2/2025</i></p>
--	--

<p>ACTION 2</p> <p><i>Aim: Raising awareness for safety of data and communication and towards public engagement among employees.</i></p> <p><i>Action: Major information campaign on communication at the INP including</i></p> <ul style="list-style-type: none"> - Kick-off event, - Update of IT concept and its prominent communication at the biannual works meeting, - Annual in-house seminar on the institutes' public engagement and safety of data and communication, - Revised in-house journal and an article 	<p><i>Good practice in research (7),</i></p> <p><i>Public engagement (9)</i></p>	<p><i>Q4/2020 – Q4/2022</i></p>	<p><i>Communication dept., Head of IT, executive team.</i></p>	<ul style="list-style-type: none"> - High attendance (75 percent of all INP employees) at kick-off event and filled evaluation forms showing the acceptance of activities in public engagement and safety of data and communication, - Adoption of updated IT concept, communication, implementation and its evaluation, - Overall evaluation of information campaign through comprehensive survey.
---	--	---------------------------------	--	--

<p>on the INPs public engagement,</p> <ul style="list-style-type: none"> - Established feedback loop on the reception of the article, social media post or else activity, - Overall evaluation survey after 24 months. 				
--	--	--	--	--

Current status: COMPLETED

Remarks 2026: *The action aimed to strengthen awareness for data safety, secure communication and public engagement through a broad internal communication and information campaign. During the implementation phase, the planned communication and training activities were established and continuously further developed.*

The updated IT concept was regularly communicated through institutional information formats and integrated into recurring internal communication structures. In parallel, annual seminars and practical awareness measures on IT security and secure communication were implemented and gradually expanded into a more structured training programme including reminder functions, training emails and recurring participation formats.

In addition, the institutional role of the Data Protection Officer became significantly more established during the implementation phase. Topics related to data protection, IT security and communication are now regularly presented and discussed during the biannual information meetings for all employees and, where appropriate, during staff assemblies. This contributed to a broader institutional awareness and visibility of data protection and secure communication responsibilities.

The monitoring and evaluation of communication and outreach activities were also significantly improved. Technical tools for analysing the reach and reception of communication activities were introduced and are now regularly used. IT-related awareness measures and success rates are evaluated continuously and reported during annual retreats and management meetings.

The implementation phase showed that sustainable awareness raising in the field of data security and communication requires continuous operational integration and recurring training structures rather than one-time campaign activities alone.

One remaining challenge concerns the integration of international researchers into all training formats. While the overall training and monitoring structures are well established, the full implementation of English-language training modules is still ongoing and currently being further developed by the IT department.

Overall, the action resulted in a substantial institutionalisation of awareness, monitoring and governance structures related to IT security, data protection, communication and public engagement.

Remarks 2023: *All of the above activities were started and carried out in the last two years. The HR Excellence for Research Award kick-off event reached 66 employees (33 percent), which was a good figure given the high level of sick leave due to Corona pandemic. The updated IT concept was prominently presented at the semi-annual information events (mid-year and year-end info). The internal seminar could be held annually again from 2022 (May 23, 2022, next is planned for October 2023) and was able to reach around 100 employees (50 percent). The internal magazine was thoroughly revised and went back to print in February 2022 or is distributed on the intranet. The feedback loop regarding the reception and reach of press articles, entries on social media or further activities was established for the semi-annual information events and implemented at annual retreats in the form of a detailed presentation. The monitoring and analysis of the outreach of all articles and press activities is now reliably supported technologically with an analysis tool.*

A survey on the awareness of safety of data and safe communication as well as public engagement had to be shifted to another timepoint due to high workload at the communication department with organising scientific conferences combined with the Corona-caused complications (high number of sick-leave, family care obligations due to closed childcare facilities).

<p>ACTION 5</p> <p>Update of the INP personnel recruitment strategy</p>	<p>Recruitment (Code, 13)</p>	<p>Q3/2020 – Q4/2022</p>	<p>HR dept., Board of Directors.</p>	<p>Adoption of updated personnel recruitment strategy.</p> <p>Implementation and Evaluation.</p>
<p>Current status: EXTENDED</p>	<p>Remarks 2026: The action aimed to further develop the INP recruitment strategy by introducing more active recruitment approaches, increasing visibility and strengthening transparency in recruitment activities. During the implementation phase, a broad collection of possible recruitment measures was developed together with researchers from different career stages and backgrounds. Activities such as participation in job fairs, active outreach formats and cooperation-based recruitment approaches were discussed and partly tested.</p> <p>Several measures were implemented, including participation in the “Research in Germany – Virtual Job Fair” and internal discussions on formats such as the INP Tour. At the same time, the implementation phase showed that individual recruitment activities alone were not sufficient to establish a sustainable and strategically coordinated recruitment approach.</p> <p>In particular, activities such as the INP Tour and targeted active recruitment offers showed limited long-term institutional uptake. At the same time, the implementation phase revealed the strong interdependence between recruitment, personnel development, onboarding and internationalisation structures.</p> <p>In parallel, personnel changes within HR administration and the transition from the applicant management system d.vinci to the new BITE system required prioritisation of core operational and structural HR processes.</p> <p>Based on these experiences, the original action evolved into a broader strategic discussion on integrated personnel development and internationalisation. The lessons learned from this action directly contributed to the development of the new strategic actions focusing on coordinated personnel development structures, internationalisation and institutional HR governance.</p> <p>Overall, the implementation phase demonstrated that sustainable recruitment strategies require stronger institutional coordination and integration into overarching personnel development and internationalisation processes.</p> <p>Remarks 2023: For the update of the INPs personnel recruitment strategy, a focus group with researchers of all career categories and with different background was invited to collect and prioritise a list of possible measures. The list includes activities e.g., participations at job fairs, visits at potential cooperation partners (INP-Tour), active recruitment among students and conference participants and many more. This collection of potential measures is a regular item on the agenda at the management meetings of the research programmes and departments.</p> <p>As a result, we participated with representatives of the doctoral students, the management support and the communication department in the PhD Job Fair “Research in Germany - Virtual Job Fair” on June 23, 2022. On May 23, 2022 an internal institute query for the INP Tour took place, from whose feedback two projects were selected by the board of directors for implementation (start in Q4/2023).</p> <p>A repeat and potential update of the measures collection will be conducted during the 2024 annual retreat. The measures from the query and their brief description</p>			

	<p>are to be included in the personnel development concept as an addendum with the topic of personnel recruitment strategy. Furthermore, we plan to enclose the activities and their strategic background in the INP intranet as a document. This is to make sure the transparency within our recruitment activities besides the sole job advertisements. A revision on the action's activities will be given at the annual retreat in 2025 and follow-up in 2026.</p> <p>NEW time line: Q4/2023 – Q1/2025 and Q1/2026</p>
--	--

<p>ACTION 7</p> <p>Development of practical guidance for writing giving feedback for interested candidates.</p>	<p>Transparency (Code, 15)</p>	<p>Q2/2022</p>	<p>HR dept., NEW: Management support</p>	<p>Text modules established.</p> <p>NEW: Guideline established, internally published and workshop drawn for target group.</p>
<p>Current status: COMPLETED</p>	<p>Remarks 2026: The action aimed to improve transparency and consistency in recruitment procedures by developing practical guidance for providing feedback to candidates. During the implementation phase, the legal framework and potential liability issues related to recruitment feedback required more extensive review and coordination with the legal department than initially anticipated.</p> <p>As a result, the implementation phase focused not only on developing standardised text modules, but also on establishing legally sound and practically applicable internal guidance for executive personnel involved in recruitment procedures.</p> <p>The guidance document was finalised, internally communicated and integrated into the regular in-house seminar format on recruitment interviews ("Vorstellungsgespräche"). Embedding the topic into recurring training structures proved to be particularly valuable for strengthening awareness and ensuring consistent application within recruitment procedures.</p> <p>The implementation phase demonstrated the importance of combining written guidance with recurring practical training formats in order to establish sustainable and legally secure recruitment practices.</p> <p>Overall, the action contributed to improving transparency, procedural consistency and awareness regarding candidate communication within the recruitment process.</p> <p>Remarks 2023: Due to the very demanding legal situation with regard to possible claims for damages, more time must be allowed for research and examination by the legal department than was estimated at the outset. In addition to text modules, a handout must be created that can be given to management personnel in the form of training.</p> <p>Therefore, we extended the time frame until Q4/2023 for finalising all components required for the action. The HR department will gain support by the Management Support dept. who are trained in formulating guidelines. The annual retreat of the institute will build the appropriate frame for feedback. The management support will set up a seminar for the institute's executive personnel, which will also feed to the inhouse seminar catalogue (see Action 14) The seminar will take place for the first time in 2024 and will be repeated on an annual basis.</p> <p>NEW time frame: Q2-Q4/2023, and 03/2024, 03/2025 and 03/2026</p>			

<p>ACTION 8</p>				
------------------------	--	--	--	--

<p><i>Aim: Improve knowledge and awareness on guidelines for classification of employees and pay scales in accordance with Tarifvertrag der Länder (TV-L, collective agreement for Federal states).</i></p> <p><i>Action: Regular training every two years on "Tarifvertrag der Länder" for staff of Human Resources Department, all executive personnel and selection board members, and subsequently for all other issuing employees at the INP.</i></p>	<p><i>Judging merit (Code, 16), Variations in the chronological order of CVs (Code, 17), Recognition of qualifications (Code, 19), Funding and salaries (26)</i></p>	<p><i>Q4/2021 – Q4/2022</i></p>	<p><i>HR dept.</i></p>	<p><i>Documentation of trainings including feedback form, revision of course format and content to meet the requirements of different groups of participants.</i></p>
<p>Current status: COMPLETED</p>	<p>Remarks 2026: <i>The action aimed to strengthen knowledge and awareness regarding the application of the collective agreement for the German federal states (TV-L), particularly with regard to employee classification, pay scales and recruitment-related procedures.</i></p> <p><i>During the implementation phase, the planned internal training had to be postponed initially due to illness-related absences during the Corona pandemic. At the same time, feedback from executive personnel demonstrated a continued high level of interest and demand for practical guidance on classification and remuneration procedures within the TV-L framework.</i></p> <p><i>Subsequently, an internal workshop was successfully implemented with support from HR administration and Management Support. In parallel, additional external training opportunities were used by relevant institutional stakeholders, including representatives of the Works Council and the Gender Equality Office, particularly in the areas of employee classification and remuneration according to TV-L regulations.</i></p> <p><i>The implementation phase demonstrated the importance of continuous knowledge sharing and qualification on employment and remuneration frameworks in order to support transparent and fair recruitment and personnel procedures.</i></p> <p><i>Overall, the action contributed to strengthening institutional awareness and competence regarding TV-L-related classification and remuneration procedures across different organisational units involved in recruitment and personnel management.</i></p> <p>2023: <i>The action is carried out by the personnel administration with the support of the Management support. The in-house training could not be realized until now due to illness-related absences (Corona pandemic) despite planning for November 4, 2022. The workshop is now rescheduled for summer 2023.</i></p>			

	<p>However, the survey of management staff showed that there was still a great deal of interest in a workshop (17 out of 26 management positions, 65 percent), so that we will make use of an external lecturer. An inquiry has been made to an external service with proven expertise in this area as an educational institution for the national employment agencies. In parallel, we will support the administration to offer another date for an internal workshop on tariff contracting at our institute fitting to specific questions.</p> <p>Therefore, we extended the time frame for this action to Q4/2023.</p> <p>NEW time line: Q2/2023-Q4/2023</p>
--	---

<p>ACTION 9</p> <p><i>Aim: Knowledge sharing with universities on procedures for recognition of qualifications in cooperation with local university.</i></p> <p><i>Action: Establish regular meeting of Human resources representatives of both institutions for collegial advice.</i></p>	<p><i>Recognition of qualifications (Code, 19)</i></p>	<p><i>Q1/2021, Q2/2022</i></p>	<p><i>HR dept., Board of Directors</i></p>	<p><i>Documentation of meetings, feedback form on outcome of meetings.</i></p> <p><i>Clear statements on qualification recognition options on INPs career website.</i></p> <p><i>Indicator: lower number of cases with issues recognizing the qualifications, faster handling of qualifications recognition.</i></p>
<p>Current status: COMPLETED</p>	<p>Remarks 2026:</p> <p><i>The action aimed to strengthen knowledge sharing and procedural exchange regarding the recognition of international qualifications through closer cooperation with local universities and administrative partners.</i></p> <p><i>During the implementation phase, stable communication channels and exchange structures with the University of Greifswald and other relevant partners were successfully established. Regular exchange took place within existing EURAXESS-related formats, complemented by case-based communication between HR administration and university representatives whenever specific questions regarding international qualifications occurred.</i></p> <p><i>The discussions particularly addressed practical challenges related to the recognition of foreign educational qualifications, including the use of the Anabin database and the handling of international applications. The implementation phase also highlighted structural limitations of existing national recognition tools, including language barriers and limited maintenance of relevant databases.</i></p> <p><i>Over time, the established institutional contacts and communication pathways proved to be sufficiently effective for handling qualification recognition issues in practice. As a result, no further formalisation or expansion of the originally planned exchange structures was considered necessary by the HR administration. Instead, the exchange continues on a pragmatic and case-based level whenever required.</i></p>			

	<p><i>The implementation phase demonstrated that, for a relatively small research institution, sustainable and flexible informal exchange structures can in some cases be more effective than highly formalised coordination formats.</i></p> <p><i>Overall, the action contributed to improving institutional awareness and handling of qualification recognition procedures for international researchers through strengthened inter-institutional cooperation and established communication channels.</i></p> <p>Remarks 2023: <i>Through the cooperation with the University of Greifswald, contact was quickly established with the employee who deals with international issues. In addition, the personnel administration of the INP already has contact with the administration of the university. The exchange takes place every six months within the framework of the EURAXESS meeting. Additional exchange in current cases also takes place.</i></p> <p><i>The discussions dealt with overriding issues such as using the Anabin tool, which is used regularly. Anabin is a German database that provides information on the evaluation of foreign educational certificates. It gives a sound basis for decision-making by authorities and universities responsible for the recognition of foreign educational qualifications in Germany. In addition, the information offered is intended to enable employers, employees as well as the general public to assess the value of a foreign qualification. Unfortunately, due to a lack of staff, this database has not been well maintained for some time and is still only available in German. This causes misunderstandings and hurdles for international scientists applying to our institute and our cooperating universities.</i></p> <p><i>We recommend a multi-year period because fluctuating personnel numbers require longer observation, no meaningfulness after 2 years possible.</i></p> <p><i>Therefore, we plan to prolong the time line for this action to:</i></p> <ul style="list-style-type: none"> - <i>Collect reports on experiences with recognition procedures and its challenges,</i> - <i>Establish and publish statements on recognition procedures at the INP website,</i> - <i>Communicate options to all executive personnel.</i> - <i>NEW time line: Q1/2025-Q4/2025</i>
--	--

<p>ACTION 11</p> <p><i>Aim: Developing a clear (in-house) definition for postdoctoral status and schedule including career stages and best practices.</i></p> <p><i>Action: Produce internal guidelines for postdocs. Communication to academic staff at INP. Evaluation of awareness and</i></p>	<p><i>Postdoctoral appointments (Code, 21)</i></p>	<p><i>Q4/2020</i></p> <p><i>Q4/2025</i></p>	<p><i>Board of Directors</i></p>	<p><i>Adoption of internal guidelines for postdocs. Communication of the guidelines to academic staff at INP. Implementation and Evaluation through survey.</i></p>
---	--	---	----------------------------------	---

<i>implementation after 24 months.</i>				
<p>Current status: EXTENDED</p>	<p>Remarks 2026: During the implementation phase, the existing Leibniz-wide recommendations for postdoctoral researchers were reviewed and discussed in relation to the institutional structures and career pathways at INP. At the same time, the implementation process highlighted that postdoctoral career development is closely interconnected with broader topics such as personnel development, mentoring, career counselling and strategic HR development.</p> <p>The implementation phase demonstrated that stand-alone postdoc guidelines alone were insufficient to address the broader institutional needs related to postdoctoral orientation, mentoring and career development. In parallel, the ongoing revision of the internal Personnel Development Concept further underlined the need for a more comprehensive and structured institutional approach towards postdoctoral support.</p> <p>As a result, the original action was strategically expanded and transferred into the new Action 27 “Establish a Structured Postdoc Programme”. The new action will develop and implement a structured programme including a clear postdoc definition, orientation talks, status talks, mentoring structures and career development support.</p> <p>This further development also reflects the institutional objective of strengthening the postdoctoral phase at INP as a formative career stage that enables researchers to develop professionally and successfully continue their careers both within and beyond academia.</p> <p>Overall, the implementation phase contributed to a significantly broader institutional understanding of postdoctoral career development and its strategic relevance for personnel development, internationalisation and long-term institutional attractiveness.</p> <p>2023: In May 2020 the career guidelines for PostDocs were established within the Leibniz association. The more generic guidelines will be adopted for the INP and complemented with the INP-specific career options. Here, we want to take also the recently published Leibniz PostDoc Survey into account.</p> <p>That activity needs to work closely with the working group to career support described within Action 15 and therefore requires close support of the Management Support and the Department for Communication. To work accurately here and align the survey in adjustment to the published results, we have extended the timeline to Q4/2025 to completion including the evaluation.</p>			

<p>ACTION 12</p> <p>Revision and update of the Personal Development Concept at the INP including specific guidance for graduating at the INP. Communication of Personal Development Concept to wider public at INPs website.</p>	<p>Stability and permanence of employment (25), Continuing Professional Development (38), Access to research training and continuous development (39)</p>	<p>Q1/2022</p>	<p>Board of Directors</p>	<p>Adoption of the updated Personnel Development Concept, prominent communication via e-mail to all INPs executives and made available for all employees at INP via intranet. Implementation of.</p>
--	---	----------------	---------------------------	--

<p>Current status: EXTENDED</p>	<p>Remarks 2026: The action initially aimed to revise and update the existing Personnel Development Concept at INP, including clearer guidance for career development and qualification phases within the institute.</p> <p>During the implementation phase, the revision process evolved into a substantially broader strategic reflection on institutional career paths, personnel development structures and organisational responsibilities at INP. In 2024, the extended management team conducted a comprehensive internal review of possible career paths within the institute, including associated tasks, responsibilities, qualification stages and development opportunities across different professional groups.</p> <p>This process demonstrated that personnel development at INP could not be addressed through isolated guidelines alone, but required a broader strategic and institution-wide approach integrating career development, leadership, internationalisation and organisational development.</p> <p>As a result, the original Personnel Development Concept was fundamentally restructured and gradually supplemented with more differentiated descriptions, strategic objectives and institutional development measures. The implementation phase also highlighted the strong interconnection between personnel development, postdoctoral support, leadership culture, equal opportunities and long-term institutional attractiveness.</p> <p>The work on the revised concept directly contributed to several subsequent institutional development activities and strategic frameworks, including the HRS4R Action Plan, the Gender Equality Plan and the Total E-Quality process. In this way, the Personnel Development Concept evolved into an overarching strategic reference framework connecting multiple institutional development processes.</p> <p>The implementation phase further demonstrated the need for stronger institutional coordination and governance structures for personnel development. These developments directly informed several follow-up actions within the new Action Plan, particularly the establishment of the Strategic Personnel Development Function (Action 23), structured postdoctoral support, leadership development and onboarding structures.</p> <p>Overall, the action significantly broadened the institutional understanding of personnel development as a strategic cross-sectional task linked to recruitment, leadership, career development, internationalisation and organisational culture.</p> <p>2023: The revision of the Personal Development Concept revealed the indifferent position of post-doctoral researchers at the INP. As we described and take action within Action 11, we aim at a clear inhouse post-doctoral status for researchers. The status description and guidelines derived from the recommendations of the Leibniz Association becomes part of the institute Personal Development Concept.</p> <p>Second, the career development descriptions are two-fold for academic and industrial career. This is supported by Action 15 and will be included in the concept. In addition, the concept is now also available in English language at the intranet to be made available to all employees. The information about has been sent via the inhouse news ticker.</p> <p>As described the concept will undergo further foreseeable changes and additions in the upcoming months. So, we propose keeping the status as ONGOING and changing the timeline.</p> <p>NEW time line: Q1/2026</p>
---	--

ACTION 13				
------------------	--	--	--	--

<p><i>Aim: Intensified and transparent reporting on in-house gender equality work.</i></p> <p><i>Action: Set up website to make in-house gender equality work transparent to INPs employees and wider society.</i></p>	<p>Gender balance (27)</p>	<p>Q1/2021 - Q4/2022</p>	<p>Gender equality officer & communication dept.</p>	<p>Website with updated content</p>
<p>Current status: COMPLETED</p>	<p>Remarks: 2026: The action aimed to improve the visibility and transparency of gender equality activities at INP through the establishment of dedicated communication structures and publicly accessible information.</p> <p><i>During the implementation phase, the planned website update was initially delayed due to the comprehensive relaunch of the institutional website and related technical restructuring processes. Nevertheless, gender equality activities continued to be communicated through alternative institutional formats, including the annual women’s assembly, internal communication channels and articles published in the in-house journal.</i></p> <p><i>In early 2026, the redesigned and barrier-free institutional website was successfully launched. The updated gender equality subsite now provides structured and publicly accessible information on gender equality activities and institutional commitments. This includes downloads of the current Gender Equality Plan as well as the institute’s Horizon Europe-compatible commitment to gender equality.</i></p> <p><i>The implementation phase demonstrated the importance of integrating equality-related communication into broader institutional communication and accessibility structures. In addition, the action highlighted the increasing strategic relevance of transparent equality communication in the context of European research funding requirements and institutional development processes.</i></p> <p><i>The website content has been updated substantially and is planned to be continuously maintained and further developed in the future.</i></p> <p><i>Overall, the action contributed to improving the visibility, accessibility and institutional integration of gender equality activities and related strategic documents at INP.</i></p> <p><i>2023: Website update is underway including a comprehensive part for gender equality work. Due to technical reasons the activity needs to be postponed. The Department for communication plans a complete relaunch of the institute’s website in 2024. Until then new or updated texts are developed and new photos are taken, but no website structure changes can be applied to date.</i></p> <p><i>Still the gender equality work is made transparent with alternative methods. The annual women’s assembly gave a good opportunity to report to the female employees. Also, an article on the gender equality work with an interview with the gender equality officer at the institute will be published in Q2/2023 in the inhouse journal INPapier.</i></p> <p><i>NEW time line: Q1/2025</i></p>			

<p>ACTION 15</p>		<p>Q3/2021</p>		
-------------------------	--	----------------	--	--

<p><i>Aim: Developing a conversation and support culture (INP buddies).</i></p> <p>Action: Establish a Working Group on Career Support tasked with drafting a concept on how to set up a conversation culture on career development and advice at the INP.</p>	<p>Career development (28), Value of mobility (29), Access to career advice (30), Relation with supervisors (36).</p>	<p>NEW: Q4/2024</p>	<p>Board of Directors, Dept. Communication</p>	<p>Adoption of concept for conversation and support.</p>
<p>Current status: EXTENDED</p>	<p>Remarks:</p> <p><i>2026: The action initially aimed to establish a working group on career support in order to strengthen conversation and support structures related to career development at INP.</i></p> <p><i>During the implementation phase, the discussions within the HR working structures and management level demonstrated that career development and personnel support could not be sustainably coordinated through isolated working group structures alone. Instead, the process revealed the strong interconnection between career counselling, leadership culture, competence management, personnel development and strategic organisational planning.</i></p> <p><i>As part of this broader reflection process, several institutional elements relevant for career development were analysed and further developed, including competence overviews, personnel planning approaches and the role of career-oriented conversations within existing employee dialogue structures. In parallel, the revision of the Personnel Development Concept increasingly became the central framework for integrating these discussions and development processes.</i></p> <p><i>The implementation phase demonstrated the need for stronger institutional coordination capacities and clearly assigned responsibilities for personnel development activities. As a result, the original action was strategically expanded and transferred into the new Action 23 "Establish a Strategic Personnel Development Function".</i></p> <p><i>Overall, the action significantly contributed to broadening the institutional understanding of personnel development as a strategic governance task requiring dedicated coordination structures and long-term institutional integration.</i></p> <p><i>2023: The development of the working group on career support is more time-consuming than previously planned. Responsibility for this has been assumed by a member of the Board of Directors and has already been addressed in the HR working group. Individual elements and expertise are already in place at the institute to shape targeted career planning and counselling. One part, for example, is the potential analysis, which is currently assigned to the employee interviews but does not find any meaningful application there. The Board of Directors receives additional support here from the staff. At the same time, as part of strategic personnel planning, a list of the competencies available at the company up to the end of 2023 is being drawn up, which will also be included in the career counselling.</i></p> <p><i>For this reason, the time frame for the action must be extended until the career advisory group is fully in place.</i></p> <p>NEW time line Q2/2025</p>			

<p>ACTION 17</p> <p><i>Aim: Improved supervision at INP.</i></p> <p>Action: Annual trainings for scientists in leadership roles: for beginners and experienced persons on supervision of bachelor, master and PhD theses, the managerial duties and implied issues.</p>	<p><i>Relation with supervisors (36), Supervision and managerial duties (37), Continuing Professional Development (38), Supervision (40)</i></p>	<p>Q1/2021-Q4/2022</p> <p>NEW</p> <p>Q1/2024</p>	<p>HR dept., Board of Directors</p>	<p>Continuous documentation of seminars incl. feedback form, Revision of course format and offered content to better suit the different groups of participants, Starting from Q2/2021 Introduction of obligatory participation for all newly appointed executives.</p>
<p>Current status: EXTENDED</p>	<p>Remarks 2026: The action initially aimed to improve supervision quality at INP through regular training formats for scientists in leadership roles, particularly with regard to the supervision of bachelor, master and doctoral researchers.</p> <p>During the implementation phase, the results of the internal PhD survey and the subsequent institutional discussions demonstrated that supervision quality is closely interconnected with broader topics such as leadership culture, onboarding processes, employee communication and personnel development structures.</p> <p>While participation in several support and training activities declined during the Corona pandemic, the discussions during the annual retreat in 2023 led to the establishment of a dedicated task force consisting of doctoral student representatives, supervising professors and experienced staff members involved in junior researcher support. The task force served as an important exchange and reflection structure for identifying institutional needs related to supervision and doctoral support.</p> <p>In the following implementation phase, several internal training and support formats for leadership personnel became institutionally established, particularly in the areas of annual appraisal and feedback talks, onboarding procedures and the clarification of rights and responsibilities related to doctoral supervision.</p> <p>At the same time, the implementation phase highlighted that sustainable supervision structures require stronger integration into broader personnel development and leadership culture processes. These experiences were therefore incorporated into the comprehensive revision of the Personnel Development Concept and further informed several newly developed strategic actions in the field of personnel development and leadership support.</p> <p>Overall, the action contributed to broadening the institutional understanding of supervision as part of a wider leadership and personnel development culture requiring long-term structural integration and continuous institutional support.</p> <p>2023: In May 2021, the INP Board published the results of the in-house survey of PhD students and their working conditions. The survey showed a basically positive situation for the PhD students. They were satisfied with the supervision and communication within the working group. Internal and external offers were mostly known and used.</p> <p>However, with the Corona pandemic, participation in the offers has been decimated. The tense situation was addressed and discussed during the annual closed meeting in 2023. As a result, a task force was established consisting of the PhD student</p>			

	<p>spokespersons, the supervising professors at INP and two experienced staff members from the junior researcher support, which will meet regularly from April 2023 to address the issue of supervision and PhD student support. In their area of responsibility, the annual training for the supervising persons will also be developed.</p> <p>Therefore, we need to extend the schedule for the action.</p>
--	--

<p>ACTION 18</p> <p>Updating exit work flow including exit interview and training for executive personnel: update the structured offboarding process including a well-thought-out exit interview is important for employer to understand fluctuation and become better work place.</p>	<p>Working conditions (24), Continuing Professional Development (38),</p>	<p>Q2/2025-Q1/2026</p>	<p>HR dept., heads of departments, Management Support</p>	<p>Guidelines drafted and published in intranet, established seminar format and first execution, documentation of seminar incl. feedback of participants and presenters, follow-up feedback.</p>
--	---	------------------------	---	--

<p>Current status: EXTENDED</p>	<p>Remarks 2026: The action initially aimed to improve and structure the institutional offboarding process, including exit interviews and training formats for leadership personnel.</p> <p>During the implementation phase, the existing offboarding workflow (“Laufzettel”) was revised and updated. In addition, an internal seminar format on offboarding procedures and exit communication was developed and has already been conducted repeatedly for members of the leadership team. The seminars are accompanied by anonymous feedback procedures in order to further improve the format and identify practical challenges. Recommendations and supporting documents were also made available through the institutional intranet.</p> <p>At the same time, the implementation phase demonstrated that effective offboarding processes require more than administrative workflow updates alone. In particular, discussions highlighted the importance of systematic knowledge transfer, structured exit communication and the institutional use of exit feedback for organisational learning and improvement.</p> <p>While important structural foundations for offboarding and exit communication have been established, the implementation phase also showed that these processes are not yet consistently embedded across all organisational areas and leadership practices.</p> <p>As a result, the original action will be further developed and transferred into a broader follow-up action focusing on the systematic integration of offboarding, voluntary exit interviews and knowledge transfer processes. The new action aims to strengthen institutional learning, reduce knowledge loss and use aggregated exit feedback more systematically for organisational development.</p> <p>Overall, the action contributed to establishing the first structured institutional framework for offboarding and exit communication at INP while highlighting the strategic relevance of knowledge transfer and organisational learning processes.</p>
---	---

<p>ACTION 19</p> <p><i>Establishment of an annual training for Intellectual property and implied issues for employees at the INP</i></p>	<p><i>Intellectual property rights (31), Access to research training and continuous development (39),</i></p>	<p><i>Q3/2024-Q3/2025</i></p>	<p><i>Legal Dept. of Administration and Management Support</i></p>	<p><i>documentation of seminar incl. feedback of participants and presenters, follow-up feedback. Implementation and evaluation.</i></p>
<p>Current status: COMPLETED</p>	<p><i>Remarks 2026: The action aimed to strengthen institutional awareness and knowledge regarding intellectual property, patent-related processes and associated legal aspects through the establishment of a recurring internal training format.</i></p> <p><i>During the implementation phase, the internal seminar on intellectual property and related issues became institutionally established and has been conducted regularly several times. Participation levels were considered appropriate for the size and structure of the institute, and the format proved valuable for increasing institutional awareness regarding intellectual property procedures and responsibilities.</i></p> <p><i>Beyond the transfer of practical knowledge on patents and intellectual property processes, the implementation phase also highlighted the importance of visibility and accessibility of institutional support structures in this field. In particular, the recurring seminar format contributed to strengthening the visibility and trustworthiness of the responsible legal contact person within the institute.</i></p> <p><i>For a comparatively small research institution such as INP, trust-based and accessible communication structures are especially important for encouraging researchers to address intellectual property and patent-related questions at an early stage.</i></p> <p><i>Overall, the action contributed to improving institutional awareness, accessibility and trust regarding intellectual property support and related legal processes at INP.</i></p>			

<p>ACTION 20</p> <p><i>Update of the Internationalisation Strategy in regard to specific requirements of international researchers for working conditions</i></p>		<p><i>Q3/2023-Q1/2024 and Q1/2025, Q1/2026</i></p>	<p><i>Management support, Board of directors</i></p>	<p><i>Adoption and publication of updated strategy and implied measures; Start of implementation and first feedback with high rate of awareness and acceptance among institutes stakeholders during annual retreat in 2024, follow-up in 2025 and 2026 during the annual retreat with evaluation.</i></p>
<p>Current status: EXTENDED</p>	<p><i>Remarks 2026: The action aimed to revise and further develop the INP Internationalisation Strategy with a stronger focus on the specific needs and working conditions of international researchers.</i></p> <p><i>During the implementation phase, the Internationalisation Strategy was comprehensively updated in collaboration with all institutional stakeholders involved in international activities. The revised strategy was approved by the Board</i></p>			

	<p><i>of Directors, communicated internally and made accessible via the institutional intranet.</i></p> <p><i>In addition, annual monitoring of jointly defined internationalisation indicators to derive realistic institutional support measures and prioritise internationalisation activities was established and has already been conducted repeatedly. The implementation phase demonstrated that the introduction of regular monitoring significantly improved institutional awareness regarding internationalisation-related activities and development needs across different organisational areas.</i></p> <p><i>At the same time, the monitoring process highlighted challenges related to the consistency, reliability and comparability of decentralised data collection processes. In particular, questions regarding responsibilities, reporting structures and realistic indicator definitions became increasingly relevant during implementation.</i></p> <p><i>These experiences demonstrated that sustainable internationalisation strategies require not only strategic objectives, but also clearly assigned responsibilities, reliable monitoring structures and realistic follow-up measures. As a result, the original action will be further developed focusing specifically on the update of the Internationalisation Strategy and the professionalisation of its monitoring structures.</i></p> <p><i>The new action will address institutional coordination, KPI responsibilities, reporting structures and the quality of data related to international staff, mobility, international guests and scholarship programmes.</i></p> <p><i>Overall, the action contributed to strengthening the institutional integration of internationalisation topics while highlighting the strategic importance of sustainable monitoring and governance structures for international activities.</i></p> <p><i>New time line: Q3/2026: review existing Internationalisation Strategy and KPI set; Q4/2026: define responsibilities, reporting template and core indicators; 2027: first annual monitoring and definition of priority measures; 2028–2029: annual review and adjustment.</i></p> <p><i>Added responsibilities: Communication Department; Third-Party Funding / Drittmittel</i></p> <p><i>Added indicators: KPI responsibilities clarified; annual monitoring report established; data quality for international staff, guests, mobility and scholarships improved; measures for DAAD / AvH / MSCA / ERC incoming and outgoing opportunities reviewed.</i></p>
--	--

<p>ACTION 21</p> <p>Revision and update of the onboarding process:</p> <ul style="list-style-type: none"> - Update of the onboarding seminar with special focus on international colleagues, - Update of the desk poster with important 		<p>Q3/2024-Q1/2026</p>	<p>Dept. Communication, Management Support, HR dept.</p>	<p>Documentation of onboarding meetings, high attendance of onboarding meeting among new employees (minimum 75 percent, higher among new employees with international background),</p>
---	--	------------------------	--	--

<p><i>inhouse contacts and hints,</i></p> <p>- <i>Revision of the communication and collegial integration.</i></p>				
<p>Current status: EXTENDED</p>	<p><i>Remarks: The action aimed to revise and improve the onboarding process at INP, particularly with regard to communication, collegial integration and the support of international employees.</i></p> <p><i>During the implementation phase, the onboarding process was comprehensively reviewed and restructured. Existing guidelines and onboarding materials were substantially updated, redundancies within institutional processes were reduced and responsibilities between different organisational units were clarified.</i></p> <p><i>The implementation process required close cooperation between HR administration, IT services, data protection and the communication department. This cross-departmental collaboration proved particularly valuable for improving consistency and accessibility of onboarding-related information and procedures.</i></p> <p><i>In addition, several new onboarding elements were introduced, including a regular welcome meeting for new employees and standardised onboarding materials such as printable desk templates (“cheat sheets”) containing important institutional contacts and practical information. Relevant onboarding materials and supporting documents were also made available through the institutional intranet.</i></p> <p><i>At the same time, the implementation phase demonstrated that onboarding is not only an administrative process, but a broader institutional integration task requiring coordinated information structures, communication pathways and continuous support mechanisms, particularly for international employees.</i></p> <p><i>While important structural foundations for onboarding and integration have been established, the implementation phase also highlighted the need for further consolidation of onboarding information, stronger mentoring or buddy structures and more systematic onboarding feedback processes. As a result, the original action will be further developed focusing on the consolidation of onboarding support, accessible information structures and institutional feedback mechanisms.</i></p> <p><i>Overall, the action contributed to significantly improving the institutional onboarding structures and strengthened the cross-departmental coordination of onboarding and integration processes at INP complementing the more leadership- and supervision-oriented developments described in Action 17.</i></p> <p><i>New timeline: Q3/2026: review existing onboarding material; Q4/2026: bundle material in one accessible place; 2027: introduce feedback process; 2028–2029: annual review.</i></p> <p><i>Additional indicators: Checklists, templates, process descriptions and FAQs bundled; buddy/mentoring options communicated; onboarding feedback collected and evaluated; improvement measures documented</i></p>			

<p>ACTION 22</p> <p>Major information campaign for young scientists and young leaders: on their options and</p>		<p>Q3/2023 – Q1/2026</p>	<p>Board of directors, Dept. Communication</p>	<p>Documentation and attendance of the mentioned events by: number of participants, anonymous feedback form and qualified feedback with randomly</p>
---	--	--------------------------	--	--

<p><i>obligations deriving from the personnel development concept, doctoral students' guidelines in close cooperation with the spokespersons of doctoral students, contact person for postdoctoral scientists and task force for doctoral students:</i></p> <ul style="list-style-type: none"> - <i>Day for Doctorate,</i> - <i>Updated PhD seminars in a mixed format with general information plus scientific part,</i> - <i>Participation on PhD and PostDoc events of local cooperating universities and among institutes organised in Leibniz Association,</i> - <i>PostDoc Day.</i> 				<p><i>carried-out interviews with participants.</i></p> <p><i>Follow-up survey among young scientists based on the survey from 2021 with increased awareness for offered options and again high satisfaction.</i></p>
<p>Current status: EXTENDED</p>	<p>Remarks 2026: <i>The action aimed to strengthen information, exchange and support structures for doctoral researchers, postdoctoral researchers and young leaders at INP through targeted communication and networking activities.</i></p> <p><i>During the implementation phase, several important support and exchange formats became institutionally established. In particular, an annual PhD Day was introduced and received very positive feedback from doctoral researchers, supervisors and organisational stakeholders. In addition, the regular doctoral seminars continued to be developed and implemented.</i></p> <p><i>The implementation phase also included stronger cooperation with doctoral researcher representatives and the consideration of feedback and survey results from both internal doctoral researcher surveys and Leibniz-wide doctoral researcher initiatives. Identified gaps and support needs were used to adapt and further develop institutional support structures for early career researchers.</i></p> <p><i>Participation in joint events with local universities and Leibniz-related activities for doctoral and postdoctoral researchers was actively supported and increasingly coordinated together with the communication department and other institutional actors. At the same time, additional formats such as a dedicated PostDoc Day were</i></p>			

	<p><i>conceptually prepared but had not yet been fully implemented during the reporting period.</i></p> <p><i>The implementation phase demonstrated that support structures for doctoral researchers require continuous dialogue, feedback integration and closer linkage between supervision, information formats and personnel development structures. It also highlighted the importance of integrating doctoral support into broader institutional leadership and personnel development processes.</i></p> <p><i>As a result, the experiences and structures developed within this action directly informed the new follow-up action focusing on the further development of doctoral supervision, supervisor support and doctoral researcher information structures.</i></p> <p><i>Overall, the action contributed to strengthening institutional exchange, visibility and support structures for doctoral researchers and young scientists while establishing a stronger feedback-oriented approach towards doctoral support and supervision culture at INP.</i></p>
--	---

<p>ACTION 23</p> <p><i>Establish a strategic personnel development function at INP</i></p>	<p>24 Working conditions; 25 Stability and permanence of employment; 36 Relation with supervisors; 37 Supervision and managerial duties; 38 Continuing Professional Development; 39 Access to research training and continuous development; 40 Supervision</p>	<p>Q3/2026: mandate and role description; Q4/2026: coordination structure defined; 2027–2029: annual coordination and follow-up</p>	<p>Board of Directors; HR Department; Strategic Personnel Development Function</p>	<p>PE function formally mandated; annual PE work plan available; old Actions 15, 17, 18 and 22 reviewed and transferred into new implementation plan; annual progress report to Board</p>
<p>Current status: NEW</p>	<p><i>Establish a strategic personnel development function at INP to coordinate, support and follow up personnel development measures. The function shall support the implementation of actions that were previously delayed or only partly implemented due to limited coordination capacity, especially former Actions 15, 17, 18 and 22</i></p> <p><i>Builds on former Action 15 “Working Group on Career Support”, Action 17 “Annual trainings for scientists in leadership roles: supervision”, Action 18 “Exit workflow including exit interview”, and Action 22 “Information campaign for young scientists and young leaders”</i></p>			

<p>ACTION 24</p> <p><i>Digitalise HR Administration</i></p>	<p>12 Recruitment; 13</p>	<p>Q1/2027: process mapping; Q3/2027: prioritisation of core</p>	<p>Administrative Director; HR</p>	<p>HR process map completed; at least three core HR</p>
---	---------------------------	--	------------------------------------	---

and Core HR Processes	Recruitment; 14 Selection; 15 Transparency; 24 Working conditions; 38 Continuing Professional Development	HR workflows; Q4/2027: pilot of selected digital workflows; 2028–2029: extension and review	Department; IT Department	workflows digitised or standardised; reminder system for relevant HR deadlines implemented; reduced use of parallel manual lists; HR administration reports increased capacity for supporting PE/HRS4R actions
Current status: NEW	Digitalise and standardise selected HR administration processes to reduce manual workload, improve data quality and create more capacity in HR administration to support HRS4R and personnel development actions			

ACTION 25 Strengthen Leadership, Feedback and Development Culture	36 Relation with supervisors; 37 Supervision and managerial duties; 38 Continuing Professional Development; 40 Supervision	Q4/2026: review existing leadership and feedback formats; 2027: pilot updated formats; 2028–2029: regular implementation	Strategic Personnel Development Function; Board of Directors; HR Department	Updated guidance for staff appraisal / development talks available; leadership or supervision training offered annually; feedback from participants documented; follow-up measures defined by PE function and responsible leaders
Current status: NEW	Strengthen leadership behaviour, feedback culture and development-oriented staff management. The PE function coordinates and supports the process, while leadership responsibility remains with line managers. Builds on former Action 17 on supervision training and Action 22 on information for young scientists and young leaders			

ACTION 26 Establish a Voluntary Competence Overview and Secure Critical Know-how	24 Working conditions; 25 Stability and permanence of employment; 38 Continuing Professional Development; 39 Access to research training and continuous development	Q4/2026: review existing leadership and feedback formats; 2027: pilot updated formats; 2028–2029: regular implementation	Strategic Personnel Development Function; HR Department; department leader, research programme leader, technicians, engineers, others	Voluntary competence overview piloted; critical know-how areas identified; at least one pilot for tandem learning, cross-training or job rotation in technical/engineering areas assessed; no use of the tool for compulsory staff reallocation
Current status: NEW	Create a voluntary and pragmatic overview of available competences at INP, based on existing HR data, CVs, information provided by employees and input from			

	<p>departments. The aim is not to reassign staff across departments, but to identify existing know-how, development potential and risks for knowledge loss, especially in technical and engineering areas.</p> <p>Continues the strategic personnel planning approach described in the previous Action Plan, where existing staff, competencies and succession risks became more relevant due to recruitment challenges</p> <p>2027: define scope and voluntary data basis; Q4/2027: pilot in selected areas; 2028: review possible job rotation / tandem models; 2029: integrate into regular PE review</p>
--	--

<p>ACTION 27</p> <p>Establish a Structured Postdoc Programme</p>	<p>21 Postdoctoral appointments; 25 Stability and permanence of employment; 28 Career development; 30 Access to career advice; 38 Continuing Professional Development; 39 Access to research training and continuous development</p>	<p>Q4/2026: review existing leadership and feedback formats; 2027: pilot updated formats; 2028–2029: regular implementation</p>	<p>Scientific Director; Strategic Personnel Development Function; HR Department</p>	<p>Postdoc definition adopted; postdoc register or overview established; orientation/status talks introduced; mentoring and training offers communicated; programme evaluated after pilot phase</p>
<p>Current status: NEW</p>	<p>Develop and implement a structured Postdoc Programme at INP, including a clear postdoc definition, orientation talks, status talks, mentoring and career development support. Builds directly on former Action 11 “Internal guidelines for postdocs”, which was marked as ongoing and required further implementation and evaluation.</p> <p>Time line: Q4/2026: review existing draft guidelines; 2027: define implementation steps; pilot; 2028–2029: regular implementation and evaluation.</p>			

<p>ACTION 28</p> <p>Further Develop Doctoral Supervision and Support</p>	<p>36 Relation with supervisors; 37 Supervision and managerial duties; 38 Continuing Professional Development; 40 Supervision</p>	<p>Q4/2026 - 2028</p>	<p>Scientific Director; Strategic Personnel Development Function; supervisors</p>	<p>Updated information for doctoral researchers available; supervisor training or exchange format implemented; feedback from doctoral researchers collected; needs included in PE planning</p>
--	---	-----------------------	---	--

Current status: NEW	<p>Further develop support structures for doctoral researchers and supervisors, including information, exchange formats and supervision training. Connects to former Action 17 on supervision training and Action 22 on information for young scientists and young leaders. The previous Action Plan already described the need to further address supervision and PhD student support through a task force and annual supervisor training.</p> <p>Time line: Q4/2026: review existing doctoral support and information material; 2027: pilot supervisor training / exchange format; 2028–2029: annual implementation</p>
----------------------------	---

ACTION 29 Systematise Offboarding, Exit Interviews and Knowledge Transfer	24 Working conditions; 25 Stability and permanence of employment; 38 Continuing Professional Development	Q1/2027 - 2028	HR Department; Strategic Personnel Development Function; all leadership functions at INP	Updated offboarding workflow available; exit interviews systematically offered; knowledge transfer documented for key positions; aggregated exit feedback reviewed annually
Current status: NEW	<p>Systematise offboarding, voluntary exit interviews and knowledge transfer in order to secure relevant knowledge and use exit feedback for organisational improvement. Continues former Action 18 “Updating exit work flow including exit interview and training for executive personnel”. The previous Action Plan identified exit interviews as a missing element of HR management.</p> <p>Time line: 2027: review existing exit workflow; Q3/2027: update templates and responsibilities; 2028: regular use; 2028–2029: annual evaluation</p>			

ACTION 30 Strengthen Mental Health and Psychosocial Risk Prevention	23 Research environment; 24 Working conditions; 36 Relation with supervisors; 37 Supervision and managerial duties; 38 Continuing Professional Development.	Q4/2026: review existing leadership and feedback formats; 2027: pilot updated formats; 2028–2029: regular implementation	Administrative Director; HR Department; Occupational Safety / Health Management; Strategic Personnel Development Function.	Status review completed; approach for psychosocial risk assessment defined; at least one pilot or structured feedback format implemented; 1–3 realistic improvement measures derived; information on mental health support made available to staff and leaders.
Current status: NEW	<p>Strengthen mental health and psychosocial risk prevention at INP as part of occupational health and personnel development. The action focuses on work-related psychosocial factors, not on individual health assessment. Links to the PEK statement that mental health shall be further developed in the coming years as part of the HR Excellence Action Plan.</p> <p>Time line: Q4/2026: review existing occupational health, BEM/BGM and psychosocial risk assessment structures; 2027: define pragmatic approach and pilot; 2028: implement selected measures; 2029: review and adjust.</p>			

Updated OTM-R Checklist 2026

Case number: 2019DE401011

Name Organisation under review: Leibniz Institute for Plasma Science and Technology e.V.

Organisation's contact details: Dr. Christine Zädow, EU Affairs and Management Support, Felix-Hausdorff-Str. 2, 17489 Greifswald, Germany, Phone +49 3834 5543914, E-Mail: Christine.zaedow@inp-greifswald.de

SUBMISSION DATE: 21 MAY 2026

DATE ENDORSEMENT CHARTER AND CODE: 17 April 2019

OTM-R Checklist

A specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment (OTM-R). Please report on the status of achievement, also detail on the indicators and the form of measurement used.

<i>OTM-R checklist for organisations</i>					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/- Yes, <i>substantially</i> , -/+ Yes, <i>partially</i> -- No	*Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++	Link: https://www.inp-greifswald.de/karriere/human-resources-strategy-for-researchers-hrs4r/downloads-und-links
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++	Latest Update on 15 May 2018, made available on institute's website and intranet. Additional more specific guidelines for Interviews at INP (latest update 15 Feb 2023) and onboarding incl. feedback (latest update 29 Apr 2024).
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	+/-	Internal seminar on "Interviews at INP" incl. OTM-R guidelines on a min. annual basis

					- 2026: 61 percent of involved staff following training in OTM-R
4. Do we make (sufficient) use of e-recruitment tools?	x	x		++	Web-based tool for (all) the stages in the recruitment process: merging to a tool called "BITE"
5. Do we have a quality control system for OTM-R in place?	x	x	x	+/-	Annual review on statistics about interviews, candidates and international staff as well as other internationalization-connected KPIs as described in the institutes internationalization strategy resulting into measures and actions.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++	Trend in the share of applicants from outside the organization: we receive mostly applications from outside our organization.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	+/-	Trend in the share of applicants from abroad: overall international application dropped from 63 percent (2020) to 25 percent (2026), but the share of women among international applications increased from 26 percent to 39 percent.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++	Trend shows a slight increase in share of applications by women (2020: 28%, 2025: 48%)
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++	Trend in the share of applicants from outside the organization: we receive mostly applications from outside our organization.
10. Do we have means to monitor whether the most suitable researchers apply?				+/-	Annual statistics on interviews, candidates and international staff and reported to biannual meeting of institute, meeting of Board of Trustees and in annual meeting Scientific Advisory Board as well as during the annual retreat.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++	Yes, internal templates in connection with e-tool and the usage of EURAXESS site
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		+/-	Links can be found at website on prominent place
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		-/+	- All job advertisements for researchers are published on EURAXESS; - Trend in the share of applicants recruited from outside the organisation/abroad shows the successful reachout
14. Do we make use of other job advertising tools?	x	x		++	Yes, social media, local and national newspaper, international websites for job advertisements, among the respective research community.
15. Do we keep the administrative burden to a minimum for the candidate?	x			++	Candidates are free to chose whether they want to hand in their application via the e-tool, pdf or in paper

Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x	++	Legislative rules (BGleiG and LGG MV)
17. Do we have clear rules concerning the composition of selection committees?		x	x	++	Written guidelines (internal OTM-R policy), Link: https://www.inp-greifswald.de/karriere/human-resources-strategy-for-researchers-hrs4r/downloads-und-links
18. Are the committees sufficiently gender-balanced?		x	x	+/-	Share of women in selection committees ranges between 20 to 40 percent due to share of women in management positions.
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			x	++	Written guidelines and internal template for merit-based comparison of all candidates
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		++	Yes, via e-mail.
21. Do we provide adequate feedback to interviewees?		x		++	Yes, personal contact and individual feedback via telephone (see also Action 7)
22. Do we have an appropriate complaints mechanism in place?		x		++	Yes, a complaints body is in place and could be contacted via e-mail, telephone or in person.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				+/-	Yes, with annual statistics on applications, fluctuation and regular feedback with new employees during their onboarding phase at 6 weeks and 6 months after their starting date.