

Internal Review

Case number: 2019DE397763

Name Organisation under review: Wissenschaftszentrum Berlin für Sozialforschung

Organisation's contact details: Reichpietschufer 50, Berlin, 10785

1. Organisational Information

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	142,85 ¹
Of whom are international (i.e. foreign nationality) *	45,77
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	66,98
Of whom are women *	74,61
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	18,47
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	64,46
Of whom are stage R1 = in most organisations corresponding with doctoral level *	50,99
Total number of students (if relevant) *	111
Total number of staff (including management, administrative, teaching and research staff) *	449 ²
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	29,720,000
Annual organisational direct government funding (designated for research)	20,080,000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4,295,000
Annual funding from private, non-government sources, designated for research	5,715,000

¹ Figures do not include student workers, guest researchers, or stipend recipients.

² Includes student workers.

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The WZB is one of Europe's largest research institutes conducting basic interdisciplinary social research. German and international researchers at the WZB include sociologists, political scientists, economists, and legal scholars. The WZB is a nonprofit limited company jointly financed by the Federal Government of Germany and the State of Berlin. Research results are published for the scientific community as well as for experts in politics, business, the media and civic organizations. As a non-university research institute, the WZB is member of the Leibniz Association.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects:

Strengths and Weaknesses

The WZB continues to build upon the strong foundation established in the initial action plan and developed in subsequent self-assessments. Over the past four years, the WZB has reviewed and updated existing policies to reflect the growth of the institution and the evolving scientific landscape. Particular areas of strength include the following:

Research Ethics: Established in 2016, the WZB Research Ethics Policy and Ethics Commission was one of Germany's first ethics policies for social science research. For the period under review, the WZB reviewed and revised its policy to facilitate the evaluation of ethics proposals: The Ethics Commission and Academic Council agreed to increase the frequency of meetings (from quarterly to monthly), decrease the number of members required to attend a given meeting, and introduce a new, expedited review category.

Good Scientific Practice: After the successful adoption of authorship guidelines at the end of the last evaluation period, the WZB has further developed policies intended to foster and reinforce a common understanding of Good Scientific Practice at the WZB. To that end, the WZB has implemented both a "Company Agreement for Good Scientific Practice" and written "Guidelines for Good Scientific Practice," both of which were approved by the Academic Council in April 2022. Further contributing to a culture of Good Scientific Practice are the two WZB Ombudspersons, who provide advice and support (in English and German) to staff experiencing workplace conflicts; they also serve as a resource to anyone with concerns regarding scientific misconduct. In 2021, the term of the ombudspersons was extended from 2 to 3 years.

Dissemination and Knowledge Transfer: One area of growth at the WZB has been in the realm of Open Access publication—not only of articles, but also data sets (via data repositories). This process has been driven by the Research Information Unit (known by its German acronym, WIN), which provides support to researchers through both individual consultations and extensive Intranet resources. Two particular services are worthy of note: (1) support for publishing data via data repositories—a complex process that includes data de-identification and preparation; and (2) the WZB Green Open Access service, which facilitates the re-publication of articles eligible for Open Access publication. In the next year, the Head of Research Information plans to revise and update the Open Access policy to ensure its alignment with current standards.

For further growth: Despite the considerable resources the WZB provides in the areas of Research Ethics, Good Scientific Practice, Data Protection, and Open Access publication, it is currently the responsibility of individual researchers to avail themselves of these resources. As WZB researchers come from different countries, disciplines, and training programs, there is a lack of common knowledge, practices, and expectations of all WZB researchers. To address this situation, the WZB Presidential Department is developing a series of workshops on the subject of Good Scientific Practice, to be offered to all new researchers at the WZB.

Remarks (max 500 words)

None.

Recruitment and selection:

Strengths and Weaknesses

General Policies and Procedures: The WZB has continued its efforts to modernize and standardize its recruitment procedures. An e-Tool for recruitment was implemented in 2021, and the thorough “Handbook for Recruitment Procedures and Induction” was revised in 2019; guidelines for the appointment of directors were completed in 2021.

Diversity, Equity, and Inclusion in Recruitment: The WZB has also devoted increasing attention to matters of diversity and equity in its recruitment practices. Gender equality, in particular, has been integrated into the recruitment process at nearly every stage, from designing positions to refining the interview process. For example, after noting a significant gender imbalance in the number of guest and visiting professors, the Presidential Department prompted a new approach to such residencies: rather than offer many short-term residencies, the WZB now offers fewer guest and visiting research professorships, but these positions are longer in duration, making it easier for families to organize relocation to Berlin. The WZB is also committed to increasing opportunities for applicants with disabilities; in 2020, the WZB instituted a new process in which unsuccessful applications from persons with disabilities will be reviewed, with the permission of the applicant, when new positions at the WZB become available. For the next evaluation period, the WZB will review data to determine the efficacy of this procedure.

Finally, the WZB has begun to offer optional training and resources to address unconscious bias in the recruitment process. The Equal Opportunities Commissioner has developed an extensive Intranet page with resources available to all WZB employees, and half-day online workshops were conducted in German in 2022. Workshops in English are planned for late 2023. As attendance in these workshops has been relatively low, the WZB is exploring ways to increase participation and engagement from the entire WZB community—particularly those who may be engaged with recruiting job candidates.

For further growth: While the WZB recruitment process has become significantly more efficient since the introduction of the HR4YOU tool, there remain two key areas for improvement that will be the focus of the next evaluation cycle. First, the WZB “Booklet for Recruitment Procedures and Induction” will need to be revised to align with the HR4YOU tool, with the aim of eliminating redundancies or conflicting information. Second, the process of tracking the advertisement of open positions is a decentralized, labor-intensive process, making it challenging to assess the efficacy of particular job advertisement platforms across the WZB’s research divisions. For this reason, the WZB Personnel Department plans to develop a more streamlined and centralized process to track where open positions are posted.

Remarks (max 500 words)

None.

Working conditions:**Strengths and Weaknesses**

The WZB has consistently and enthusiastically prioritized employment security, workplace culture, work/life balance, and health and well-being. Despite the challenges posed by the Covid-19 pandemic (see “Remarks”), the WZB maintained—and, in many cases, improved—its ability to offer employees the best possible working conditions and job security. Nearly 20 new activities in this category were initiated since the 2019 evaluation. Areas of particular strength include the following:

Contract Conditions and Funding: The WZB is committed to offering equitable contractual conditions to all staff. In 2019, the WZB implemented new guidelines for postdoctoral researchers to transition to permanent contracts; by the end of 2022, 27% of postdocs at the WZB were on permanent contracts, comfortably within the target range of 20-35%. All research staff employed by the WZB are offered uniform contracts as insurable employees (rather than stipends, which are not eligible for health and long-term care insurance). Finally, the WZB offers Flexible Funding for Career Development—contract extensions for doctoral candidates and postdocs. Typically, these funds allow for a contract extension of 6 months, either to complete a dissertation or to bridge transitions to new job opportunities. Over the past four years, 62 applications for flexible funding were approved.

Work and Family Balance: In 2020, the WZB received permanent certification from the auditberufundfamily (Work-Family-Audit), demonstrating its strength in establishing family-friendly working conditions; further measures have been set forth in a statement from the Management, “Equality at the WZB,” and the “Code of Conduct: Family-Friendly WZB.” Beyond official statements and formal certifications, the WZB has excelled in communicating to its employees available resources through an extensive Intranet page, “questions of the week,” and frequent, regular updates from the Equal Opportunities Commissioner and WZB leadership.

Health and Well-Being: At the time of the 2019 review, the WZB had just administered an employee survey on working conditions and psychological stress. In response to the survey results, the WZB has undertaken a number of initiatives. One key action includes the establishment of a program with an external firm, the PME-Familienservice, which provides practical support for those seeking assistance with caregiving responsibilities, as well as free and confidential coaching and counseling services to all WZB employees. These services are clearly communicated through the Intranet and regular e-mail announcements. The WZB will continue to focus on mental health and well-being as it enters the next review period: A new employee survey on working conditions is being administered in Spring 2023, and a new Mental Health Working Group has recently been established.

Workplace Diversity and Inclusion: The WZB has formalized a number of policies aimed at creating a more inclusive workplace, including the appointments of an Officer for Inclusion and an anti-Discrimination officer.

For further growth: While the WZB already has an Intranet page with general resources on sexual harassment, a Workplace Agreement or Code of Conduct regarding sexual harassment would be desirable, as would more efforts in raising awareness and actively preventing sexual harassment.

Remarks (max 500 words)

The Covid-19 pandemic created both challenges and opportunities with respect to working conditions and social security at the WZB. Thanks to an already strong existing infrastructure and workplace culture, the WZB was readily able to adapt to the immense changes brought about by the pandemic, and the institution enacted a number of initiatives to support its employees. These measures can be divided into three main categories:

- (1) **Ensuring financial stability:** Many research projects needed to be halted or delayed; travel (e.g., for fieldwork) became increasingly difficult. The WZB moved quickly to provide funding to PhD students and postdocs (typically in the form of contract extensions), offer extensions of maximum term limits to PhD students, inform researchers of third-party funding opportunities and changes to grant requirements, and temporarily increase the amount of Flexible Funds available to those completing dissertations or transitioning to a new academic position.
- (2) **Fostering remote collaboration, networking, and exchange:** The WZB Pandemic Crisis Team and the IT and eScience departments moved swiftly to support employees working from home. More important, WZB leadership recognized that the desire for remote work was not going to end with the pandemic. A Town Hall meeting in October 2020 provided the stakeholder engagement and impetus for an eventual “Company Agreement on Mobile Work” and “Code of Conduct for Mobile Collaboration” (October 2021).
- (3) **Addressing mental health needs:** The WZB administered to PhD students and postdocs annual surveys (2020 and 2021) that examined the impact of the pandemic on mental health and working conditions. One response to survey results involved the creation of new opportunities for informal networking, which had been hindered by months of home-office work: For example, Lunch Blind Dates in 2020 brought together employees onsite for informal lunches during a time that the employee cafeteria was otherwise closed.

Training and development:

Strengths and Weaknesses

Institutional Policies and Processes: The WZB has continued to emphasize the training and development for researchers and research support staff at all career stages. At the broadest level, WZB leadership has established its firm support for employee development through several institutional policies, including written “Guidelines for Career Development,” the WZB Competency Model, and the “Company Agreement on Skills Development and Training.” These policies, which serve as the foundation for specific training and professional development initiatives, are regularly evaluated and updated by the Presidential Department in consultation with the Academic Council.

Three other initiatives are worthy of mention: first, the development of an online platform to evaluate the WZB’s numerous workshops and training modules. Developed in 2019, this platform is now used for every WZB workshop. Second, the WZB is working to implement a Wiki-style knowledge management tool to facilitate knowledge exchange—particularly between new and veteran employees. The BlueSpice tool had a successful pilot phase in 2022, and the WZB anticipates a full bilingual (German/English) rollout by Q3 2023.

Research Training: Internal and External Offerings: The Presidential Department—specifically, the Officer for Research and Career Development and Officer for Skills Development—offers a wealth of institution-wide professional development offerings, which include individual coaching sessions, internally organized workshops, language courses, and writing workshops. (See the “Proposed Actions” table for data on specific offerings and initiatives.) The WZB also facilitates for researchers, particularly early-career research group leaders, opportunities for leadership development through external coaching sessions and a partnership with the Leibniz Leadership Academy.

As with other areas of WZB activities, the Covid-19 pandemic catalyzed a shift in both scope and delivery of training opportunities: an increasing number of courses have focused on digital competency (e.g., remote collaboration, transforming courses for online delivery), and most internal professional development offerings are offered via videoconference.

For further growth: One area for improvement identified for the next evaluation period is the WZB Competency Model. Though the model has been in place since 2017, the Presidential Department plans to more thoroughly integrate this theoretical model into WZB processes (e.g., interviews, annual appraisal meetings), with the eventual goal of a thorough evaluation of the model’s efficacy and relevance.

A second area for further development pertains to annual staff appraisal meetings. While the 2019 WZB Survey on Working Conditions did include a question on whether an annual meeting took place, the results were inconclusive (they did not differentiate between situations in which a meeting was not offered, and situations in which a meeting was offered but declined). Nonetheless, results from the survey suggest that annual appraisal meetings still happen irregularly, particularly for administrative staff and student workers, and the handbook was used inconsistently in these meetings. It would be useful to undertake a new survey that explores these matters in further depth.

Remarks (max 500 words)

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Have any of the priorities for the short and medium term changed? (max 500 words)

None of the short- or medium-term priorities have changed since the last evaluation period. Despite the challenges of the Covid-19 pandemic, the WZB remained committed to the strategic priorities of the HRS4R action plan.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)

In 2020, the WZB reconfigured several offices and positions supporting research and professional development: The Officer for Research and Career Development and the Officer for Skills Development are now part of the Presidential Department; there is no longer an Office for Personnel Development and Research Funding (which had been a subdivision within the Presidential Department).

While this organizational change has had negligible impact on the WZB HR Strategy, it is important to note that the Responsible Unit listed in the "Proposed Actions" table is now, in many cases, the Presidential Department. This change is reflected in the attached "Proposed Actions" document; the e-Tool retains the Responsible Unit listed in the original application.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

The WZB President has announced her planned departure from the WZB in 2024. A search for her successor is currently in progress. While we expect the next President to have new priorities and areas of strategic focus, it is nonetheless likely that most of our effective ongoing processes and programs will continue.

3. Actions

Please consult the list of all actions you have submitted as part of your HR Strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also select new objectives.

Note: Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

Proposed ACTIONS

Principles:

- 1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations
- 6. Accountability 7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement 10. Non discrimination
- 11. Evaluation/ appraisal systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code)
- 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code)
- 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code) 22. Recognition of the profession
- 23. Research environment 24. Working conditions 25. Stability and permanence of employment 26. Funding and salaries
- 27. Gender balance 28. Career development 29. Value of mobility 30. Access to career advice 31. Intellectual Property Rights
- 32. Co-authorship 33. Teaching 34. Complains/ appeals 35. Participation in decision-making bodies 36. Relation with supervisors
- 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development
- 40. Supervision



Wissenschaftszentrum Berlin für Sozialforschung

HR Excellence in Research Action Plan 2019-2022

Notes to the Reviewer

- The Action Plan is a cumulative document that includes all actions undertaken since the initial HRS4R application in 2013.
- The following color scheme is used to denote the timing of activities:
 - **Green:** New activities proposed for the next review period; status is New
 - **Yellow:** Activities initiated during the current review period; status may be In Progress or Completed
 - **Light Blue:** Activities and initiatives that were completed prior to 2019 but continue to be monitored. The table includes updated data for 2019-2022.
 - **Dark Gray:** Activities completed prior to 2019. No further monitoring, data collection or review required.
- Reviewers may wish to focus principally on the yellow (current) and green (new) activities.
- Activities in this table have been organized by theme and will appear in a different order from the order provided in the e-Tool. Reviewers are requested to view this document rather than the Actions provided in part 3 of the e-Tool.
- Action items are numbered for ease of reference; numbers do not indicate priority, chronology or gap principle.

Key:

Future goals for next review period
(2023-2025)

Activities initiated during current review period
(2019-2022) – Status: In Progress or Completed

Activities completed prior to 2019 that
continue to be monitored; data updated

Activities completed prior to 2019; no further
monitoring or data collection required

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
Ethical and Professional Aspects							
Good Scientific Practice							
1	Development of authorship guidelines for the WZB	Ethical principles (2), Professional responsibility (3), Good Practice in Research (7), Co-authorship (32)	2019	Ombudsperson, Management (President and Managing Director)	Approval of the Academic Council Publication on the Intranet page on good scientific practice	Completed	Guidelines for authorship approved by Academic Council on 5 March 2019; available on WZB Intranet page on Good Scientific Practice
2	Evaluation of WZB authorship guidelines	Ethical principles (2), Professional responsibility (3), Good Practice in Research (7), Co-authorship (32)	2024	Ombudsperson, Management (President and Managing Director)	Survey and/or focus group discussion held to evaluate efficacy of authorship guidelines Revised version of authorship guidelines drafted and approved	New	
3	Develop and implement "Company Agreement for Good Scientific Practice" and written "Guidelines for Good Scientific Practice"	Research freedom (1), Ethical principles (2), Professional responsibility (3), Good practice in research (7)	2021-2022	Presidential Department	<ul style="list-style-type: none"> - Development and approval of "Guidelines for Good Scientific Practice by Academic Council" - Development and approval of "Company Agreement for Good Scientific Practice" by Works Council - Agreements published to WZB Intranet page. 	Completed	<p>"Guidelines for Ensuring Good Scientific Practice" approved by Academic Council April 2022. Available on WZB Intranet (English/German)</p> <p>"Company Agreement for Good Scientific Practice" approved May 2022. Available on WZB Intranet (German only)</p>
4	Offer training on Good Scientific Practice for all researchers, especially new PhD students	Research freedom (1), Ethical principles (2), Professional responsibility (3), Good practice in research (7), Continuing Professional Development (38)	Ongoing	Presidential Department, Research Units	<ul style="list-style-type: none"> - Institution-wide workshops and training sessions on Good Scientific Practice - Written resources available on WZB Intranet - Regular dissemination and communication of "Guidelines for Good Scientific Practice" - Development of standard WZB curriculum for all new researchers, encompassing workshops on Research Ethics, Data Protection, and Good Scientific Practice 	In Progress	<p>Intranet page "Good Scientific Practice" contains resources from Leibniz Association and the DFG in addition to the WZB Guidelines.</p> <p>Standard curriculum/workshop series planned for 2023-2024; topics to include Research Ethics, Data Protection, Open Access Publication, and more</p>

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5	Fostering awareness of the Ombudsperson's role as mediator	Ethical principles (2), Professional responsibility (3), Professional attitude (4), Contractual and legal obligations (5), Accountability (6), Good practice in research (7), Complaints/ Appeals (34)	Ongoing	Ombudsperson , Management (President and Managing Director)	<ul style="list-style-type: none"> - Regular reports of the Ombudsperson to Academic Council - Communication of the Ombudsperson's role in key WZB Publications - Timely efforts to fill vacancies in Ombudsperson role - Meetings and events heightening the visibility of the Ombudspersons within the WZB 	Completed	<p>"Company Agreement on Good Scientific Practice" and "Guidelines for Good Scientific Practice" each describe the role of the Ombudsperson.</p> <p>Publication of Brochure "Conflict Management at the WZB" provides clear description of options for staff to approach Ombudsperson and/or external mediators.</p> <p>Ombudsperson report and presentation to Academic Council March 2020, November 2022.</p> <p>New Ombudspersons elected 2021, term extended from 2 to 3 years.</p> <p>New Ombudspersons attended meetings with various constituencies at the WZB (e.g., Postdocs, Assistants, Research Managers)</p>
Research Ethics							
6	Search for a new external committee member to WZB Research Ethics Committee	Professional responsibility (3), Good Practice in Research (7)	2019	Presidential Department and Ethics Committee	<ul style="list-style-type: none"> - Timely completion of search to fill vacancy left by departure of external committee member (required by WZB Research Ethics Policy) 	Completed	Two searches took place: 2019 and 2022
7	Appointment of new external member to the WZB Research Ethics Committee	Professional responsibility (3), Good Practice in Research (7)	2019	Ethics Committee and Academic Council	<ul style="list-style-type: none"> - Appointment of new external member 	Completed	New external member appointed 2019, stepped down 2022 Successor appointed 2022
8	Revision of the WZB Research Ethics Policy and Procedures	Professional responsibility (3), Good Practice in Research (7)	2021-22	Presidential Department and Ethics Committee	<ul style="list-style-type: none"> - Revised version of ethics policy and revised application template 	Completed	<p>Revised policy approved 2021, effective 1 January 2022. Available on Intranet.</p> <p>Main changes included increasing the frequency of meetings, decreasing the number of commission members required (4 out of 6 members or deputies), and introducing expedited review category</p>

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
9	Continuous ethical reviews of scientific projects	Professional responsibility (3), Good Practice in Research (7)	Ongoing	Presidential Department and Ethics Committee	- Number of meetings of the Ethics Committee and number of proposals reviewed by the Committee	Completed	Number of meetings/ applications submitted for ethical review: <ul style="list-style-type: none"> o 2019: 5/35 o 2020: 3/24 o 2021: 4/31 o 2022: 9/48
Legal Matters							
10	Establish whistleblower hotline	Ethical principles (2), Professional responsibility (3), Contractual and legal obligations (5), Complains/ appeals (34)	2022	Management (President and Managing Director)	- Establishment of hotline in partnership with local law firm - Communication of hotline's existence to all WZB personnel	Completed	To meet EU requirements, hotline established December 2022 WZB personnel informed via e-mail. Detailed information available on Intranet
11	Develop and implement revised "Guidelines on Corruption Prevention and Conflicts of Interest"	Ethical principles (2), Professional responsibility (3), Professional attitude (4), Contractual and legal obligations (5), Accountability (6)	2022	Management (President and Managing Director)	- Creation and online publication of "Guidelines on Corruption Prevention and Conflicts of Interest" - Creation of new Intranet page on anti-corruption	Completed	"Guidelines on Corruption Prevention and Conflicts of Interest" approved and published to Intranet September 2022 Intranet page includes both WZB guidelines and guidelines from German Federal Government
Research Freedom							
12	Raising awareness of research freedom and its limitations	Research freedom (1)	Ongoing	Management (President and Managing Director), Research Units, Communication Department	- Participation and organization of public events on the topic "research freedom" - Questionnaire on travel security and field work in fragile regions	Completed	New development for this review period: conducting "sensitive research" (e.g., white supremacist movements) October 2020 talk by Ilias Saliba and Jannis Grimm, "Safer Field Research in the Social Sciences: A Guide to Human and Digital Security in Hostile Environments" Sept 2020: Susanne Baer lecture on research freedom
13	Training and supporting researchers who are targeted or threatened due to their research	Research freedom (1), Public engagement (9)	2021	Presidential Department, Communication Department	- Development of guidelines, resources, and processes to support threatened researchers	Completed	Development of draft guidelines "Researchers under Pressure" presented to Academic Council 10/2021 Head of Communications Department established as point person for targeted researchers

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
Data Protection and Management							
14	Evaluation and improvement of the services of the central data management	Professional responsibility (3), Good Practice in Research (7)	Ongoing	Head of Research Information	- Regular reports to Academic Council	Completed	Reports and presentations to Academic Council: <ul style="list-style-type: none"> o 2019: 1 o 2020: 2 o 2021: 1
15	Updating WZB Data Policy	Professional responsibility (3), Good Practice in Research (7)	2020	Head of Research information	- 2/2020: WZB Data policy updated to mention explicitly FAIR principles (Findable, Accessible, Interoperable, Re-usable) and alignment with DFG guidelines.	Completed	
16	Biennial review of WZB Data Policy	Professional responsibility (3), Good Practice in Research (7)	2023	Head of Research Information	- WZB Data Policy reviewed and updated every two years	New	2023: Planned revision to include information regarding transfer of data once a researcher leaves the WZB
17	Raising awareness on data protection for new employees and guest researchers	Ethical principles (2), Professional responsibility (3), Professional attitude (4), Contractual and legal obligations (5), Accountability (6), Good practice in research (7)	2019	Data Protection Commissioner	Creation of Information sheet on data protection Consistent distribution of Information Sheet to new employees upon entering work contract	Completed	Information sheet created in 2019 and distributed to all employees as part of the onboarding process.
18	Consulting on data protection in research	Ethical principles (2), Professional responsibility (3), Professional attitude (4), Contractual and legal obligations (5), Accountability (6), Good practice in research (7)	Ongoing	Data Protection Commissioner	Availability of Data Protection Commissioner for Consultations Number of Consultations per year	Completed	Data Protection Commissioner provides approximately 100 consultations per year on questions related to data protection and research
19	Raising awareness on data protection for all employees through workshops and other learning opportunities	Ethical principles (2), Professional responsibility (3), Professional attitude (4), Contractual and legal obligations (5), Accountability (6), Good practice in research (7)	Ongoing	Data Protection Commissioner	Regular workshop offerings on data protection	In Progress	Workshop delivered to the "Gute Arbeit" research group January 2023 Future plans to include Data Protection a topic in WZB-wide series on Good Scientific Practice (see Proposed Action [4] above)
20	Raising awareness on data protection for all employees through Intranet resources	Ethical principles (2), Professional responsibility (3), Professional attitude (4), Contractual and legal obligations (5), Accountability (6), Good practice in research (7)	Ongoing	Data Protection Commissioner	Establishment of Intranet page on Data Protection Timely and regular updates to Intranet page	Complete	Intranet Page on Data Protection offers thorough collection of resources, updated regularly

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
21	Regular reporting of activities of Data Protection Officer	Professional responsibility (3), Good Practice in Research (7)	Ongoing	Data Protection Commissioner	Report of the Data Protection Officer	Completed	Data Protection Officer tracks all activities through ticketing system.
22	Implementation of the General Data Protection Regulation (GDPR)	Ethical principles (2), Professional responsibility (3), Professional attitude (4), Contractual and legal obligations (5), Accountability (6), Good practice in research (7)	2019	Data Protection Commissioner	Information with Frequently Asked Questions	Completed	WZB Framework company agreement on IT systems now available on the Intranet Agreement includes information on how the WZB processes employee data, meeting GDPR requirements
Publication and Dissemination							
23	Merging the services of the library and the data management as one central service unit	Dissemination of results (8), Public engagement (9)	January 2017	Management (President and Managing Director)	Establishment of a new service unit: "Research Information" Hiring of a Head of Research Information in September 2016	Completed	
24	Strategic review of Research Information Unit (WIN) structure and processes	Dissemination of results (8), Public engagement (9), Research environment (23)	2024	Head of Research Information	Comprehensive review of WIN structure and processes	New	Focus of review: How can WIN continue to provide effective, high-quality support in a research environment that is increasingly digitized and online
25	Retro-digitalization of past publications and free access to selected publications	Dissemination of results (8), Public engagement (9)	2018	Head of Research Information	2016: Establishment of a self-archiving workflow in Academic Council - 2018: Retro-digitalization of more than 900 old discussion papers	Completed	Final number of digitized papers: 1,520
26	Fostering the dissemination of results through publication workshops	Dissemination of results (8), Public engagement (9)	Ongoing	Presidential Department and Head of Research Information	- Number of events and workshops:	In progress	New for 2023: Open access publication to be included in WZB curriculum "Good Scientific Practice"
27	Establishing an open access advisor	Intellectual Property Rights (31)	October 2016	Management (President and Managing Director) and Head of Research Information	Hiring of an open access advisor in October 2016	Completed	

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
28	Fostering the dissemination of quantitative and qualitative research publications via repositories	Dissemination of results (8), Public engagement (9)	Ongoing	Head of Research Information	<ul style="list-style-type: none"> - Number of open access publications - Support and infrastructure to facilitate open access publication 	Completed	Number of Open Access Publication (cumulative) <ul style="list-style-type: none"> o 2019: 4075 o 2020: 4364 o 2021: 4625 o 2022: 4848 WZB Green OA Service facilitates open-access re-publication
29	Fostering the dissemination of quantitative and qualitative research data sets via data repositories	Dissemination of results (8), Public engagement (9)	Ongoing	Head of Research Information	<ul style="list-style-type: none"> - Number of datasets published/submitted to data repositories - Cooperation and collaborations with other institutions 	Completed	Approximately 30 data sets published since 2019 <ul style="list-style-type: none"> o 2019: 3 o 2020: 12 o 2021: 10 o 2022: 5 WIN provides support and resources to prepare data for submission to data repository
30	Revising and updating the WZB Open Access Policy	Dissemination of results (8), Public engagement (9)	2023	Head of Research Information	<ul style="list-style-type: none"> - Updated WZB Open Access Policy 	New	
Ethical and Professional Aspects: Other Actions							
31	Monitoring and reporting on scientific achievements and knowledge transfer activity	Accountability (6), Evaluation systems (11)	Ongoing	Head of Finance and Accounting	KLR performance indicators Monitoring results quarterly reported to the management and the research units.	Completed	Requirements and expectations addressed in "Company agreement on cost and activity accounting" Annual KLR reports available on Intranet
32	Monitoring and reporting on scientific achievements and knowledge transfer activity	Accountability (6), Evaluation systems (11)	Ongoing	Scientific and Desk Officer of the Managing Director	Reports via WZBaktiv, monthly reported to the Academic Council	Completed	"Company agreement on the introduction and operation of an internal reporting system on scientific achievements"

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
Recruitment and Selection							
1.1 General Policies and Procedures							
33	Revision of standards and procedures for appointment (professorship positions) and recruitment (Postdoc and PhD positions)	Recruitment (12), Recruitment (Code) (13), Selection (Code) (14), Transparency (Code) (15), Judging merit (Code) (16), Variations in the chronological order of CVs (Code) (17), Recognition of mobility experience (Code) (18), Recognition of qualifications (Code) (19), Seniority (Code) (20), Postdoctoral appointments (Code) (21)	End 2013	Academic council working group	Definition of standards to define W1, W2 and habilitation equivalent merit A survey describing standards for W1, W2 and habilitation equivalent merits (presented to the Academic Council on June 24, 2014). The results are in use to prepare researchers for further career steps (e.g. appointment as professors)	Completed	“Company agreement on equal treatment”, “Company agreement on job advertisements, standards” and “Guidelines for career development at the WZB”, “Code of conduct family-friendliness at the WZB”
34	Revision of standards and procedures for appointment (professorship positions) and recruitment (Postdoc and PhD positions)	Recruitment (12), Recruitment (Code) (13), Selection (Code) (14), Transparency (Code) (15), Judging merit (Code) (16), Variations in the chronological order of CVs (Code) (17), Recognition of mobility experience (Code) (18), Recognition of qualifications (Code) (19), Seniority (Code) (20), Postdoctoral appointments (Code) (21)	Mid-2015	Office for Personnel Development and Research Funding	Development of a booklet for recruitment procedures and induction (<i>Wegweiser Personalgewinnung und Einarbeitung</i>), finalized and presented to the Academic Council on March 15, 2016	Completed	“Company agreement on equal treatment”, “Company agreement on job advertisements”, Standards and “Guidelines for career development at the WZB,” “Code of conduct family-friendliness at the WZB”
35	Revision of standards and procedures for appointment (professorship positions)	Recruitment (12), Recruitment (Code) (13), Selection (Code) (14), Transparency (Code) (15), Judging merit (Code) (16), Variations in the chronological order of CVs (Code) (17), Recognition of mobility experience (Code) (18), Recognition of qualifications (Code) (19), Seniority (Code) (20)	Nov 2016	Office for Research Planning and Coordination	- Development of a manual on appointment procedures	Completed	Standards for the Appointment of Academic Leading Positions at the Leibniz Association

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
36	Revision of standards and procedures for appointment (professorship positions) and recruitment (Postdoc and PhD positions)	Recruitment (12), Recruitment (Code) (13), Selection (Code) (14), Transparency (Code) (15), Judging merit (Code) (16), Variations in the chronological order of CVs (Code) (17), Recognition of mobility experience (Code) (18), Recognition of qualifications (Code) (19), Seniority (Code) (20), Postdoctoral appointments (Code) (21)	2020	Presidential Department	Updated "Booklet for recruitment procedures and induction" (staff positions) Updated Guidelines for Director Appointment Procedures at the WZB	Completed	"Booklet for recruitment procedures" updated November 2019 and available on Intranet Updated "Guidelines for Director Appointment Procedures" completed October 2021. Guidelines explicitly refer to the principles of OTM-R.
37	Efficient and international publication of all open scientific positions (Development of Processes)	Recruitment (12), Recruitment (Code) (13), Selection (Code) (14), Transparency (Code) (15), Judging merit (Code) (16), Variations in the chronological order of CVs (Code) (17), Recognition of mobility experience (Code) (18), Recognition of qualifications (Code) (19), Seniority (Code) (20)	2016	Research Managers of all research areas	Creation of a best practice catalogue on publishing job advertisements Systematic collection	Completed	
38	Efficient and international publication of all open scientific positions (Implementation of Processes)	Recruitment (12), Recruitment (Code) (13), Selection (Code) (14), Transparency (Code) (15), Judging merit (Code) (16), Variations in the chronological order of CVs (Code) (17), Recognition of mobility experience (Code) (18), Recognition of qualifications (Code) (19), Seniority (Code) (20)	Ongoing	Management (President and Managing Director)	Number of published positions on Euraxess Use of other international portals to advertise positions, when relevant	Completed	Scientific Positions posted to Euraxess: <ul style="list-style-type: none"> ○ 2019: 9 ○ 2020: 7 ○ 2021: 5 ○ 2022: 4 Approximately 18 other job portals used
39	Future: Efficient and centralized collection of data on international publication of all open scientific positions	Recruitment (12), Recruitment (Code) (13),	2023	Head of Personnel Department	Development and implementation of process and system to track where all open positions are posted	New	

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
40	Integrating the Open, Transparent and Merit-based recruitment (OTM-R) practices in the WZB's policy	Recruitment (12), Recruitment (Code) (13), Selection (Code) (14), Transparency (Code) (15), Judging merit (Code) (16), Variations in the chronological order of CVs (Code) (17), Recognition of mobility experience (Code) (18), Recognition of qualifications (Code) (19), Seniority (Code) (20)	Ongoing	Presidential Department	Promoting the use of the "Booklet for recruitment procedures and induction" as standard for open, transparent and merit-based recruitment Public-facing document published to WZB home page, outlining commitment to OTM-R and concordances with WZB recruitment procedures	Completed	"Booklet for recruitment procedures and induction" (German only) published to Intranet OTM-R Principles posted to WZB Internet page
41	Implementation of E-Tool for recruitment	Recruitment (12), Recruitment (Code) (13), Selection (Code) (14)	2020-21	Managing Director	Implementation of an online tool for recruitment HR4YOU rolled out across the WZB in August 2021 after a pilot phase	Completed	
42	Integration of "Booklet for recruitment procedures and induction" into HR4YOU platform	Recruitment (12), Recruitment (Code) (13), Selection (Code) (14)	2023-2024	Managing Director, Personnel Service	Process outlined in WZB "Booklet for recruitment procedures" revised to align with the HR4YOU tool Elimination of conflicting and/or redundant information	New	
43	Creation of formal distinction between Research Professors and Visiting Research Professors	Transparency (15)	2022	Management (President and Managing Director)	Increased transparency regarding roles of professors holding appointments at other universities.	Completed	Formal distinction created and implemented 2022 Research Professor: Scholar with permanent contract at WZB appointed to joint professorship with university Visiting Research Professor: Scholar has contract at other university and limited commitment to WZB
1.2 Diversity, Equity, and Inclusion in Recruitment							
44	Training to address unconscious bias in the recruitment process	Recruitment (12), Selection (14), Judging merit (16), Recognition of qualifications (19)	2022-2023	Equal Opportunities Commissioner	Initiatives to raise awareness of Unconscious bias within WZB Regular workshops on Unconscious bias for those involved in recruitment Online/Intranet resources on unconscious bias	In Progress	Presentation on Unconscious (Gender) Bias to Academic Council in March 2022 Intranet Page on Implicit/Unconscious Bias provides weblinks to external resources and trainings Half-day online workshops offered 2022 in German Workshops in English planned for late 2023

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
45	Implementing measures to foster gender balance among guest and visiting professors	Non discrimination (10), Recruitment (12), Selection (14), Gender balance (27)	Ongoing	Presidential Department	Number of women and men holding positions at WZB as guest and visiting professors	In Progress	Proposed actions include alternating between men and women (“zipper principle”) and offering fewer but longer residency periods, which are easier to organize
46	Facilitating the recruitment and selection of employees with disabilities (<i>schwerbehindert</i>)	Non discrimination (10), Recruitment (12), Selection (14)	2020	Management (President and Managing Director)	Number of applications from persons with disabilities Number of hires of persons with disabilities Percentage of employees with a disability	Completed	At the end of 2019, 2.5% WZB employees had a recognized disability 2020: Unsuccessful applicants from persons with disabilities will be reviewed when new positions open up (with the permission of the applicant)
1.3 Recruitment and Selection: Other Actions							
47	Revision of dual training at the WZB with a stronger focus on operational needs and strengthening of the young administrative staff	Recruitment (12), Recruitment (Code) (13), Research environment (23), Working conditions (24)	2020	Head of the Personnel Service	Improved administrative service for researchers Number of trainees Areas of training focus	Complete	WZB program can offer up to 3 positions, each up to 3 years in duration Areas include IT (currently suspended); Research Information: Administrative Services
Working Conditions and Social Security							
Contract Conditions and Funding							
48	Fostering the stability of employment	Stability and permanence of employment (25)	2019	Management (President and Managing Director), Working Group (consisting of representatives of the researchers’ Works Council, Office for Personnel Development and Research Funding, Research Managers, Management)	Revision of the “Guidelines and procedural rules for switching contracts of researchers from fixed-term to permanent at WZB”	Completed	New policy in effect 22 January 2019

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
49	Monitoring the stability of employment for postdocs	Stability and permanence of employment (25)	Ongoing	Management (President and Managing Director)	Percentage of postdocs with permanent contracts Target range: 20-35% Gender balance: goal is to have at least 40% women and 40% men (For every 5 new permanent positions, at least 2 should be filled by women and 2 by men)	Completed	Percentage of postdocs with permanent contracts: <ul style="list-style-type: none"> ○ April 2020: 26.1% ○ December 2022: 26.4% Percentage of female postdocs on permanent contracts: <ul style="list-style-type: none"> ○ December 2022: 54.46%
50	Annual meetings with postdocs to discuss tenure process	Stability and permanence of employment (25)	Ongoing	Presidential Department	Annual meeting is held with postdocs and Head of Presidential Department to discuss the tenure process and answer questions	In progress	Inaugural meeting held May 2022
51	Fostering insurable employment for researchers (instead of scholarships)	Recognition of the profession (22), Funding and salaries (26)	Ongoing	Management (President and Managing Director)	Job vacancies for researchers at the WZB are, as a rule, offered with insurable employment at the doctoral and postdoctoral level	Completed	
52	Fostering homogeneous contract conditions for researchers	Funding and salaries (26)	2019	Management (President and Managing Director)	Workshop on salary groups (<i>Eingruppierung</i>) Guidelines on pay grade (<i>Einstufung</i>) of Postdocs Regular information for all people involved in classification of working contracts Regular Jour Fixe between Research Managers and personnel service	Completed	
53	Communicating to postdocs information on salary groups and pay grades	Funding and salaries (26)	2023	Presidential Department, Research Managers, Personnel Service	Regular communication to postdocs that they have option to consult with research managers and/or personnel service in matters of salary groups and pay grade Postdocs have a better understanding of salary groups and pay grades in the German system	New	

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
54	Offering Flexible Funding for Career Development	Funding and salaries (26), Career development (28)	Annually	Presidential Department	Number of applicants and grants administered per year	Complete	<p>Program offers contract extensions of up to 6 months for doctoral candidates and postdocs employed at WZB</p> <p>From 2019-2022 (Q2), a total of 62 applications from PhD students and postdocs were approved.</p> <ul style="list-style-type: none"> ○ 2019: 17 ○ 2020: 12 ○ 2021: 22 ○ 2022: 15 <p>Majority of funds were for completion of doctoral dissertations or to bridge transition to new job opportunities</p>
55	Offering funding for cross-disciplinary collaboration within the WZB (Seed Money)	Funding and salaries (26)	Ongoing	Presidential Department	Number of applications approved	Completed	<p>Number of Seed Money applications approved:</p> <ul style="list-style-type: none"> ○ 2019: 3 ○ 2020: 6 ○ 2021: 5 ○ 2022: 1
Onboarding and Orientation							
56	Standard presentation "Introduction to the WZB Culture" for new researchers (Concept development)	Research environment (23), Working conditions (24)	Fall 2013	Head of Personnel Service and Research Managers of all research areas	Concept development: Introductory presentation for new arrivals developed and constantly updated (last updated: November 2, 2018)	Completed	
57	Standard presentation "Introduction to the WZB Culture" for new researchers (Implementation and Delivery)	Research environment (23), Working conditions (24)	Biannually	Research Managers of all research areas	Frequency of presentations Number of participants	Completed	<p>Biannual (spring/fall) presentation for the new arrivals at WZB</p> <p>Number of participants: between 8 and 11</p> <p>Presentation now delivered online by one of the Research Managers</p>
58	Development and implementation of web-based "Introduction to WZB Culture" presentation, to be accessed by all WZB researchers at any time	Research environment (23), Working conditions (24)	2024	Research Managers	Introduction of "Introduction to WZB Culture" available online Number of views and viewers Feedback through online evaluation of program	New	

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
59	Brochures for new employees: "Welcome to the WZB - Information for guests and new staff" (English) Brochure "Arbeiten am WZB" (German)	Research environment (23), Working conditions (24)	Ongoing	Communication Department Managing Director	Handbook updated regularly (minimum of once per year) Handbook provided to new employees	Completed	Handbook last updated April 2022 (German Version , November 2021)
60	Development and implementation of "WZB Who's Who" guide, listing point people and responsible offices for various questions	Research environment (23), Working conditions (24)	2024	Communication Department	Development of guide, either on Intranet or through new WZB Wiki	New	
61	Talk with the management for newly appointed heads of a research unit	Research environment (23), Working conditions (24)	Ongoing	Management (President and Managing Director)	All new heads of research units should be invited for welcome talks Number of talks per year	Completed	All new heads of research units were invited for welcome talks: <ul style="list-style-type: none"> ○ 2019: 2 ○ 2020: 2 ○ 2021: 1 ○ 2022: 2
62	Welcome Meetings with the Office for Personnel Development and Research Funding	Research environment (23), Working conditions (24)	Ongoing	Presidential Department	Number of Welcome Meetings	Completed	In-person meetings: <ul style="list-style-type: none"> ○ 2019: 4 ○ 2020: 1 (Due to lockdown, only one in-person meeting possible) Welcome Meetings replaced by new online "Meet and Greet" format in 2021 (see below)
63	"Meet and Greet" sessions with Officer for Research and Career Development and Officer for Skills Development	Research environment (23), Working conditions (24)	Ongoing	Presidential Department	Development of new format Number of sessions per year	Completed	New format developed in 2021, aimed at both new and experienced staff. Meetings held twice per year over zoom.
64	Development and implementation of checklist that documents shared understanding of workplace responsibilities and requirements of all WZB employees (e.g., data protection, procurement)	Research environment (23), Working conditions (24)	2024	Research Managers, Presidential Department	Development of checklist Integration of checklist into the onboarding process WZB employees are aware of their workplace responsibilities and requirements	New	

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
Work and Family Balance							
65	Re-auditing process for the auditberufund-familie (Work-Family Audit) certificate	Research environment (23), Working conditions (24)	2017	Equal Opportunities Commissioner	- Accomplishment of re-audit	Completed	Certificate re-awarded on March 15, 2017
66	Re-auditing process for the auditberufund-familie (Work-Family Audit) certificate	Research environment (23), Working conditions (24)	2020	Equal Opportunities Commissioner	Accomplishment of re-audit 2020: WZB has received permanent certification, and now needs to have a "Dialogue" every three years to keep certificate current.	Completed	
67	Maintaining permanent certification from auditberufundfamilie (Work-Family Audit) certificate	Research environment (23), Working conditions (24)	2023	Equal Opportunities Commissioner	Completion of Dialogue Day with auditor	In progress	Dialogue Day in November 2022 Updated certificate granted March 2023
68	Fostering compatibility of work and private life: Sabbaticals	Working conditions (24)	2017	Management (President and Managing Director) and Works Council	Development of Sabbatical policy and/or company agreement	Completed	Company agreement on working time was signed in March 2017, offering employees the option of banking worked hours and later taking longer leaves of absence
69	Fostering conditions for gender equality and work-life balance	Working conditions (24), Gender balance (27)	Ongoing	Presidential Department, Management (President and Managing Director)	Development of principles and measures of gender equality and work-life balance Communication and implementation of measures	Completed	Statement from the Management: "Equality at the WZB-Gender Equality" published to Intranet October 2021, meeting European Commission requirement for gender equality plan "Code of conduct: Family-Friendly WZB" published to Intranet
Health and Well-being							
70	Survey on working conditions and psychological stress	Good practice in research (7), research environment (23), Working conditions (24)	Early 2019	Management (President and Managing Director) and Scientific and Desk Officer of the Managing Director	An online survey for all WZB employees conducted as part of the risk analysis on working conditions and psychological stress Results published on Intranet and presented to Academic Council	Completed	Survey conducted March/April 2019 Survey results and summary report posted to Intranet 2020 Survey to be renewed on regular basis (2023)

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
71	Communicating support services and resources for mental health	Research environment (23), Working conditions (24)	2021	Presidential Department	Establishment of program with PME-Familienservice, offering 24/7 hotline and free counselling services to WZB employees and family. Communication of support services on Intranet	Completed	Offered by PME-Familienservice since 2010 Regular communications sent to WZB employees regarding availability of support services and other resources
72	Establishment of Mental Health measures	Research environment (23), Working conditions (24)	2023	Presidential Department	Kickoff meeting of Working Group Establishment of trainings	New	Kickoff meeting February 2023 with 30-35 employees and members of PME-Familienservice
Covid-19							
73	Ensuring financial stability during Covid	Stability and permanence of employment (25), Funding and salaries (26)	2020-2022	Presidential Department	Temporary increase in amount of available Flexible Funding for career development during Covid Number of researchers receiving Flexible Funding for Covid-related reasons	Completed	Number of approved applications for Flexible funding citing Covid as a reason for funding necessity: <ul style="list-style-type: none"> ○ 2020: 3 (25%) ○ 2021: 11 (50%) ○ 2022: 12 (80%)
74	Extending maximum term limit for researchers in qualifying phase due to pandemic	Stability and permanence of employment (25)	2020-2021	Presidential Department, Management (President and Managing Director)	All researchers in qualifying phase able to extend maximum term limit during the pandemic	Completed	
75	Communicating third-party funding opportunities and changes to grant requirements related to Covid	Funding and salaries (26)	2020	Presidential Department	Establishment of internal newsletter to announce changes to grant applications and specific new funding calls related to Covid	Completed	
76	Facilitating institutional communication, exchange, and cohesion during pandemic-related remote work	Research environment (23), Working conditions (24)	2020-2021	Management (President and Managing Director) Presidential Department, IT and eScience	Establishment of Pandemic crisis team Development of internal blog (on Intranet) to support employees working from home Broadening IT infrastructure to support home office and video conferences	Completed	
77	Fostering conditions for effective and equitable remote work and mobile collaboration	Research environment (23), Working conditions (24)	2020-2021	Presidential Department, Management (President and Managing Director), eScience	Development of Company Agreement on Mobile Work and institutional policies for mobile collaboration Development and training in tools to foster remote collaboration	Completed	Town Hall meeting on mobile work (October 2020) Company agreement on mobile work and code of conduct for mobile collaboration (October 2021)

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
78	Understanding and addressing impact of Covid-19 on doctoral students and postdocs	Research environment (23), Working conditions (24)	2020	Presidential Department	Survey of doctoral students and postdocs conducted June 2020	Completed	
79	Administering surveys on working conditions and psychological stress during Covid	Research environment (23), Working conditions (24), Relation with supervisors (36)	2021-2022	Presidential Department, eScience	Polls conducted in 2021 and 2022	Completed	
80	Creating opportunities for informal scientific exchange during Covid	Research environment (23),	Ongoing	Presidential Department	Opportunities and venues for informal scientific exchange within the WZB	Completed	Lunch blind dates (2020) Blind Bowls (2022)
Networking and Exchange							
81	Matching for in-house mentoring (Doctoral candidates and Postdocs): Development of program and process	Research environment (23), Working conditions (24), Career development (28)	2019	Presidential Department	Development of concept and measures Implementation of mentoring program Addition of mentoring to WZB-Aktiv	Completed	Presidential Department assisted in recruiting Postdoc mentors through Speed-Dating event at WZB Summer Festival; information available on Intranet. Doctoral Candidates independently reach out to potential mentors Postdocs can add mentoring to WZB-Aktiv and include it among their other accomplishments and activities
82	Matching for in-house mentoring (Doctoral candidates and Postdocs): Implementation and further development	Research environment (23), Working conditions (24), Career development (28)	Ongoing	Presidential Department	Number of mentors and mentees	In Progress	More than 80 potential mentors available Additional recruitment initiatives planned
83	Offering external mentoring opportunities to women scientists	Research environment (23), Working conditions (24), Career development (28)	Ongoing	Presidential Department	Establishment of mentoring program in cooperation with the Leibniz Gesellschaft or consortium of Berlin universities (ProFIL) Number of WZB participants in program	Completed	Two female scientists participated in mentoring program of German Universities (ProFIL) during the period of reporting Leibniz: Average of one participant per year Participation rates will continue to be monitored
84	Creating opportunities for career networking and exchange	Research environment (23), Career development (28)	Ongoing	Presidential Department	Number of gatherings held Number of participants Roles of participants	Completed	Day at the Wannsee (with Friends of WZB) held May 2022; focus on network building and knowledge transfer Event to be repeated annually

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
85	Developing Career Lunches for WZB Researchers and Alumni	Research environment (23), Career development (28)	2023	Presidential Department	Development and implementation of monthly zoom lunches for current WZB Researchers and WZB alumni Feedback from participants	New	First event scheduled for May 2023, with 8 monthly events planned for the first year WZB alumni invited to discuss career experiences and perspectives with current WZB PhD candidates and postdocs
International Mobility							
86	Monitoring international mobility (Monitoring the presence of international researchers at the WZB)	Value of mobility (29)	Ongoing	Head of Personnel Service	Number of international researchers at the WZB: Number of international researchers in fellowship programs who choose the WZB as the host institution	Completed	Marie Curie Fellows: 3 (two started in 2017, one in 2019) International Researchers at the WZB: <ul style="list-style-type: none"> ○ 2019: 44 (22%) ○ 2020: 45 (22%) ○ 2021: 53 (26%) ○ 2022: 47 (26%)
87	Fostering international mobility (Enabling WZB researchers to spend time outside Germany)	Career development (28), Value of mobility (29)	Ongoing	Presidential Department	Availability of international fellowship programs, including the WZB Merit Fellowships.	Completed	WZB Merit Fellowships Harvard: 1 Postdoc for 6 months World: 1 doctoral student for up to 6 months Sydney: 1 postdoc and 1 doctoral student for up to 3 months (program discontinued) New call during current review period: Oxford Dahrendorf Postdoctoral Fellowship (first call in 2022, with one fellowship awarded 2022/2023)
88	Streamlining information and services for international researchers	Value of mobility (29)	2022	Management (President and Managing Director)	Creation of new Intranet page with FAQs and further information on visa procedures, work permits and residence rights, as well as contact information for International Support Services team	Completed	
89	Creating opportunities for Ukrainian and Russian scientists	Value of mobility (29)	2022	Presidential Department	Number of Ukrainian and Russian visiting scholars at WZB	Completed	4 people from Ukraine and Russia supported by WZB for 6 months; 2 have already transitioned to standard postdoc positions (11/2022)

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
Workplace Diversity, Equity, Inclusion, and Anti-Discrimination							
90	Monitoring of gender balance in all salary groups and hierarchy levels	Nondiscrimination (10) and Gender balance (27)	Ongoing	Equal Opportunities Commissioner	Achievement of target quotas Report of the Equal Opportunities Commissioner presented at the meetings of the Works Assembly on 30 November 2022	Completed	
91	OIM (Operational Integration Management) for employees with long-term illness	Working conditions (24), Stability and permanence of employment (25)	2020	Management (President and Managing Director)	Establishment of contract with external provider to assist employees with long-term illness Company agreement on OIM	Completed	Contract signed with USE (Union of Social Institutions) to provide optional consultations in German and English to support workers with disabilities and long-term illnesses
91	Establishment of Anti-Discrimination office and appointment of anti-discrimination officer	Research environment (23), Working conditions (24), Gender balance (27), Non discrimination (10)	2023	Management (President and Managing Director)	Identification and appointment of administrative officer Communication of new office to WZB employees	New	
93	Appointment of Officer for Inclusion	Research environment (23), Working conditions (24), Non discrimination (10)	2020	Management (President and Managing Director)	Successful appointment of Inclusion Officer	Completed	Head of Personal Service serves as Officer of Inclusion
94	Measures to address and prevent sexual harassment in the workplace	Research environment (23), Working conditions (24), Gender balance (27), Non discrimination (10)	2023-4	Equal Opportunities Commissioner	Events held to increase awareness of sexual harassment Development of clear guidelines regarding sexual harassment at the WZB	New	
Working Conditions and Social Security: Other Actions							
95	Study on Careers of Postdoc Alumni (Verbleibstudie: Postdocs)	Career development (28)	2018	Presidential Department	Tracking of career paths of Postdocs once employed at the WZB	Completed	Initial study completed 2018
96	Follow-up study on Careers of Postdoc Alumni (Verbleibstudie: Postdocs)	Career development (28)	2023-2024	Presidential Department	Tracking of career paths of Postdocs once employed at the WZB	New	
97	Study on Careers of Doctoral student Alumni (Verbleibstudie: Doctoral Candidates)	Career development (28)	2023-2024	Presidential Department	Extension of Career tracking to (former) Doctoral students once employed at the WZB	Extended	Project delayed due to Covid-19; anticipated to resume in 2023 or 2024.

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
98	Service to conduct internal surveys	Research Environment (23)	2017	Head of Research Information	Internal Surveys conducted in 2017: Survey on the working conditions of postdocs (Postdoc-Survey) Survey on the working conditions of doctoral candidates (Nawi-Survey)	Completed	Survey system now used regularly and integrated into WZB activities (e.g., elections, evaluations, and institution-wide surveys)
99	Improving the coordination of teaching between the WZB and the cooperating universities: General Agreements	Teaching (33)	2017	Presidential Department	Establishment of joint agreements with local universities (Free University, Humboldt University, Technical University) Development of WZB policies to facilitate teaching at local universities.	Completed	Support for didactic qualifications has been codified in the Guidelines for Career Development (last updated: December 13, 2017) Doctoral candidates who teach at a local university can apply to receive increase in number of contract hours at the WZB
100	Improving the coordination of teaching between the WZB and the cooperating universities: S-Professorships	Teaching (33)	Ongoing	Presidential Department	Number of S-Professorships successfully established	Completed	Current S-Professorship cooperative agreements: <ul style="list-style-type: none"> ○ Technical University Berlin ○ University of Potsdam ○ University of Hildesheim
101	Comprehensive and steady integration of researchers in various decision-making processes and bodies	Participation in decision-making bodies (35)	Ongoing	Management (President and Managing Director), Works Council, Presidential Department, Academic Council	Representatives of researchers in important decision-making processes and bodies	Completed	Researchers are included in the following decision-making organizations: <ul style="list-style-type: none"> ○ Academic Council ○ Works Council ○ Long-term and temporal working groups on specific topics or decision making committees (flexible funding, in-house travel grants, ethics committee, appointment committees, working group for Guidelines and procedural rules for switching contracts of researchers from fixed-term to permanent) Involvement of Researchers in redesign of library tower and Implementation committee for HRS4R

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
102	Evaluation of Company Agreement on Remote Work	Research Environment (23), Working conditions (24), Participation in decision-making bodies (35)	2023-Q3	Management (President and Managing Director), Works Council	Completion of survey Completion of qualitative data collection (town hall and/or focus groups) Revisions to "Company Agreement on Remote Work," if applicable	New	
4. Training and Development							
4.1 Institutional Policies and Processes							
103	Fostering skills development and training	Career development (28), Access to career advice (30), Continuing Professional Development (38), Access to research training and continuous development (39)	Ongoing	Management (President and Managing Director) and Works Council	"Company agreement on skills development and training" was signed in April 2017 Partnership with other Leibniz Organizations to provide more robust professional development offerings	Completed	Further detail on specific initiatives are listed individually below. WZB membership in Leibniz Leadership Academy (more information below)
104	Regular evaluation of the measures for continuing professional development (e.g. seed money, scholarships)	Career development (28), Access to career advice (30), Continuing Professional Development (38), Access to research training and continuous development (39)	2023	Presidential Department	Permanent evaluation and adaption of the "Guidelines for Career Development at the WZB" (last updated: March 2019) All measures, stays abroad, and training courses are evaluated regularly	Extended	
105	Development and implementation of WZB Competency Model	Research Environment (23), Working conditions (24), Continuing Professional Development (38), Access to research training and continuous development (39)	2017	Presidential Department	Development of WZB Competency Model and measures, now available on Intranet	Completed	WZB Competency model currently published in German only
106	Integration of WZB Competency Model into relevant policies and processes	Research Environment (23), Working conditions (24), Continuing Professional Development (38), Access to research training and continuous development (39)	2023-24	Presidential Department	Intranet provides explicit links between Competency Model and other processes (e.g., interviews, annual appraisal meetings) WZB Competency Model offered online in English	New	

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
107	Evaluation of WZB Competency Model	Research Environment (23), Working conditions (24), Continuing Professional Development (38), Access to research training and continuous development (39)	2025	Presidential Department	Completion of evaluation of WZB competency model, with a focus on its use and impact within the WZB	New	
108	Evaluation of "Company agreement on skills development and training"	Research Environment (23), Working conditions (24), Continuing Professional Development (38), Access to research training and continuous development (39)	2021	Presidential Department	Review and revision of "Company agreement on skills development and training"	Completed	Company agreement reviewed and revised June 2021
109	Online Evaluation of Workshops: Development of online platform	Continuing Professional Development (38)	2019	Head of Research Information Presidential Department	Development of online evaluation system	Completed	
110	Online Evaluation of Workshops: Implementation of online system for evaluation	Continuing Professional Development (38)	Ongoing	Presidential Department	Online evaluations are given for every WZB-organized workshop Survey participation rate	Completed	Online evaluations are offered for every WZB workshop Survey participation rate (2019-2022): 69%
111	Select and implement knowledge management tool to facilitate knowledge exchange, training, and onboarding	Research environment (23), Working conditions (24), Continuing Professional Development (38), Access to research training and continuous development (39)	2023	Research Information	Selection of tool Implementation of tool Amount of content Number of active users	In progress	WikiTool (BlueSpice) selected Intranet page with FAQ Test phase 2022 Bilingual (German/English) support anticipated May 2023
112	Annual report on the activities of the Office for Career Development	Research environment (23), Working conditions (24), Access to Career Advice (30), Continuing Professional Development (38), Access to research training and continuous development (39)	Ongoing	Presidential Department	Annual report published to Intranet in a timely manner	Completed	Annual report published on the Intranet since Spring 2018. Reports covering years 2017-2021 currently available. 2022 report anticipated at the end of Q2 2023

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
4.2 Supervision, Relationship with Supervisors							
113	Fostering annual staff appraisal meetings (<i>Jahresgespräche</i>)	Career development (28), Access to career advice (30), Continuing Professional Development (38), Access to research training and continuous development (39)	Since 2013	Management (President and Managing Director) and Works Council	Development of a booklet for annual staff appraisal meetings “Annual staff appraisal meetings at the WZB – Booklet for research and research support staff” presented to the Academic Council on June 23, 2015	Completed	
114	Evaluation and revision of the “Booklet for annual staff appraisal meetings”	Career development (28), Access to career advice (30), Continuing Professional Development (38), Access to research training and continuous development (39)	End 2019	Presidential Department	Evaluation and revision of booklet	Completed	Booklet revised and posted to Intranet (guidelines 15.3.2022) Also mentioned in the guidelines for Good Scientific Practice
115	Evaluation of annual appraisal meetings (policy and process)	Career development (28), Access to career advice (30), Continuing Professional Development (38), Access to research training and continuous development (39)	2023	Management (President and Managing Director)	Collect and review data on following questions: Was an annual appraisal meeting offered? Did an annual appraisal meeting take place? Was the handbook used as a framework for the annual meeting?	New	Initial survey carried out in 2019 was inconclusive, as it only measured whether a meeting took place Annual appraisal meetings were held for approximately 60-65% research staff, 51% administrative staff, and 18% student workers. Handbook used inconsistently, with reported rates between 20-66%
4.3 Professional Development and Research Training: Internal Offerings							
4.3.1 General Offerings							
116	Individual consultations related to professional development and career planning	Career development (28), Access to career advice (30), Continuing Professional Development (38), Access to research training and continuous development (39)	Ongoing	Presidential Department	Number of individual consultations Roles of people seeking consultations (e.g., researchers, research support staff)	Completed	Considerable drop in consultation requests due to Covid lockdown, with the main decline among research support staff <ul style="list-style-type: none"> ○ 2019: 159 ○ 2020: 126 ○ 2021: 151 ○ 2022: 117

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
117	In-house training sessions for professional development and skill building	Career development (28), Access to career advice (30), Continuing Professional Development (38), Access to research training and continuous development (39)	Ongoing	Presidential Department	Number of internally organized training sessions Number of participants in all internal workshops and training sessions	Completed	<p>Course offerings principally online from March 2020 onward.</p> <p>Number of internally organized sessions (excluding language courses)</p> <ul style="list-style-type: none"> ○ 2019: 10 ○ 2020: 12 ○ 2021: 7 ○ 2022: 13 <p>Total participants in all in-house training sessions and language courses</p> <ul style="list-style-type: none"> ○ 2019: 168 ○ 2020: 209 ○ 2021: 159 ○ 2022: 267
4.3.2 Digital Competency							
118	Provide training in new digital tools supporting research, exchange, teaching, and communication	Research environment (23), Working conditions (24), Continuing Professional Development (38), Access to research training and continuous development (39)	Ongoing	Presidential Department	Number of workshops offered Topics of workshops Attendance	Completed	<p>Digitale Lehre: Workshop to support staff redesigning courses for online delivery (April 2020)</p> <p>WZB Hacks: Short (15 minute) zoom sessions focused on a specific tool or method</p> <ul style="list-style-type: none"> ○ 2021: 15 sessions, 230 participants ○ 2022: 10 sessions, 173 participants <p>WZB Studio Talks: Podcasts focused on specific tools and practices</p> <ul style="list-style-type: none"> ○ 2021: 4 sessions, 52 participants <p>Learning Circles: Regular drop-in zoom sessions for informal exchange and troubleshooting</p> <ul style="list-style-type: none"> ○ 2022: 4 meetings, 19 participants <p>Blog: Vernetzt Arbeiten</p>

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
119	Development and provision of executive training for junior research group leaders (in-house and individual measures)	Career development (28), Access to career advice (30), Continuing Professional Development (38), Access to research training and continuous development (39)	Ongoing	Presidential Department	In-house leadership workshops offered Number of participants in workshops Number of individuals taking part in coaching sessions Number of participants in Leibniz Leadership Academy Role of participants in Leibniz Leadership Academy (early-career, administrative leadership, director)	Completed	Workshop offerings (participants) 2019: "Leadership in the sciences" (5) 2020: "Digital Leadership: Leadership competencies for the digital transformation" (5) 2021: In-house offerings are replaced by the Leibniz Leadership Academy. <ul style="list-style-type: none"> ○ 2021: 1 participant ○ 2022: 1 participant Number of individuals taking part in individual coaching sessions: <ul style="list-style-type: none"> ○ 2019: 3 ○ 2020: 2 ○ 2021: 4 ○ 2022: 7
4.3.3 Writing and Language Skills							
120	In-house language courses (English and German)	Career development (28), Continuing Professional Development (38), Access to research training and continuous development (39)	Ongoing	Presidential Department	Number of courses offered Number of participants	Completed	Two twelve-week sessions offered per year (Spring and Fall), each with individual courses at multiple levels. Spring 2020 courses interrupted due to Covid; resumed with online format in fall English courses offered/participants: <ul style="list-style-type: none"> ○ 2019: 4/34 ○ 2020: 6/34 ○ 2021: 5/25 ○ 2022: 6/34 German courses offered/participants <ul style="list-style-type: none"> ○ 2019: 4/29 ○ 2020: 8/37 ○ 2021: 4/42 ○ 2022: 8/50

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
121	Training to support PhD Candidates and Postdocs writing and publishing in German	Dissemination, exploitation of results (8), Continuing Professional Development (38), Access to research training and continuous development (39)	2021	Presidential Department	Schreibwerkstatt: frequency of offerings and participants	Complete	Program offered monthly May 2021-December 2022 to provide researchers with an opportunity for writing support and feedback on articles for publication (not work for a degree qualification). Discontinued due to lack of participants (most WZB researchers are publishing in English)
122	Academic Writing Clinic	Dissemination, exploitation of results (8), Continuing Professional Development (38), Access to research training and continuous development (39)	Ongoing	Presidential Department	Number of participants Frequency of clinic	Completed	Program allows WZB researchers to submit article drafts for editorial review; offered once per week Number of participants: <ul style="list-style-type: none"> ○ 2019: 43 ○ 2020: 55 ○ 2021: 58 ○ 2022: 43 General demand has been quite heavy; usually completely booked.
4.4 Professional Development and Research Training: Support for External Activities							
123	Institutional funding for individual professional development activities	Career development (28), Continuing Professional Development (38), Access to research training and continuous development (39)	Ongoing	Presidential Department	Number of proposals for funding approved	Completed	Many activities in 2020 that were approved were either cancelled or postponed; 2020 figures reflect only those activities that were completed and paid for in 2020. Proposals approved: <ul style="list-style-type: none"> ○ 2019: 52 ○ 2020: 59 ○ 2021: 75 ○ 2022: 47
124	Creating residency opportunities for research support personnel at other institutions	Continuing Professional Development (38), Access to research training and continuous development (39)	2019	Presidential Department	Successful development of residency program, including formal call for proposals and budget allocation	Completed	

Item	Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
125	Implementing program offering residency opportunities for research support personnel at other institutions	Continuing Professional Development (38), Access to research training and continuous development (39)	Ongoing	Presidential Department	Number of grants awarded Location and institutions	In Progress	Number of successful applications: <ul style="list-style-type: none"> ○ 2019: 7 ○ 2020: 2 ○ 2021: 0 [suspended] ○ 2022: 3 Host countries: USA, UK, Switzerland, Sweden, Germany, Canada, Spain, Netherlands, Estonia, Latvia, Lithuania

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website. Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL: <https://www.wzb.eu/en/the-wzb/working-at-the-wzb/hr-excellence-in-research>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

The WZB has continued to strengthen its recruitment processes and ensure alignment with OTM-R. One key deficit from the 2019 evaluation—the lack of a comprehensive eTool for recruitment—was addressed with the introduction of the online application platform HR4YOU in August 2021. The WZB's comprehensive "Handbook for Recruitment and Induction" elucidates the various requirements and expectations of OTM-R, including the selection of a search committee, advertisement of positions, communication with applicants, and criteria for selection. While the Handbook is intended principally for an internal audience, the WZB has recently developed a supplementary document, "Guidelines for Recruitment at the WZB," which summarizes and makes explicit the alignment of the WZB's Recruitment Practices with the OTM-R. This document is available to the general public on the WZB website.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

<https://www.wzb.eu/en/the-wzb/working-at-the-wzb/hr-excellence-in-research>

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The WZB is fully dedicated to the HR Strategy for Researchers and strives to implement actions and measures to fulfil the highest standards of good HR policy. The principles of the European Charter and Code and OTM-R are thoroughly integrated into both the daily work and long-term strategy of the WZB, particularly with respect to fostering robust practices in Research Ethics and Professionalism; Recruitment; Working Conditions and Social Security; and Training and Development.

The primary responsibility for implementing the action plan rests is shared across multiple staff in the Presidential Department of the WZB, which oversees all activities pertaining to training, professional development, and good scientific practice. Officers in the Presidential Department work closely with one another, ensuring a strategic alignment of activities. Other units responsible include the Administrative Management and Personnel Office (responsible principally for recruitment, contracts, and legal matters), the Research Information Unit (responsible, among other things, for open access publications), Research Managers, the Works Council, the Ombudspersons, and the Equal Opportunities Commissioner. Members of these Departments have been critical to implementing key actions of our strategy in the past (e.g., development of an e-Tool for recruitment), and they continue to play a central role in the further development and implementation of the action plan.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

How have you prepared for the internal review? *

The internal review process has involved the following actions and activities:

- Review of evaluation from 2019 review and site visit
- Desk research and review of key documents, including all minutes from Academic Council meetings and meetings from the Advisory Board; new and revised policies and procedures; key publications; and company agreements
- Individual interviews with key stakeholders in implementation process
- Meeting and feedback session with members of the Implementation Committee to (1) ensure that information in the “Proposed Actions” table is correct and complete; (2) future goals are discussed and clearly articulated
- Presentation of internal evaluation to the Academic Council for discussion and feedback

How have you involved the research community, your main stakeholders, in the implementation process? *

Two postdoctoral researchers are members of the Implementation Committee (listed in the next section, below); two other members of the Implementation Committee—the Research Manager and the Officer for Research and Career Development—work extensively with researchers at all levels and have a thorough understanding of the needs and priorities of the research community. (Due to time constraints, no R3 or R4 researchers were able to serve on the Implementation Committee.) In addition, the Academic Council, representing the institute’s researchers at all career levels, discussed the present report and all specified measures comprehensively.

Here, it is worth emphasizing that the WZB has a highly collegial work environment, with open communication among researchers and research support staff. In order to give researchers the opportunity to participate in the implementation, the Presidential Department conducts regular meetings with the representatives of the doctoral candidates, the representatives of postdocs, and the board of research group leaders. Furthermore, the institute’s President meets each year with doctoral candidates and postdocs (in separate meetings) to discuss their views and requirements—again, in an open forum that encourages frank discussion and constructive criticism. The President is in continuous exchange with all research group leaders.

Do you have an implementation committee and/or steering group regularly overseeing progress? *

Detailed description and duly justification (max 500 words)

The WZB has an Implementation Committee that is comprised of the following people:

- Equal Opportunity Commissioner
- Research Manager
- Representative from the Works Council
- Postdocs (2)
- Head of the Personnel Service
- Head of the Research Information
- Head of the Presidential Department
- Officer for Research and Career Development
- Legal Advisor/In House Lawyer

This committee, which represents a wide variety of roles across the WZB, is committed to the effective implementation of HRS4R. Several members report, present, and evaluate their activities on a regular basis, including the Equal Opportunity Commissioner, the Works Council, the Head of Research Information, and the Officer for Research and Career Development (in collaboration with the Officer for Skills Development.) Their work serves as the foundation for implementing and monitoring the HRS4R action plan.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

The WZB has consistently and unequivocally aligned its policies and practices with the HRS4R, particularly in the following domains:

- **Ethical and Professional Aspects:** The “Guidelines for Ensuring Good Scientific Practice,” the “Company Agreement for Good Scientific Practice,” and the WZB Research Ethics Policy all reinforce key principles of the HRS4R, particularly with respect to research freedom, ethical principles, and professional responsibility.
- **Recruitment and Selection:** The principles of the OTM-R are embedded in the WZB “Guidelines for Recruitment Procedures,” “Company Agreement on Job Advertisement,” and “Guidelines for Appointment Procedures.”
- **Working Conditions and Social Security:** The WZB’s revised “Guidelines and procedural rules for switching contracts of researchers from fixed-term to permanent at the WZB” has been an important driver of employment stability among postdocs. Other key policies include the “Company Agreement on Working Time,” the declaration “Equality at the WZB-Gender Equality,” the “Code of Conduct: Family-Friendly WZB,” and the “Company Agreement on Remote Work.”
- **Training and Professional Development:** The WZB’s commitment to professional development at all career stages is seen in the “Guidelines for Career Development at the WZB,” the “Company Agreement on Skills Development and Training,” and the “WZB Competency Model.”

As seen in the Proposed Actions table, these policies undergo regular review and revision—typically every 2-3 years.

How has your organisation ensured that the proposed actions would be also implemented? *

The proposed actions were defined by the relevant stakeholders and approved by WZB management: in other words, they have broad-based support at all levels of the organization. Wherever possible, these actions are stated as SMART goals (specific, measurable, achievable, reasonable, time-bound).

The continuous monitoring of the implementation process is carried out by the Presidential Department, particularly through the various reports detailed above (see “Do you have an Implementation Committee?”). The Implementation Committee will meet a minimum of once per year to review progress on the proposed actions.

How are you monitoring progress (timeline)? *

All actions are defined time-bound. The Presidential Department will monitor the compliance of the objectives and report to the Implementation Committee. The Implementation Committee will also meet annually to review progress and make recommendations.

How will you measure progress (indicators) in view of the next assessment? *

The updated action plan defines various ongoing and new measures for the upcoming reporting period, including the person responsible for it and a precise timeframe. The Presidential Department, together with the Implementation Committee, will monitor the progress of these actions and update the action plan in due course for the next assessment. Annual meetings of the Implementation Committee will ensure that the WZB is on track to meet goals.

In addition, the WZB conducts detailed employee surveys on a regular basis, covering many of the key principles in the Action Plan (particularly those related to the Work Environment and Training/Professional Development). The next employee survey will be completed in Q2 2023.

How do you expect to prepare for the external review? *

There is no site visit planned for this review period. The next site visit will take place in 2025.

Additional remarks/comments about the proposed implementation process

Detailed description and duly justification (max 1,000 words)