

Human Resources Strategy for Researchers (HRS4R) – Summary of Internal Audit

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1 Overview of Fraunhofer

We invent the future! As the largest organization for applied research in Europe, the Fraunhofer-Gesellschaft is committed to meeting society's needs. These serve as a basis for its areas of research: health, security, communication, mobility, energy and the environment. The work Fraunhofer is doing in these areas will have a major impact on people's future lives. In short: the future is the driving force for Fraunhofer – with the future in mind, our employees work creatively, conduct research, shape technology, improve processes, design products and forge new paths. At the same time, we have to continually develop and improve their ability to perform and achieve. Fraunhofer creates optimum framework and working conditions for this very purpose.

International markets present many challenges. Fraunhofer rises to these challenges and asserts its position as a leading European organization for applied research. To ensure that its efforts continue to be successful, it is important to

- further develop the Fraunhofer brand and increase its internal and external appeal, especially in an international context;
- continue to cultivate a holistic understanding of management at all levels;
- promote a culture of performance and innovation that every employee helps shape.

The actions of the Fraunhofer-Gesellschaft and its currently 72 institutes, which are not separate legal entities, are based on the principle of »as decentralized as possible, as centralized as needed.« This mindset is also echoed in the holistic approach of human resources management at Fraunhofer, with different keys leading to success. The strategies of the Fraunhofer-Gesellschaft and its institutes must complement one another, and each side must also understand the other's needs.

Fraunhofer employs a total of 27,498 people (as at June 30, 2019). Of this figure, 10,632 work as scientists, of whom 2,199 are women. 1,185 of the scientists are foreign nationals (as at June 30, 2019). There are 7,692 students working at Fraunhofer.

In 2018, the total business volume amounted to €2,551 million, of which €2,106 million related to business operations and €445 million to capital expenditure (incl. major infrastructure). Fraunhofer finances around two thirds of its operating budget by performing research and development tasks for industry and the public sector. In addition, Fraunhofer receives institutional support from the federal and state governments which, as base funding that may be used autonomously, also enables capital expenditure on equipment and technical building installations in addition to specific pre-competitive research.

2 Strategic orientation: Integrated Human Resources Management and »New Work@Fraunhofer«

Integrated Human Resources Management creates a basis for values-centered human resources work at Fraunhofer. It involves designing a framework that is geared toward various life phases – from top-level qualification, professional development and active career planning through to needs-based working-time models. To this end, the Fraunhofer-Gesellschaft continually adjusts the strategic orientation, instruments and measures within its integrated human resources management system to meet current and future requirements.

No two institutes of the Fraunhofer-Gesellschaft are alike. Yet they all have one guiding principle – one could also say an umbrella strategy. This is expressed in the Fraunhofer-Gesellschaft's mission statement, which is a part of the Fraunhofer guiding principles: »Applied research is the foundation of our organization. We partner with companies to transform original ideas into innovations that benefit society and strengthen both the German and the European economy. «

Our employees shape the future – in ambitious positions at Fraunhofer as well as in other areas of science and business. Fraunhofer therefore places great importance on their personal and professional development. The umbrella strategy sets common overall objectives such as sustainable development, collaboration with outstanding partners from science and industry, and diversity. From these objectives, the Executive Board derives strategic initiatives that determine the organization's future orientation.

Fraunhofer must increasingly set itself new challenges in order to fulfill its unique mission, which is to consistently maintain the applied nature of its outstanding research. Such challenges include the increasing complexity of global value chains and the spread of digital transformation into many areas of industry and society. In this context, Fraunhofer must shape its growth to achieve quantitative increases in both productivity and value creation as well as enabling new qualities to emerge in the form of disruptive innovations. To maintain its leading global position among contract research organizations in this dynamic environment, the Executive Board of the Fraunhofer-Gesellschaft worked together with the Presidential Council and the institutes to develop a common roadmap: the **Fraunhofer 2022 Agenda**. Based on today's perspective, this development plan describes key Fraunhofer change processes and the corresponding projects that will put these changes into practice by 2022. One of the ten projects is the **»New Work@Fraunhofer«** project, which was launched in March 2018.

This is based on the need to develop the world of work to reflect changing expectations among employees and potential applicants, changes in transdisciplinary cooperation and the effects of the Fraunhofer 2022 Agenda, which aims to establish efficient research and transfer structures. The Fraunhofer-Gesellschaft launched »New Work@Fraunhofer« with the goal of reinforcing and boosting its attractiveness as an employer, its performance and its capacity for innovation. The results of the project will make a key contribution to establishing connected forms of working that promote agility while providing flexibility in terms of both time and location. Fraunhofer's objective in this process is to position itself as a benchmark in the labor market for innovation-focused employers and large-scale research institutions and also to set itself on an equal footing when it comes to discussing the world of work with political decision-makers. The first phase involved a

stocktaking of the existing set-up and current needs in the institutes involved in the New Work project, as well as the evaluation of relevant national and international benchmarks of other research organizations and industrial enterprises. The second phase of the project, which is currently in progress, involves piloting and evaluating innovative work practices. This phase will yield practical solutions that can then be transferred back into the institutes via managers, HR coordinators, institute directors and administrative heads. Fraunhofer's goal in this large-scale project is to maintain a high level of attractiveness as an employer that also extends over the medium and long term, ensuring that the organization retains the ability to attract the best minds.

The whole of HR management is involved in organizational development. HR managers provide targeted support for the common overall objectives and the strategic initiatives derived from them. They form the impact framework; in other words, the framework for the Fraunhofer »Human Resources Strategy for Researchers«.

In 2017, the areas considered to be relevant to the Fraunhofer-Gesellschaft's Human Resources Strategy for Researchers were:

- **developing a common understanding of management** at Fraunhofer Institutes and **increasing the effectiveness of management**;
- **ensuring equal employment opportunities** as an aspect of shaping and promoting diversity;
- **addressing internationalization**;
- **establishing scientific integrity and ethics in research**.

The actions contained in the »New Work@Fraunhofer« project add a new element that expands on the existing initiatives.

3 Internal Audit of the Fraunhofer »Human Resources Strategy for Researchers«

3.1 Process and methodology

On October 2, 2013, the Fraunhofer-Gesellschaft signed the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers, published as a recommendation by the EU Commission on March 11, 2005. The recommendations were put into practice at Fraunhofer several years ago. By signing the charter, the Executive Board of the Fraunhofer-Gesellschaft has now also made this clearly visible to the wider world¹.

The summary of the 2017 internal analysis – to which we make explicit reference in this context – provides a detailed description of the steps in the Fraunhofer Human Resources Strategy for Researchers process, including a description of the standard procedure at Fraunhofer for managing projects and overarching issues. Once again, it has proved to be useful to include participants from Fraunhofer-specific development programs. In the case of HRS4R, the group representing junior scientists (**Young Research Class**) and the group representing leading scientists at top level (**Vintage Class**) were involved in 2017. For the first internal audit, these were rounded off by the addition of representatives from the support and development program for female scientists (**TALENTA**) and representatives of the group of high performers with management responsibility (**Advanced Management Class**).

Overview of the process steps, with reference to the internal audit of the Fraunhofer Human Resources Strategy for Researchers:

3.1.1 Monitoring of the implementation process by the HRS4R project group

Over the past two years, the HRS4R working group led by Annika Gehrmann (Head of Group International HR & Labor Law) has monitored the progress of the measures set out in the Action Plan in September 2017. In fall 2018, the working group prepared an interim status report based on discussions of the status of the measures with those responsible in each case.

3.1.2 OTM-R policy

Recruitment at Fraunhofer is based on the requirements stipulated in German law. Fraunhofer has not created its own recruitment policy and does not intend to in the near future. As part of the major Fraunhofer Digital project, which is scheduled to run from 2018 to 2022, Fraunhofer will be introducing the digital tool SAP by the end of 2020. This project has the strategic goal of providing Fraunhofer with the most efficient digital administration of any research organization. This will include revamping the entire recruitment process and making it even more open, transparent and evidence-based than before.

¹ <https://www.fraunhofer.de/content/dam/zv/en/about-fraunhofer/excellence-in-research/Fraunhofer-Charta-Code-Endorsement-letter.pdf>

The Fraunhofer-Gesellschaft has provided a detailed commentary on its recruitment process based on the checklist for »Open, Transparent and Merit-based Recruitment of Researchers« (OTM-R).

3.1.3 Preparation of the internal audit by the HRS4R project group

The HRS4R working group tasked with ensuring the internal audit was prepared efficiently. Working group members include the Director Human Resources, the scientific adviser of the Executive Vice President Human Resources, Legal Affairs and IP Management, the head of the HR Development department, the head of the HR Management department, the deputy head of the HR Marketing department, the head of talent management from the HR Development department, and a legal practitioner from the International HR & Labor Law team. After preparing the revised Human Resources Strategy for Researchers and the updated Action Plan, drawing up the checklist on the »Open, Transparent and Merit-based Recruitment of Researchers« and obtaining approval from the Director Human Resources, the following additional members were brought on board: representatives from Corporate Policy and Research (Presidential Council function) and from the fields of labor law and legal, finance, occupational safety and health, government grants and EU projects, international business development, European Research Area and I&C management, as well as the data protection officer and IT security coordinator. The Director Human Resources informed both the General Works Council and the Director Policy and International Affairs as to the content of the internal audit.

3.1.4 Discussions with and feedback from representatives of science and research and from the administration of a Fraunhofer Institute

Representatives were brought on board from across the full spectrum of Fraunhofer scientists: junior scientists (Young Research Class), representatives from the support and development program for female scientists (TALENTA), representatives of the group of high performers with management responsibility who assume responsibility for the Fraunhofer-Gesellschaft in key strategic functions in the course of cooperation between institutes or across all institutes (Advanced Management Class), and representatives of leading scientists at top level (Vintage Class). The administrative team from the Fraunhofer Institute for Integrated Circuits IIS was also involved.

In discussions and written feedback, the HRS4R working group received the findings and suggestions for the internal audit, the updating of the Action Plan and the checklist on »Open, Transparent and Merit-based Recruitment of Researchers« from them. The HRS4R working group incorporated and processed this feedback. The involvement of so many people ensured that researchers at all levels of the organization as well as the administration of an institute were actively engaged in preparing the internal audit of the Fraunhofer Human Resources Strategy for Researchers.

3.1.5 Pooling the results and decision-making

The results and feedback from the various stakeholders were collected by the HRS4R working group at the end of September 2019 and compiled for the internal audit.

On October 22, 2019, the Executive Board of the Fraunhofer-Gesellschaft approved the internal audit and adopted the expanded objectives for the Fraunhofer Human Resources Strategy for Researchers.

3.2 Status update and updating of the Action Plan

The HRS4R working group determined the status of the approved measures in regard to implementation of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers. Their findings are described below, supplemented where relevant with the outlook through 2022:

3.2.1 Research freedom (principle no. 1): scientific integrity

The Fraunhofer-Gesellschaft carries out freely chosen research projects, tasks assigned by the federal and state governments and contract research. In its research, Fraunhofer adheres to the principles of good scientific practice and promotes scientific integrity by assuming full responsibility for the integrity and quality of its research. Fraunhofer is aware of the responsibility posed by research freedom and the risks of research, and thus supports the responsible handling of research (see 3.2.2). As an applied research organization, the Fraunhofer-Gesellschaft adheres strictly to the principles of scientific integrity, which are embedded in its internal rules and regulations. These in turn are anchored in the Fraunhofer Code of Conduct and in the Declarations of the Fraunhofer-Gesellschaft on Collaboration with Third Parties and are based on the recommendations of the Commission on Professional Self-Regulation in Science by the member institutes of the German Research Foundation (DFG).

Scientific integrity describes the fundamental ethical attitude and responsibility of scientists for the integrity and quality of their scientific research work. This culture is an indispensable prerequisite for the global cooperative acquisition and exchange of knowledge on the one hand, and the recognition of science in industry and society on the other. The rules and standards of good scientific practice must be conveyed to junior scientists during their training and observed and applied by them afterwards in all phases of their scientific work. At the same time, their superiors at management level must, through example, demonstrate their inherent scientific integrity. To ensure good scientific practice, there is an ombudsman at every Fraunhofer Institute. This person's tasks are to provide advice and mediate in case of any conflicts of interest and assist in resolving conflicts and help to convey scientific integrity at the Fraunhofer Institute.

Action items (see updated Action Plan in annex for details):

- **Training** (newly recruited) scientists
- Regular sharing of **good practice** examples at meetings of the ombudspersons

- Introducing **written mentoring agreements** between doctoral students and their direct supervisor

This action step has now been changed to the following: Formulating **standards for all doctoral students** at Fraunhofer

Status July 2019:

In November 2016, an organizational directive came into effect stipulating rules designed to ensure scientific integrity. Its goal is to communicate the topic of scientific integrity to as many research associates as possible. Since that time, 20 percent of the Fraunhofer Institutes have started checking new employees' experience with the principles of good scientific practice and providing training where needed. Fifty-six percent of Fraunhofer Institutes regularly carry out events designed to reinforce good scientific practice. A platform is available for all ombudspersons to upload and share examples of good practice. Once every three months, the coordinators of each of the key topics send emails to the ombudspersons containing up-to-date data and information on recent activities. The first annual meeting of ombudspersons focusing on good scientific practice took place in December 2018. The next meeting is scheduled for November 2019.

On January 1, 2020, a binding code of conduct entitled »Doctoral research at Fraunhofer« will be enacted on a Fraunhofer-wide basis. This formulates a common basic understanding of the framework conditions for doctoral projects at the institutes of the Fraunhofer-Gesellschaft. This code of conduct is fleshed out in the qualification agreement that shall be concluded between the doctoral student and a mentor appointed by the institute management.

New:

A secure and anonymous electronic whistleblower system (BKMS® system) is available at the Fraunhofer-Gesellschaft for reporting suspected violations (e.g. gross negligence or willful misconduct, certain criminal offences, serious infringements of internal regulations, and corruption). It is also possible for individuals to report any detected breach of the rules to the Fraunhofer offices responsible. The individual can communicate this in a secure manner while maintaining their anonymity and without fear of suffering any reprisals. The whistleblower system is available to all employees as well as to customers, suppliers and other third parties. It can be accessed at www.bkms-system.com/fraunhofer.

Outlook through 2022:

Plans include reinforcing the qualification action area and expanding it further as well as defining the framework conditions for doctoral students at Fraunhofer and devising specific formulations at individual Fraunhofer Institutes in accordance with the code of conduct. As far as possible, the goal is for the institutes to have signed a qualification agreement with each and every doctoral student who commences their doctorate from January 1, 2020 onwards. Doctoral students' satisfaction with the framework conditions should be measured in a suitable way on a regular basis (centralized/decentralized).

3.2.2 Ethical principles (principle no. 2): ethics in research

The Fraunhofer-Gesellschaft is aware of the responsibility posed by research freedom and the risks of research. For this reason, it also supports the initiative of the German Research Foundation (DFG), and Leopoldina, the German National Academy of Sciences, dedicated to »Scientific freedom and scientific responsibility – Recommendations on handling security-relevant research.« For instance, it is involved in financing the office of the Joint Committee on the Handling of Security-Relevant Research. In addition, the Fraunhofer-Gesellschaft promotes internal and external dialogue on the responsible handling of research that goes beyond legal requirements. Within research projects, the Fraunhofer-Gesellschaft seeks out advice and rulings from external ethics committees, and thus uses existing structures to support responsible research. The ethical responsibility of each individual is addressed in the internal Fraunhofer Code of Conduct.

The Code of Conduct not only gives employees some basic orientation on how to act, but also clearly instructs them to ensure that ethical issues are handled responsibly in the course of their work. The Fraunhofer-Gesellschaft is actively involved in political and social debate on areas of research in which Fraunhofer works or to which Fraunhofer scientists can contribute their expertise.

Furthermore, there is an internal Guide on Handling Ethical Issues that provides guidance for scientists on the procedures and basic principles that they need to observe. Employees of the Fraunhofer-Gesellschaft can also contact an internal ethics advisory unit in confidence with their particular concerns, which will provide advice on any ethical issue by telephone or by email.

Under the leadership of the Fraunhofer Institute for Systems and Innovation Research ISI, the EU project Joining Efforts for Responsible Research and Innovation, or JERRI for short, was launched in June 2016. Together with TNO, a Dutch organization for applied scientific research, Fraunhofer is working on embedding responsible research in all its dimensions. The aim of the project is to initiate transformation of the organizations in various pilot activities and to generate learning effects for further applied research organizations in Europe on this basis.

Within the JERRI project, an analysis of existing activities and the need for action was carried out in 2016/17. Training and qualifying scientists, actively raising their awareness and providing them with advice were seen as the main areas of action².

² [Jerri website](#)

Action items (see Action Plan in the annex for details):

- Firmly establishing the **internal ethics advisory unit** for the particular concerns of employees after the end of the pilot phase
- Developing a **qualification module** and piloting it in the area of »ethical scientific responsibility« (within the framework of the EU JERRI project)
- Conceptual development and piloting of an **ethics screening system** in internal pre-competitive research (within the framework of the EU JERRI project)

Status July 2019:

The EU JERRI project was completed in May 2019. The results of the project include guidelines on ethical screening as well as a concept for ethical reflection as a training module. The statute of the ethics commission was approved in September 2018. The internal ethics office and the ethics steering committee have been operational since January 1, 2019. The ethics commission can be convened on an ad hoc basis whenever relevant issues arise.

3.2.3 Gender balance (principle no. 27): Equal employment opportunities

With regard to diversity management, Fraunhofer is also focusing on the action area of »equal career opportunities« and »combining career and family.« One of the key priorities is to ensure that the goals of the »Fraunhofer-specific cascade model« are met³:

Fraunhofer-spezifische Kaskade 2017 – 2020 Frauenanteil in %

	31.12.2016	31.12.2020
Ebene 1	4	11
Ebene 2	12	16
Wissenschaftler/-innen	22	26
Gesamt	20	24

The goals of this broad-based strategy of development and support are to attract more women to applied research and to develop them for management positions and appointments. The compatibility of professional and private life is also actively supported: In the 2015 employee survey, 87 percent of our employees stated that they can combine their work well with their private life. Flexible working hours and flexible workplaces – in the areas where it is possible – played a significant role in making this happen. Widespread use is made of the internal »Action program to combine career and family« to increase the number of preschool places for employees' children and in-office child care.

³ Fraunhofer-Gesellschaft Monitoring Report 2019

Action items (see Action Plan in the annex for details):

- **Increasing the number of women scientists employed at all career levels** and developing connections to universities and colleges to recruit and train female scientists
- **HR development programs** (Step Forward, TALENTA) as well as individual, targeted measures (e.g. academic qualification for higher appointments)
- **Raising awareness among managers and supporting them** with tools, guidelines, HR development measures, and expansion of the existing internal support and development program

Status July 2019:

Fraunhofer has not yet succeeded in significantly increasing the number of female scientists employed. In 2018, the overall figure stood at approximately 22 percent. The figure for management-level positions was 14 percent (level 2⁴) and almost 4 percent (level 1⁵), respectively. All the actions planned within the framework of the HR development program were completed. The TALENTA career program plays an integral part in systematically developing women's careers. A total of 416 women have participated in the program since 2013. In 2018, 151 participants were enrolled in the TALENTA program. Fraunhofer also regularly holds its International Science Campus for prospective female STEM scientists who strive for a career in science and research. One of the initiatives launched to achieve these goals within the framework of the Fraunhofer 2022 Agenda is the project on »gender-neutral paths to career excellence«. It aims to provide women with in-house career support to help them obtain tenure-track appointments as professors, ultimately giving them the opportunity to successfully apply for institute management positions. Parallel to this, steps have been taken to set up a professional global talent scouting program. In addition, Fraunhofer has established a recruiting commission consisting of the four members of the Fraunhofer-Gesellschaft Executive Board, the Director Research and the Director Human Resources. The goal of these internal and external measures is for ten additional women to be appointed as institute directors by the end of 2021.

Diversity is an integral component of management training at Fraunhofer. Additionally, roadmaps have been developed for the various Fraunhofer groups to increase the proportion of women scientists. The diversity action program includes financial support for the institutes to invest in measures to combine work and family life, provide equal opportunities for women and men in the workplace and integrate employees with disabilities. One recent introduction is the Fraunhofer »FamilienLogo«, an internal audit launched in 2018 that gives Fraunhofer Institutes the opportunity to win awards for outstanding efforts to help employees combine work and family life. A total of 16 institutes were awarded the FamilienLogo in 2018. Finally, Fraunhofer is part of the »Chefsache« network, an initiative that promotes a balance of women and men in management positions.

⁴ Level 2 comprises all management positions beneath institute management

⁵ Level 1: institute management

3.2.4 Value of mobility (principle no. 29): internationalization

In view of the increasing internationalization of the Fraunhofer-Gesellschaft, human resources work was put through its paces as part of an international HR project in 2014-2015. The goals were to identify challenges arising in the context of increasing internationalization, to name, analyze and prioritize action areas for international human resources work, and to implement the instruments and measures developed on this basis throughout Fraunhofer as needed. The main results of the project included the publication of a brochure entitled »Welcome to Fraunhofer«; checklists for HR employees for hiring foreign employees and training for this purpose at central HR events; updated standard contracts from HR in English; and an increase in the training opportunities provided for language learning and intercultural training. In mid-2016, the International HR & Labor Law team was set up with the aim of locking in place the results of the international HR project at Fraunhofer and ensuring a consistently high level of quality in international HR work. Specific measures are intended to support international mobility and thus contribute to furthering employees' professional development.

Action items (see Action Plan in the annex for details):

- Preparing a qualified overview of **international mobility programs**
- Supporting the recruitment and onboarding of foreign nationals by providing **information, forms and documents in English**

Status July 2019:

An overview of the most frequently used international mobility programs that are relevant to Fraunhofer is available on the intranet. It includes the internal Fraunhofer evaluation of selected programs to determine their suitability and usefulness (e.g. the Fraunhofer-Bessel Research Award and also EU programs such as Marie Skłodowska-Curie). As part of the Fraunhofer 2022 Agenda, a new internal Fraunhofer mobility program was launched called CONNECT, which enables employees to spend up to five and a half months working at Fraunhofer international affiliates, Fraunhofer representative offices and Fraunhofer Project Centers.

A brochure entitled »Welcome to Fraunhofer« was prepared in both German and English. It provides a wide range of useful information on settling and working in a new country.⁶ Fraunhofer also produced translation aids for the various types of employment contracts in English as well as a »Glossary on basic principles and content of employment contracts«. Checklists for recruiting international applicants are available on the intranet together with comprehensive information on the right of residence, including leaflets and training for HR team members. A sample slide presentation was created for introductory events held in English for new employees as well as templates and text modules for preparing resumes / letters of reference.

⁶ <https://www.fraunhofer.de/content/dam/zv/en/about-fraunhofer/HumanResourceManagement/Welcome-to-Fraunhofer.pdf>

3.2.5 Supervision (principle no. 40): developing an understanding of management and increasing the effectiveness of management

To ensure that researchers are supervised by people who have adequate expertise to oversee research work and have sufficient time, knowledge, experience, expertise and motivation to provide the necessary support to junior researchers, Fraunhofer has developed a management model and management tools to support and train managers. These take account of the special requirements of a scientific organization for applied research and management in a culture of innovation. What is needed for the management and supervision of junior scientists today thus already clearly exceeds mere professional supervision. Among other things, professional supervision is ensured by the clear organizational assignment of junior scientists to a manager, involvement and exchange of expertise in research projects and feedback in regular performance reviews.

In the coming years, the task will be to clarify how management is understood in 72 Fraunhofer Institutes and to improve management effectiveness/performance in view of the development of junior scientists on the one hand and the scientific and economic development of the institutes on the other. To this end, the range of advisory services and training available to the institutes and the managers will be expanded to include the following key points:

Action items (see Action Plan in the annex for details):

- **Expanding the advisory services provided by institutes** on the following key topics:
 - developing an **institute-specific understanding of management** based on the Fraunhofer management model (e.g. in the form of management guidelines);
 - implementing **transparent, systematic career and development paths** for junior scientists (e.g. introduction of specialist careers); and
 - developing **transparent criteria** to assess the performance of junior scientists.
- **Expanding the range of training opportunities** available for the development of management skills.

Status July 2019:

Advisory services on key topics have been expanded. This included implementing management guidelines at 21 Fraunhofer Institutes based on the Fraunhofer-Gesellschaft's management model. Furthermore, specialist career paths have been successfully introduced at 17 institutes (based on the Fraunhofer framework model) and tailor-made systems for assessing scientific excellence at all 72 institutes. Thirty-two percent of a total of 2,650 Fraunhofer managers took part in the new, centralized offering for managers.

3.2.6 New and comprehensive: development and strategic anchoring of New Work@Fraunhofer

Fraunhofer has completed a stocktaking of the existing set-up and requirements in the institutes – including the evaluation of relevant benchmarks of other research organizations – and is now in the second phase of the project, which involves piloting and evaluating a selection of innovative work practices. This phase is expected to yield practical solutions that can then be transferred back into the institutes via managers, HR coordinators, institute directors and administrative heads.

Action items (see Action Plan in the annex for details):

- **Developing a web-based tool** which the institutes can use to assess their level of maturity in regard to the New Work action areas and plan and implement measures to further their development in certain actionable areas.
- Anchoring this instrument in the institutes' **strategic plan**.

3.3 Specific goals see Action Plan in annex