



**MAX PLANCK  
TALENT COMPANION**  
Guide to Human Resources  
Development Offers



**FOR ALL EMPLOYEES**



*Prof. Dr. Martin Stratmann, President of the Max Planck Society, Rüdiger Willems, Secretary General of the Max Planck Society*

## Editorial

### Focus on people – attracting and fostering talent

For over 70 years, Max Planck Society scientists have been conducting research at the highest level, continuously producing groundbreaking findings and realigning the boundaries of knowledge. A multitude of prizes awarded at all levels is proof of this. Key to this success is people: distinguished research personalities, junior scientists as well as employees in research management and research support.

Attracting talented people – regardless of their career level – familiarising them with the special features of our organization and supporting their career development has always been an important objective for the Max Planck Society. It is also one of the most critical advantages for research institutions today. For many years, top researchers have been able to choose where they want to work. The Max Planck Society offers optimal working and framework conditions: a high degree of freedom in the selection of research topics, an outstanding infrastructure and excellent networks with other research institutions worldwide. There are also opportunities for individual support at the various Institutes, not least provided by the respective managers, as well as guidelines developed by our committees, which describe and support collaboration within the MPG.

We are now focusing even more on the needs of the people who work for and join us by establishing a Department of Human Resources Development & Opportunities within the Administrative Headquarters. What is important to people when deciding on their next career steps in these times of high mobility and flexibility? This is precisely the question that serves as a starting point for our experts, to whom you will be introduced in the following pages. In response, they have developed a broad spectrum of core services that complement the opportunities offered by the various Institutes. They provide advice and support for the Institutes and their employees with regard to topics such as dual careers, onboarding or integration as well as development opportunities and family-friendly working, and facilitate access to these services. This brochure sets out the details with references to the respective target group and practical application. It presents the individual opportunities at the Max Planck Society, from your initial employment, through the period of employment, to leaving the MPG, no matter what career level or area you are or will be working in.

We would like to wish all new employees a successful start at the MPG. The purpose of this guide is to provide important information to help you develop your career, tips and networking opportunities, both for you, as well as for those who have already been with the Max Planck Society for some time.

*Yours sincerely,  
Martin Stratmann and Rüdiger Willems*

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**1** **ATTRACT & RECRUIT**  
p. 10

The Max Planck Society intends to use active employer branding to target the world's best minds in science. We rely on data mining and career tracking, make use of existing contacts and support the expansion of scouting processes to attract outstanding new talent.

**2** **WELCOME & ONBOARD**  
p. 16

The Max Planck Society employs around 23,800 people from all over the world. We provide dual career services, assistance in finding accommodation and childcare, as well as a structured onboarding programme to help new employees and their families to settle in quickly and realize their potential.

**3** **DEVELOP & RETAIN**  
p. 26

Successful careers are diverse and demanding, which is why the MPG provides specialist and target group-specific support programmes as well as career development paths tailored to the needs of employees in the form of courses, coaching and mentoring under the aegis of the Planck Academy. The MPG's own scientific networks and awards provide additional incentives for top performers.

**4** **NAVIGATE & TRANSFER**  
p. 46

As the hub of science, the Max Planck Institutes are characterized by constant renewal, just as their employees must develop continuously. The MPG supports their transfer within academia as well as into other professional fields through courses, career fairs and collaborations with industry and universities. We ensure the effective and sustainable promotion of talent by keeping in contact with alumni and career tracking measures.



**An environment for the best talents requires a highly responsive human resources policy and an excellent service infrastructure. We aim to acquire deep understanding of the needs of our researchers and to jointly develop support services and motivational development programmes. With this in mind, our task is to promote solidarity and responsibility among all of our skilled researchers with and for one another in order to strengthen the Max Planck family.**






**KERSTIN DÜBNER-GEE**  
**HEAD OF DEPARTMENT**  
**OF HUMAN RESOURCES DEVELOPMENT & OPPORTUNITIES**

## Navigating this brochure

The needs of top talent are manifold: the one is planning a research stay abroad and needs support with a visa application, the other needs to get to grips with his or her doctoral thesis after graduating from university, whilst another needs childcare facilities during a business trip. To help you navigate the many services on offer, each of them is categorized under one of four phases: Attract & Recruit, Welcome & Onboarding, Develop & Retain and Navigate & Transfer. Each of the four phases has a different colour strip to be found on the right side of the brochure. The corresponding diagram is on pages 8 and 9.

Each service is also indicated by specific symbols which represent the respective target group, as each requires a different form of support. So use the four phases as an aid to orientation, then look for the symbol that corresponds to you. This will give you a quick overview of services and opportunities with content that is relevant to you.

Are you interested in a specific service or programme and would like to find out more? In addition to the services described in each chapter, you will find a list of contacts who will be happy to assist you.

-  SCIENTIFIC DIRECTORS (W3)
-  (MAX PLANCK) RESEARCH GROUP LEADERS (W2)
-  GROUP LEADERS
-  POSTDOCS
-  DOCTORAL RESEARCHERS
-  RESEARCH MANAGEMENT AND ADMINISTRATIVE/TECHNICAL SUPPORT
-  EXTERNAL RESEARCHERS

# Excellent minds for science, business and society

Our mission: to focus on people

- The recruitment and promotion of excellent minds requires facilitating attractive working conditions and individual career paths. Our human resources development services provide all Max Planck Society employees with the opportunity to acquire the requisite skills, not only with a focus on their specific subject, but also on personal development.

- A key component for innovation and competitiveness, and the creation of opportunities for exchange and collaboration within the Max Planck Society, are strong networks with our alumni, research partners and industry.

- The Max Planck Society systematically places people at the centre. Right at the top of the agenda for organization-specific human resources is, therefore, the creation of value-oriented collaboration. The Max Planck Society exemplifies these values and they are embedded in our services.

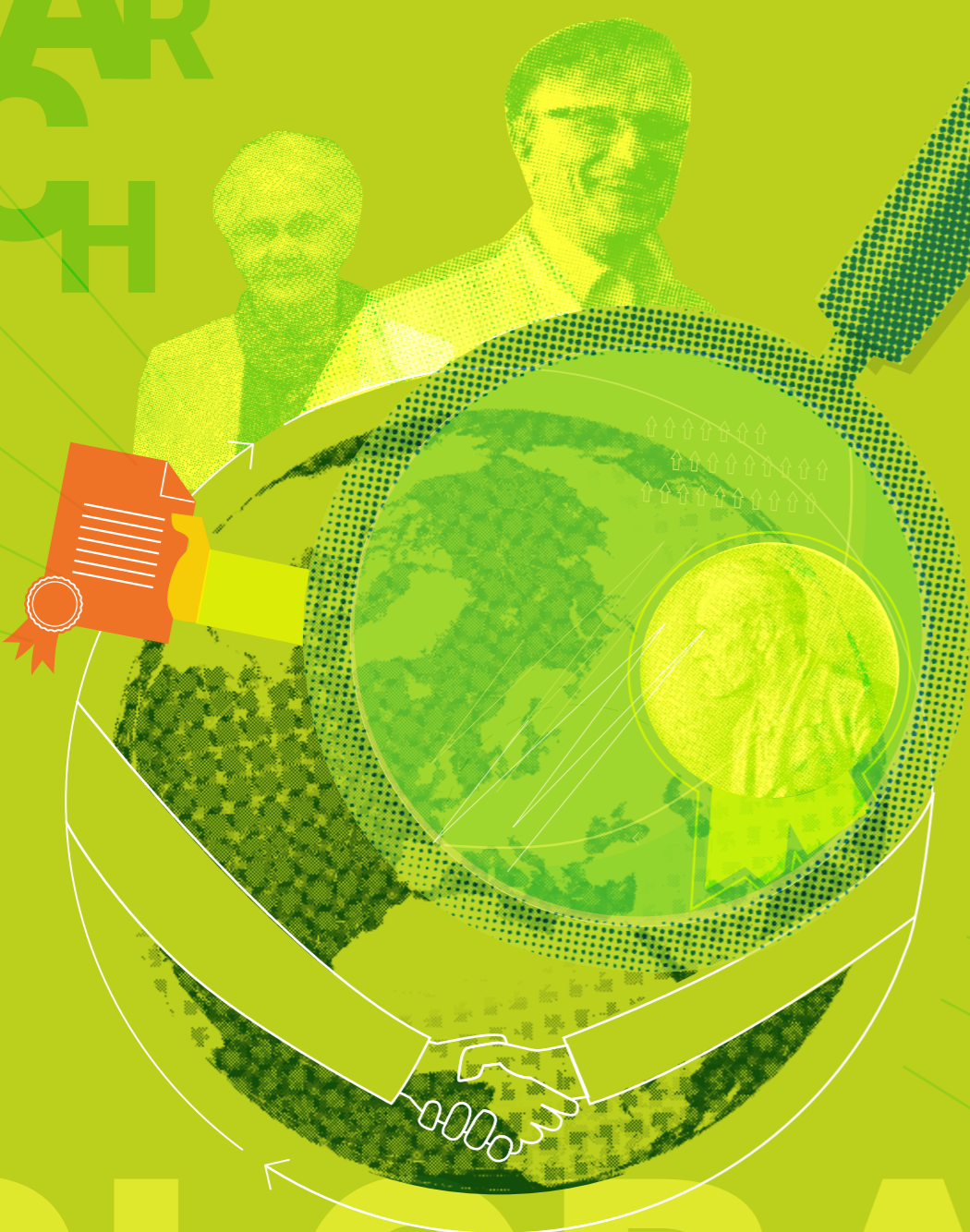
Services & Support – during every career phase at the Max Planck Society



Attracting, developing and promoting talent with the best prospects

The professional focus and personal development of researchers are inextricably linked within their careers. This can be seen in the internationally established qualification levels, which go hand in hand with the acquisition of scientific competence, from doctoral researchers to postdocs and group leaders to scientific leaders, and mark the ascending career stages at the same time. In the future, employees in the non-scientific field will be able to take advantage of funding opportunities geared towards a management position or specialist level qualification. Staff exchanges between Institutes and the Administrative Headquarters Department will also be quicker and easier in the future. The Max Planck Society provides all employees with excellent opportunities for successful career development. Our portfolio of support options includes everything from recruiting employees to spending time with the Max Planck Society to transfers to the fields of science, industry and others. These opportunities are specifically tailored to the various target groups and career levels – after all, the support requirements of doctoral researchers differ from those of clerical staff, IT experts or prospective professors. They supplement the human resources development measures at the Institutes and undergo continuous development.

SEARCH



GLOBAL TALENTS

## ATTRACT & RECRUIT

There is no question about it: employees are the heartbeat of research institutions such as the Max Planck Society and help them to succeed. After all, it is the employees who solve pressing research questions, identify unexpected connections and develop new ideas and approaches. At the same time, excellence in science is reliant on excellent support staff. Going forward, the MPG intends to remain an attractive employer for experts in administration, science management, IT and technology and to strengthen their development through tailor-made opportunities for personal and career development as well as new services to improve the reconciliation of career and family life.

The Max Planck Society aims to target the world's best scientific minds and boost its international appeal as an employer through active employer branding. The diversity found at the MPG, opportunities for individual development and the MPG community are all important aspects of the working environment that make the MPG so unique.

The Max Planck Society uses data mining and career tracking, exploits existing contacts and favours the expansion of scouting processes to attract outstanding new talent.

Of course, we continuously optimize our funding programmes and are committed to excellence, diversity and internationality, which is reflected in our presence at globally prestigious career fairs and other events.

## Support & Services

### International Career Events

- Postdocs
- Doctoral Researchers
- ◇ External Researchers

The Max Planck Society has been using international career fairs to attract motivated and high-performing international junior scientists for several years now. So far, the focus of our public relations and outreach has been on the research profile and the career opportunities associated with it. The Department of Human Resources Development & Opportunities is expanding these in collaboration with the Research Policy & External Relations Department to include opportunities and services from the emerging Planck Academy and other services, for example, in connection with family services, welcome, integration and dual career support.



**Anne Grewlich-Gercke**  
 +49 89 2108-1803  
 anne.grewlich-gercke@gv.mpg.de

### Meeting with Nobel Prize Laureates – The MPG’s Lindau Post-Event

- Postdocs
- Doctoral Researchers

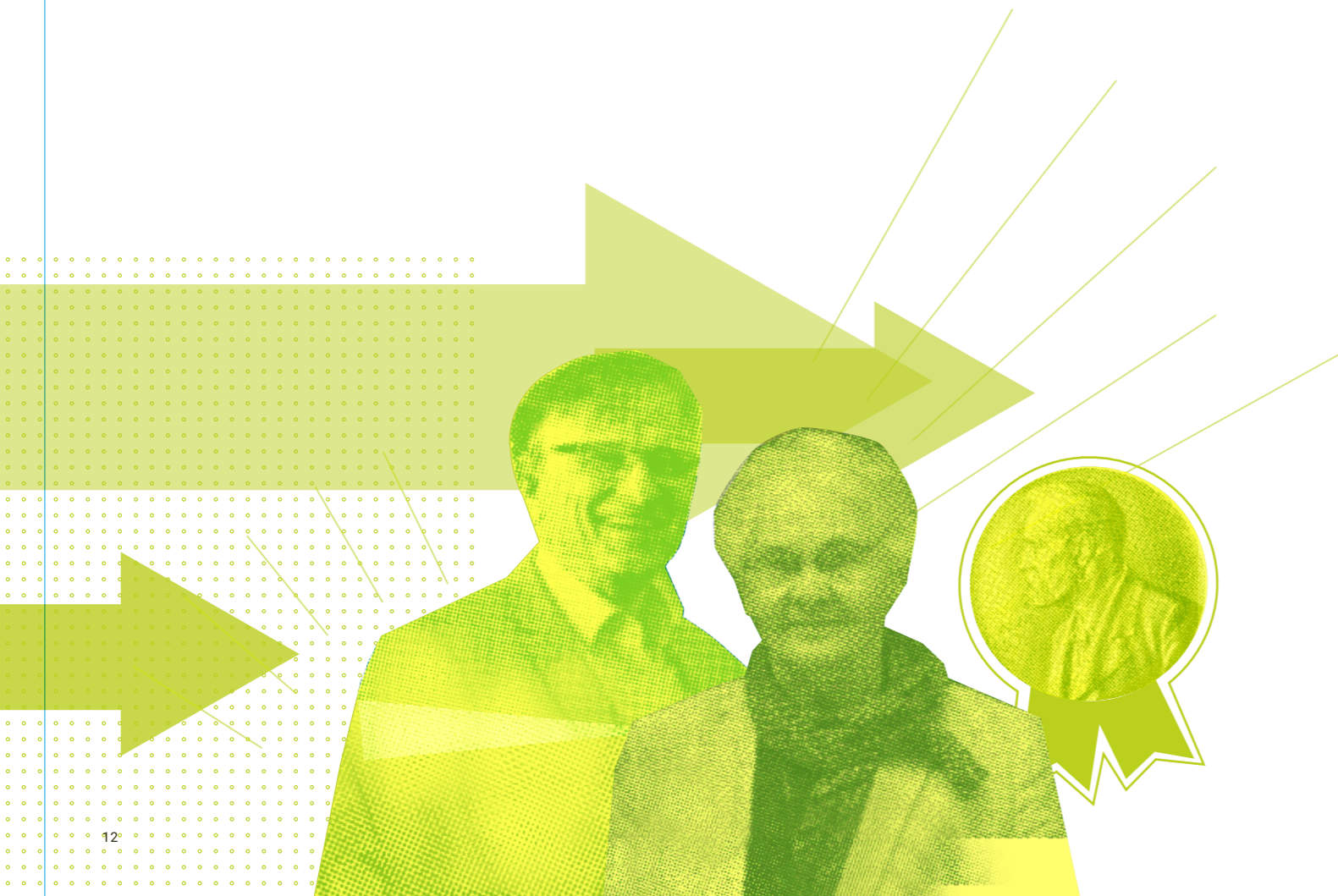
The Lindau Nobel Prize Laureate Conference annually brings together 30 to 40 Nobel Prize Laureates with around 600 excellent young scientists from all over the world including students, doctoral researchers and postdoctoral researchers. The objective of this event is to promote the exchange between researchers from different generations, cultures and disciplines and to facilitate the exchange of ideas and the discussion of topics of global importance.

The Max Planck Society supports this event and makes it possible for the best doctoral researchers and postdocs to take part. Following the get-together in Lindau, we also offer around 25 selected participants an exclusive insight into the Max Planck research environment in the MPG Post-Lindau Event: interested young scientists can apply in advance to visit a Max Planck Institute of their choice. Successful applicants receive a travel grant and are invited to spend two days at the Max Planck Society’s Administrative Headquarters Department in Munich, followed by two days at the Institute of their choice. There they can collaborate with a working group and introduce themselves and their own research, for example, in a poster presentation, a seminar or a brief scientific discussion. This helps to establish lasting contacts between Max Planck Institutes and outstanding young researchers.



**Dr. Christiane Haupt**  
 +49 89 2108-1469  
 christiane.haupt@gv.mpg.de

**Ilka Schießler-Gäbler**  
 +49 89 2108-2486  
 ilka.schiessler-gaebler@gv.mpg.de



## Sabbatical Award

External Researchers

The Sabbatical Award is presented to established scientists who are planning a research stay at a Max Planck Institute and have previously been identified as potential candidates for a position as a Director. The award winner usually receives a research grant to carry out a research project at a Max Planck Institute comprising additional material and personnel resources.



**Dr. Christian Erlacher**  
 +49 89 2108-1322  
 christian.erlacher@gv.mpg.de

## Expansion of recruitment and retention measures for research management and support staff

Research Management and administrative/technical support

Excellence in science also requires excellent support staff. The HR Development & Opportunities Department develops career paths and hr development measures to attract and retain these experts to the MPG. This includes the enhancement of non-monetary MPG services for the specific target groups in addition to qualification programmes for MPG-specific functions. The Department of Human Resources Development & Opportunities provides this within the Planck Academy to internal and external target groups with the goal of complementing and supporting the Institutes and their activities in this area.



**Gunther Löffmann**  
 +49 89 2108-1820  
 gunther.loeffmann@gv.mpg.de

**Berrin Tezcan**  
 +49 89 2108-1190  
 berrin.tezcan@gv.mpg.de






**Caroline Hein**  
 +49 89 2108-1809  
 caroline.hein@gv.mpg.de



## Talent Scouting

In order to ensure that vacancies for executive positions at Max Planck Institutes are filled with the most excellent individuals, active support is being provided in the identification and recruitment process. Talent Scouting therefore focuses on identifying outstanding researchers from all disciplines and career levels. Innovative scientific publications presented in scientific journals or at conferences, honours and awards, or significant work at the interface between science and society are just a few of the sources on which the proactive and systematic identification of top researchers is based.

The objective is to identify the brightest minds and give them the opportunity to carry out long-term research at the Max Planck Society by tackling groundbreaking scientific issues.

- Scientific Directors (W3) 
- (Max Planck) Research Group Leaders (W2) 
- Group Leaders 
- Postdocs 
- External Researchers 



# WE WELCOME



## WELCOME & ONBOARD

The Max Planck Society is a place of diversity: Some 23,800 employees from all over the world are working in our 86 Institutes and facilities in Germany and abroad. To ensure that they can develop their ideas and potential without restraint, it is important that their start at the MPG is as smooth as possible, that they quickly find their feet and consider themselves part of the Max Planck community. To facilitate this, many of our Institutes have established International Offices and Welcome Centres, addressing foreign researchers in particular. Some have established regional networks with other organizations to deal with dual-career issues.

In future, new employees will benefit from structured induction programmes even before they start work here: the Department of Human Resources Development & Opportunities is currently developing a corresponding programme to complement work being carried out at the various Institutes. This should make integration faster and easier. For example, new employees can familiarize themselves with the Max Planck Society as an employer at introductory events on specific subjects, learn relevant information, such as their rights and obligations, through e-learning and gain confidence in their respective professional roles.

The job may well sound tempting, but how can one reconcile professional obligations with everyday family life? The Max Planck Society makes it easier for new employees and their families get settled at the respective research location or in the new country. For example, the Institute in question will provide support in the search for childcare and (international) schools. Information and advice are usually available at the time of application.

# Support & Services

## Welcome & Integration

- All employees
- ▲
- △
- 
- 
- ◆
- ◇

How do you get the required visa quickly? How does one go about securing residence permits for family members? Numerous questions need to be clarified whenever international researchers take up a new position or are appointed to management roles. They need somewhere to live, and may have to find childcare facilities or (international) schools.

The majority of the Max Planck Institutes support new employees with these challenges, either through an International Office or a contact person with the relevant experience. They provide important information well in advance of the relocation and, above all, provide support for foreign employees during their start-up phase. They also provide assistance with opening bank accounts, taking out insurance policies and filling out official forms. The researchers in question can usually use these help services on an ongoing basis, even after the relocation has been completed. Increasingly, the Institutes are also providing long-term integration services, including events and networking activities with other internationals within the Max Planck family and in the region. Our Administrative Headquarters Department supports these on-site services provided by the individual Institutes in terms of networking among themselves and with other organizations. It also provides newly arrived researchers with a centralized source of information relating to the work of the International Offices and immigration as well as living and working in Germany.

////////////////////////////////////  
**Marlar Kin**  
 +49 89 2108-1757  
 marlar.kin@gv.mpg.de

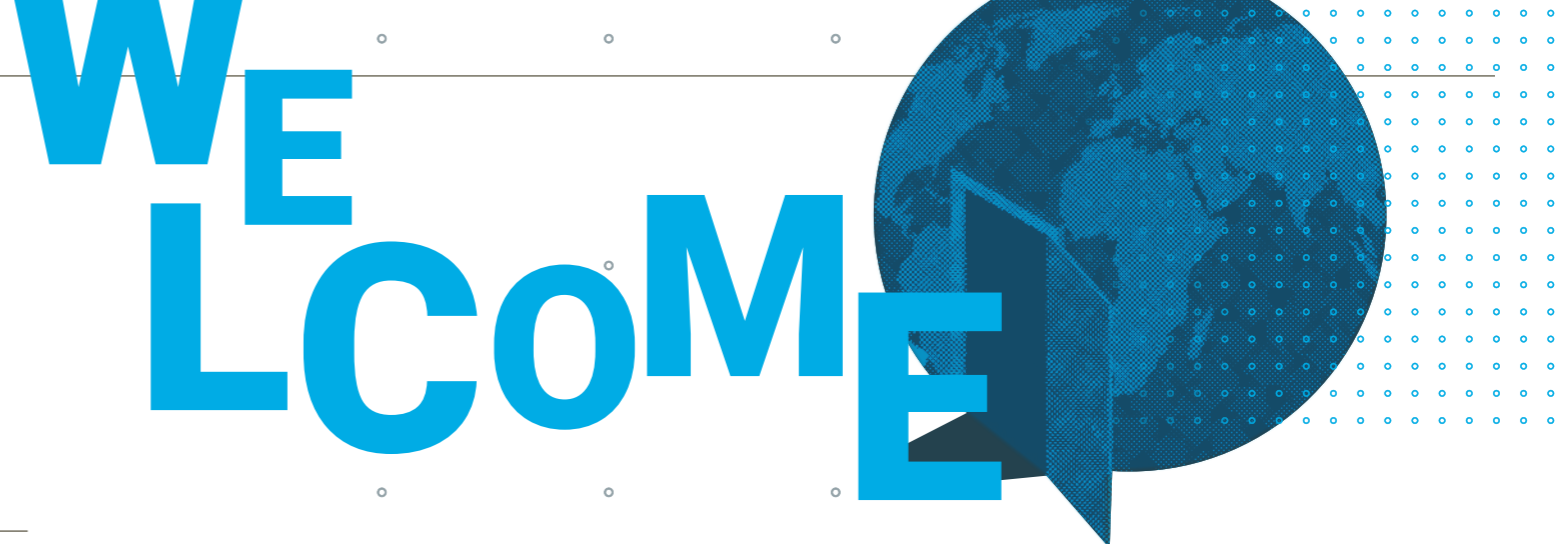
## Dual Career

Scientific Directors (W3) ■


Being invited to work at a Max Planck Institute sounds promising and is an attractive career step for many, but what about the partner whose current job is too far away for a normal family life? The Max Planck Society offers assistance in this regard: we can often offer jobs for the partners of newly appointed Directors or, under certain conditions, offer them additional financial support through numerous collaboration networks. Or else we can identify suitable job offers on the open employment market. At some locations, we even offer a professional dual-career consultancy service via collaborating organizations and also address other target groups within the respective Max Planck Institute.

////////////////////////////////////  
**Marlar Kin**  
 +49 89 2108-1757  
 marlar.kin@gv.mpg.de





## Onboarding

-  (Max Planck) Research Group Leaders (W2)
-  Scientific Directors (W3)

### STRUCTURED ONBOARDING FOR SCIENTIFIC LEADERS

Leading a research group or an entire Institute is no easy task. The MPG is currently embarking to facilitate the start for Research Group Leaders and Directors and support their activities in terms of leadership challenges within the framework of a structured onboarding system as part of the Max Planck Leaders Programme. Interested researchers will have an initial interview with Human Resource Development & Opportunities Department staff during which they will identify their own specific requirements and plan their individual onboarding programme. Welcome open days and seminars for Managing Directors are additional building blocks in this process. The researchers learn more about leadership responsibility and other managerial topics, as well as Institute management and logistical issues in various workshops. The Max Planck Society also offers German language and regional studies courses for foreign Research Group Leaders and Directors.



**Dr. Katharina Haas**  
+49 89 2108-1801  
katharina.haas@gv.mpg.de

-  Postdocs

### STRUCTURED ONBOARDING FOR POSTDOCS

The postdoctoral phase is about orientation and leads to a decision-making point: to establish a long-term career in science, one has to achieve visible success in one's own field of research within a few years. Our online starter package bundles relevant information and is intended to help scientists get off to a good start in this new career phase. What do I need to bear in mind for a successful postdoc phase? What support can I count on? The Planck Academy plans live and online seminars as well as welcome events for this target group.



**Dr. Christiane Haupt**  
+49 89 2108-1469  
christiane.haupt@gv.mpg.de

### STRUCTURED ONBOARDING FOR DOCTORAL RESEARCHERS

Initially the adjustment for doctoral researchers is huge: whereas they had become accustomed to everyday university life, now they suddenly have to navigate a Max Planck Institute as junior scientists and initiate their own research project. In addition, more than half of all doctoral researchers come from abroad and have to deal with a different language and culture. The Max Planck Society supports new doctoral researchers through structured doctoral programmes and numerous services from the Planck Academy, such as face-to-face and online seminars and individual services provided by the Institutes. Regional and supra-regional welcome events also facilitate the exchange of ideas, strengthen the affiliation to the Max Planck family and help get careers off to a good start.



**Birgit Reinbold**  
+49 89 2108-1772  
birgit.reinbold@gv.mpg.de

**Annegret Lorf**  
+49 89 2108-1216  
annegret.lorf@gv.mpg.de

Doctoral Researchers 

### STRUCTURED ONBOARDING FOR ADMINISTRATION, RESEARCH MANAGEMENT, IT AND TECHNOLOGY


Right from the start, the Max Planck Society attaches great importance to promoting the enthusiasm and motivation of our employees as well as a good working atmosphere. This also applies to the science-support areas such as administration, research management, IT and technology, because excellence in science would not be possible without the commitment of the relevant staff members from all science-support sections.

With central elements within the Planck Academy, the Department of Human Resources Development & Opportunities focuses in particular on support structures, such as the introductory event and guidelines for new employees and their superiors, that strengthen affiliation with the Max Planck Society, communicate its values and facilitate closer networking. Its aim is to support all new employees and their managers in their successful entry into their new area of responsibility.



**Caroline Hein**  
+49 89 2108-1809  
caroline.hein@gv.mpg.de

**Gunther Löfflmann**  
+49 89 2108-1820  
gunther.loefflmann@gv.mpg.de

Research Management and administrative/technical support 

**Tanja Neumann**  
+49 89 2108-1813  
tanja.neumann@gv.mpg.de

## Services and benefits for employees with children

- Scientific Directors (W3)
- ◆ Research Management and administrative/technical support

### THE FAMILY OFFICE

The competitive pressures of leading international cutting-edge research and the associated decisions for individual careers present researchers with a range of specific challenges. How can these demands be combined with family life? The Max Planck Society attaches great importance to family friendliness and provides a wide range of services to facilitate the challenging balance between career and family. The Institute Administration teams are a first point of contact for all our staff members. The administration teams refer fundamental questions and difficult cases to the central Family Office in the Administrative Headquarters Department. The Family Office deals with all legal, strategic and conceptual issues relating to the reconciliation of career and family life. It also provides regular training courses for the Institute Administration services on specific issues relating to these topics. These can also be held at the respective Institute locations if necessary and upon request by the respective Institute Administration services.

**Susanna Münich-Rieger**  
+49 89 2108-1915  
susanna.muenich-rieger@gv.mpg.de

**Sabine Neitzel**  
+49 89 2108-1518  
sabine.neitzel@gv.mpg.de

**Britta Schluttenhofer (for Administrative Headquarters)**  
+49 89 2108-2472  
britta.schluttenhofer@gv.mpg.de

### CHILDCARE (UP TO 14 YEARS) VIA A FAMILY SERVICES PROVIDER

A conference has been scheduled, but who will take care of the child during this time? Who can best take care of the child during school holidays? And where to find long-term childcare? The Max Planck Society has a framework agreement with a family services company, which finds caregivers, such as babysitters, au-pairs, holiday or short-term emergency careworkers, for children up to the age of 14. Support with nursing advice and care is also provided.

This service is available to all MPG employees and scholarship holders and can be reached via a central hotline number or via the provider's service portal. The relevant certificate of eligibility and other information are available from the respective Institute Administration.

**Sabine Neitzel**  
+49 89 2108-1518  
sabine.neitzel@gv.mpg.de

### COLLABORATIONS WITH CHILDCARE INSTITUTIONS

It is often difficult to find a nursery or kindergarten place, but without one, working life can be a logistical nightmare day out. This is why the Max Planck Institutes have entered into collaboration agreements with external day-care centres, which guarantee them a certain number of places. What this means for employees and scholarship holders of the Max Planck Society is that they can often find a suitable childcare place through their respective Institutes. The Administrations of the Institutes receive advice and support from the Family Office in all matters relating to the conclusion of collaboration agreements.

**Susanna Münich-Rieger**  
+49 89 2108-1915  
susanna.muenich-rieger@gv.mpg.de

### REIMBURSEMENT OF ADDITIONAL CHILDCARE AND LONG-TERM CARE COSTS FOR BUSINESS AND TRAINING TRIPS

The usual support provision is often inadequate during business trips, which results in additional expenses for parents or relatives. Employees with a TVöD employment contract have been benefiting from an extended reimbursement scheme for additional childcare costs incurred as a result of business trips since 2017. The Administration Departments of the various Institutes can ask the Family Office for support with questions of interpretation.

**Sabine Neitzel**  
+49 89 2108-1518  
sabine.neitzel@gv.mpg.de

All employees

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- ▲
- △
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- ◆
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All employees

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- All employees
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- Postdocs
- Doctoral Researchers

**THE “TODDLER SUPPORT” PILOT PROJECT**

Launching a career and raising children at the same time: these two significant tasks often coincide for many researchers. However, quickly returning to work can be crucial in highly competitive work environments such as the world of science. Childcare services are often needed as of the third month of the child’s life. The problem is, however, that usually childcare is extremely expensive. The Max Planck Society and the Max Planck Foundation are, therefore, funding childcare services for toddlers upon application. The project is initially expected to run until the end of 2019 and is limited, for the time being, to a specific group of beneficiaries (doctoral researchers and post-docs employed under a TVöD agreement).



**Sabine Neitzel**  
+49 89 2108-1518  
sabine.neitzel@gv.mpg.de

**Susanna München-Rieger**  
+49 89 2108-1915  
susanna.muenich-rieger@gv.mpg.de

**PARENT-CHILD ROOM**

Under certain conditions, the Max Planck Institutes can arrange parent-child rooms and kids’ rooms for all children of affiliated faculty and staff. The Family Office provides legal support to the various Institute Administrations to implement this service at the local level.



**Sabine Neitzel**  
+49 89 2108-1518  
sabine.neitzel@gv.mpg.de

**ADVICE ON MATERNITY PROTECTION AND PATERNITY LEAVE**

Questions often arise about maternity protection and paternity leave, not only among (expectant) parents, but also within the Institutes. The Family Office provides information and advice to the Institute Administrations with regard to legal issues and regulations as well as support with the implementation of legal solutions.



**Susanna München-Rieger**  
+49 89 2108-1915  
susanna.muenich-rieger@gv.mpg.de

**INTERNATIONAL FAMILY SERVICES**

It is usually even more difficult to find suitable care services and schools for young people in a foreign country. The Max Planck Society is currently looking into options for collaborations with universities, other scientific organizations and schools with an international orientation or interest, which may make it easier for foreign employees to find suitable openings, consolidate the Max Planck Society’s international family policy and make the economic and scientific conurbations even more attractive to international applicants.



**Sabine Neitzel**  
+49 89 2108-1518  
sabine.neitzel@gv.mpg.de

**Marlar Kin**  
+49 89 2108-1757  
marlar.kin@gv.mpg.de

**Susanna München-Rieger**  
+49 89 2108-1915  
susanna.muenich-rieger@gv.mpg.de

All employees

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Research Management and administrative/technical support (Institute managers)



Scientific Directors (W3)



(Max Planck) Research Group Leaders (W2)



Group Leaders

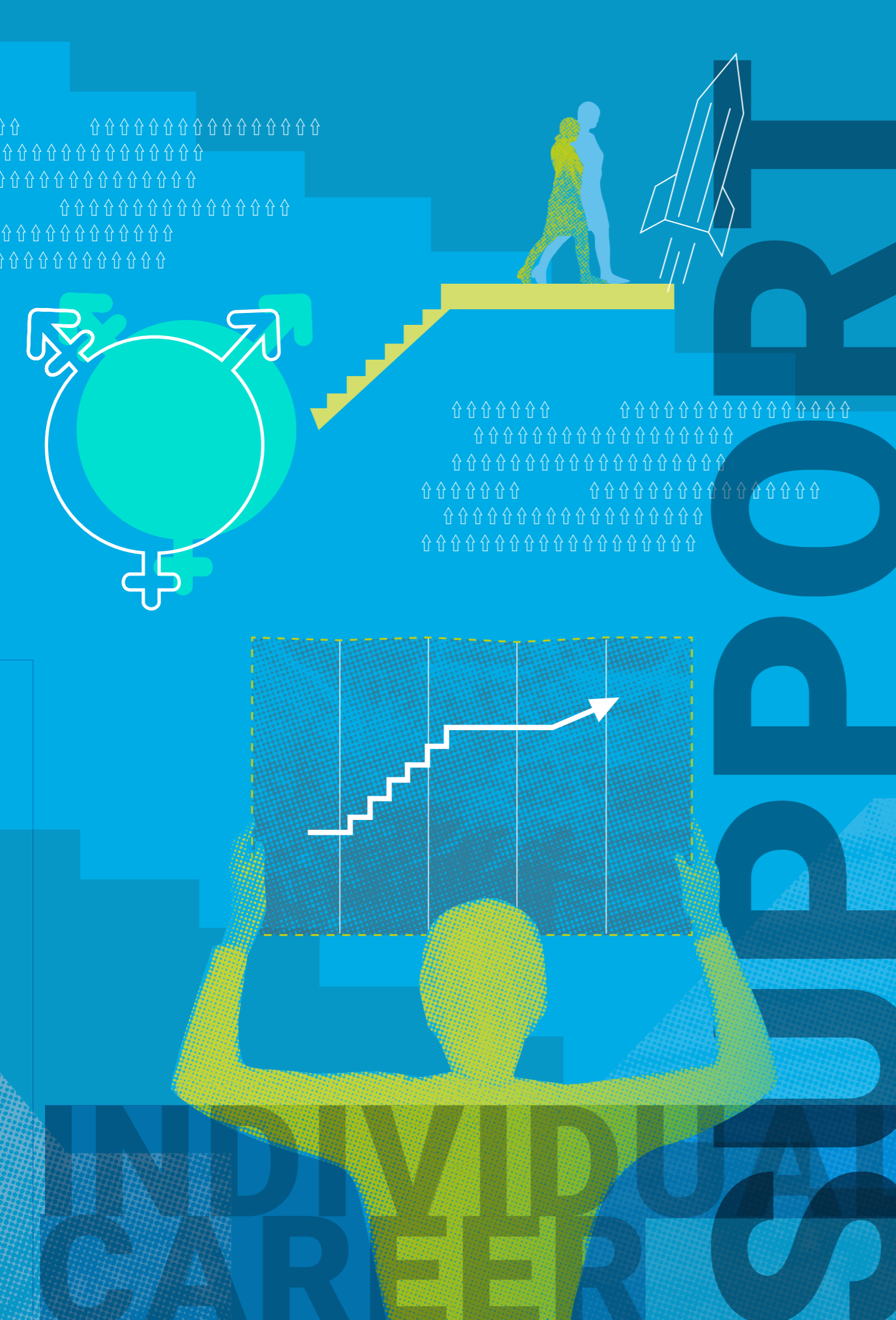


Postdocs



Doctoral Researchers





## DEVELOP & RETAIN

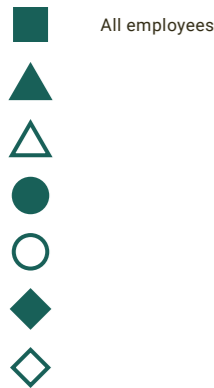
Successful careers in science are generally diverse and challenging: following graduation, many graduates opt for a doctorate, then possibly for a postdoctoral position, and sometimes climb the career ladder to a professorship or directorship. Others use their scientific expertise to pursue a career in industry or some other professional field. The Max Planck Society provides support throughout all these developmental stages.

Individual career development is based on the various steps along the career track as well as the associated support structures. For doctoral candidates, the main challenge initially is to acquire the subject-specific skills and methods for the doctorate and, at a more advanced stage, to focus on possible career paths within and outside of academia. This individual learning and development process takes place, for instance, in various courses, at career fairs or within the framework of collaborations with industry and universities.

Postdocs initially pursue an academic career following their doctorates. However, other than professorships, the academic world offers few alternatives. It is, therefore, important to point out potential career paths, other than a professorship, at the beginning of this career phase that may lead to success. This is why the Max Planck Society supports further academic development and strives to identify attractive perspectives beyond the field of science.

The Max Planck Society offers employees in the field of research both support for professional development and opportunities for promotion within their own ranks.

## Diversity-friendly career progression – Talent, Gender & Diversity



Teams of people from different backgrounds achieve better results and more innovative solutions. Even beyond a given working group, the workplace and the institution as a whole benefit from staff diversity, diverse ideas, approaches and points of view. However, diverse teams present more of a challenge to group leaders, as each group member has different needs and personality traits. The leaders must also successfully act together despite their diversity,

The Max Planck Society takes a holistic view of diversity and supports structures in which all staff members can develop their full potential, regardless of gender, religion, age, ethnicity, disability, sexual orientation, identity or socio-economic background. Yet the MPG does not limit itself to individual approaches to promote various talents with all their diversity. Instead, diversity and equal opportunities are incorporated as core elements in all measures and fields of activity throughout the MPG human resources development programmes. This means that the Max Planck Society provides awareness-raising measures and training that support both diversity and more transparent career paths. The focus in this context is on the skills and successful interaction between various talented individuals and minorities to promote cultural change for diversity-based personnel development.

**Frauke Logermann**  
+49 89 2108-1576  
frauke.logermann@gv.mpg.de

## Support & Services

### Centralized support and advice for the Max Planck Institutes

Young researchers shape the future of their chosen field and the further development of a scientific working group. Junior scientists at the Max Planck Society also make a significant contribution to the research output of the various Institutes and form a large group of scientific staff members. An important objective within the Max Planck Society is therefore to optimize the promotion of talented junior scientists at the individual career levels.

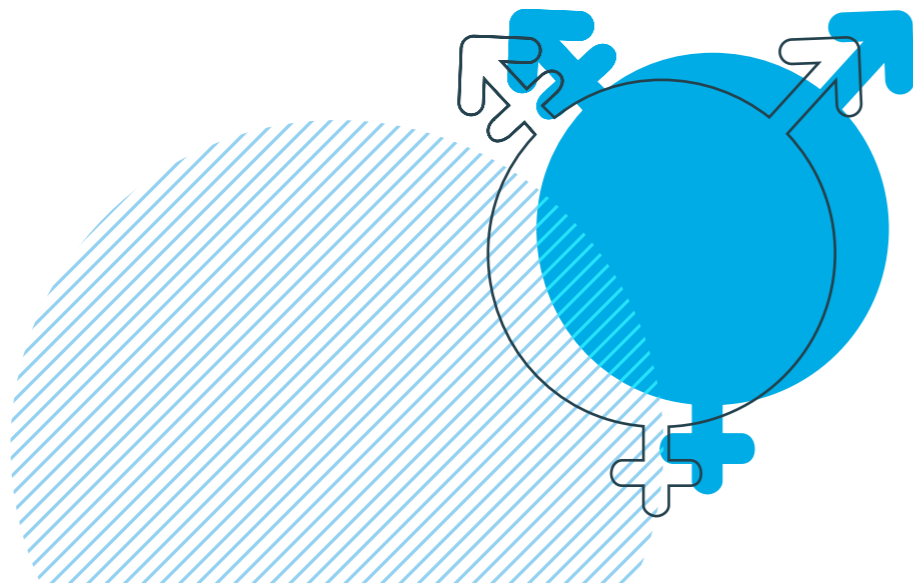
This promotion of junior scientists is based on numerous internal provisions and guidelines, of both a legal and administrative law-related nature. A support service team for questions related to early-stage researchers within the Department of Human Resources Development & Opportunities advises all Institutes when relevant questions arise in connection with young researchers, be it in relation to day-to-day business or structural questions.

The MPG has established specific MPG-wide guidelines for doctoral candidates and postdocs, which the Institutes are required to take account of. There are also regulations for scholarships to promote guest stays by international young researchers as well as for interns and graduate assistants at the start of their scientific training. Specific questions, such as those that may arise in the International Max Planck Research Schools (IMPRS) or the Max Planck Schools' structured doctoral programmes, are also clarified by the Department of Human Resources Development & Opportunities in the context of Institute consultations.

**Birgit Reinbold**  
+49 89 2108-1772  
birgit.reinbold@gv.mpg.de

**Dr. Christiane Haupt**  
+49 89 2108-1469  
christiane.haupt@gv.mpg.de

**Annegret Lorf**  
+49 89 2108-1216  
annegret.lorf@gv.mpg.de



## Structured funding programmes

As an institution-wide standard which corresponds to the aspirations of the Max Planck Society, scientific excellence is created by brilliant minds in conjunction with optimal framework conditions for their work. Therefore, the MPG supports junior scientists within the framework of structured programmes that provide not only financial support but also supplementary career development opportunities. The approach of focusing on the individual development of scientific skills and setting the course for an attractive career either within or outside of the MPG is common to all programmes.

In addition to the application and evaluation process, the ongoing support and supervision of the Institutes implementing the programmes is an essential aspect of central programme management.



**Silke Weineck**  
+49 89 2108-1758  
silke.weineck@gv.mpg.de

○ Doctoral Researchers

### INTERNATIONAL MAX PLANCK RESEARCH SCHOOLS – IMPRS

The International Max Planck Research Schools enable outstanding doctoral candidates to complete their doctorates under excellent conditions and have been an essential instrument for promoting outstanding doctoral training at the Max Planck Institutes since 2000. Within the IMPRS, one or more Max Planck Institutes collaborate closely with universities and other research institutions – including foreign ones – and enable doctorates to be achieved under first-class framework conditions, particularly in terms of supervision and equipment. Participants are able to conduct interdisciplinary and transdisciplinary research and establish subject-specific networks from an early stage of their scientific development. Doctoral candidates also benefit from a regular exchange of ideas in workshops, summer schools and at conferences, all of which helps them to become familiar with different perspectives on their own field of research. There are currently 67 IMPRS in which almost all of the 86 Max Planck Institutes participate.



**Annegret Lorf**  
+49 89 2108-1216  
annegret.lorf@gv.mpg.de

### MAX PLANCK SCHOOLS

Conducting research in collaboration with other institutions is a promising and internationally widespread practice, especially for particularly extensive and groundbreaking research topics. Less common, on the other hand, are regional or national consortia for the training of doctoral candidates. The Max Planck Schools were launched in 2017 as a pilot project by the Max Planck Society, in cooperation with universities and non-university research institutions, and began operating in 2019. There, the best researchers from various disciplines collaborate closely for five years to advance such a subject area. The pilot phase will be accompanied by an evaluation.

More information is available at [www.maxplanckschools.de](http://www.maxplanckschools.de) (German)



**Dr. Johanna Rapp**  
Department for Science Policy  
and Strategic Processes  
+49 89 2108-1198  
johanna.rapp@gv.mpg.de

**Annegret Lorf**  
+49 89 2108-1216  
annegret.lorf@gv.mpg.de

○ Doctoral Researchers

### MAX PLANCK RESEARCH GROUPS

High-calibre researchers who wish to pursue a career in science need to build up an independent profile and assume leadership responsibilities. The Max Planck Research Groups provide postdocs with a first-class form of support on their scientific career paths. There are two types of Max Planck Research Groups: the institute-specific ones, run under the direct aegis of the individual Max Planck Institutes and whose subject areas are closely related to the respective MPI; in addition, the Max Planck Society also publishes an annual call for proposals for open-topic Max Planck Research Groups.

The Max Planck Research Group Leaders are employed under a W2 contract limited to five years, which can be extended up to two times by two years each time, on a section-specific basis, and have their own budgets. Interested Max Planck Research Group leaders can also participate in the initial evaluation for the Technical University of Munich's (TUM) tenure-track procedure.



**Dr Katharina Miller-Meyer**  
+49 89 2108-1446  
katharina.miller-meyer@gv.mpg.de

● Postdocs



# INDIVIDUAL CAREER

- Postdocs
- △ Group Leaders

## THE LISE MEITNER EXCELLENCE PROGRAMME

The Lise Meitner Excellence Programme, which started in the spring of 2018, supports exceptionally qualified female scientists: in this way, the MPG gains up to ten female researchers at W2 level each year. The multistage selection process is conducted in close collaboration with those Max Planck Institutes interested in hiring and hosting a Lise Meitner Group. These groups are centrally funded and receive a generous budget commensurate with international standards for a period of five years. The leaders of a Lise Meitner Group can also participate in an in-house MPG tenure-track process, which means that, if a tenure committee votes in favour, the group leader will be offered a permanent W2 position with group facilities at one of the Max Planck Institutes. There is also a chance of being taken on as a Director: female scientists can qualify for inclusion in the candidate Directors pool<sup>1</sup>.

**Dr. Katharina Miller-Meyer**  
 +49 89 2108-1446  
 katharina.miller-meyer@gv.mpg.de

- Postdocs
- Doctoral Researchers

## MINERVA FAST TRACK

The Max Planck Society's "Minerva Fast Track" programme offers excellent young female scientists a kind of "fast lane": this constitutes the initial career option immediately following graduation or for a maximum of two years thereafter. The programme is aimed at doctoral candidates from the fields of chemistry, physics and technology as well as from the arts, social sciences and humanities. The prerequisite is that a scientific member of the Max Planck Society must nominate the female junior scientist for the programme and agree to support her as a mentor. The purpose of this programme is individual career advancement following the doctorate, which is why, in individual cases, doctoral candidates who have just completed their doctoral studies may also be nominated. The "Minerva Fast Track" programme is divided into two phases. In the first phase, two young female scientists will each receive a TVöD position as well as funding for material and support staff for a maximum of three years. As this phase draws to a close, they can apply to join one of the open-topic Max Planck Research Groups<sup>2</sup>.

**Dr. Katharina Miller-Meyer**  
 +49 89 2108-1446  
 katharina.miller-meyer@gv.mpg.de

<sup>1</sup> Applicants of any gender are welcome. The Lise Meitner Excellence Programme has expressly set itself the goal of correcting the existing under-representation of female scientists at W2 level within the Max Planck Society. From a legal perspective it is regarded as positive discrimination in favour of the under-represented gender. Applications by women therefore enjoy priority within the boundaries of what is legally permissible. Female scientists will, however, not be afforded preferential consideration if reasons worthy of legal protection, which lie in the qualification and/or person of another applicant, outweigh such consideration.

<sup>2</sup> The same application conditions apply as for the Lise Meitner Excellence Programme set out under footnote 1.

## Planck Academy programmes and services

All programmes from a single source: as of 2020, the Planck Academy will bundle all centrally run Max Planck Society personnel and career development programmes. The programmes are tailored to the individual target groups from scientific leaders to junior scientists, right through to science management and administration.

All programmes should be easily and readily accessible to all employees across the entire MPG. This is why the Planck Academy relies on various kinds of learning, development and networking formats such as face-to-face formats, coaching, mentoring and leadership feedback. Going forward, the Planck Academy will also combine face-to-face formats with virtual components such as e-learning modules, webinars or virtual study rooms. The Planck Academy's appeal will be based on the combination of different elements of talent and career development, facilitating access to these opportunities and thus complementing the learning and development activities at the Institutes.

**Berrin Tezcan**  
 +49 89 2108-1190  
 berrin.tezcan@gv.mpg.de

## Regular training and advanced training programmes

### MAX PLANCK LEADERS PROGRAMME

Achieving sustainable success in science requires scientific excellence and responsible leadership. The expectations placed on scientific leaders in this context are specified, in a fundamental, scientifically sound manner, by the Max Planck Leadership Characteristics. The Leadership Characteristics thus form the starting point for a needs-based management programme and are designed to support academic managers in responsibly fulfilling their leadership role.

The programme includes an in-depth seminar for Executive Directors, an optional seminar on all the basics of leadership and coaching packages for specific needs as well as various formats for collegial internal and external networking.

**Dr. Katharina Haas**  
 +49 89 2108-1801  
 katharina.haas@gv.mpg.de

All employees



Scientific Directors (W3)

(Max Planck) Research Group Leaders (W2)





(Max Planck) Research Group Leaders (W2)

Group Leaders

**“MANAGE AND MORE”**

How do I set up a successful research group? How can I lead my team effectively? For several years now, the Max Planck Society has been successfully presenting the “Manage and More” seminar series, which is targeted at Research Group Leaders. The three modules complement one another, covering “Personnel Selection & Team Leadership”, “Self Leadership, Communication & Emotional Intelligence” and “Leadership in Science & Innovation”. The MPG will be integrating the seminar series into the Max Planck Leaders Programme in future and the Leadership Characteristics will also be increasingly incorporated.



**Dr. Katharina Haas**  
 +49 89 2108-1801  
 katharina.haas@gv.mpg.de



Postdocs

**SEMINAR PROGRAMME FOR POST-DOCTORAL RESEARCHERS**

What support do postdocs require? Postdocs who have only just begun their research require other services than those needed in the advanced postdoctoral phase. During the postdoctoral phase, researchers increasingly focus on the development for their further careers.

The Max Planck Society’s continuing education programme takes account of all of these requirements and therefore offers a range of different support structures. Postdocs acquire key competencies for their further scientific careers in the early postdoctoral phase, during which the young scientists first have to establish themselves (internationally) in their own respective fields of research and present their own research results. The seminar programme can provide support with professional presentations at international conferences, international conferences or successfully getting to grips with the peer-review process. During the advanced postdoc phase, the focus changes towards the development of leadership and management skills and preparing for the next professional step, which involves acquiring third-party funding, preparing for appointment procedures, and developing leadership and conflict management skills. Thus, the objective of these seminars is not so much to impart technical knowledge, but rather to foster personal development in the context of a long-term career.

The seminars on the identification of future prospects are designed to encourage postdocs to also look for career opportunities beyond academia. In the relevant seminars, the participants prepare skills profiles and gain a practical situational knowledge of selection procedures used outside of academia in job application training sessions.



**Dr. Christiane Haupt**  
 +49 89 2108-1469  
 christiane.haupt@gv.mpg.de

Postdocs



**SIGN UP! CAREER BUILDING**

Every year, Institute Directors nominate postdocs with high academic potential to take part in the “Sign Up! Career Building Programme”, which the MPG has been presenting in collaboration with the “EAF Berlin. Diversity in Leadership” since 2009. Up to 18 postdocs per year have been able to take part in it since 2017. Built around three modules, the programme aims to prepare them for management tasks in science by imparting appropriate skills and to reinforce these through a career-oriented network. The modules include interactive training sessions and bespoke training opportunities, but also fireside chats with established scientific managers<sup>1</sup>.



**Dr. Martha Roßmayer**  
 +49 89 2108-1426  
 martha.rossmayer@gv.mpg.de

Doctoral Researchers



**SEMINAR PROGRAMME FOR DOCTORAL CANDIDATES**

If excellent junior scientists are to be prepared for successful careers, then scientific qualifications alone will not be sufficient. A successful doctoral phase at the Max Planck Society comprises a tailor-made seminar and training programme for doctoral candidates, thus helping to achieve scientific independence, which is the objective of doctoral training.

In addition to providing an outstanding scientific environment for the doctoral project, the Institutes also provide comprehensive continuing education for talented young individuals, which enables them to reach their personal goals and scientific objectives. The Planck Academy also offers additional training and development opportunities, delivered, for example, as classroom seminars in small groups at various locations around Germany, supplemented by online formats.

The seminar programme also includes training related to personal development, self-management including healthcare, communication and all topics related to career planning. In this way, doctoral candidates should be optimally prepared for a career both within and outside of academia. The MPG therefore offers online tools for self-assessment, face-to-face seminars, a career mentoring programme and special career events to help with individual career planning. This enables young researchers to familiarize themselves early on with the various potential career paths, especially in industry, and to build up networks.



**Birgit Reinbold**  
 +49 89 2108-1772  
 birgit.reinbold@gv.mpg.de

<sup>1</sup> The same application conditions apply as for the Lise Meitner Excellence Programme set out under footnote 1 on page 32.



Research Management and administrative/technical support

**SEMINAR PROGRAMME FOR ADMINISTRATION, SCIENCE MANAGEMENT, IT & TECHNOLOGY**

Achieving excellent science requires competent contact persons in the Administration, Science Management, IT & Technology Departments. Alongside professional qualifications, staff members also require further training in traditional management subjects in addition to soft skills. The Planck Academy will offer corresponding qualification opportunities in future, both in face-to-face and e-learning formats. These can be used flexibly as required during onboarding as well as in the further course of career development.



**Caroline Hein**  
+49 89 2108-1809  
caroline.hein@gv.mpg.de

**Gunther Löffmann**  
+49 89 2108-1820  
gunther.loeffmann@gv.mpg.de

Research Management and administrative/technical support

**SHADOWING**

The purpose of shadowing is to build bridges between science and administration. Having an understanding of their colleagues' activities helps people to work together. How do administrative processes work and what does everyday life in a research laboratory look like? These and other questions can be answered by means of job shadowing. The Personnel Development Department in the Administrative Headquarters offers support to all interested parties in their search for suitable shadowing opportunities, whether at a Max Planck Institute or within the Administrative Headquarters.



**Caroline Hein**  
+49 89 2108-1809  
caroline.hein@gv.mpg.de

**Gunther Löffmann**  
+49 89 2108-1820  
gunther.loeffmann@gv.mpg.de

Research Management and administrative/technical support

**SEMINARS FOR TRAINEES**

The work in basic research projects is often unique: however, this also means that specific expertise is required. The Institutes involve trainees directly in specific science projects to enable them to acquire both the necessary skills and the requisite know-how. This keeps the work interesting, whilst the integration simultaneously imparts comprehensive professional competencies.

Trainees at the Max Planck Society take part in a three-day seminar that deals with the following questions, among others: How does one communicate verbally and non-verbally? How does one affect others? The exercises also cover feedback, active listening, goal setting and structuring as well as self-motivation. Our success has proven the concept right: in terms of relevant prizes and rankings from various chambers of commerce and other authorities, graduates of the Max Planck Society often rank among the best at the state and even the federal level.



**Jan Weichert**  
+49 89 2108-1564  
jan.weichert@gv.mpg.de

**Mentoring**

In which direction would you like your career to develop? Personal discussions, advice and collaborative working are usually the most effective ways to address this question. As such, mentoring is one of the most important career development instruments within the Max Planck Society. This intensive collaboration and communication structure provides support for researchers in planning their personal careers and establishing an (interdisciplinary) network. Thus, the MPG mentors play a not insignificant role in preparing their mentees for management positions in research facilities or universities.



**Dr. Martha Roßmayer**  
+49 89 2108-1426  
martha.rossmayer@gv.mpg.de

**Birgit Reinbold**  
+49 89 2108-1772  
birgit.reinbold@gv.mpg.de

**MINERVA-FEMMENET**

The Minerva-FemmeNet, which was institutionalized in 2001, is a special kind of mentoring programme. There are currently some 380 mentors and 540 mentees taking part in the scheme with almost 220 female scientists registered as mentees and mentors. The network helps to identify, support and prepare talented women for scientific leadership positions at an early stage. It is primarily open to doctoral researchers, undergraduate students, postdocs and junior professors as well as all alumni of the MPG and its Institutes<sup>1</sup>. Mentors have also been able to supervise participants since 2018.

Minerva-FemmeNet collaborates with cross-university mentoring programmes in Hesse (Mentoring Hessen) and Baden-Württemberg (MuT – Mentoring und Training). Minerva-FemmeNet also maintains contacts with other university and inter-university mentoring programmes from all over Germany and German-speaking countries through its membership in Forum Mentoring e.V. Further information is available at: [www.minerva-femmenet.mpg.de](http://www.minerva-femmenet.mpg.de)



**Dr. Martha Roßmayer**  
+49 89 2108-1426  
martha.rossmayer@gv.mpg.de

**Dr. Anke Hübenthal**  
Minerva-FemmeNet Coordinator  
+49 69 78978 260  
femmenet@rg.mpg.de

Postdocs



Doctoral Researchers



Postdocs



Doctoral Researchers



<sup>1</sup> The same application conditions apply as for the Lise Meitner Excellence Programme set out under footnote 1 on page 32.

○ Doctoral Researchers

**MENTORING FOR DOCTORAL RESEARCHERS**

A mentoring programme is also essential for doctoral researchers, so doctoral researchers at the Max Planck Society are each assigned a cross-hierarchical, cross-generational mentor who identifies the individual talents and capabilities of the mentee and works on a one-by-one basis to develop and deepen them along the way.

Mentoring supports all potential career perspectives. Many talented young people aspire to a career outside of science. For example, they may exploit some brilliant idea to start their own business, whilst others are attracted to a non-academic career following their research activities. Other doctoral researchers would like to pursue a career in science, consequently a mentor can help to figure out the appropriate career path and give specific guidance on how to pursue it.



**Ilka Schießler-Gäbler**  
+49 89 2108-2486  
ilka.schiessler-gaebler@gv.mpg.de

**Dr. Martha Roßmayer**  
+49 89 2108-1426  
martha.rossmayer@gv.mpg.de

Coaching

■ Scientific Directors (W3)  
▲ (Max Planck) Research Group Leaders (W2)

**EXECUTIVE COACHING**

While leading a group, a Department or Institute, new leadership questions will continually arise, which can result in uncertainty. This is where Executive Coaching comes in: this entails providing professional advice and support to people in management roles to maintain or enhance the efficiency of the teams. The coaching scheme is voluntary and centrally funded. The main topics covered include the consolidation of the leadership role, team leadership (particularly during change processes), increasing the efficiency of teams, conflict management and self-management/self-guidance.



**Dr. Katharina Haas**  
+49 89 2108-1801  
katharina.haas@gv.mpg.de

**CAREER COACHING FOR POSTDOCS**

Postdocs ●

Where will the career path lead following the postdoctoral phase? A centrally funded, voluntary coaching programme helps postdocs to become aware of their own strengths, weaknesses and competencies and to decide on a career path that optimizes the balance between their individual skills and predispositions in terms of their own broader life plans. All postdocs are entitled to such coaching after four years of postdoctoral work and following the career development interview with their respective supervisor as set out in the postdoctoral guidelines. Postdocs can also initiate this process already at an early stage.



**Dr. Christiane Haupt**  
+49 89 2108-1469  
christiane.haupt@gv.mpg.de

Internal MPG career events

**CAREER STEPS FOR POSTDOCS IN ACADEMIA & INDUSTRY**

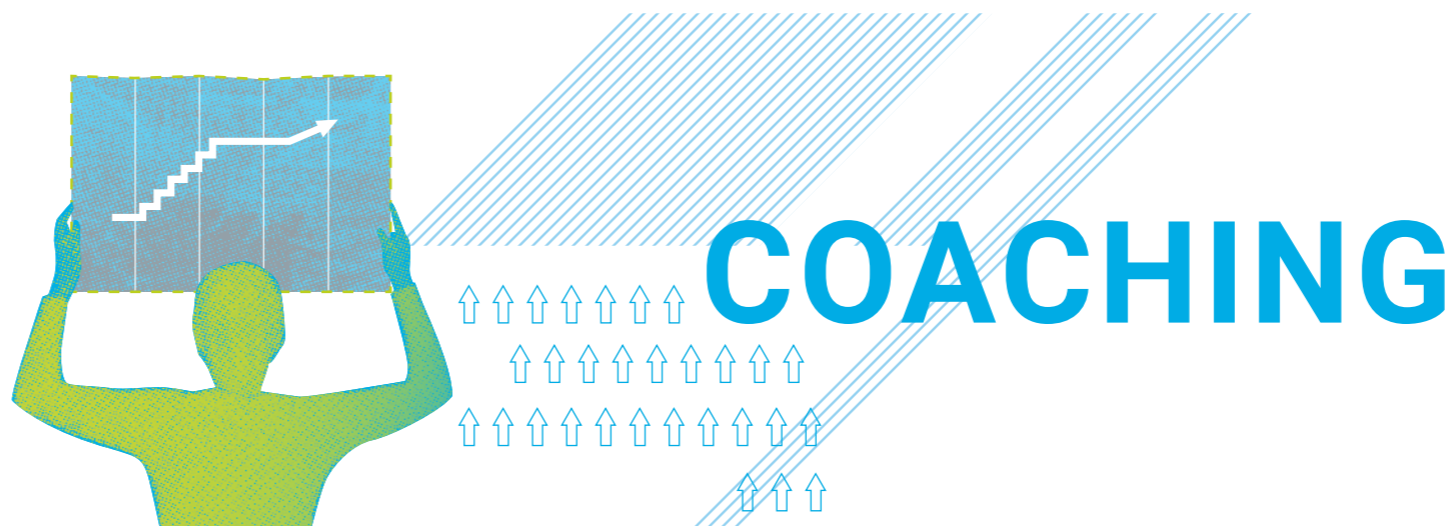
Postdocs ●

Many young female scientists strive to establish an academic career, but some of them decide to pursue a different career at the end of their doctorate or during the postdoctoral phase, for example, in industry, as consultants, in science management or in the scientific infrastructural sector.

What career opportunities are there within and outside of academia? Interested individuals can find out more at the "Career Steps for Postdocs in Academia & Industry" event. The event takes place once or twice a year at changing locations across Germany, mostly in collaboration with a university and always in collaboration with the local Max Planck Institutes.



**Dr. Christiane Haupt**  
+49 89 2108-1469  
christiane.haupt@gv.mpg.de



# Awards

-  Postdocs
-  Doctoral Researchers

## Otto Hahn Medal and Award


The Max Planck Society annually turns out over 600 new doctoral graduates. The Otto Hahn Medal is awarded to the best young scientists each year – doctoral candidates up to and including two years after the completion of their doctoral studies – for particularly outstanding doctoral achievements. This award includes an endowment of 7,500 euros and is intended to motivate students to pursue a career in academia. In addition, the MPG presents the Otto Hahn Award to the best doctoral candidates in each section. Thanks to central funding provided by the Max Planck Society, the award winners can spend up to two years pursuing research at an internationally renowned institution abroad before setting up their own research group at a Max Planck Institute for three years, with an option to extend this for a further two years.



**Dr. Katharina Miller-Meyer**  
 +49 89 2108-1446  
 katharina.miller-meyer@gv.mpg.de

**Annegret Lorf**  
 +49 89 2108-1216  
 annegret.lorf@gv.mpg.de

## Dieter Rampacher Prize



-  Doctoral Researchers

To incentivize people to take an early doctorate, the Max Planck Society awards the Dieter Rampacher Prize to its youngest doctoral researchers with an outstanding doctoral degree each year. The prize was donated by Dr. Rampacher, a supporting member of the Max Planck Society, and is endowed with 2,400 euros.



**Ilka Schießler-Gäbler**  
 +49 89 2108-2486  
 ilka.schiessler-gaebler@gv.mpg.de

## Hermann Neuhaus Prize

-  Postdocs
-  Group Leaders

The Hermann Neuhaus Prize is awarded to postdocs and group leaders in the BMS and CPTS in memory of Hermann Neuhaus, an entrepreneur and patron of the MPG, for outstanding research with potential for practical application, and is endowed with 25,000 euros.



hermann-neuhaus-preis@gv.mpg.de  
 www.mpg.de/hermann-neuhaus-prize

## Nobel Laureate Fellowship

Max Planck Society Nobel Prize Laureates can award the Nobel Laureate Fellowship to outstanding postdoctoral researchers. The Fellows receive a TVöD employment contract for three years in addition to material resources for their research at the Nobel Prize Laureate's respective Max Planck Institute. They get to experience the Nobel Prize Laureate's research activities at close quarters, and also benefit from their excellent national and international networks during the course of their careers.



**Dr. Christiane Haupt**  
 +49 89 2108-1469  
 christiane.haupt@gv.mpg.de

Postdocs 


## Reimar-Lüst-Fellowship

The Reimar-Lüst Foundation was established in 1983 with donations from German companies in honour of Prof. Dr. Reimar Lüst, former President of the Max Planck Society. Since then, the Reimar-Lüst scholarship has been available to outstanding doctoral researchers or postdocs. Scientific members of the Max Planck Society can propose suitable candidates following a central call for nominations in the spring of the respective year. The grant includes financing the candidate's position for a period of two years.



**Dr. Christiane Haupt**  
 +49 89 2108-1469  
 christiane.haupt@gv.mpg.de

Postdocs 

Doctoral Researchers 

## Max Planck Trainee Prize

Dedication to the high quality standard of vocational training within the Max Planck Society is demonstrated by the concept and impact of the Max Planck Trainee Award, which is awarded annually to up to 20 trainees and three training centres. The award is intended to stimulate competition within the Institutes to motivate young trainees to improve their performance. They are awarded a certificate from the President as well as a grant in recognition of their achievement.



**Jan Weichelt**  
 +49 89 2108-1564  
 jan.weichelt@gv.mpg.de

Research Management and administrative/technical support 

## Networks

Scientific curiosity and the goal of gaining new insights are core motivational factors for scientists when selecting and practising a given profession. In addition to research activities, science careers are also strongly influenced by interactions with colleagues, typically within professional societies, research alliances and subject-specific conferences. The Max Planck Society supports the formation of cross-sectional networks during all scientific career stages. These MPG-wide networks promote the exchange of information at the professional level as well as the joint representation of special interests and personal networking at the interdisciplinary level. They make it possible to bring together common concerns and discuss them in regular meetings between the elected network representatives and the MPG management.

In line with the respective goals and activities, the Department of Human Resources Development & Opportunities provides support for the MPG-wide networks as required and supplements the coordination of interest groups where necessary.



**Silke Weineck**  
+49 89 2108-1758  
silke.weineck@gv.mpg.de


### Max Planck PhDnet

The Max Planck PhDnet interconnects doctoral researchers from all Max Planck Institutes with the intent of improving doctoral training and interdisciplinary collaboration, promoting scientific exchange and boosting academic solidarity. The network's steering committee regularly exchanges information with those responsible for career development and the Max Planck Society management. The doctoral candidates meet once a year at the "Visions in Science" inter- and transdisciplinary scientific meeting.

The PhDnet is part of the N<sup>2</sup> Network, in which the Helmholtz Juniors, Leibniz PhD Network and Max Planck PhDnet doctoral networks have established close links. Together they represent the interests of more than 14,000 doctoral candidates in Germany.



**Ilka Schießler-Gäbler**  
+49 89 2108-2486  
ilka.schiessler-gaebler@gv.mpg.de

 Doctoral Researchers

### Max Planck PostdocNet

Following several years of preparation, an MPG-wide network for postdocs was established through a bottom-up initiative in April 2019. Since then, the Max Planck PostdocNet has been promoting regular exchanges of information and represents the interests of all Max Planck Society postdocs vis-à-vis those responsible for career development and management. In terms of composition and structure, the PostdocNet is modelled on the successfully established PhDnet.



**Dr. Christiane Haupt**  
+49 89 2108-1469  
christiane.haupt@gv.mpg.de

Postdocs 

### Career Steps Network

The Max Planck Society unites talent development, career support, personnel development, reconciling career and family life, and measures for equal opportunities within the Career Steps Network, the objective of which is to improve the flow of information between the Administrative Headquarters and the Institutes. At the same time, the network reflects ideas and requirements from the Institutes back into the society and provides the Institutes with the opportunity to network more closely with one another. The Institutes appoint their own respective members, who receive regular information via a specific mailing list or can exchange information once or twice a year at network meetings and in topic-specific workshops.



**Ilka Schießler-Gäbler**  
+49 89 2108-2486  
ilka.schiessler-gaebler@gv.mpg.de


Research Management and administrative/technical support (Institute Directors) 


### Max Planck Research Group LeaderNet

The Max Planck Research Group LeaderNet, a network of Max Planck Research Group leaders, has set itself the objective of exchanging ideas in an interdisciplinary manner and conducting a professional discourse across section boundaries. It is designed to facilitate the exchange of experiences among young scientific leaders on topics such as their own career development. The annual meetings of the Max Planck Research Group Leaders promote and consolidate contacts and networking among the Research Group Leaders.




**Dr. Katharina Miller-Meyer**  
+49 89 2108-1446  
katharina.miller-meyer@gv.mpg.de


(Max Planck) Research Group Leaders (W2) 

-  Postdocs

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-  Group Leaders

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-  (Max Planck) Research Group Leaders (W2)

## Max Planck LeadNet

The Max Planck LeadNet provides a forum for discussing scientific issues and clarifying questions relating to organizational matters. It sees itself as a network of and for young group leaders and its intended purpose is to promote collaboration between the various research groups. The members host a symposium once a year, where the participants receive information on career development and the science system, in addition to discussing scientific ideas and projects.

**Dr. Katharina Miller-Meyer**  
 +49 89 2108-1446  
 katharina.miller-meyer@gv.mpg.de

## Elisabeth Schiemann Kolleg

Experienced female directors of the Max Planck Society provide support at the Elisabeth Schiemann Kolleg for young female scientists who are also seeking a tenured professorship or a directorship at a research institution. The college provides mentoring services, networking opportunities, executive coaching and regular plenary meetings at which the participants discuss scientific topics and career questions. Scientists must be nominated by a professor or Director to become a member. Membership ends after five years at the latest, or earlier, as soon as the member takes up a permanent position<sup>1</sup>.

**Dr. Martha Roßmayer**  
 +49 89 2108-1426  
 martha.rossmayer@gv.mpg.de

<sup>1</sup> The same application conditions apply as for the Lise Meitner Excellence Programme set out under footnote 1 on page 32.

## Heads of Administration Spokespersons' Circle

The heads of the Institute Administrations play an important bridging role at the interface between the Administrative Headquarters and the Institutes' management teams. They represent the interests of the Institutes via the spokespersons of the Heads of Administration in a continuous exchange with the the Administrative Headquarters in relation to matters of strategic or general importance for the management of the MPG. To this end, the seven members of the Spokesperson's Group, who are elected regionally, meet twice a year with the management and the Departments of the Administrative Headquarters. The Heads of Administration Spokespersons' Circle organizes the Administrative Heads Conference.


**Dr. Christian Erlacher**  
 +49 89 2108-1322  
 christian.erlacher@gv.mpg.de

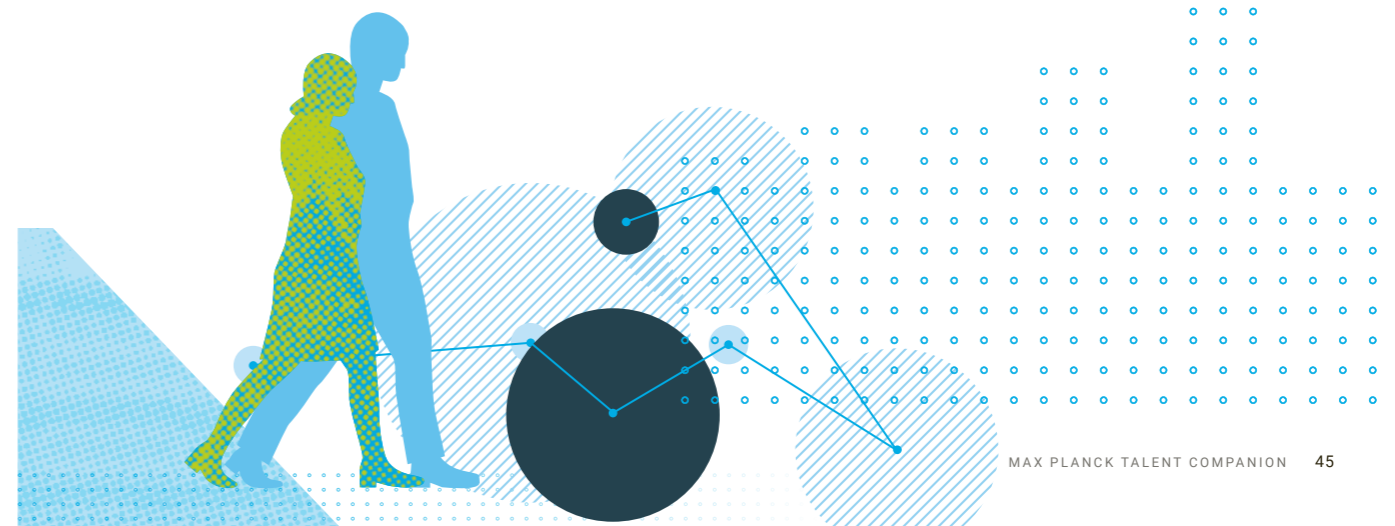
Research Management and administrative/technical support 

## Trainee Spokespersons' Circle

The Max Planck Society networks the trainers across Germany via their own Spokespersons' Circle. Within their vocational sector they can also take part in further training on technical, structural, legal and pedagogical subjects at annual conferences. This specific network also promotes the exchange of trainees between different Institutes in order to be able to convey individual training contents in an even better and more varied manner.

**Jan Weichelt**  
 +49 89 2108-1564  
 jan.weichelt@gv.mpg.de

Research Management and administrative/technical support 



WORLDWIDE  
WORLDWIDE



KNOWLEDGE  
EXCHANGE



## NAVIGATE & TRANSFER

One of the Max Planck Society's formulas for success has always been the principle of establishing Institutes around the world's leading researchers, who form the hub of every Institute. Since the Max Planck Society was founded in 1948, 18 of our researchers have become Nobel Prize Laureates. And naturally these leading researchers attract numerous other scientists from all over the world to collaboratively advance new ideas. The atmosphere at our Institutes is open and international: renowned researchers from around the world contribute their knowledge and ideas to the MPG, young researchers receive well-funded support, and young people undergo training in numerous professions.

As hubs of science, the Max Planck Institutes are characterized by constant renewal, not only in terms of scientific ideas, but also regarding our staff members. Following their education or dissertations, they relocate to other research facilities, go into industry or return to their home countries after spending time abroad at a Max Planck Institute, hence transferring their knowledge to communities all over the world. However, this transfer step is anything but easy: experience has shown that both scientific careers and moving into other areas of endeavour are more successful if appropriate professional support is provided. The Max Planck Society therefore provides support measures for scientists on their individual career paths, whether in one of our own research facilities or elsewhere.



## Support & Services

### Max Planck Alumni

- All employees
- ▲
- △
- 
- 
- ◆
- ◇

There are currently more than 10,900 scientists, amongst them doctoral scientists, both grant and contract holders, at the Max Planck Society, many of them from abroad. Put simply, the pool of former MPG employees is enormous. The Max Planck Alumni Network connects scientists worldwide and makes it possible to keep in contact with the MPG and its staff members even after leaving the MPG.

The active cultivation of contacts with alumni enables us to make opportunities and resources accessible in order to draw attention specifically to research and funding opportunities at the Max Planck Society, to attract top and junior researchers, to support the initiation of international research collaborations and to expand the MPG's research marketing activities ("excellence attracts excellence"). Alumni living abroad can act as local contact persons for Max Planck researchers to gain access to local institutions, or as mentors for junior scientists, and in turn they remain in constant touch with the Max Planck Society through the Alumni Network. Last but not least, it makes it easier to keep track of the career paths of alumni.

To this end, the Max Planck Society is establishing a broad-based and well-functioning alumni network. In future, this will become a resource and source of ideas in many strategic areas, such as personnel development, scouting, industrial partnerships, internationalization, member sponsorships, marketing and innovation as well as start-up consultancy.

**Ilka Schießler-Gäbler**  
+49 89 2108-2486  
ilka.schiessler-gaebler@gv.mpg.de

**Silke Weineck**  
+49 89 2108-1758  
silke.weineck@gv.mpg.de

### AcademiaNet

How can highly qualified women in science be identified more easily? How can their visibility be increased, for example, when it comes to filling management positions? The Max Planck Society has been using the Robert Bosch Stiftung's AcademiaNet for this purpose since 2010. Decision-makers, organizers and journalists draw on this network for their research whenever scientific committees are to be staffed or management positions filled, conference programmes prepared or when experts need to be consulted. At the same time, AcademiaNet promotes networking among its members. Scientific institutions, such as the Max Planck Society, can nominate outstanding female scientists for admission to AcademiaNet, and the network currently includes around 110 female members from the ranks of the MPG<sup>1</sup>.

**Dr. Martha Roßmayer**  
+49 89 2108-1426  
martha.rossmayer@gv.mpg.de

(Max Planck) Research Group Leaders (W2)

Group Leaders

Postdocs

### Planck Academy Industry Track – a talent network within the industrial sector

A career in industry can be an attractive alternative to a research career for junior Max Planck Society researchers.

The Max Planck Society facilitates and promotes access to the corporate world on a sector-specific, bespoke and individual basis through direct access to career events, coaching sessions, workshops and other services. Networking with selected corporate partners also enables interested individuals to exchange ideas and establish contacts directly.

**Anne Grewlich-Gercke**  
+49 89 2108-1803  
anne.grewlich-gercke@gv.mpg.de

Group Leaders

Postdocs

Doctoral Researchers

<sup>1</sup> The same application conditions apply as for the Lise Meitner Excellence Programme set out under footnote 1 on page 32.

## Career Tracking

- Scientific Directors (W3)
- (Max Planck) Research Group Leaders (W2)
- Group Leaders
- Postdocs
- Doctoral Researchers
- External researchers

The scientific careers of highly qualified researchers are usually as diverse as they are variable, whether in terms of the regions and institutions in which the researchers live and work respectively, or the positions they hold. In this context, the Max Planck Society is typically one of several stations along the individual career path. But the MPG also accompanies outstandingly talented people beyond their time with the Max Planck Society, which makes it easier for former employees to keep in touch with their erstwhile colleagues or to continue participating in events and networks. Current employees and former colleagues can contact one another directly and exclusively even after a longer period of time, which is not only interesting per se and a potential catalyst for networking and collaboration, but also provides valuable insights. How effective and accurate are the Max Planck Society's programmes and support measures? Technical content and geographical trends also allow conclusions to be drawn about the Max Planck Society's attractiveness and competitiveness. These analyses provide us with reliable information at an early stage so that we can continue to pursue the pioneering and effective promotion of excellence.

**Dr. Fabian Ochsenfeld**  
+49 89 2108-1648  
fabian.ochsenfeld@gv.mpg.de

## Holistic measures for all career levels

### Standards and scopes

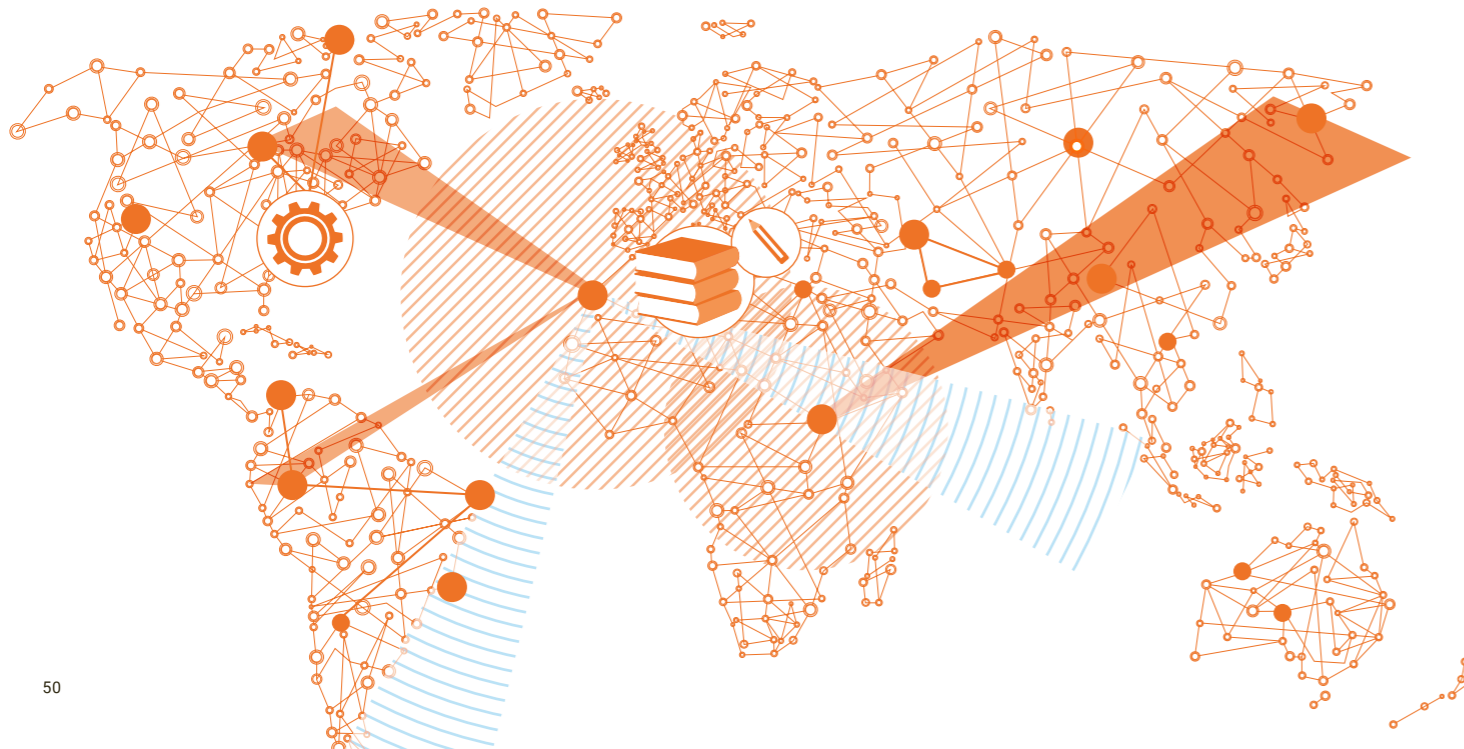
The work and research culture at the Max Planck Institutes is diverse and colourful, which is reflected in our equal opportunities programmes. Evaluating the success of these programmes requires an equally wide range of evaluation tools. Whether it is a matter of developing a gender equality plan for the Institute, reducing the influence of gender stereotypes on personnel selection and performance assessments or providing advice on strategic decisions in connection with equal opportunities and diversity, the defined standards must allow for a certain amount of discretion without being less stringent and demanding. The Talent, Gender & Diversity staff unit and the Central Gender Equality Officer work together to develop quality standards and prepare guidelines as parameters for successful diversity-based personnel development and selection within the Max Planck Society. Their remit also includes supporting organizational development in line with diversity policy and advising the local specialist offices that implement these concepts at the regional level.

**Frauke Logermann**  
+49 89 2108-1576  
frauke.logermann@gv.mpg.de

**Dr. Ulla Weber**  
Central Gender Equality Officer  
+49 89 2108-1421  
zgb-office@mpg.de

All employees

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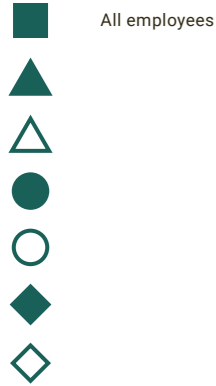
### Synergies and networks

A good network is essential for the successful development of the diverse talents within the Max Planck Society. Various expert networks are actively operating, due to the structural differences within the individual Institutes and their local distribution across the whole of Germany and Europe. Existing career networks are amalgamated within the Career Steps Network. The next step is to provide stronger structural support for the work being carried out within the networks. It is necessary to create additional resources within the Institutes or in the corresponding regions to ensure comparable standards and act as a competent partner. In particular, intensive collaboration between the campus-based Institutes and those in a given region make it possible to effectively make know-how available and pool certain tasks with a view toward providing a broad range of services available to all employees, regardless of the size of the individual Institute. This supports the professional development of Max Planck Society employees, regardless of age or profession.

**Dr. Christian Erlacher**  
+49 89 2108-1322  
christian.erlacher@gv.mpg.de

Research Management and administrative/technical support (Institute managers)





## Centralized occupational health management

The Max Planck Society wishes to support and maintain the physical and mental health of our staff members, which is why occupational health management is embedded throughout the MPG. Each Institute creates appropriate standards and implements them independently as required. For example, there should be qualified employees present at each location to be responsible for and serve as contact persons for all aspects of occupational health management. Interested parties can take part in the MPG's in-house "Specialist for Workplace Health Management (IHK)" training programme, which the Techniker Krankenkasse (Technicians' Health Insurance) offers in conjunction with the Deutsche Hochschule für Prävention und Gesundheitsmanagement (DHfPG) and the BSA-Akademie. On the one hand, occupational health management comprises central projects such as the Employee and Manager Assistance Programme (EMAP), and on the other, the Institutes can implement their own individual projects. The Max Planck Society is also expanding the regional health circles.

**Anette Hausmann**  
+49 89 2108-1510  
anette.hausmann@gv.mpg.de

**Britta Schluttenhofer (für die GV)**  
+49 89 2108-2472  
britta.schluttenhofer@gv.mpg.de

## The "berufundfamilie" (Work and Family) audit – certified family-friendly HR policy

The Max Planck Society consciously espouses a family-friendly HR policy both through a broad range of equal opportunities, services and facilities for reconciling work and family life as well as through flexible working time models. The Max Planck Society is subject to the "berufundfamilie" (Work and Family) audit every three years, which is checked to ensure the successful implementation of family-friendly measures. We were awarded the "berufundfamilie" (Work and Family) audit certificate for the fifth time in 2018, making us the only non-university research institution in Germany to be fully certified. Managers, Specialist Departments and Institutes are all involved in the implementation of suitable measures to ensure that the Max Planck Society continues to be shaped by family-friendly policies and services.

**Dr. Martha Roßmayer**  
+49 89 2108-1426  
martha.rossmayer@gv.mpg.de

Research Management  
and administrative/  
technical support  
(Institute managers)

HEALTH

WORK & FAMILY

## Networking – collaborations & partnerships

The Department of Human Resources Development & Opportunities carries out its operations in a differentiated network of collaboration and consulting relationships. This is the only way to develop and implement the high-quality services, programmes and consultations in a bespoke and financially secure manner, taking proper account of the relevant legal requirements and resolutions passed by committees. Close coordination and joint consultation with **the management of the Max Planck Society, the other Departments of the Administrative Headquarters and their representatives** is just as important and as critical for success as are close collaboration and exchanges with the **Max Planck Institutes**. One special resource are the advisory bodies – **the Presidential Committee for “Opportunities”, the Planck Academy Sounding Board and the Talent, Gender & Diversity Board**. Our third-party collaboration partners are essential to the implementation of our services and programmes.



Department of Human Resources Development & Opportunities

Departments of the Administrative Headquarters

Max Planck Institutes

Presidential Committee for “Opportunities”

Talent, Gender & Diversity Board

Planck Academy Sounding Board

Third-party collaboration partners

## Presidential Committee “Opportunities”

The President of the Max Planck Society has attached great importance to equal opportunities since taking office in 2014. The MPG has anchored equal opportunities at management level as a core value through the Presidential Committee “Opportunities”. Neither the commission, members nor chairperson are permanent and can alternate according to the respective subject area. Moreover, the Presidential Committee “Opportunities”, which was established in 2016 and is currently headed by Vice President Prof. Dr. Dr. h.c. Angela Friederici, has stimulated a variety of initiatives and, for example, lent its support to a pilot phase of the Lise Meitner Excellence Programme and supported the establishment of the Department of Human Resources Development & Opportunities.

### CHAIRMANSHIP

**Prof. Dr. Dr. h.c. Angela Friederici**

Vice President of the Max Planck Society and Scientific Member, Max Planck Institute for Human Cognitive and Brain Sciences

### MEMBERS

**Prof. Dr. Nicole Dubilier**

Scientific Member, Max Planck Institute for Marine Microbiology

**Prof. Dr. Ulman Lindenberger**

Scientific Member, Max Planck Institute for Human Development

**Rüdiger Willems**

Secretary General, Max Planck Society

**Dr. Karen Alim**

Max Planck Research Group Leader, Max Planck Institute for Dynamics and Self-Organization

**Dr. Ute Dercks**

Scientific Member & Gender Equality Officer, Kunsthistorisches Institut in Florenz – Max Planck Institute

**Prof. Dr. Jan-Michael Rost**

Scientific Member, Max Planck Institute for the Physics of Complex Systems

**Kerstin Dübner-Gee**

Head of Department Human Resources Development & Opportunities, Administrative Headquarters of the Max Planck Society

**Dr. Ulla Weber**

Central Gender Equality Officer, Max Planck Society

### COORDINATION

**Frauke Logermann**

Talent, Gender & Diversity Staff Unit, Department of Human Resources Development & Opportunities, Administrative Headquarters Max Planck Society

## Sounding Board of the Planck Academy

The Sounding Board of the Planck Academy was founded to create a group of in-house MPG and, above all, external experts to accompany the conception, implementation and development of the Planck Academy. This advisory body was established on the 16<sup>th</sup> of July 2019 and meets twice a year.

### MEMBERS

**Dr. Christina Beck**

Head of the Communications Department, Administrative Headquarters of the Max Planck Society

**Dr. Maria Bergemann**

Research Group Leader, Max Planck Institute for Astronomy

**Dr. Roman Gods**

Managing Director, Fraunhofer Academy

**Prof. Reinhard Jahn**

Emeritus Scientific Member, Max Planck Institute for Biophysical Chemistry; Chairman of the Selection Committee of the BMBF Youth Pact Tenure Track Programme

**Dr. Anna Maria Karl**

Head of Global Talent Sourcing, Daimler AG; alumna and member of the MPI circle of friends for Comparative and International Private Law

**Dr. Katja Ketterle**

Head of the BMS Section Office, Administrative Headquarters of the Max Planck Society

**Dr. Carolyn Moser**

Research Group Leader, Max Planck Institute for Comparative Public Law and International Law

**Prof. Dr. Claudia Peus**

Vice President for Talent Management and Diversity, Chair of Research and Science Management, Technical University of Munich

**Dr. Anne Schreiter**

Managing Director, German Scholars Organization

**Prof. Peter Seeberger**

Scientific Member, Max Planck Institute of Colloids and Interfaces

**Prof. Dr. Matthias Sutter**

Scientific Member, Max Planck Institute for Research on Collective Goods

**Dr. Ulla Weber**

Central Gender Equality Officer, Max Planck Society

### CHAIR

**Kerstin Dübner-Gee**

Head of Department Human Resources, Administrative Headquarters of the Max Planck Society

### COORDINATION

**Berrin Tezcan**

Head of Division Onboarding, Career & Development, Planck Academy, Department of Human Resources Development & Opportunities, Administrative Headquarters of the Max Planck Society

**Dr. Christiane Haupt**

Department of Human Resources Development & Opportunities, Administrative Headquarters of the Max Planck Society

## Talent, Gender & Diversity Board

The Talent, Gender & Diversity Board commenced operations on the 14<sup>th</sup> of June 2019. The members of the Board are drawn from various Departments of the Administrative Headquarters and Institute representatives. The objective of the recently founded TGD Board is to develop competition-based measures in the sphere of talent promotion in line with diversity policy as well as the monitoring and quality assurance of existing personnel development programmes.

### MEMBERS

#### Corinna Heel

Institute Support Consultant, Administrative Headquarters of the Max Planck Society

#### Berrin Tezcan

Head of Division Onboarding, Career & Development, Planck Academy, Department of Human Resources Development & Opportunities, Administrative Headquarters of the Max Planck Society

#### Dr. Martha Roßmayer

Consultant, Department of Personnel Development & Opportunities, Administrative Headquarters of the Max Planck Society

#### Elisabeth Jostock

Private Research Funding Staff Department, Administrative Headquarters of the Max Planck Society

#### Beate Koch

Internal Communications Officer, Department of Communications, Administrative Headquarters of the Max Planck Society

#### Jutta Zimmer

Consultant, Department of Personnel and Personal Law, Administrative Headquarters of the Max Planck Society

#### Ilona Kruse

Consultant, Department of Science Policy and Strategic Processes, Administrative Headquarters of the Max Planck Society

#### Dr. Peter Nickel

Unit Head, Department of Financial Controlling, Administrative Headquarters of the Max Planck Society

#### Dr. Ingo Barth

Research Group Leader for the "Current-carrying quantum dynamics" Max Planck Research Group, Max Planck Institute of Microstructure Physics

#### Markus Burtscheidt

Chairman of the General Works Council, Max Planck Institute for the Study of Societies

#### Dr. Beate Kerpen

Research Coordinator, Max Planck Institute for the Science of Human History

#### Dr. Nicola Wesselburg

Head of Research Coordination and Public Relations, Max Planck Institute for Comparative and International Private Law

### CHAIRPERSON

#### Kerstin Dübner-Gee

Head of the Department of Human Resources Development & Opportunities, Administrative Headquarters of the Max Planck Society

#### Dr. Ulla Weber

Central Gender Equality Officer, Max Planck Society

### COORDINATION

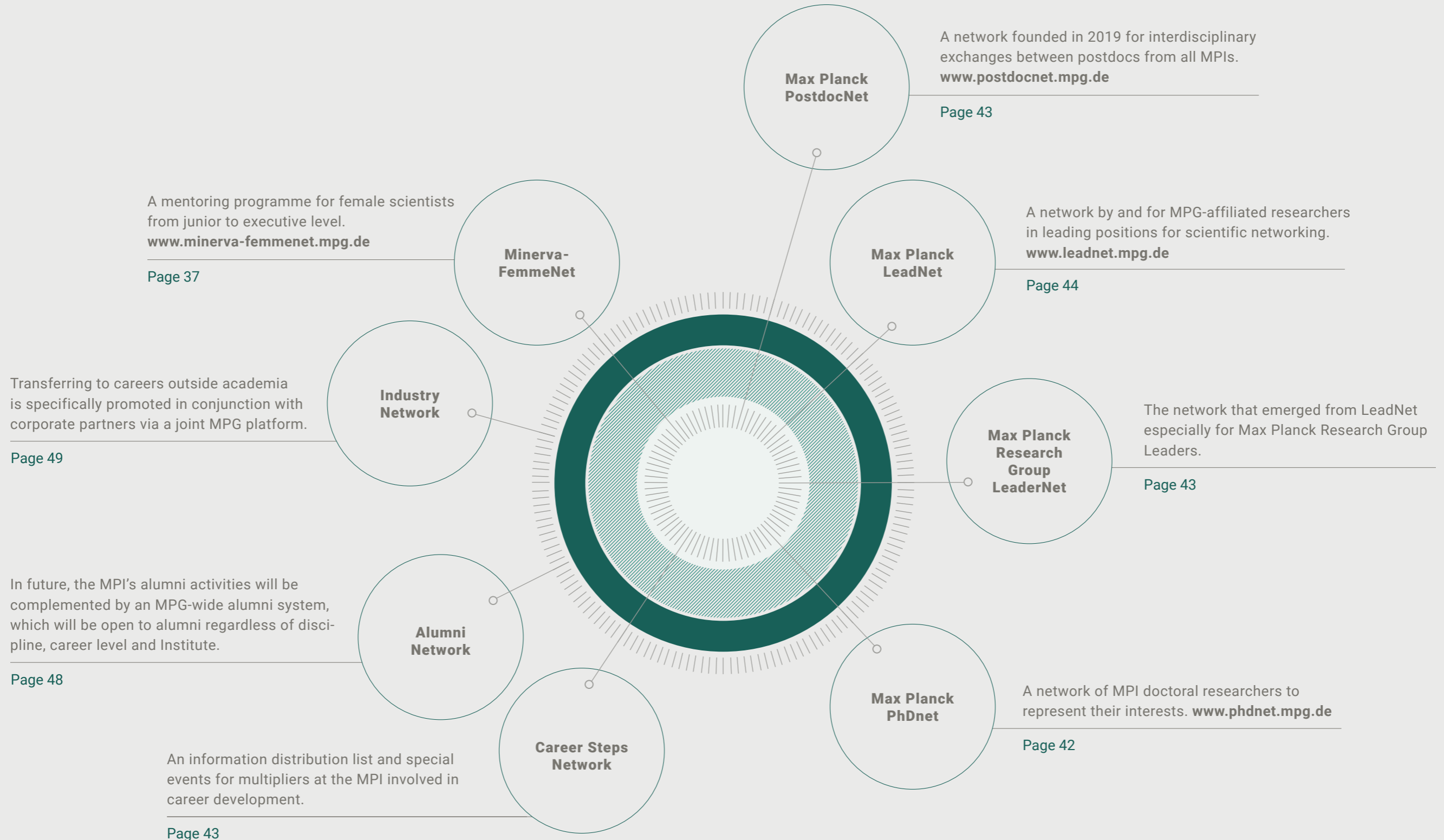
#### Frauke Logermann

Talent, Gender & Diversity Staff Unit, Department of Human Resources Development & Opportunities, Administrative Headquarters of the Max Planck Society

## Selected third-party collaboration partnerships

- Alexander-von-Humboldt-Stiftung
- BAD – Gesundheitsvorsorge und Sicherheitstechnik GmbH
- Bayerische Akademie der Wissenschaften
- berufundfamilie Service GmbH (Audit)
- Charta der Vielfalt
- Deutsche Forschungsgemeinschaft
- Dual Career Netzwerk Deutschland
- EAF Berlin. Diversity in Leadership
- Euraxess
- Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e.V.
- Fürstenberg Institut GmbH
- Haufe Akademie GmbH & Co. KG
- Helmholtz-Gemeinschaft Deutscher Forschungszentren e.V.
- Hochschulrektorenkonferenz
- IHK für München und Oberbayern
- Initiative Chefsache
- Kooperationsstelle EU der Wissenschaftsorganisationen
- Leibniz-Gemeinschaft
- Mentoring Hessen mit der Goethe-Universität Frankfurt am Main
- Modolingo – International Language Center München
- MuT – Mentoring und Training mit Universität Stuttgart (regionales Mentoring Baden-Württemberg)
- pme Familienservice GmbH
- Stifterverband für die deutsche Wissenschaft e.V.
- Studienstiftung des deutschen Volkes e.V.
- Swiss National Science Foundation (SNSF) als Träger für AcademiaNet since 2019
- Techniker Krankenkasse
- Technische Universität München (TUM)

# Max Planck Society career networks at a glance



## CONTACTS

So you've seen a programme or service that interests you? You have questions about specific measures or wish to clarify some general point? Then see the following pages for the relevant contacts and their contact details. Please get in touch: we'll be glad to assist you!



**Beate Ascher**

Fees, IMPRS and Team Office

+49 89 2108-1144  
beate.ascher@gv.mpg.de



**Kerstin Dübner-Gee**

Head of Department

+49 89 2108-1178  
kerstin.duebner-gee@gv.mpg.de



**Dr. Katharina Haas**

Onboarding,  
Career & Development –  
Scientific Executives

+49 89 2108-1801  
katharina.haas@gv.mpg.de



**Frauke Logermann**

Talent, Gender &  
Diversity Staff Unit

+49 89 2108-1576  
frauke.logermann@gv.mpg.de



**Dr. Christiane Haupt**

Onboarding, Career & Development – Postdocs and Group Managers

+49 89 2108-1469  
christiane.haupt@gv.mpg.de



**Annegret Lorf**

Programmes & Networks  
International Max Planck  
Research Schools – IMPRS

+49 89 2108-1216  
annegret.lorf@gv.mpg.de



**Rita Bago**

Head of Assistance Team Office

+49 89 2108-1187  
rita.bago@gv.mpg.de



**Dr. Christian Erlacher**

Collaboration and  
Network Management Staff Unit

+49 89 2108-1322  
christian.erlacher@gv.mpg.de



**Caroline Hein**

Onboarding, Career & Development – Research Support (GV)

+49 89 2108-1809  
caroline.hein@gv.mpg.de



**Gunther Löfflmann**

Onboarding, Career & Development, Talent Management – Research Support (GV)

+49 89 2108-1820  
gunther.loefflmann@gv.mpg.de

**Angelika Czullay**

Planck Academy Office & GV  
Training Office

+49 89 2108-1363  
angelika.czullay@gv.mpg.de



**Anne Grewlich-Gercke**

Industry Track

+49 89 2108-1803  
anne.grewlich-gercke@gv.mpg.de



**Marlar Kin**

Welcome,  
Dual Career & Integration

+49 89 2108-1757  
marlar.kin@gv.mpg.de



**Dr. Katharina Miller-Meyer**

Programmes & Networks –  
Management Research  
Programmes

+49 89 2108-1446  
katharina.miller-meyer@gv.mpg.de





**Dr.  
Verena Mauch**

Overall coordination programmes  
for work and leadership culture

+49 89 2108-1484  
verena.mauch@gv.mpg.de



**Tanja  
Neumann**

Onboarding, Career & Develop-  
ment – Project Collaboration &  
Events Management

+49 89 2108-1813  
tanja.neumann@gv.mpg.de



**Dr.  
Martha Roßmayer**

Gender-friendly career  
promotion & fundamental issues

+49 89 2108-1426  
martha.rossmayer@gv.mpg.de



**Dr.  
Ulla Weber**

Central  
Gender Equality Officer

+49 89 2108-1421  
zgb-office@mpg.de



**Angelika  
Molkenthin**

Organization,  
Events & Team Office

+49 89 2108-1388  
angelika.molkenthin@gv.mpg.de



**Dr. Fabian  
Ochsenfeld**

Programmes & Networks –  
Career Tracking & Data Mining

+49 89 2108-1648  
fabian.ochsenfeld@gv.mpg.de



**Ilka  
Schießler-Gäbler**

Programmes & Networks –  
Alumni, PhDnet & Career Steps  
Network

+49 89 2108-2486  
ilka.schiessler-gaebler@gv.mpg.de



**Jan  
Weichelt**

Onboarding,  
Career & Development –  
Academy Management

+49 89 2108-1564  
jan.weichelt@gv.mpg.de



**Susanna  
München-Rieger**

Family Office

+49 89 2108-1915  
susanna.muenich-rieger@gv.mpg.de



**Anette  
Hausmann**

Centralized occupational  
health management

+49 89 2108-1510  
anette.hausmann@gv.mpg.de



**Britta  
Schlутtenhofer**

GV *Vital*, Social and Education

+49 89 2108-2472  
britta.schluttenhofer@gv.mpg.de



**Silke  
Weineck**

Head of Division  
Programmes & Networks

+49 89 2108-1758  
silke.weineck@gv.mpg.de



**Sabine  
Neitzel**

Family Office

+49 89 2108-1518  
sabine.neitzel@gv.mpg.de



**Birgit  
Reinbold**

Onboarding,  
Career & Development –  
Scientific Executives

+49 89 2108-1772  
birgit.reinbold@gv.mpg.de



**Berrin  
Tezcan**

Head of Onboarding,  
Career & Development,  
Planck Academy

+49 89 2108-1190  
berrin.tezcan@gv.mpg.de

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Administrative Headquarters  
The Department of Human Resources Development & Opportunities  
Hofgartenstr. 8, D-80539 Munich

Email: [personalentwicklung@gv.mpg.de](mailto:personalentwicklung@gv.mpg.de)  
Internet: [www.mpg.de](http://www.mpg.de)

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