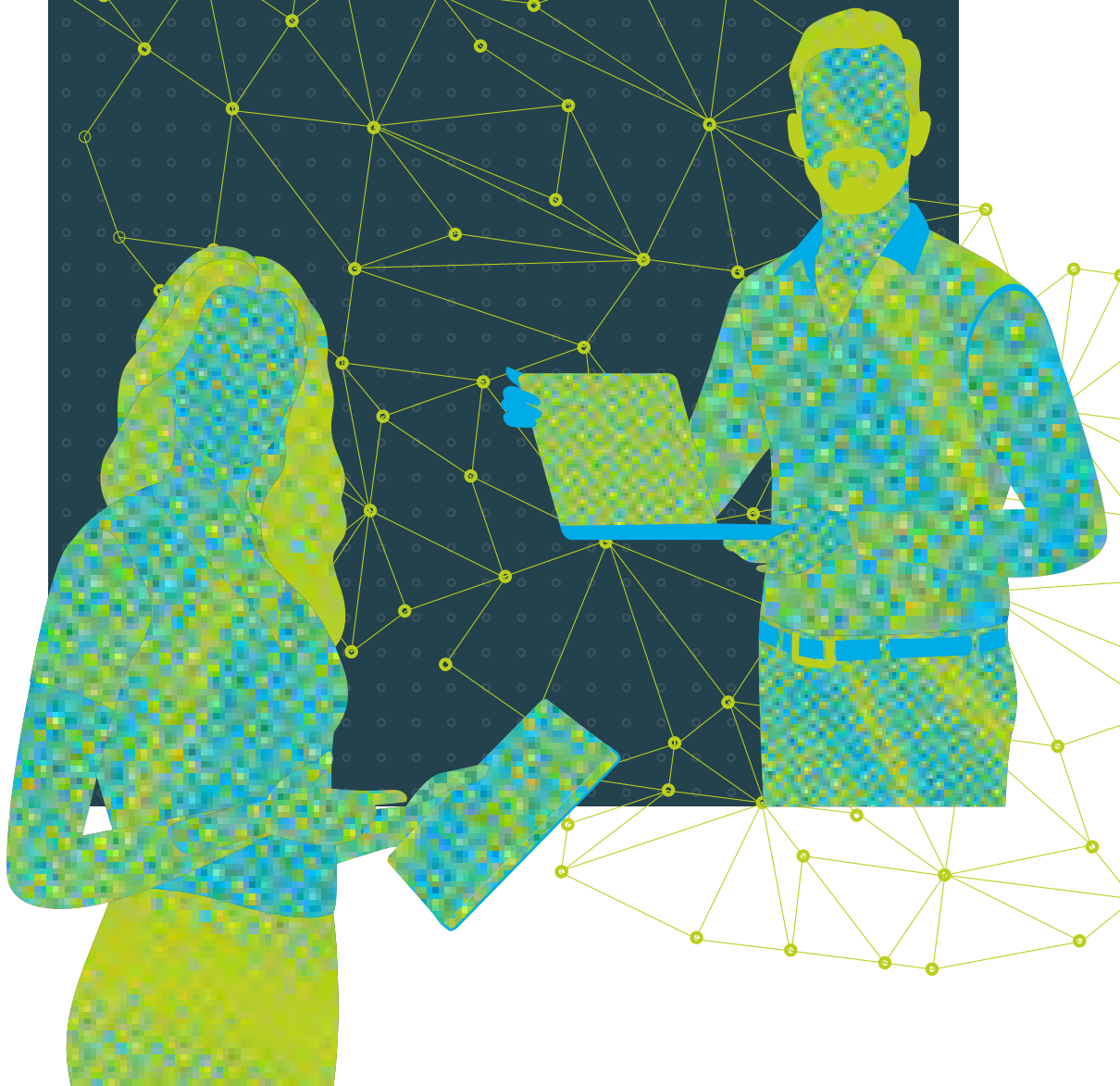




**MAX PLANCK
TALENT COMPANION**

A guide to navigating the support and services
offered by Human Resources Development

ALL EMPLOYEES







*Prof. Dr. Patrick Cramer
President of the
Max Planck Society*



*Dr. Simone Schwanitz
Secretary General of the
Max Planck Society*

Editorial

Focus on people – attracting and fostering talent

Dear Readers,

Do you know about Crawford Lake? It is smaller than the Humboldthafen near Berlin's central train station and lies in the middle of the Ontario forests in Canada. Due to a special circumstance of water circulation, sediment layers are deposited here seasonally. This makes the lake a perfect archive for climate and environment. Consequently, this site was recently proposed at a press conference in the MPG's Harnack House as the official reference point of the Anthropocene, the geological age of humanity. The Anthropocene brings with it many challenges. Without science, we would be unable to address these challenges. Science leads to new discoveries and lays the foundation for new technologies. Now more than ever, we need bright minds from the world of science to contribute their talents to industry, society, business, politics and, of course, academia. The great challenges of this century require both creativity and a profound knowledge of scientific methods, without which we cannot hope to overcome them. The climate crisis is just one such challenge. From our perspective, the course of action is clear: science organizations must ensure that they offer their employees the ideal framework conditions – modern human resources, development programmes, the tools necessary to achieve a healthy work-life balance and, above all, support on the transition from the organization into other sectors.

Over the last few years, our Planck Academy has taken significant steps towards this end. For example, doctoral researchers on the industry track are given insights into the world of work through career fairs and online events. Postdocs are offered coaching, while group leaders and directors are able to participate in tailor-made training units on the topics of leadership and diversity. Certain programmes have now become compulsory for leadership staff. Employees at our institutes and administrative headquarters also have access to a trainer pool. Spin-offs and start-up culture are cultivated and encouraged. We are also consolidating our focus on research management and administrative/technical support. The high level of commitment demonstrated by our employees working in animal facilities, laboratories, workshops and administration is indispensable! Not least because of the increasing shortage of adequately trained specialist personnel, we must also ensure that we are offering modern development opportunities within the scope of employer branding in these areas, for example, training initiatives, the development of attractive career paths within the organization, and the precise and structured development of the programmes and services of the Planck Academy in this area.

The MPG is increasingly developing into a place where, in addition to the “*what*” – which stands for excellent research – the “*how*” is also defined. How can we work together? How can each and every individual find their own career path in an open and encouraging atmosphere, be that in or outside of the public research sphere?

All of this is only possible with a highly dedicated team that is committed to providing talent with optimal support and encouragement. This is why we would like to extend particular thanks to the Department of Human Resources Development & Opportunities. The team maintains close contact with our doctoral researchers, postdocs and group leaders, who have developed self-organized networks, which will also be presented here. The organizers of all these networks likewise deserve our thanks.

A small lake in Canada teaches us how to read the past. In order to shape the future, we need people with original ideas. This brochure aims to demonstrate the various ways in which we can support talent within the Max Planck Society, what we are doing to ensure the further development of employees and how they can obtain additional information.

Yours sincerely, Simone Schwanitz and Patrick Cramer

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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

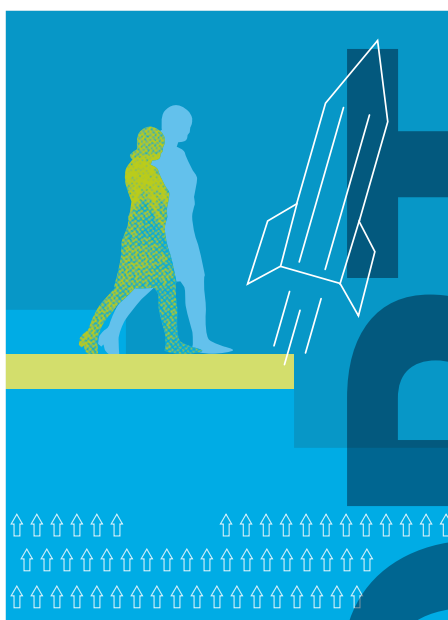
WELCOME & ONBOARD

P.16

The Max Planck Society employs around 24,000 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 settle in and quickly realize their potential.

- 51 Holistic Measures for All Career Levels
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3

DEVELOP & RETAIN

P.24

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



An environment that strives to foster the best talent requires a highly responsive human resources policy and an excellent service infrastructure. We aim to acquire a 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 employers with and for one another in order to strengthen the 'Max Planck community'.

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

Navigating this Brochure

The needs of top talent are manifold: one person is planning a research stay abroad and needs support with a visa application, another needs to get to grips with their doctoral thesis after graduating from university, while yet another needs childcare facilities during a business trip. To help you navigate the many programmes and services on offer, each of them is categorized under one of four phases: Attract & Recruit, Welcome & Onboard, Develop & Retain, 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 can be found on pages 8 and 9.

Each programme or service is also indicated by specific symbols that 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 the 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

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

- The recruitment and promotion of excellent minds requires facilitating attractive working conditions and individual career paths. Our human resources development programmes and 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.

- Strong networks with our alumni, research partners and industry are a key component of our innovative strength and competitiveness, while also creating opportunities for collaboration within the Max Planck Society.

- The Max Planck Society systematically places people at the centre of our work. Right at the top of the agenda for organization-specific human resources development is, therefore, the creation of value-oriented collaboration. At the Max Planck Society, we exemplify these values and embed them in the services we provide.

1

- Talent Scouting
- Career Tracking
- Personalized Recruiting
- Employer Branding

**ATTRACT
&
RECRUIT**

4

- Alumni Network
- Industry Track
- Career Tracking
- Advisory Services
- Family Offers

**NAVIGATE
&
TRANSFER**

Attracting, developing and promoting talent with the best prospects

2

- Onboarding & Events
- Dual Career Services
- Welcome Services
- (International) Childcare & Schools, Housing
- International Family Services

**WELCOME
&
ONBOARD**

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 working in non-scientific positions will be able to take advantage of opportunities geared towards a management position or specialist level qualification. Staff exchanges between institutes and the administrative headquarters 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 covers all stages from employee recruitment to time spent with the Max Planck Society to further career development within the fields of science, industry and others outside the MPG. 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 office assistants, IT experts or prospective professors. They supplement the human resources development measures at institutes and undergo continuous development.

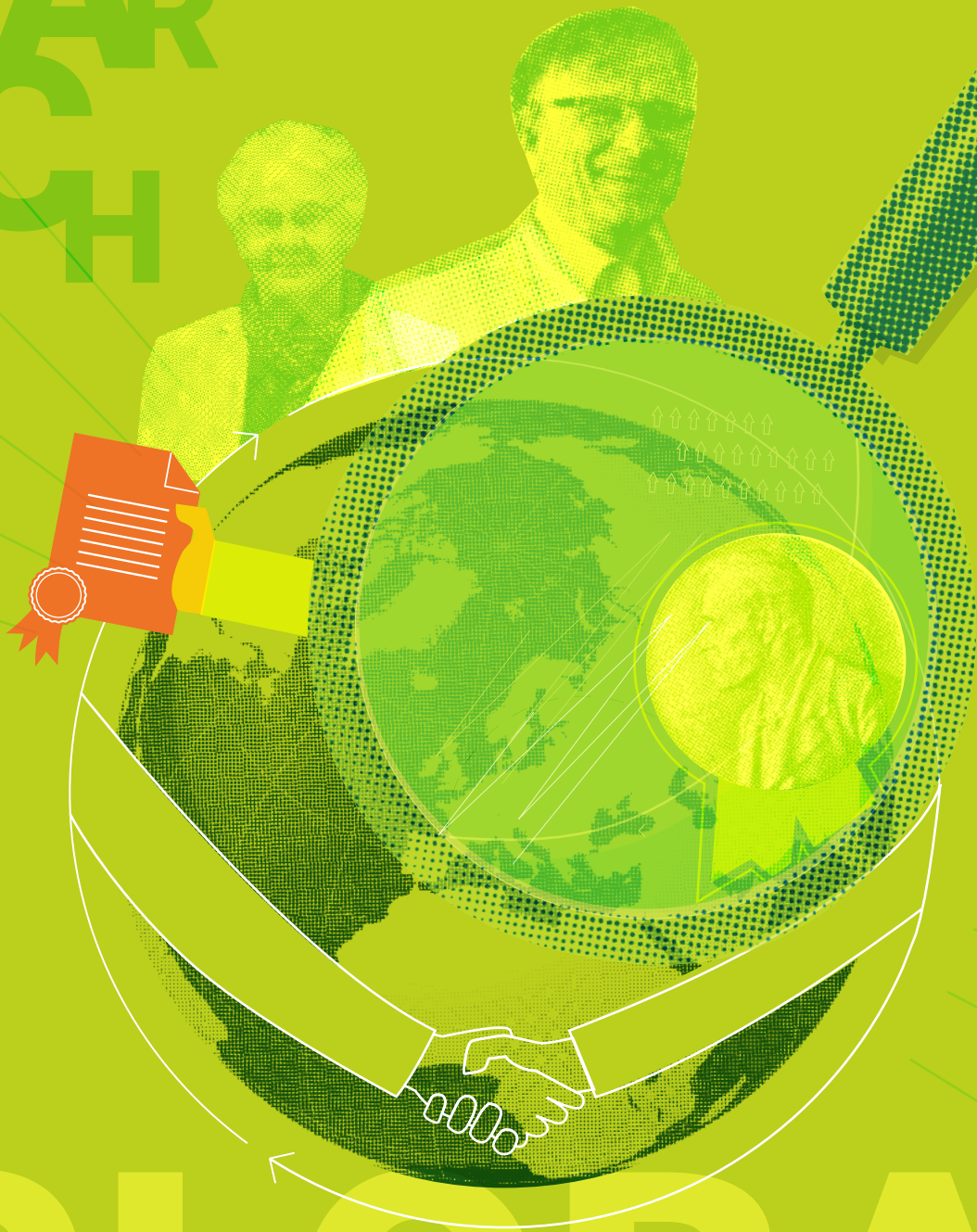
3

- Planck Academy:
 - Training, Coaching, Mentoring
 - Leadership Development
 - Career Tracks, Guidelines
 - Health Management
 - Family Office

**DEVELOP
&
RETAIN**



SEARCH



GLOBAL
TALENTS



ATTRACT & RECRUIT

There is no question about it: employees are at the heart of research institutions such as the Max Planck Society and are a key part of their success. 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. It also aims to strengthen their development through tailor-made opportunities for personal and career development as well as new services for ensuring a healthier work-life balance.





The Max Planck Society aims to target the world's best minds in science 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, leverages existing contacts and favours the expansion of scouting processes to attract outstanding new talent.

Of course, we are continuously optimizing our support 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

-  Group Leaders
-  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. To date, the focus of our public relations and outreach has been on the research profile of the MPG and the career opportunities associated with it. The Department of Human Resources Development & Opportunities is expanding this focus in collaboration with the Department of Research Policy & External Relations to include opportunities and services from the Planck Academy and other services, for example, in connection with family services, welcome, integration and dual career support.



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Sabbatical Award

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 directorship. The award winner usually receives a research grant to carry out a research project at a Max Planck Institute.

External Researchers



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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 Department of Human Resources Development & Opportunities develops career paths and HR development measures to attract experts and retain them within 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 and the strengthening of education and training. The Department of Human Resources Development & Opportunities provides this within the Planck Academy to internal and external target groups with the goal of supporting institutes and their activities in this area.



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Talent Scouting


At irregular intervals, leading positions at a Max Planck Institute must be staffed and researchers must be acquired for other MPG funding or grant programmes. 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 that form the foundation for the proactive and systematic identification of top researchers in collaboration with governing bodies and the MPG scientific community.


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 ground-breaking scientific issues.





Talent Scouts


Joint processing with the talent scouts in the Institutes Department

- 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: 24,000 employees from all over the world are working in our 84 institutes and facilities in Germany and abroad. To ensure that they can freely develop their ideas and potential, 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. Some have established regional networks with other organizations to deal with dual-career issues.

In the future, new employees will benefit from structured onboarding 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 you reconcile professional obligations with everyday family life? The Max Planck Society makes it easier for new employees and their families to get settled at their respective research location or in a new country. For example, the institute in question will provide support in the search for child-care and (international) schools. Information and advice are usually available at the time of application.

Support & Services

Welcome



All employees



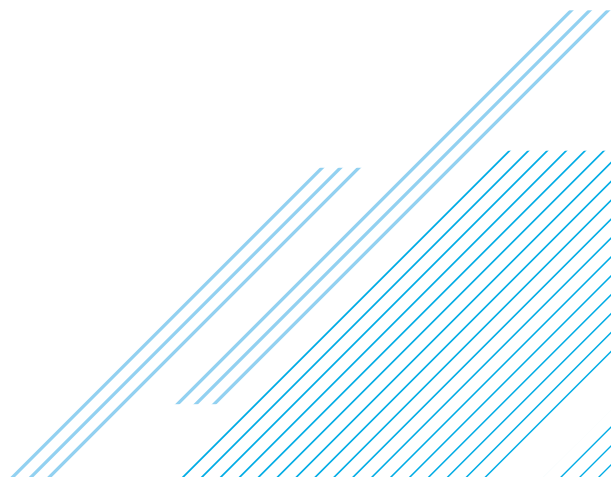
How do you obtain the necessary visa quickly? What is the process for securing residence permits for family members? Numerous questions need to be clarified whenever international researchers take up a new position or are appointed to management roles. They need somewhere to live and may have to find childcare facilities or (international) schools.

The majority of 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 services on an ongoing basis, even after relocation has been completed. Increasingly, institutes are also providing long-term integration services, including events and networking activities with other internationals within the Max Planck community and in the region. Our administrative headquarters supports these on-site services provided by 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 international offices and immigration, as well as living and working in Germany.



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Dual Career

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 to allow for a normal family life? The Max Planck Society offers assistance in this regard: we can often offer jobs to the partners of newly appointed directors or, under certain conditions, offer them additional financial support through numerous collaboration networks. We can also 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 address other target groups within the respective Max Planck Institute.

Scientific Directors (W3)



(Max Planck) Research
Group Leaders (W2)



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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. Within the framework of a structured onboarding system as part of the Max Planck Leaders Programme, the MPG is keen to ensure that research group leaders and directors get off to a good start and assists them in dealing with the challenges of leadership associated with their respective roles. Interested researchers will have an initial interview with staff from the Department of Human Resources Development & Opportunities during which they will identify their own specific requirements and plan their individual onboarding programme. Welcome 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.



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Postdocs

STRUCTURED ONBOARDING FOR POSTDOCS

The postdoctoral phase is about orientation and leads to a decision-making point: establishing a long-term career in science requires that you achieve visible success in your 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 phase of their careers. What do I need to be aware of to ensure my postdoc phase is a success? What support can I count on? The Planck Academy plans in-person and online seminars as well as welcome events for this target group.



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WELCOME



STRUCTURED ONBOARDING FOR DOCTORAL RESEARCHERS

Initially the adjustment for doctoral researchers is huge: having previously become accustomed to everyday university life, they must now suddenly 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 come to terms with a different language and culture. The Max Planck Society supports new doctoral researchers through structured doctoral programmes, such as the IMPRS and Max Planck Research Schools, as well as numerous services from the Planck Academy, such as face-to-face and online seminars and individual services provided by institutes. Regional and supra-regional welcome events also facilitate the exchange of ideas, strengthen the affiliation to the Max Planck community and help get careers off to a good start.

Doctoral Researchers 



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Research Management
and administrative/
technical support

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-supporting areas such as administration, research management, libraries, IT and technology. Excellence in science would not be possible without the commitment of relevant staff members from all science-support sections.

Utilizing 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 ensure that all new employees and their managers can successfully familiarize themselves with their new areas of responsibility.



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INTERNATIONAL FAMILY SERVICES

The difficulty of finding suitable care services and schools for young people is often even greater in a foreign country. The Max Planck Society is currently looking into options for collaborations with universities, other science organizations and schools with an international orientation or interest, which may make it easier for employees coming from abroad 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.



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Scientific Directors (W3)



(Max Planck) Research
Group Leaders (W2)



Group Leaders



Postdocs



Doctoral Researchers



"FAMILY TANDEM" PROJECT

Frequently our newly arriving international families find themselves on their own when faced with everyday family concerns. The Corona pandemic has significantly intensified this situation and at the same time emphasized the challenge and our responsibility towards the international scientists with regard to their integration in social life more clearly. Many questions of everyday life can be solved more easily if neighbours, colleagues or, in the case of family specific concerns, other families can be asked for advice. Our "Family Tandem" project aims to support and connect families with an international background with families of MPG staff living in the same place. For this purpose the Family Office provides supportive advice and guidance through flyers and counselling.



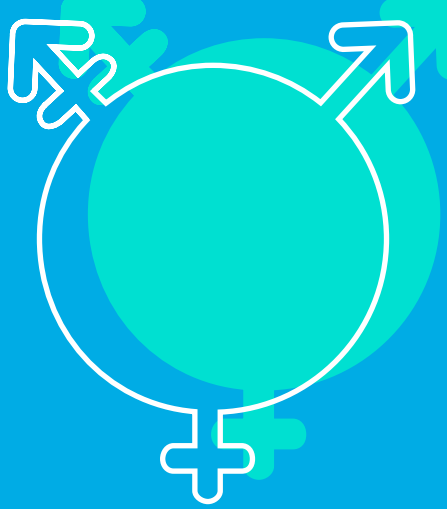
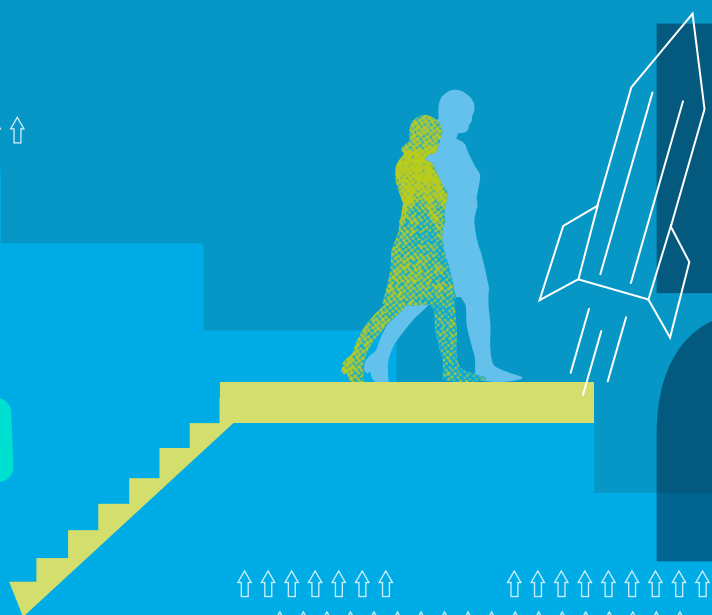
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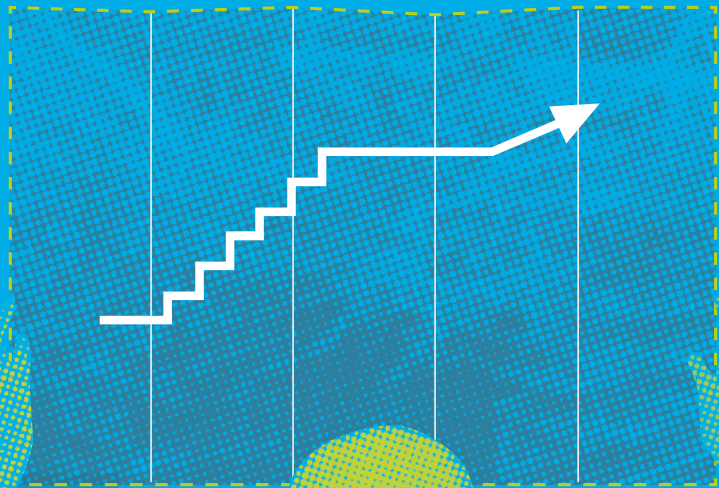
All employees



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INDIVIDUALS
CAREERS



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 individual 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 necessary to acquire 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 alternative career paths 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 also opportunities for promotion within their own ranks.

Diversity-Friendly Career Progression – Talent, Gender & Diversity

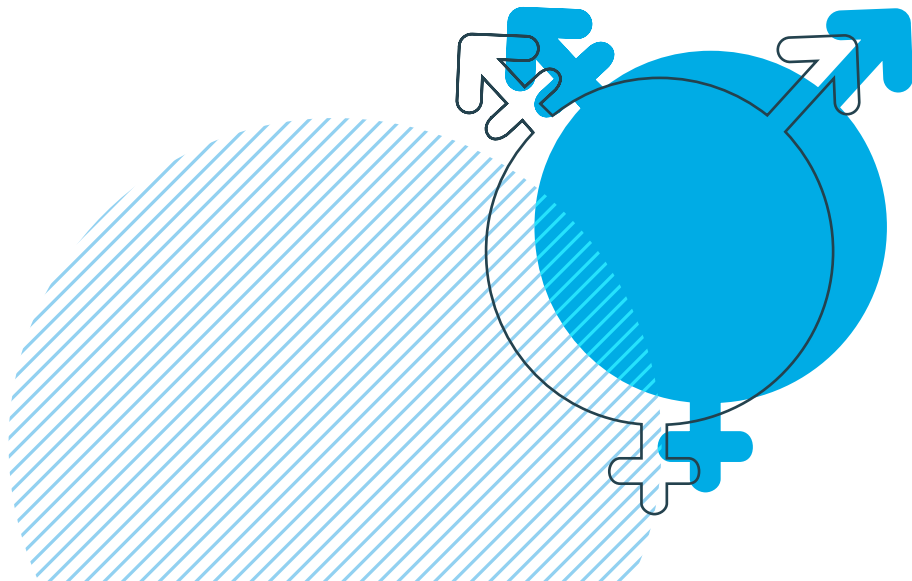
- All employees
- ▲
- △
-
-
- ◆
- ◇

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 tend to 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 fostering talent in all its diversity. Instead, diversity and equal opportunity are incorporated as core elements in all measures and fields of activity throughout 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.



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Support & Services

Centralized support and advice for 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. An important objective within the Max Planck Society is therefore to optimize the promotion of talented junior scientists at 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 junior scientists 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 researchers and postdocs, which 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 structured doctoral programmes of the International Max Planck Research Schools (IMPRS) or the Max Planck Schools are also clarified by the Department of Human Resources Development & Opportunities in the context of Institute consultations.



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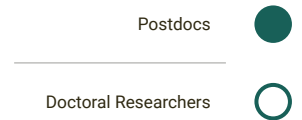
Meeting with Nobel Prize Laureates

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



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Structured Funding Programmes

As an institution-wide standard that corresponds to the aspirations of the Max Planck Society, scientific excellence is created by brilliant minds in conjunction with optimal framework conditions necessary 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 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.



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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 Max Planck Institutes since 2000. Within the IMPRS, one or more Max Planck Institutes collaborate closely with universities and other research institutions – including international 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 help them to become familiar with different perspectives within their own field of research. There are currently over 60 IMPRS in which almost all of the 84 Max Planck Institutes participate.



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MAX PLANCK SCHOOLS

Conducting research in collaboration with other institutions is a promising and internationally widespread practice, especially for particularly extensive and ground-breaking research topics. Less common, on the other hand, are regional or national consortia for the training of doctoral researchers. 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 a subject area. The pilot phase is accompanied by an evaluation. More information is available at www.maxplanckschools.org/en

Doctoral Researchers



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MAX PLANCK RESEARCH GROUPS

High-profile 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 first-class support on their scientific career paths. There are two types of Max Planck research groups: First, the open-topic Max Planck research groups, which are recruited by an annual centrally organized call of the Max Planck Society. And second, the institute-specific ones, run under the direct aegis of individual Max Planck Institutes and whose subject areas are closely related to the respective MPI.

Postdocs



Both types of Max Planck research group leaders are employed under a W2 contract (generally limited to six years), which can be extended up to a total of nine years on a sectionspecific basis, and have their own budgets.

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INDIVIDUAL CAREER



Postdocs



Group Leaders

THE LISE MEITNER EXCELLENCE PROGRAMME AND LME 2.0

The Lise Meitner Excellence Programme began its four-year pilot phase in 2018 and was continued in a revised form known as LME 2.0 in 2022. The programme supports exceptionally qualified female scientists. In this way, the MPG gains up to ten female researchers at the W2 level each year. The multi-stage selection process is conducted in close collaboration with interested Max Planck Institutes. Lise Meitner groups are initially provided with a generous budget for a fixed period that is in keeping with international standards. The leaders of a Lise Meitner group can also participate in an in-house MPG tenure-track process. This 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' pool¹.

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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 represents the first career option directly after completing the doctorate or up to a maximum of two years thereafter. 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 (governed by the Collective Wage Agreement for Civil Service) as well as funding for material expenses 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 groups².

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¹ Candidates of all genders are welcome. The Lise Meitner Excellence Programme explicitly pursues the goal of counteracting existing under-representation of female scientists within the Max Planck Society at the W2 level. In a legal sense, it is a positive measure for the underrepresented gender. Applications from women are therefore given priority within the limits of what is legally permissible. Preferential consideration of female candidates is excluded if reasons worthy of legal protection prevail that lie in the qualification or person of another candidate.

² The application conditions are the same as those of the Lise Meitner Excellence Programme listed under footnote 1.

Planck Academy Programmes and Services

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

All programmes are intended to 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. In addition, the Planck Academy also combines face-to-face formats with virtual components such as e-learning modules, webinars or virtual study rooms. The combination of various elements of talent and career development, simplified access to these programmes and complementarity with the work of the institutes in these areas are what make the Planck Academy so attractive.



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All employees



Regular training and advanced training programmes

MAX PLANCK LEADERS PROGRAMME FOR DIRECTORS

Achieving sustainable success in science requires scientific excellence and responsible leadership. The expectations placed on scientific managers 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 scientific managers in responsibly fulfilling their leadership role.

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



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Scientific Directors (W3)





(Max Planck) Research Group Leaders (W2)

MAX PLANCK LEADERS PROGRAMME FOR RESEARCH GROUP LEADERS

How do I build up a successful research group? The Planck Academy offers a leadership programme tailored to the needs of research group leaders. In addition to basic modules, which convey the most important fundamental principles of the topics of leadership and support, there are also in-depth modules covering strategic management, leadership and self-leadership and executive coaching. Alongside the implementation of the MP Leaders Characteristics, the primary goal of the programme is the networking of target groups across sections and institutes.



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Postdocs

SEMINAR PROGRAMME FOR POST-DOCTORAL RESEARCHERS

Postdocs who have only just begun their research require different services than those needed in the advanced postdoctoral phase. Postdocs working towards a career in academic research have different support needs than those working towards a career in the non-academic sector. The Planck Academy's continuing education programme takes account of all of these requirements and offers tailored support.

In the early postdoc phase, the emphasis is on getting to know the MPG as an organization, its values and its support programmes and services. It is also important to acquire early clarity on further career goals in addition to relevant key components for a successful start.

In the later stages of the postdoc phase, personality development and the acquisition of transferable skills are the focus. Consequently, the programme centres on the following areas: leadership & responsibility, self & project management, communication & conflict resolution, and mental health. The range of seminars is rounded off by programmes facilitating a successful transfer to the next career stage.



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SIGN UP! CAREER BUILDING

Female Postdocs



Every year, institute directors nominate female postdocs with high academic potential to take part in the “Sign Up! Career Building Programme” (held in English). The programme has been provided by the MPG since 2009 in collaboration with “EAF Berlin Diversity in Leadership”. Since 2022, up to 40 female postdocs have been able to participate each year (previously limited to 18). The programme design has also undergone further differentiation. There are different focal areas, depending on whether the nominee is in the early or advanced postdoc phase. Consequently, nominations can be made for two different versions of the programme:

1st Sign Up! For Your Career: early postdoc phase

2nd Sign Up! For Leadership: advanced postdoc phase (with initial leadership experience, e.g. group leader).

Built around three modules, the programme aims to prepare for management tasks in science by imparting appropriate skills and reinforcing these through a career-oriented network. The modules include interactive training sessions and bespoke training opportunities, but also fireside chats with established scientific managers³.



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SEMINAR PROGRAMME FOR DOCTORAL RESEARCHERS

Doctoral Researchers



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 researchers, 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, 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 or as webinars, supplemented by e-learning formats.

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



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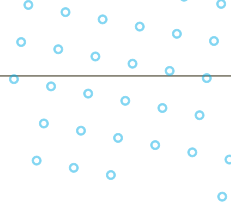
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Research management and administrative/ technical support

SEMINAR PROGRAMME FOR ADMINISTRATION, SCIENCE MANAGEMENT, IT & TECHNOLOGY

Achieving excellent science requires competent contact persons in administration, in science management, in libraries, and in IT & technology departments. Alongside professional qualifications, staff members also require further training in traditional management subjects and soft skills. The Planck Academy offers corresponding qualification opportunities 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.



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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 through job shadowing. Human Resources Development at 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.



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Research management and administrative/ technical support

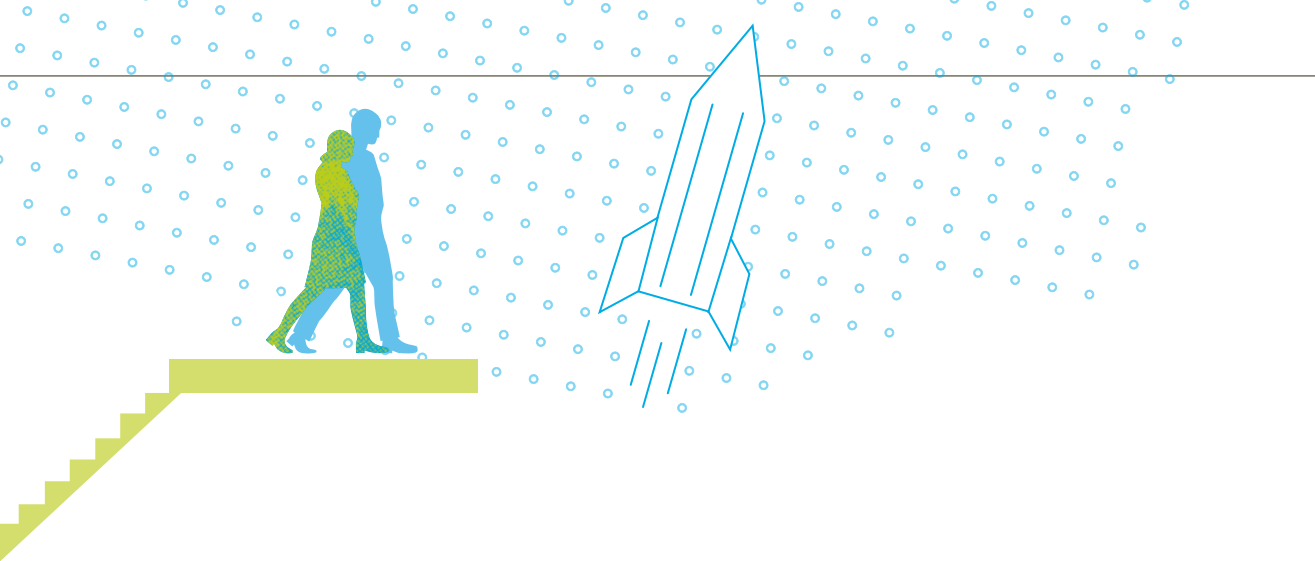
SEMINARS FOR TRAINEES

The work in basic research projects is often unique: however, this also means that specific expertise is required. 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 can we communicate verbally and non-verbally? How do we affect others? The exercises also cover feedback, active listening, goal setting and structuring as well as self-motivation. Our success has demonstrated the validity of the concept: 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.



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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, MPG mentors play a significant role in preparing their mentees for management positions in research facilities or universities.

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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 just under 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 female doctoral researchers, undergraduate students, postdocs and junior professors as well as all female alumni of the MPG and its institutes⁴.

Minerva-FemmeNet collaborates with cross-university mentoring programmes in Hesse (Mentoring Hessen) and Baden-Württemberg (MuT – Mentoring and 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

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Postdocs ●
Doctoral Researchers ○

Postdocs ●
Doctoral Researchers ○

⁴ The application conditions are the same as those of the Lise Meitner Excellence Programme listed under footnote 1 on page 30.



Doctoral Researchers

MENTORING FOR DOCTORAL RESEARCHERS

A mentoring programme is also essential for doctoral researchers. Consequently, doctoral researchers at the Max Planck Society are each assigned to a cross-hierarchical, cross-generational mentor who identifies 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 discern the appropriate career path and give specific guidance on how to pursue it.



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Coaching



Scientific Directors (W3)



(Max Planck) Research Group Leaders (W2)

All managers of the MPG

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: the purpose of the coaching is to provide professional advice and support to people in leadership roles in order to maintain or enhance the efficiency of their 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. This scheme is open to all leadership staff throughout the MPG.



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CAREER COACHING FOR POSTDOCS

Where will my 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 a career development interview with their respective supervisor as set out in the postdoctoral guidelines. Postdocs can also initiate this process already at an earlier stage.

Postdocs



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Internal MPG career events

CAREER STEPS FOR POSTDOCS IN ACADEMIA & INDUSTRY

Many young 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 science infrastructure.

Postdocs



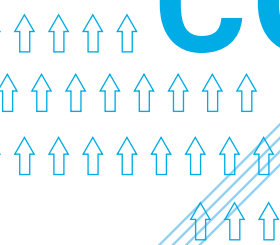
What career opportunities are there within and outside of academia? Interested individuals can find out more at the "Career Steps for Postdocs in Academia & Industry" event. The event takes place once or twice a year at changing locations across Germany, mostly in collaboration with a university and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



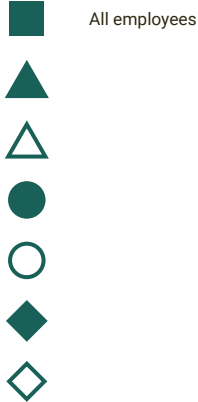
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COACHING



Support and services for employees with family (childcare and eldercare)



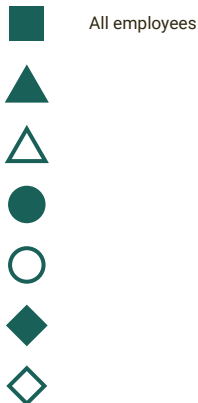
CHILDCARE (UP TO 14 YEARS) AND ELDERCARE VIA A FAMILY SERVICES PROVIDER

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

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.



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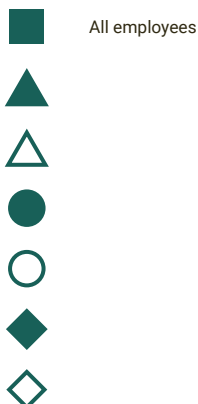


COLLABORATIONS WITH CHILDCARE INSTITUTIONS

It is often difficult to find a nursery or kindergarten place, but without one, balancing work and family life can be a daily logistical nightmare. This is why Max Planck Institutes have entered into cooperation agreements with external daycare centres that 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.



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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 (based on the Collective Wage Agreement for Civil Service) 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.



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FAMILY OFFICE VIRTUAL CONSULTATION HOUR

On the second Wednesday of every month, the Family Office organizes a 45-minute virtual consultation on current topics relating to work-life balance. Family-related issues are not the only topic of discussion here. Networking and exchange among institutes and between them and the administrative headquarters are to be deepened.



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Research management and administrative/technical support (Institute managers, Gender Equality Officers, Welcome Officers)



PARENT-CHILD ROOMS

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 institute administrations to implement this service on location.



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All employees



ADVICE ON MATERNITY PROTECTION AND PARENTAL LEAVE

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



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Research management and administrative/technical support (Institute managers, Gender Equality Officers, Welcome Officers)



Awards

Otto Hahn Medal and Award



Postdocs



Doctoral Researchers

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 researchers 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 research and/or academia. In addition, the MPG presents the Otto Hahn Award to the best doctoral researchers 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 two more years.



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Dieter Rampacher Prize



Doctoral Researchers

To incentivize people to pursue 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.



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Peter Hans Hofschneider Prize



Doctoral Researchers

The Peter Hans Hofschneider Prize has been awarded by the Max Planck Society every two years since 2005. The award honours ground-breaking research in the area of molecular medicine.

Peter Hans Hofschneider, for whom the award is named, is a pioneer in the field of molecular biology and is one of the key figures in interferon research. In 1966, he became a director at the Max Planck Institute for Biochemistry in Martinsried.



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Hermann Neuhaus Prize

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.



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Group Leaders



Postdocs



Nobel Laureate Fellowship

Max Planck Society Nobel Prize Laureates can award the Nobel Laureate Fellowship to outstanding postdocs. The fellows receive a TVöD employment contract (subject to the Collective Wage Agreement for Civil Service) 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.



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Postdocs



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 presented annually to up to 20 trainees and three training centres. The award is intended to stimulate competition within 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.



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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 their profession. In addition to research activities, careers in science 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 stages of a scientific career. 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 stakeholders where necessary.



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Max Planck PhDnet



Doctoral Researchers

The Max Planck PhDnet connects 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.

PhDnet is part of the N² 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 researchers in Germany.



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Max Planck PostdocNet



Postdocs

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.



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Career Steps Network

The Max Planck Society integrates talent development, career support, personnel growth, balancing career and family life, and initiatives for equal opportunities within the Career Steps Network. The network's aim is to enhance information exchange 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. 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.

Research management
and administrative/
technical support
(Institute managers)



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Max Planck Research Group LeaderNet

The Max Planck Research Group LeaderNet is a network of Max Planck research group leaders with 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 research group leaders.

(Max Planck) Research
Group Leaders (W2)



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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. Its intended purpose is to promote collaboration between various research groups. The members host a symposium once a year where participants receive information on career development and the science system, among other topics.

Group Leaders



Postdocs



(Max Planck) Research
Group Leaders (W2)



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Elisabeth-Schiemann-Kolleg



Postdocs

Experienced 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 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 position⁵.



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Spokespersons' Committee for the Information Service Providers



Research management and administrative/technical support

Nearly all institutes of the Max Planck Society have staff members entrusted with library and/or information-sharing functions. The majority of them are integrated into the respective institute libraries. These information service providers have elected a spokespersons' committee, the remit of which is to receive requests and suggestions from Institutes regarding the exercise of library-related and information-sharing tasks, and to pool and represent these issues both externally and within the MPG. The committee maintains contacts with expert associations, library organizations and other information providers at non-university research organizations.

International Offices Network



Research management and administrative/technical support

The international officers of the MPI offer new international scientists and their families comprehensive support from onboarding to offboarding, in addition to integration at their new location. The network facilitates ongoing exchange between international officers regarding good practices and helps to answer questions on all topics relating to the arrival and stay of new employees from abroad.



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⁵ The application conditions are the same as those of the Lise Meitner Excellence Programme listed under footnote 1 on page 30.

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. Representing the Institutes' interests, their spokespersons are in a continuous exchange with 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 Spokespersons' Circle, 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.

Research management
and administrative/
technical support



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Trainer Spokespersons' Circle

The Max Planck Society networks 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 industry-specific network also promotes the exchange of trainees between different institutes to ensure that individual training content can be conveyed more effectively in a more varied manner.

Research management
and administrative/
technical support



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Occupational Health Management (BGM) Network

Almost every institute has at least one health officer. More than 80 belong to the MPG's BGM network, which spans the entire organization. The objective is to facilitate exchange between experts and mutual cooperation in the area of health management and mental health as well as ensuring sustainable BGM including the implementation of a needs-based health promotion programme at all institutes.

Research management
and administrative/
technical support



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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, 31 of our researchers have become Nobel Prize laureates. And naturally, these leading researchers draw in numerous other scientists from across the globe for the purpose of advancing new ideas together. 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, 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 institutions, go into industry or return to their home countries after spending time abroad at a Max Planck Institute, thereby transferring their knowledge to communities all over the world. However, this transfer stage is anything but easy: experience has shown that both scientific careers and those that branch into other areas 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 (including doctoral researchers, both grant and contract holders) at the Max Planck Society, many of them from abroad. Put simply, the pool of current and former MPG researchers and 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 organization.

The active cultivation of alumni contacts 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 management tool. In the future, this will become a resource and source of ideas in many strategic areas, such as personnel development, scouting and mentoring, industrial partnerships, internationalization, supporting members, marketing and innovation as well as start-up consultancy.



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AcademiaNet

How can highly qualified women in science be identified more easily? How can their visibility be increased, for example, when it comes to staffing management positions? For this purpose, the Max Planck Society has been using AcademiaNet since 2010, which is sponsored by the Swiss National Science Foundation. 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 ⁶.



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(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.



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Group Leaders



Postdocs








Doctoral Researchers



⁶ The application conditions are the same as those of the Lise Meitner Excellence Programme listed under footnote 1 on page 30.

Career Tracking

-  (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 supports outstandingly talented people beyond their time with the Max Planck Society, which makes it easier for former employees to keep in touch with their former 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 in and of itself, but also provides valuable insights and is a potential catalyst for networking and collaboration. 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.

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Holistic Measures for All Career Levels

Standards and scopes

The work and research culture at 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 an 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 any less rigorous 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.



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All employees



Synergies and Networks

A good network is essential for the successful development of the diverse talent within the Max Planck Society. Various expert networks are actively operating, due to 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 institutes or in the corresponding regions to ensure comparable standards and act as a competent partner. In particular, intensive collaboration between 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.



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Research management
and administrative/
technical support
(Institute managers)



Health Management & Mental Health



All employees

Our focus is on the expansion and further development of health management in the MPG as a strategic management task and major human resources development tool. Health-promoting processes and structures are to be further integrated. For each institute, occupational health management (BGM) standards are to be created and implemented individually and in a needs-oriented way. Those responsible for BGM at institutes are closely networked. Central further training offers, especially geared towards the MPG, are at their disposal. Through the MPG-wide EMAP Service (Employee and Manager Assistance Program), we offer anonymous support in coping with professional or personal problems to all MPG staff members and scholarship holders. Health is the prerequisite for our excellence! The Planck Academy offers a certification on the topic of mental health called "Mental Health First Aiders in the MPG".



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Institute Surveys



All employees

After the MPG-wide surveys in 2019, the MPG governing bodies recommended carrying out institute-specific surveys. The surveys deal with the topic of work and management culture. Participation in the surveys is anonymous and voluntary. The survey can be combined with a risk assessment for mental stress (= 1 survey with 2 parts). Following the resolution by the Presidium in 2021, these surveys were implemented on an obligatory basis for legally dependent institutes. To this end, a framework agreement was concluded with the service provider, Prioritas GmbH. Each year, 20–30 institutes now carry out the surveys with extensive support measures and examples in two waves.



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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. 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. 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 institute administration services on specific issues relating to these topics. These can also be held at respective institute locations if necessary and upon request by the respective institute administration services.

////////////////////////////////////

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All employees



Networking – Collaborations & Partnerships

The Department of Human Resources Development & Opportunities carries out its operations in a differentiated network of collaborative and consultative relationships. This is the only way to develop and implement 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. For our experts, 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 exchange with **Max Planck Institutes**. The advisory bodies are a crucial resource here – the **Presidential Committee for Opportunities, the Planck Academy Sounding Board** and **the Talent, Gender & Diversity Board**. Our external 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

External Collaboration Partners



Presidential Committee for Opportunities

The MPG has anchored equal opportunities at the management level as a core value through the Presidential Committee for Opportunities. Neither the commission, members nor chairperson are permanent and can alternate according to the respective subject area. Moreover, the Presidential Committee for Opportunities, which was established in 2016, has stimulated a variety of initiatives and, for example, lent its support to the pilot phase of the Lise Meitner Excellence Programme and supported the establishment of the Department of Human Resources Development & Opportunities.

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Planck Academy Sounding Board

The Planck Academy Sounding Board 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 16 July 2019 and meets twice a year.

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Talent, Gender & Diversity Board

The Talent, Gender & Diversity Board commenced operations on 14 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.

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Selected third-party collaboration partnerships

- The Humboldt Foundation
- BAD – Gesundheitsvorsorge und Sicherheitstechnik GmbH
- Bavarian Academy of Sciences and Humanities
- berufundfamilie Service GmbH (Audit)
- Charta der Vielfalt
- German Research Foundation
- Dual Career Network Germany
- EAF Berlin. Diversity in Leadership
- Euraxess
- Third-party trainers/coaches/mediators from the Planck Academy pool
- Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e.V.
- Fürstenberg Institut GmbH
- Haufe Akademie GmbH & Co. KG
- Helmholtz-Gemeinschaft Deutscher Forschungszentren e.V.
- German Rectors' Conference
- IDCN Munich (International Dual Career Network)
- Chamber of Commerce and Industry for Munich and Upper Bavaria
- KarriereWegeMentoring – University of Greifswald
- European Liaison Office of the German Research Organizations
- Leibniz Association
- Mentoring Hessen with Goethe University Frankfurt am Main
- FOCUS – Sprachen & Seminare
- MDCO-Netzwerk (Munich Dual Career Office)
- MuT – Mentoring and Training with the University of Stuttgart (regional mentoring for Baden-Württemberg)
- pme Familienservice GmbH
- PRIOTAS GmbH
- Stifterverband für die Deutsche Wissenschaft e.V. (Donors' Association for the Promotion of the Sciences and Humanities in Germany)
- Studienstiftung des deutschen Volkes e.V.
- Swiss National Science Foundation (SNSF) as sponsor for AcademiaNet (2019–2024)
- T.e.a.m. expats – University of Leipzig
- Techniker Krankenkasse (TK)
- Technical University of Munich (TUM)

Career Networks of the Max Planck Society – an Overview

A mentoring programme for female scientists from junior to executive level.

www.minerva-femmenet.mpg.de

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Minerva-FemmeNet

Transferring to careers outside research is specifically promoted in conjunction with corporate partners via a joint MPG platform.

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Industry Network

In the future, the MPI's alumni activities will be complemented by an MPG-wide alumni system, which will be open to alumni regardless of discipline, career level and institute.

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Alumni Network

An information distribution list and special network events for multipliers at the MPI involved in career development.

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Career Steps Network



**Max Planck
PostdocNet**

A network founded in 2019 to facilitate interdisciplinary exchange between postdocs at all MPIs
www.postdocnet.mpg.de

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**Max Planck
LeadNet**

A network by and for young Max Planck researchers in leadership positions for scientific networking among the research groups. www.leadnet.mpg.de

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**Max Planck
Research
Group
LeaderNet**

The network that emerged from LeadNet especially for Max Planck research group leaders.

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**International
Officers Network**

The international offices of the MPIs network primarily to exchange good practices for the optimum support of international employees on location and before they arrive to start their new role.

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**Max Planck
PhDnet**

A network of MPI doctoral researchers to represent their interests. www.phdnet.mpg.de

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CONTACT

Have you seen a programme or service that interests you? Perhaps you have questions about specific measures or want to ask a more general question? On the following pages you will find the relevant contacts alongside their contact details. Please get in touch, we will be happy to assist you!



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IMAGE SOURCES

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All other illustrations and infographics: mattweis



