

Scientific career at GESIS

Status March 4, 2024

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1. Introduction

The competencies and motivation of our scientific staff are the basis of our scientific success. Transparency about the rules of employment as a scientific employee that apply to the institute or are established by the institute is a prerequisite for successful cooperation.

This paper describes for all concerned and interested parties in the house

- the task of scientific service and research resulting from GESIS' role as an infrastructure institution for the social sciences,
- the regulations made or generally applicable by GESIS for different categories of scientific employees,
- the procedure for applications to terminate fixed-term employment contracts of team leaders and postdocs,
- the essential further rules and concepts that determine the framework of the scientific career at GESIS and
- Career paths outside GESIS.

The focus of this paper is on administrative regulations. The relevant substantive concepts and strategies of the Institute in each case are linked via footnotes.

Only the careers of scientists at GESIS are dealt with. The reasons for this are the long duration and the strong legal standardization of scientific qualifications, including the self-image of fixed-term employment contracts. However, GESIS naturally also supports all other employees in their careers, for example through the general company agreement on in-service training, through the offers of the GESIS Qualification Centre, or through the regulations on the compatibility of work and family.

This paper, like all concepts at GESIS, is a living paper. It will be developed further on an ongoing basis. Contact persons for feedback on this paper are Jost Henze, Administrative Director, and Bettina Latak, Team Leader Human Resources in Cologne.

2. Scientific service and research

GESIS serves to promote social science research and provides fundamental, nationally significant research-based services for the social sciences.

Scientific staff from various disciplines contribute with their respective research to the continuous development of the services offered. This offers scientists a working environment in which innovative research and development are closely linked to concrete applications of scientific practice. In its service concept¹, GESIS has laid down the role description of the service

¹ <http://intranet.gesis.intra/Praesident/Strategie/Zentrale%20Strategiedokumente/Angebotskonzept.pdf#search=Angebotskonzept>, section 4.1

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managers, who are the first contact persons for the individual scientific services offered by GESIS.

As a rule, academic employees not financed by third-party funds have 30 percent of their working time available for their research (doctoral students have one third of their working time available for their doctorate).

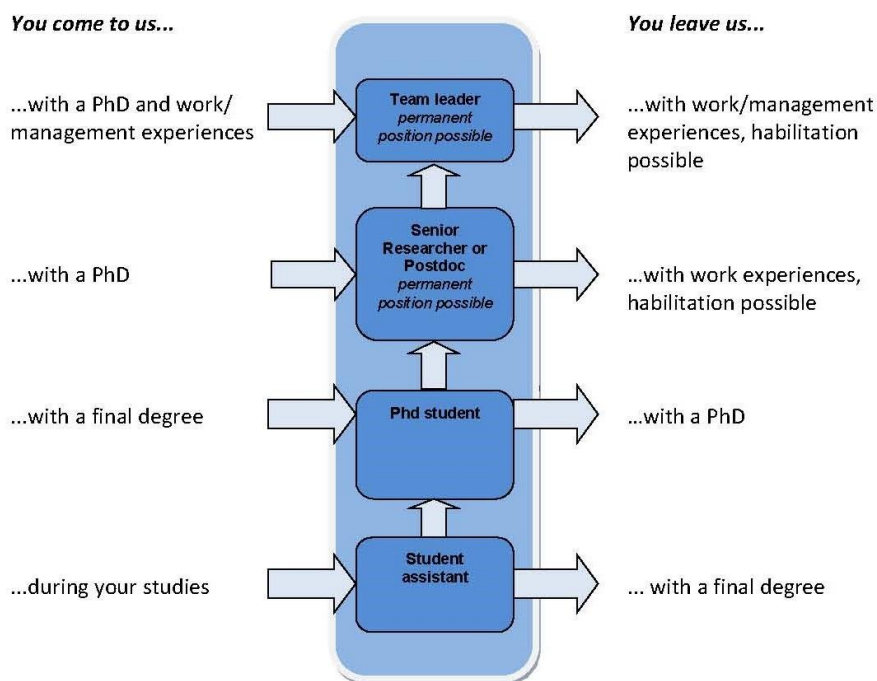
The service tasks of all institutionally funded scientific staff may change in the event of a change in the Institute's strategic focus during the term of their contract. Personnel development at GESIS pursues the goal of making this task flexibility more self-evident and, in the case of long-term contracts, systematically supporting it.

3. Stages of scientific career at GESIS

At GESIS, scientists work in the different phases of a scientific career: as student assistants², PhD students, postdocs, senior researchers, team and department heads. The Institute's goal is to provide its scientific staff with the best possible support in their various career phases and to offer appropriate working environments in each case.

The following figure illustrates the possible career paths of institutionally funded scientific staff at GESIS:

² This paper does not address student assistants. Information on the administrative framework for the employment of student assistants and interns at GESIS can be found at <http://intranet.gesis.intra/Verwaltung/Personal/Seiten/Studenten-und-Praktikanten.aspx>.



In addition, there are the professors appointed jointly with the cooperating universities.

For scientific employees who are hired from the outset for temporary tasks, such as externally funded projects, the regulations made for their institutionally funded colleagues can only apply to a limited extent.

The employment categories of the hired institutionally funded academic staff are described in sections a. to d.. The academic staff members who are financed by third-party funds or who are hired on a fixed-term basis are described in section e.

a. Jointly appointed professors (president, heads of scientific departments)

The President and the heads of the academic departments are appointed by the Board of Trustees for a period of five years and are simultaneously appointed as professors by a cooperating university. Reappointment is possible.

The procedure follows the guidelines of the GESIS statutes³, the university law applicable to the cooperating university and the cooperation agreement concluded between GESIS and the cooperating university. The joint appointment is made according to the so-called Jülich model, i.e. the university grants the professor leave of absence for his/her work at GESIS.

³ <https://www.gesis.org/institut/der-verein/satzung>

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The positions are advertised internationally. Internal applications are possible.⁴

GESIS requires German language skills corresponding to at least level C1 of the Common European Framework of Reference for Languages when taking on personnel responsibility. If these are not available, they must be acquired within four years.

b. Team leads

In order to structure responsibilities and bundle competencies, the scientific departments of GESIS are organized into teams, each led by a team leader.

Department and team leaders⁵ adopted a leadership mission statement in 2018 that builds on two core messages:

- I. We create trust through appreciation, competence and reliability
- II. We continue to develop our leadership skills and the skills of our employees.

In consultation with the department management, the team leaders define the longer-term activity profiles of their team and agree on tasks and goals with their employees. If necessary, they take over the conceptual supervision of research and development projects (from doctoral projects to larger third-party funded projects). The technical responsibility goes hand in hand with the responsibility for operational processes such as work scheduling, etc. The responsibilities associated with supervisor status can be found in the paper "Personnel Responsibilities at GESIS".⁶ GESIS assumes that leadership responsibilities take up 30 percent of the team leaders' work time. The leadership skills gained as a team leader may be important in subsequent job applications.

Prerequisites for employment as a team leader are a doctorate or doctorate-equivalent performance, scientific excellence, and communication skills that lead to the expectation that the leadership task can be successfully mastered. In addition, GESIS requires German language skills corresponding to at least level C1 of the Common European Framework of Reference for Languages when taking on personnel responsibility. If these are not available, they must be acquired within four years.

The position is initially hired as a temporary employee⁷ for a period of four years, generally with the full collectively agreed working hours. Part-time appointments are possible. The positions are advertised externally. The procedure for a possible de-termination is described in section 4.

⁴ For job postings at GESIS, see the concept at <http://intranet.gesis.intra/Verwaltung/Personal/Zentrale%20Dokumente/Stellenausschreibungen%20bei%20GESIS.pdf>.

⁵ <http://intranet.gesis.intra/Verwaltung/Personal/SiteAssets/Seiten/Fuehrung%20bei%20GESIS/Fuehrungsleitbild.pdf>

⁶ <http://intranet.gesis.intra/Verwaltung/Personal/Zentrale%20Dokumente/Personelle%20Zustandigkeiten%20bei%20GESIS.pdf>

⁷ As a rule, according to § 32 TV-L "temporary management

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If it is determined during a job advertisement that no competent applicants with a doctorate can be found for individual team leadership positions, the position can be advertised again, and then also for non-PhD applicants, after discussion of the facts by the Institute Management (IL).

In individual cases, GESIS has already filled team positions with junior professors appointed jointly with a cooperating university.

c. Postdocs and Senior Researchers

In addition to the team leaders, GESIS fills other scientific positions in the teams with postdocs whose doctorates usually date back a few years and who still have to achieve qualification goals.

Like all GESIS scientific staff, postdocs and senior researchers provide research-based service. Throughout their work, they gain valuable professional experience that will benefit them in their future careers.

Hiring for institutionally funded positions is generally at the full collectively bargained hours. Regardless of their funding, positions are always advertised externally (and thus also internally). The advertisement procedure for all positions is described in detail in ⁸the document "Job Announcements at GESIS".

The prerequisite for employment as a postdoc is a doctorate or doctorate-equivalent achievements.

If the maximum fixed term under the WissZeitVG has not yet been reached, the appointment is made as a postdoc and the employment contract is limited to four years under the WissZeitVG.

Postdocs are hired on a temporary basis so that they can acquire further scientific qualifications required for appointment to a professorship⁹ or for other career goals during the term of their employment contract for the deferral of their employment contract at GESIS.

If the employment contract cannot be limited to four years under the WissZeitVG, the employment will be limited to two years without a fixed term in accordance with the German Part-Time Employment and Fixed-Term Employment Act (Teilzeit- und Befristungsgesetz, TzBfG), provided this is legally possible.

If, in an individual case, a scientist is hired whose doctorate has not yet been submitted, he/she will initially be hired as a doctoral candidate with three quarters of the collectively agreed working hours and a time limit will only be set within the period still permissible under labor law. The increase to full working hours will take place after submission of the doctorate, as the scientist will then have sufficient time to work full-time.

⁸ <http://intranet.gesis.intra/Verwaltung/Personal/Zentrale%20Dokumente/Stellenausschreibungen%20bei%20GESIS.pdf>

⁹ See also section 7

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For these persons, however, the extension of the fixed term to the usual period of four years at GESIS can only take place once the doctorate has been completed in accordance with the regulations of the respective university, which are usually set out in the doctoral regulations. Prior to this, according to the WissZeitVG, no further limitation of the employment contract is possible.

Extensions of the employment contracts of postdocs are exceptionally possible if this is necessary for the assessment of the suitability of the person concerned for the selected qualification goal and if this is still possible according to the WissZeitVG.¹⁰ Such requests for extensions are decided by the president, the responsible department head and the administrative director. A corresponding application should be submitted 15 months before the contract expires. Family-related reductions in working hours and family-related absences are included in the decision-making process. Discussions should be held with supervisors and the Human Resources team at an early stage to clarify the individual case.

GESIS supports the further scientific qualification of postdocs with the measures set out in this paper.

GESIS has further specified in the paper "Postdoc-Phase at GESIS - Funding and Requirement-"¹¹,

- what framework conditions postdocs find at GESIS,
- what support doctoral employees can receive during this qualification phase, what requirements are placed on doctoral graduates, and
- what responsibility this entails.

The procedure for the deferral of the employment contracts of postdocs funded from the institutional budget is regulated in section 4. After the employment contract has been made permanent, the postdoc phase ends and the employee then works as a senior researcher for GESIS.

d. Doctoral candidates

Researcher who fulfill the formal admission requirements for a doctorate are employed as doctoral candidates.¹² They are hired for a limited period of four years, financed from the

¹⁰ These durations of fixed-term contracts follow the Wissenschaftsrat: "Empfehlungen zu Karrierezielen und -wegen an Universitäten", Drs. 4009-14, Dresden, 11.7.2014. There it says on p. 63f. "In the opinion of the Wissenschaftsrat, the postdoc phase should generally not exceed a length of four years. In the case of an extension, the decision should be made collegially; this also serves to ascertain the suitability of the person in question for the desired professional goal. The length of the employment relationship in the post-doc phase should enable the qualification goal (...) to be achieved."

¹¹ http://intranet.gesis.intra/Wissenstransfer/Qualification_Center/Postdocs/de.Strategiepapier%20Postdocs.pdf#search=Postdoc%2DPhase%20bei%20GESIS

¹² Bachelor's graduates do not meet these requirements and, in addition, cannot be classified in pay group 13 under collective bargaining law. They cannot therefore be scientific employees.

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institutional budget and work in the scientific service. Like all GESIS scientific staff, PhD students provide research-based service.

As a rule, the doctoral candidate is employed for 75 percent of the collectively agreed working hours. The doctoral candidate should use one third of his/her working time for doctoral studies. In combination with the free time available due to the part-time employment, there should thus be sufficient time for a doctorate and at the same time sufficient salary is guaranteed.

In the event of premature termination of the doctorate, the work duties shall be renegotiated between the supervisor and the employee until the expiration of the employment contract.

If, contrary to expectations, a doctorate is not completed within the four-year period, the president, department head and administrative director may decide to extend the employment contract of a doctoral student under the following conditions:

- The doctoral degree is sufficiently advanced that its completion is plausible within the requested period of extension. The period of extension shall normally be requested so that no further extensions are required. Shorter extensions may be granted in individual cases;
- The financial situation of GESIS allows for an extension of the employment contract;
- There is a legal possibility of extending the fixed-term employment contract;
- The performance of the doctoral candidate in the service and in the team argues for an extension of the employment contract.

The decision to extend the employment contract should be made at least six months before it expires. As a rule, the initiative comes from the responsible head of department on the basis of a corresponding application by the doctoral student. If there have been delays within the dissertation due to the Corona pandemic, this should be communicated accordingly to the supervisor or the head of department, so that this can be taken into account when considering an extension of the doctoral contract.

Should the employment contract end prior to the completion of the doctorate, GESIS will endeavor, within the framework of existing legal regulations, to continue to guarantee access to data, software and other working materials necessary for the doctorate.

It is not possible to terminate the employment contract of a doctoral student.

GESIS supports its doctoral students in accordance with the stipulations made in the document "GESIS Doctoral Program"¹³. This document describes how doctoral support is provided at GESIS and discusses the following topics in detail:

- PhD positions

¹³ http://intranet.gesis.intra/Wissenstransfer/Qualification_Center/Promotion%20bei%20GESIS/de.Strategiepapier%20GESIS%20Doctoral%20Program.pdf

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- Networking
- Good scientific practice and dealing with conflicts
- Working conditions
- Support ratios
- Structuring of the qualification process

GESIS cooperates closely with the graduate school Center for Doctoral Studies in Social and Behavioral Sciences (CDSS) at the University of Mannheim. PhD students employed at GESIS can participate in events of the CDSS. In addition, GESIS funds up to two members of the CDSS. The application and selection of these individuals follows the usual rules of the CDSS.¹⁴ The doctoral students participate in the graduate training during the first year and are involved in research and service delivery at GESIS during the second and third year. The services to be provided should be as closely related as possible to the respective doctoral topic.

e. Scientific employees with temporary tasks

GESIS employs scientific staff with temporary tasks, e.g., in third-party funded projects, in internal projects or as substitutes (e.g. for parental leave). Since no permanent funding is available for these positions, no deferrals or contract extensions are possible here as a rule. The employees are generally employed only for the duration of the respective tasks, the respective project or the absence of the person to be replaced. The positions offer the opportunity to gain experience in scientific research and development projects. The requirements for the applicants (qualification, special knowledge, etc.) result from the advertised projects or substitute positions.

Scientific employees with and without a doctorate are hired for temporary tasks. The extent to which doctoral support is possible when taking on temporary tasks depends on the nature of the task. Where possible, the project work of an employee without a doctorate should be combined with a doctoral project. Applicants for third-party funding should check the consideration of doctoral opportunities for project staff in their project planning.

4. De-termination of fixed-term employment contracts of team leaders and postdocs

Fixed-term employment contracts of team leaders and postdoctoral researchers funded from the institutional budget can be de-funded if appropriate resources are available.

The employee should submit a request for a fixed-term extension 15 months before the expiration of the employment contract.

This is a recommendation which may be deviated from for the following reasons:

1. If the employment contract has been concluded for a shorter period than four years for reasons of fixed-term employment law. In these cases, not only services at GESIS

¹⁴ <http://cdss.uni-mannheim.de/>

but also, as far as possible, services with the previous employer are considered when deciding on the deferral.

2. If the employment relationship with GESIS as a doctoral researcher has lasted longer than four years in total due to an internal change of the applicant. Successful internal advancement serves the qualification of the doctoral scientist. The extension of an employment contract due to an internal change should not postpone the date of a deferral application. In such cases, the application should be submitted after approximately 33 months have elapsed since the start of employment.
3. If a family-related interruption or reduction of the employment contract extending the contract falls within the last 15 months prior to the expiration of the employment contract.

The responsible department management prepares an expert opinion on the application and the president decides based on the discussion held in the institute management whether the contract will be¹⁵ de-funded or extended again for a fixed term or whether it will expire. A graphical representation of the de-termination procedure can be found in Appendix 2 of this document.¹⁶

The evaluation of the work of academic staff is based on criteria covering the following four areas:

1. Scientific excellence
2. Third-party funding
3. Scientific service
4. Soft skills (especially leadership skills in the case of supervisors)

The assessment criteria relevant for the evaluation can be found in Annex 1 of this document. In addition, one criterion for the de-termination of scientists whose native language is not German is proof of German language skills. For postdocs and senior researchers, these must correspond to at least level B2 of the Common European Framework of Reference for Languages, for team leaders to level C1.

If exceptional circumstances, such as the Corona pandemic, have resulted in lower research output or other restrictions on research or third-party funding, this may be included in the application for a term extension and considered accordingly in the evaluation of the work.

Since a long-term commitment is involved, expectations and possibilities of future flexible deployment and personal development of the applicants should be considered in the decision-making process: Since the scientific activities of GESIS are developing dynamically, it is necessary that especially the scientific staff members with fixed-term employment contracts are open to new challenges.

¹⁵ If legally permissible

¹⁶ <http://intranet.gesis.intra/Verwaltung/Personal/Dokumente%20zu%20wissenschaftlicher%20Karriere/Entfristung%20promovierter%20MitarbeiterInnen%20Prozessablauf.pdf>

5. The legal framework for the scientific career

The path of scientific careers in Germany is regulated in detail. The legal situation and the self-image of scientific careers in Germany associated with it make systematic personnel planning necessary for GESIS and early career planning for scientific staff.

The Wissenschaftszeitvertragsgesetz (hereinafter referred to as *WissZeitVG*)¹⁷ regulates fixed-term employment contracts with scientific staff at universities and research institutions in Germany. The Act enables universities and research institutions to conclude fixed-term employment contracts with their academic staff over and above the statutory regulations generally applicable to such contracts.

The aim of the law is to allow fluctuation in scientific personnel and thus an ongoing influx of new ideas to universities and research institutions. It is intended to ensure that each generation of scientists can qualify, because not all mid-level positions are filled with permanent staff. This is also appropriate because the scientists in the qualification phase are not yet fixed on a scientific career, so that in this phase, a large part is trained for the general labor market.¹⁸

GESIS is a research institution within the meaning of the *WissZeitVG*. The regulations of the law apply to the employment contracts concluded by GESIS with its scientific employees. Scientific employees within the meaning of the law are those employees who are responsible for scientific services and/or research within the framework of the statutory tasks of GESIS. At GESIS, these are generally the employees in the scientific departments with pay groups 13 or higher as well as the scientific employees in the department KEO.¹⁹

The *WissZeitVG* allows, if the fixed-term employment is for the advancement of one's own scientific qualification, the limitation of employment contracts with non-postdoctoral scientific employees up to a duration of six years; after completion of the doctorate, the total permissible fixed-term duration increases up to 12 years. For each child, the possible fixed-term period increases by a further two years. Finally, the BMBF has increased the maximum fixed-term period by a further maximum of one year in 2020 due to the Corona pandemic.²⁰

All employment relationships in higher education and science with more than one quarter of the regular working hours as well as periods of doctoral studies without employment are to be counted towards the aforementioned maximum fixed-term periods. Periods as a research assistant during studies are not counted.

¹⁷ <https://www.gesetze-im-internet.de/wisszeitvg/BJNR050610007.html>

¹⁸ Explanatory Memorandum to the Draft of a First Act Amending the Act on Temporary Scientific Contracts, Letter A, Item Roman I, 2nd Paragraph.

¹⁹ Academic staff in the Knowledge Transfer Department have the opportunity to associate with an academic department for their research.

²⁰ <https://www.bmbf.de/de/faq-was-befristet-beschaefigte-jetzt-wissen-muessen-11682.html>

Beyond these periods, fixed-term employment contracts are possible if the scientific employees are predominantly financed by third-party funds ²¹ or if other factual reasons exist according to the Part-Time and Fixed-term Employment Act (TzBfG), which is generally applicable to fixed-term employment contracts. Management positions can also be agreed as fixed-term employment contracts up to a maximum duration of 12 years in accordance with Section 32 of the Collective Agreement for the Public Service of the Federal States (TV-L).

6. Support of scientific careers by GESIS

a. Compatibility of career and family

The long path to a fixed-term employment contract can have negative effects on the family planning of scientists. GESIS is trying to counteract this with the determined goal of reconciling career and family.

The non-profit Hertie Foundation awarded GESIS the Work and Family Audit certificate in 2010. The certification was confirmed in 2013, 2016 and 2019, and then permanently. GESIS has thus committed itself to promoting the compatibility of career and family regardless of gender. The target agreement and further information on the audit can be found on the administration intranet. ²²

The most important measures to reconcile work and family life at GESIS are:

- Flexible working hours,
- Alternating telework,
- Childcare subsidy. ²³

Also important:

The WissZeitVG provides the following regulations for child-rearing periods of employees whose employment is limited in time to promote their own scientific qualification:

- Term limits extend by two years per child under age 18. ²⁴
- The fixed-term period may be extended by a maximum of two years by periods in which the regular working time has been reduced by at least 20 percent due to child-care or in which a leave of absence was agreed for this reason. ²⁵

²¹ Section 2, Paragraph 2 WissZeitVG

²² http://intranet.gesis.intra/Verwaltung/Personal/Seiten/Beruf_und_Familie.aspx

²³ The relevant company agreements can be found on the intranet at <http://intranet.gesis.intra/Mitarbeiter-angelegenheiten/Betriebsvereinbarungen/Forms/AllItems.aspx>.

²⁴ § 2, para. 1 WissZeitVG. Does not apply to fixed-term contracts based on third-party funding.

²⁵ Section 2 (5) no. 1 WissZeitVG

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- The fixed-term period is extended by periods of maternity leave and parental leave taken.²⁶

b. Equality

GESIS is governed by the Implementation Agreement to the GWK Agreement on Equality between Women and Men in Joint Research Funding (AV-Glei).²⁷ Detailed information on equal opportunities at GESIS (contact details of equal opportunities officers and women of confidence; equal opportunities plan, etc.) can be found on the intranet.²⁸

GESIS pursues the goal of employing the same proportion of men and women at all levels.

c. Networking

GESIS supports networking in the profession with the following measures:

- Stays abroad can be supported.²⁹
- Travel expenses for lectures and conferences can be covered under certain conditions.

d. Further training

The aim of further training measures at GESIS is to ensure that all employees have the technical and methodological expertise required for their work as well as the necessary social and personal skills. The institute supports them in acquiring and deepening the knowledge required for their work. It is the responsibility of the employees to regularly clarify their respective individual further training needs.

The structured further training program is organized by the GESIS Qualification Centre and published on the intranet.³⁰

Supervisors and their employees hold an employee appraisal once a year, during which professional development is one of the topics discussed.³¹

7. Career paths outside GESIS

An alternative to continued employment at GESIS is a career outside the institute.

²⁶ § 2, para. 5, no. 3 WissZeitVG. Does not apply to contracts limited in time due to third-party funding.

²⁷ http://www.gwk-bonn.de/fileadmin/Papers/AV_Glei.pdf

²⁸ <http://intranet.gesis.intra/Gleichstellung/Seiten/Startseite.aspx>

²⁹ <http://intranet.gesis.intra/Verwaltung/Personal/Seiten/Gastaufenthalte-im-Ausland.aspx>

³⁰ <http://intranet.gesis.intra/Verwaltung/Personal/Fort%20und%20Weiterbildung/default.aspx>

³¹ http://intranet.gesis.intra/Mitarbeiterangelegenheiten/Betriebsvereinbarungen/Gesamt_BV%20Mitarbeiterinnengesprache.PDF

a. Universities

As a rule, the prerequisite for a university professorship is "additional scientific achievements" in addition to the doctorate. These additional scientific achievements can, for example, take place within the framework of an activity as a

- Junior professor or as a
- research associate (also at GESIS)

be provided. They can be the subject of a habilitation procedure without having to do so.

It should be noted that the higher education laws of the federal states may deviate from these hiring requirements, which must be met in principle. In addition, the universities have discretion in the weighting of additional scientific achievements. It is therefore to be expected that junior professorship, habilitation and publication activity will be weighted differently as decision criteria in appointments, depending on the federal state, the university and the specific appointment.

GESIS supports its scientific staff in obtaining the prerequisites for a career at the university:

- Habilitations, which should preferably take place at the cooperating universities, are desired.
- Under certain conditions, it is possible to conduct academic teaching at universities. Details can be found in a letter from the President and the Administrative Director on the intranet.³²
- GESIS usually approves applications for substitute professorships (also at universities of applied sciences).

b. Universities of Applied Sciences

In addition to a doctorate, a prerequisite for a professorship at a university of applied sciences is, as a rule, "special achievements in the application or development of scientific knowledge and methods in a professional practice of several years". An activity at GESIS meets this formal requirement.

c. External career opportunities outside the universities

The skills acquired at GESIS to work with scientific data enable careers with many government, government-funded, non-profit, or private sector organizations. Former GESIS employees can be found in public administration, non-university research institutes, survey collection companies, corporations conducting survey research, DataScience companies, statistical offices or research data centers, etc.

³² http://intranet.gesis.intra/Verwaltung/Personal/Dokumente%20zu%20wissenschaftlicher%20Karriere/Schreiben%20zum%20Thema%20Lehre_2016_12.pdf#search=Lehre

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Annex 1: Criteria for the evaluation of the work of scientific staff members

- **Scientific excellence**
 - Quality and quantity of publications (Ranked and refereed journal articles, other journal articles, books, book articles, etc.). Reviewed journal article counts before book output. On average, one article should be possible every 12 to 18 months, keeping in mind that articles take up to 3 years between submission and print - but the review should be available after one year at the latest.
 - Impact factors, citations and conference rankings
 - Relevance of the publications for the tasks of GESIS
 - Presentations/contributions at national and international conferences and meetings
 - Teaching at workshops, in seminars of GESIS or cooperating institutes, in summer schools, etc. (non-university teaching), etc.
 - Internationality of publications and conference participation
 - Perspective: Pursues/develops a research agenda (including projects as appropriate).
 - Grading doctorate
 - Reviews for journals / conferences
 - Expert activities
 - Membership in networks
 - Internationality
 - Substitution of a professorship or appointment to a university

- **Third-party funding**
 - Extent of third-party funds raised
 - Extent of the employee's contribution to the acquisition of third-party funds (project management, co-application)
 - Relevance of third-party funds to GESIS' tasks
 - Quality of third-party funding (order to help assess value):
 1. DFG und European Research Council
 2. Third-party research funding from BMBF, EU, Länder, Leibniz Association
 3. Contract third party funds

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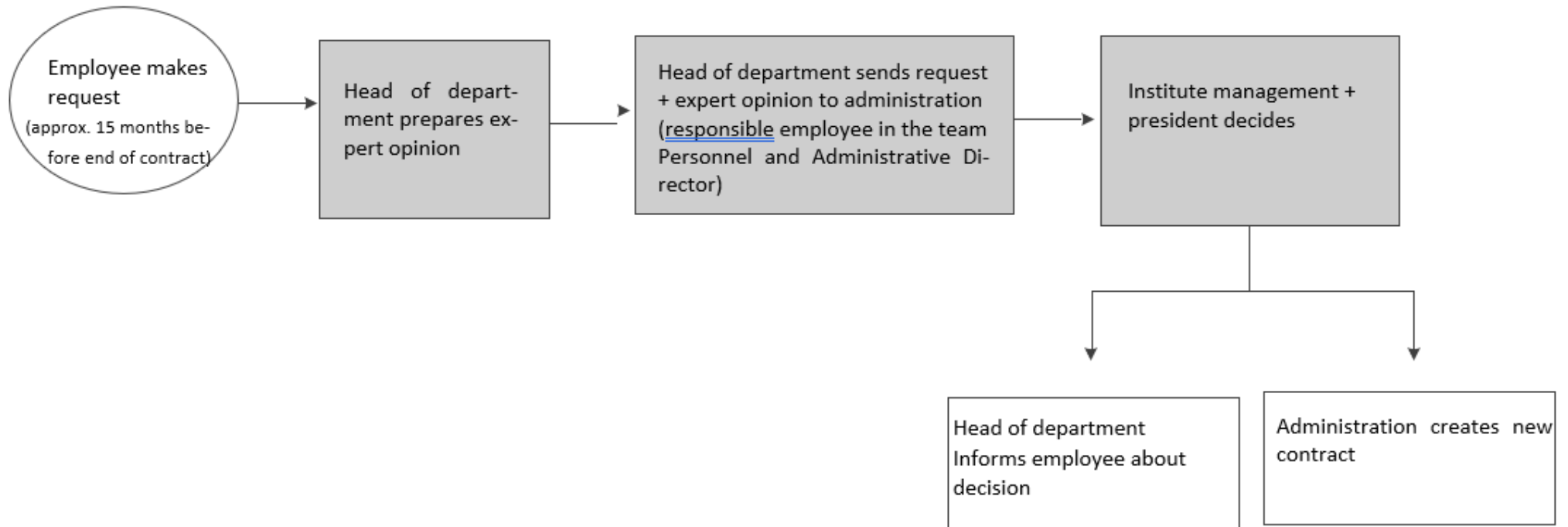
- **Scientific service**
 - Quality of service: High quality even for challenging questions, scientifically up-to-date, solid, lean, to the point.
 - Time aspects: Speed, adherence to deadlines.
 - Customer orientation: active listening during consultations, empathy, application orientation, helpfulness

- **Soft Skills**
 - Cooperative collaboration with colleagues inside and outside GESIS, teamwork, inter-departmental and interorganizational cooperation
 - Communication: objective, timely, precise, open, active, constructive
 - Behavior towards superiors
 - For team leads: Leadership skills
 - Cooperative, delegating, goal-oriented, team building
 - Enhancement of leadership skills through participation in leadership training courses
 - Scientific output of the team: How has the team's third-party funding developed? How have the publications developed?

Generally, family-related absences, reduced working hours and other restrictions such as those caused by the Corona pandemic are taken into account.

This is an English version of the German language original document. In case of doubt, the german wording is authoritative.

Enclosure 2: Termination of doctoral employees at GESIS



This is an English version of the German language original document. In case of doubt, the German wording is authoritative.