



Max-Planck-Institut für
Menschheitsgeschichte

Max Planck Institute for the Science of Human History

Gender Equality Plan of the Max Planck Institute for the Science of Human History

2021–2023

(public version)

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1. Preamble

The Max Planck Institute for the Science of Human History (MPI-SHH) was founded in 2014 and took up its work in 2015 with two research departments, followed by a third department in 2016. In 2020 a further change began: two departments leave the institute starting on June 1st 2020 and finishing this process on December 31st 2021. New departments will replace these leaving departments. Since winter 2020 the Corona pandemic has changed working conditions, career plans, etc.

Against this background a gender equality plan is of high importance. The institute's management is acutely aware of this fact: we need fair gender politics, accompanied by fair diversity politics at all levels regarding such aspects as age, disability, ethnic or religious background, etc.

The institute's management and community express their commitment to the principles and values of gender equality and diversity and are formalizing this commitment in the present Gender Equality Plan (2021–2023) which is superseding the previous Gender Equality Plan (2018–2021).

On the one hand the Gender Equality Plan follows the MPG "Gleichstellungsgrundsätze", the "Central Works Agreement: Equal Opportunities for Women and Men at the Max Planck Society" and other guidelines, on the other hand it is focusing on the specific situation at the MPI-SHH and aims sustainability.

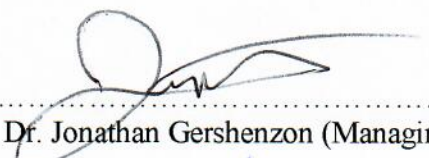
The MPI-SHH envisions itself as an open-minded, progressive, and non-discriminatory working environment where people from all genders and/or sexual orientations, religious and/or ethnic groups, ages, cultural background, and/or nationalities are supported within conditions of equality to pursue their research or non-scientific work. The institute is committed to creating a non-discriminatory environment in which all individuals should enjoy equal opportunities and optimal possibilities for professional development.

Equal opportunities and gender equality aim to address five aspects:

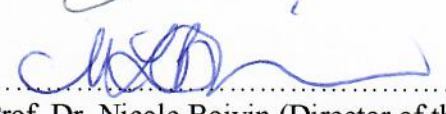
1. to prevent discrimination by balancing the proportion of men and women at all career levels
2. to maintain a respectful work relationship without conscious or unconscious bias
3. to ensure fairness in the recruiting process for new employees
4. to support the professional advancement of women scientists and of other female staff members
5. to eradicate structural problems for all who are juggling careers and family life.

It is essential to recognize diverse life situations and identities without ascribing stereotypical presuppositions to employees.

This Gender Equality Plan for the years 2021–2023 sets the framework and defines specific goals for fostering gender equality and equal opportunities more broadly at the MPI-SHH with special regard to current developments. It is based on a careful investigation of gender politics at the institute and future needs. It has been written exclusively for the MPI-SHH by the institute's managing director, the director of the Department for Archeology, the scientific coordinator, the head of administration, and the equal opportunities officers. It was discussed with the Works Council, representatives of the postdocs and representatives of the doctoral researchers.




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Prof. Dr. Jonathan Gershenzon (Managing Director)



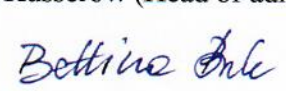
.....
Prof. Dr. Nicole Boivin (Director of the Department of Archeology)



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Dr. Beate Kerpen (Scientific Coordinator)



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Gerd Kusserow (Head of administration)



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Dr. Bettina Bock (Equal opportunities Officer)



.....
Dr. Jana Ilgner (Chairperson, Works Council)

Jena, 12.03.2021

2. Introduction and focus

The gender equality plan focuses on the needs of scientists as well as the situation of the institute's non-scientific staff. Accordingly, its analysis of the status quo is very important. But it is also necessary to consider future challenges. The institute will change within the running time of this Gender Equality Plan in a way that is absolutely new and challenging. The institute must deal with the move of two departments to the Max Planck Institute for Evolutionary Anthropology to Leipzig and at the same time with the establishment of new departments at the MPI-SHH. There is no question that one focus is on all processes regarding employment. The changes offer the chance to implement new structures for the future. At the same time, it will be necessary to support individual persons during this time. Furthermore, it is important not only to commit to the principles and values of gender equality and diversity, but also to improve the awareness for the topic gender equality with all its facets. Finally, we must deal with the effects of the corona crisis, i.e. we must support our scientists who lost research time because of the worldwide lockdown – due to such challenges as the inability to conduct fieldwork and/or care for children, for example. We must also develop a strategy to involve the current situation into our recruitment guidelines because we will see the effects still for some years, i.e. we must address the productivity challenges of parents, the extended periods required for thesis completion, etc.

The Gender Equality Plan is part of a strategy of transparency and training of competences (cf. fig. 1).

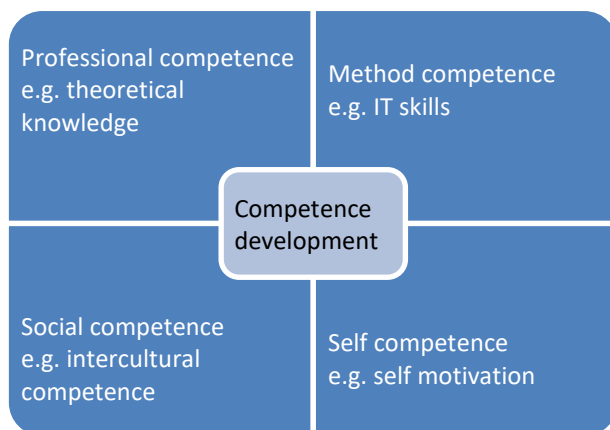


Fig. 1: Competence development

3. Status quo

3.1. Gender equality in the staff

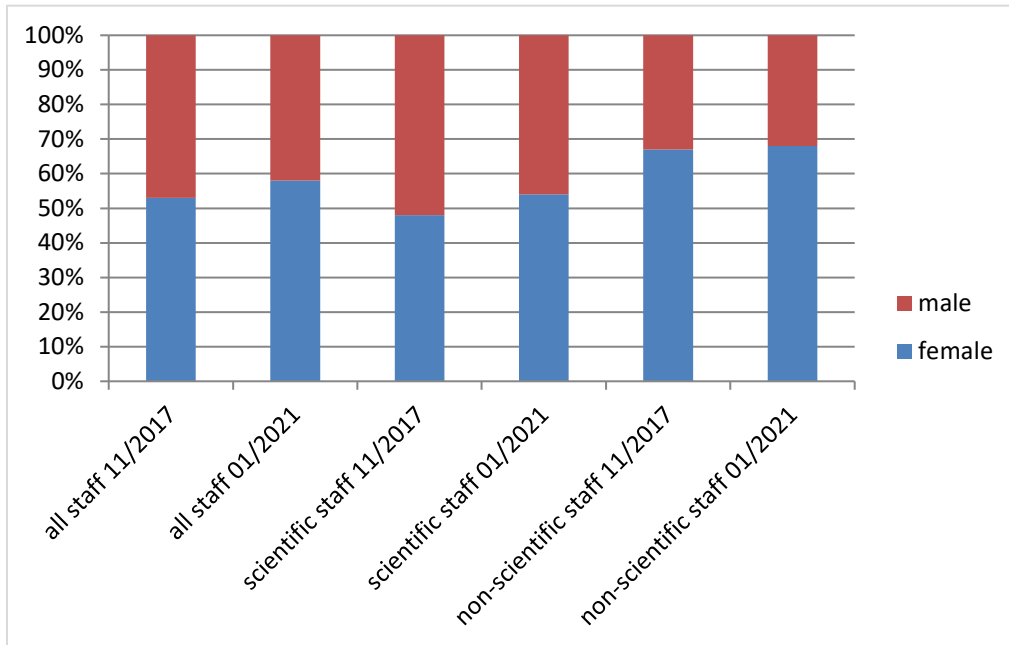


Fig. 2: Gender distribution in the staff (November 2017/01.01.2021)

4. Analysis

4.1. Assessment of gender equality in the staff

Three measures create the background for improvements regarding gender equality in the staff:

- The position of a recruitment manager who started in October 2018. The recruitment manager takes part in training courses.
- A process routine for recruitment processes with responsibilities was developed in 2019. This routine needs an update and must be completed with guidelines. The EOO is in close contact with the recruitment manager. Cf. also measure 21.
- The EOO is involved in the recruitment process starting with the advertisement.

The Gender Equality Plan for 2018–2021 listed measures to ensure gender equality in the staff. The following measures are implemented:

- In job advertisements, we address the gender explicitly that is underrepresented in a pay group.
- “Secretaries” are called now “(department) assistants”.
- Job descriptions for all positions shall ensure fairness.
- EOO and works council started cooperation in 2020. Minutes of meetings and emails make the cooperation transparent and ensure sustainability.
- Most scientific staff positions are advertised. The advertisement became part of the process routine for recruitment processes. Some group leader positions are not advertised. In these cases, well trained postdocs in the departments are given group leader positions. To increase the number of women in group leader position it is the aim to increase the number of female postdocs first.

Some measures mentioned in the Gender Equality Plan for 2018–2021 are discussed with regard to the special developments at MPI-SHH. The position of a recruitment manager who started in October 2018 allows the assessment, evaluation and preparation of these measures:

- The recruitment manager monitors the composition of selection committees, whether women and men are involved.
- Training for hiring persons and as part of career development/skills for leadership. Topics are:
 - ensuring anti-discrimination
 - implicit bias
 - ‘time lost’ during parental leave
 - criteria for selections
 - questionnaires
 - interviews.

The training will take place in the Mental Health Awareness Week (each year in October), and in the Gender Awareness Week (each year in March). The evaluation of this training will be the basis for discussion of further measures as developing material for hiring persons, guidelines for selection criteria, questionnaires.

- A quota was discussed in spring 2020. The involved persons – director Nicole Boivin, recruitment manager and EOO – agreed that it will be better to define procedures in the timeline and in the guidelines to avoid prevalence or disadvantages for special groups.

With regard to the Corona crisis and the disadvantages for scientists with children it will be necessary to define measures like a factor for publications.

4.2. Assessment of visibility of women

4.2.1. Functions

The aim is a gender balanced distribution of functions. A big issue here is who the universities and the IMPRS defines as allowed to be in particular positions – so for supervising doctoral researchers, there are strict limits. One must have a habilitation, an ERC grant, etc. We should do more to promote our female researchers to apply for ERC grants, this would address some of the issues here. This topic must be discussed in a broader sense, because the ERC grants are imbalanced gender-wise (cf. fig. 16 and tab. 5).

4.2.2. Women as speakers and authors

The aim is to provide all staff members with a suitable amount of role models, i.e. to ensure gender balance and diversity. There are different formats:

- Distinguished Lecturer Series (cf. tab. 3, until spring 2020)
- Human Niche series (since fall 2020)
- Rainforest Redux - Virtual Seminar Series (2020-2021)

The Gender Equality Plan for 2018–2021 mentioned a memo that should be sent by the directors to the whole institute that more emphasis should be put on female speakers and speakers with a more diverse background. We agree that one memo isn't enough. With regard to the daily flood of emails and the disputable use of such singular measure for gender awareness we look for other measures to increase the awareness of the problem “Visibility of women in science”. It is necessary to incorporate such actions into timelines and routines, cf. measures 10 and 14.

Another task is to ensure gender balance in press releases.

4.2.3. International Women's Day

The task for the future will be

- to avoid the concept of 1 day in a year for talking about gender equality
- to avoid gender stereotypes as “baking women” and “men dealing with a BBQ”
- to use the International Women's Day as a change to strengthen gender awareness.

As a new concept for MPI-SHH, measure 14 was developed. Another task: There are innovative ways to promote female researchers on social media.

4.3. Assessment of measures to promote women's careers

We promote female scientists to continue their career in academia. This results in a very high rate of placement of our female staff when they leave. Scientists are trained in professional skills (professional competence and method competence), but also in transferable skills (social competence and self-competence). This allows alternative careers outside academia. On the one hand the new Planck Academy has a broad offer, on the other hand there are activities at MPI-SHH:

- In-house training
- Career planning for doctoral researchers as part of each meeting with the Thesis Advisory Committee. The coordinators have prepared a career planning form for status quo, self-assessment, measures.
- Confidential coaching talks for doctoral researchers.

- Information about trainings, job fairs, etc. via email, posters, et al.
- Mentoring with senior female staff.

4.4. Assessment of measures regarding reconciliation of work and family

Some of the already implanted measures work quite well, esp. Welcome center + Kindergarten, family-friendly times for events, remote work / home office, networks

Some measures need further evaluation regarding their success: baby changing stations, nursing room / parent-child-room. Because of the pandemic situation in 2020 it cannot be determined how often the room is used, but it seems that the organization should be improved, cf. measure 4.

The challenges of the Corona pandemic need special measures:

- Polling about needs
- Individual support
- Consideration in the future hiring processes.

All measures regarding reconciliation of work and family are considered in the planned survey (measure 16).

4.5. Assessment of measures regarding awareness of gender equality

Although the numbers of the female staff are good in comparison with other institutes and there are already a lot of measures, it is necessary to promote gender equality awareness. E.g. the realization of gender-equitable language is making steps in the right direction. The press department is using gender-equitable language whenever this is possible and has developed a strategy for this problem. They check a lot of texts and call this problem to the attention of all scientists and other staff dealing with texts. They also know that it is often not easy to find the best solution especially if there are restrictions from outside. Using gender-equitable language is a learning process. We plan two measures for promote this, cf. measures 12 and 13. For other measures see chapter 7.

4.6. Assessment of involvement of EOOs

The involvement of EOOs in procedures at MPI-SHH is quite high. A problem is that fluctuation of staff members and a high workload for the position hinder a broad participation of the EOOs, e.g. in the recruitment process. It is a general problem, that this position is connected with unrewarded female labor while men write papers.

5. Fields of action

Data and analysis (chapter 3 and 4) determine our fields of actions and furthermore the measures we plan (cf. chapter 7).

1. Raising of **gender awareness**
2. **Fairness** to all genders
3. **Visibility of women**
4. Support for the professional advancement of women scientists and of other female staff members, i.e. promoting **women's careers**
5. Balancing the proportion of men and women at all career levels, esp. TVöD E13 and higher, i.e. **gender equality in the staff**
6. Reconciliation of **work and family**
7. **Involvement of EOOs**

We have also aspects of diversity in mind. We are discussing how we can ensure these aspects without neglecting the problems with regard to gender equality.

6. Aims and target groups

We see the following target groups:

- female staff members of the non-scientific sector
- female PhDs
- female postdocs
- staff members with children
- staff members dealing with eldercare.

6.1. Female staff members of the non-scientific sector

There are the following fields of action with regard to female staff members of the non-scientific sector arising from the status quo (chapter 3) and the analysis (chapter 4):

- lower paid positions are occupied by women.
- limited contracts on the basis of “sachgrundlose Befristung”
- trainings for the job and for transferable skills
- involvement in boards.

6.2. Female doctoral researchers

The first aim is to avoid the leaky pipeline, i.e. we want to encourage women to aim for a career in academia. The second aim is to prepare the female doctoral researchers for a career outside academia.

6.3. Female postdocs

The aim is to ensure a career in academia for women who have aimed such a career with starting a postdoc position after their PhD. Not only young postdocs, but also leaders of research groups need support. It is also important to keep in mind pregnancy, childcare and eldercare.

6.4. Staff members with children

Staff members with children need special support:

- remote work
- care for children
- flexibility in work time.

6.5. Staff members dealing the care of elderly people

It is also necessary to keep in mind staff members dealing with the care of elderly people. They need support with

- remote work
- organization of: assisted living, adult day care, long term care, nursing homes, hospice care, home care (cf. PME offers).

7. Measures

7.1. Individual measures

Measure 1

Title	Training for hiring persons and postdocs
Field of action	Fairness, gender equality in the staff
Description	The measure shall improve the recruitment process. The training will take place as workshops during the Gender Awareness Week, if possible. It also addresses challenges of the pandemic.
Aim	Aim: correct recruitment processes; more gender balance in the staff
Target group	Hiring persons, postdocs
Milestones	--
Responsibility	Recruitment manager
Involved persons	Recruitment manager, EOO
Running time / Timetable	Annual Duration: 4 hours
Costs	1250 €each workshop with 10 participants
Evaluation	Attendance lists, feedback sheets
Monitoring	Gender equality committee

Measure 2

Title	Family parties two or three times in a year
Field of action	Work and family
Description	Family parties can improve the climate of the institute; people can become acquainted with each other. It will be necessary to avoid Western and Christian dominance. Therefore, we will celebrate springtime/summer/autumn/winter party.
Aim	We want to have more get-togethers of families for all people.
Target group	Staff members with families
Milestones	--
Responsibility	Welcome officer
Involved persons	Welcome officer, EOO
Running time / Timetable	1. Springtime 2. December 3. if desired
Costs	200-500 €for material costs/each party = 1000€/year
Evaluation	Interviews, survey
Monitoring	Managing director

Measure 3

Title	Library “Equal opportunities, diversity and inclusion”
Field of action	Gender awareness (and diversity), fairness, women’s careers, work and family, involvement of EOOs
Description	In the library we installed an area with books and information about “Equal opportunities, diversity and inclusion”: general information (e.g. books about women in science or about diversity aspects in science),

	<p>situation in Germany, laws, support. Books can be loaned. Information material is offered as take-away as far as possible. Thus interested persons can inform themselves before talking to the EOO. Researchers can get suggestions how to improve their research esp. regarding diversity.</p> <p>Additionally, the EDI-website informs (cf. measure 9) about the library and how to search for books and material, pdf-files are available here or in the intranet. All books and pdf-files are named in the catalogue of the institute.</p>
Aim	Staff members and guests have easy access to material about this topic.
Target group	Staff members and guests
Milestones	<ol style="list-style-type: none"> 1. Opening 2. Survey
Responsibility	EOO, Library
Involved persons	EOO, Library
Running time / Timetable	<ol style="list-style-type: none"> 1. Opening: Spring 2021 2. Survey: cf. measure 16 3. Check: beginning of every quarter
Costs	500 €/year
Evaluation	Survey, numbers of loans, numbers of taken material
Monitoring	Scientific Coordinator; Gender equality committee

Measure 4

Title	Nursing room/parents-child-room
Field of action	Work and family
Description	There is already a nursing room with the option to be used as a parents-child-room. The organization for using the room must be improved (e.g. best practice of MPI-CE).
Aim	Staff members and guests with children can use the room for nursing and as an office.
Target group	Staff members and guests
Milestones	<ol style="list-style-type: none"> 1. reorganization 2. check
Responsibility	Administration, EOO
Involved persons	Administration, IT, EOO
Running time / Timetable	<ol style="list-style-type: none"> 1. November 2021 2. November 2022
Costs	100 €/year
Evaluation	Survey, numbers of use, use of material in the nursing room
Monitoring	Gender equality committee

Measure 5

Title	Mentoring for female postdocs
Field of action	Women's career; work and family; visibility of women;
Description	We want to establish individual mentoring according to the needs of the individual female postdoc. We want to create a structure for this mentoring. Cf. also measures 6 and 25.

Aim	This measure supports female postdocs with regard to their career and family life. It strengthens also the visibility of women.
Target group	Female postdocs
Milestones	1. Plan for mentoring 2. Installing the mentoring
Responsibility	EOO, scientific coordinator
Involved persons	EOO, scientific coordinator, trainers
Running time / Timetable	1. September 2021 2. March 2022
Costs	7500 €/year (costs covered by the departments)
Evaluation	Feedback sheets
Monitoring	Gender equality committee

Measure 6

Title	Mentoring for female doctoral researchers
Field of action	Women's career
Description	The IMPRS-SHH offers an individual coaching for all doctoral researchers (paid by IMPRS-SHH). All Thesis advisory committees (TAC) include at least one mentor who is independent from the supervisor. Career planning is a topic of every TAC meeting.
Aim	Female doctoral researchers are supported considering careers inside and outside academia.
Target group	Female doctoral researchers
Milestones	--
Responsibility	IMPRS-SHH coordinators
Involved persons	IMPRS-SHH coordinators
Running time / Timetable	Ongoing
Costs	0 €
Evaluation	Interviews
Monitoring	Gender equality committee, Managing Board of IMPRS-SHH

Measure 7

Title	Training for EOO and deputies
Field of action	Women's careers; involvement of EOOs
Description	The EOO and her deputies attend meetings, courses, trainings with regard to gender equality.
Aim	Participation in meetings and trainings improves the work of EOO and her deputies and strengthen their personal skills in general.
Target group	EOO and deputies
Milestones	--
Responsibility	EOO and deputies
Involved persons	EOO and deputies
Running time / Timetable	Ongoing
Costs	1000 €/ year
Evaluation	Certificates, reports
Monitoring	Gender equality committee

Measure 8

Title	Protected time
Field of action	Women's career, work and family
Description	All scientists can apply for this measure because of special reasons: child care, elder care, deadline for an article, deadline for a proposal, etc. The measure allows to decide about the participation in meetings, conferences, interviews, etc. without any disadvantages. If possible and asked for, they can get the key information (e.g. minutes, streams, etc.). There is a written agreement with the superior about the duration.
Aim	The aim is freeing scientists from certain tasks and allowing them to focus on research in order to achieve a specific scholarly goal (e.g. submission of a paper/thesis, submission of a proposal for a project).
Target group	Scientists with children
Milestones	--
Responsibility	Superiors
Involved persons	Scientists with children, superiors, assistants
Running time / Timetable	Ongoing
Costs	0 €
Evaluation	Interviews, survey
Monitoring	Gender equality committee

7.2. Measures to change the culture and to promote awareness for gender equality

Measure 9

Title	Website
Field of action	Gender awareness, visibility of women, women's careers, gender equality in the staff, work and family, involvement of EOOs
Description	The website informs about the different aspects of equal opportunities, following the guidelines by the Central EOO. Aspects of diversity and inclusion are also part of the website.
Aim	The website is the flagship of all EO activities and their success.
Target group	<ul style="list-style-type: none"> - female non-scientific staff members - female scientists - staff members with children - staff members dealing with discrimination - applicants for positions at MPI-SHH - other people interested in our activities regarding gender equality, work-life-balance, diversity
Milestones	17.05.2021: publishing the new website
Responsibility	EOO, PR
Involved persons	EOO, PR, IT, management
Running time / Timetable	17.05.2021: starting point bimonthly update by EOO
Costs	0 €
Evaluation	Number of visitors, survey
Monitoring	Gender equality committee

Measure 10

Title	Gender equality and diversity in the Human Niche series
Field of action	Visibility of women (and diversity)
Description	The measure shall ensure gender equality and diversity in the Human Niche series. Already existing tools are: coordination protocol and schedule for each year. New employees are provided with information about the procedure. With regard to diversity the measure will be expanded to BIPOC.
Aim	The measure regards gender balance and balance in diversity. The aim is to provide all staff members with suitable of role models.
Target group	Scientists
Milestones	Yearly report
Responsibility	Scientific coordinator
Involved persons	Scientific coordinator, directors, assistants
Running time / Timetable	Ongoing
Costs	0 €
Evaluation	Report about speakers of the last series, draft for the new schedule
Monitoring	Gender equality committee

Measure 11

Title	Involvement of female scientists in Thesis Advisory Committees
Field of action	Visibility of women, women's career
Description	While involving more female scientists in the Thesis Advisory Committees (TAC), doctoral researchers experience women in such situations. Male and female supervisors cooperate. Working as a supervisor or a mentor broadens the portfolio of knowledge and experience for a CV. The involvement of female scientists in TACs is already part of the TAC's guidelines. IMPRS-SHH coordinators discuss the composition of a TAC with doctoral researchers and control the involvement of women. They also inform the faculty members about their duty to participate in TACs.
Aim	The first aim is to provide young scientists as well as postdocs with a suitable amount of role models; the second aim is to strengthen the CV of female scientists.
Target group	Doctoral researchers and supervisors
Milestones	TAC agreement form
Responsibility	IMPRS-SHH coordinators
Involved persons	IMPRS-SHH coordinators, Managing Board of IMPRS-SHH, Faculty of IMPRS-SHH
Running time / Timetable	Ongoing
Costs	0 €
Evaluation	IMPRS-SHH coordinators check the TAC agreement forms before the Managing Board decides about the admission the IMPRS-SHH. They report the numbers of female scientists in TACs to the managing board and to the faculty.

	They also report the numbers to the EOO.
Monitoring	Managing Board of IMPRS-SHH

Measure 12

Title	Guidelines for gender neutral language and correct language regarding diversity
Field of action	Gender awareness (and diversity)
Description	The Max Planck Society has developed some guidelines being the starting point for more elaborated guidelines including aspects of diversity.
Aim	This measure is part of the activities to increase gender awareness and avoid discrimination. It shall also help new staff members, esp. from the new departments.
Target group	All staff members and guests
Milestones	--
Responsibility	Press
Involved persons	Press
Running time / Timetable	31.08.2021: publication of the guidelines
Costs	0 €
Evaluation	Language check
Monitoring	Scientific Coordinator, Gender Equality Committee

Measure 13

Title	Language check
Field of action	Gender awareness (and diversity)
Description	This measure includes control of selected documents regarding gender neutral and diversity sensible language.
Aim	This measure is part of the activities to increase gender awareness and avoid discrimination. It shall also help new staff members, esp. from the new departments.
Target group	All staff members and guests
Milestones	
Responsibility	Press; Scientific Coordinator
Involved persons	Press; Scientific Coordinator
Running time / Timetable	once a year
Costs	0 €
Evaluation	Scientific Coordinator's report
Monitoring	EEO

Measure 14

Title	Gender equality awareness week
Field of action	Gender awareness, visibility of women, women's careers, work and family

Description	The Gender awareness week offers workshops, exhibition, get-togethers, online activities and social media activities. Aspects of diversity as intercultural training are included.
Aim	The aim is to increase gender awareness and to inform about laws, regulations, offers, etc.
Target group	female staff members; female scientists, all staff members
Milestones	--
Responsibility	EOO
Involved persons	EOO, administration
Running time / Timetable	Every year the week of March 8 th – International Women’s Day
Costs	1000 Euro/year
Evaluation	Attendance lists, feedback-sheets
Monitoring	Gender equality committee

Measure 15

Title	Room for the EOO
Field of action	Gender awareness, involvement of EOO
Description	The EOO gets a lockable room where talks can take place and papers can be locked.
Aim	A room for the EOO shall ensure confidential talks and data protection. It is also a symbol how important the activities are for MPI-SHH. A room makes it easier to hand over material, etc. to a new EOO.
Target group	EOO and deputies
Milestones	Opening of the room
Responsibility	EOO
Involved persons	EOO, administration, management
Running time / Timetable	Opening of the room: 30.08.2021
Costs	0 €
Evaluation	--
Monitoring	--

Measure 16

Title	Survey regarding equal opportunities and diversity
Field of action	Gender awareness, women’s careers, work and family, involvement of EOO
Description	The survey shall take place ca. 4 months after establishing the current gender equality plan. We will cooperate with MPG Administration: Abteilung IV, Personalentwicklung & Chancen / Gesamtkoordination Programme Arbeits- und Führungskultur and a company suggested by the MPG Administration. The survey includes aspects of the pandemic situation, too.
Aim	The survey will be an import control instrument for evaluation and adaptation of the plan, esp. with regard to its measure. This measure will be so much the important as the MPI-SHH will change during the next three years.
Target group	All staff members

Milestones	The measure comprehends four milestones: 1. Development of the questionnaire 2. Survey 3. Analysis of the survey 4. Adaptation of the gender equality plan.
Responsibility	Scientific coordinator
Involved persons	EOO, scientific coordinator, management
Running time / Timetable	08/2021: Questionnaire 09/2021: Survey 11/2021: Analysis 02/2022: Adaptation of the gender equality plan
Costs	1000 €
Evaluation	Numbers of participants
Monitoring	Gender equality committee

Measure 17

Title	Code of conduct
Field of action	Gender awareness, fairness
Description	The Code of conduct for fieldwork of the Department for Archaeology is available at the website: https://www.shh.mpg.de/1582285/dacodeofconduct . This code of conduct constitutes an important step to a) raise awareness and the culture of teams with regard to discriminatory, harassing behaviors, and b) makes concrete and explicit which behaviors are considered inappropriate or even illegal, and what consequences will follow.
Aim, target group, milestones	The aim is to avoid misbehaviors in the special situation of fieldwork. All participants of fieldwork are addressed.
Target group	Scientists
Milestones	1. Control of the Code of conduct for fieldwork by Dep. of Archeology 2. Establishing this Code of conduct for fieldwork for the whole institute
Responsibility	Directors of departments
Involved persons	Directors, scientific coordinator, scientists, PhD representatives, postdocs representatives, EOO, Head of administration
Running time / Timetable	06/2021: Control of the Code of conduct for fieldwork month 2 of new director: development of a code of conduct for fieldwork month 4 of new director: Publication of code of conduct yearly: discussion of Code of conduct(s) for fieldwork in a meeting of the gender equality committee
Costs	0 €
Evaluation	Agenda + minutes of the meeting of the Gender equality committee
Monitoring	EOO

7.3. Structural measures

Measure 18

Title	EOO and management
Field of action	Involvement of EOO
Description	The EOO will be invited at least every 6 months to the managing meeting. Gender equality will be one item of the agenda.
Aim	The managing meeting is the highest decision-making board. Questions of gender equality should be part of the agenda. The involvement of EOO shall ensure correct consideration of EO aspects.
Target group	All staff members and guests
Milestones	First participation in the managing meeting: 04.09.2020
Responsibility	EOO, managing director
Involved persons	EOO, managing director, directors
Running time / Timetable	Ongoing
Costs	0 €
Evaluation	Agenda and minutes of managing meeting
Monitoring	Gender equality committee

Measure 19

Title	Meeting of the female staff members at MPI-SHH
Field of action	Gender awareness, fairness, visibility of women, women's careers, work and family, involvement of EOOs
Description	The female staff members meet once a year. The EOO invites all female staff members and prepares the agenda. The deputy or another woman takes the minutes. The meeting takes place before or after the annual meeting of the works council.
Aim	<ul style="list-style-type: none"> - Introduction of the EOO and her deputies as well as of their work to new staff members - Discussion about special problems of female staff members - Discussion of future activities - Feedback about ongoing or former activities - If necessary, election of a new EOO or a new deputy
Target group	All female staff members
Milestones	--
Responsibility	EOO
Involved persons	EOO and her deputies
Running time / Timetable	once a year start: 2021
Costs	0 €
Evaluation	Agenda and minutes
Monitoring	Gender equality committee

Measure 20

Title	Gender equality committee
Field of action	Gender awareness, fairness, visibility of women, women's careers, gender equality in the staff, work and family, involvement of EOOs
Description	The gender equality committee meets twice a year. The tasks are: <ul style="list-style-type: none"> - monitoring all EO activities - planning the survey and discussing measures afterwards - adaption of the Gender equality plan if necessary - discussing in-house papers like code of conduct for fieldwork, etc. - organizing elections of EOO and deputies - discussing the finances
Aim	The aim is to create an instrument for monitoring EO activities and to increase the involvement of EO aspects in the daily life of MPI-SHH.
Target group	All staff members and guests
Milestones	--
Responsibility	EOO
Involved persons	EOO, managing director, works council, scientific coordinator, head of administration
Running time / Timetable	twice a year start: March 2021
Costs	0 €
Evaluation	Agenda and minutes of the meetings
Monitoring	--

Measure 21

Title	Recruitment process and guidelines for recruitment
Field of action	Fairness, gender equality in the staff, involvement of EOO
Description	Process: Update of the current process, esp. with regard to the involvement of EOO Guidelines: clear criteria of selection and assessment prior to reviewing any applications; clear interview questionnaire with clear matrix for evaluation performance
Aim	Considering the development of MPI-SHH, an update of the recruitment process and guideline for recruitments are an important instrument to ensure fairness, gender equality in the staff and involvement of EOO. Another aim is to promote diversity, esp. BIPOC hiring.
Target group	All staff members
Milestones	--
Responsibility	Recruitment manager
Involved persons	Recruitment manager, Gender equality committee, directors
Running time / Timetable	11/2021
Costs	0 €
Evaluation	Check
Monitoring	--

Measure 22

Title	Network(s) in Jena
Field of action	fairness, visibility of women, women's careers, gender equality in the staff, work and family, involvement of EOOs
Description	A network in Jena and in the region shall support the gender equality work.
Aim	We want to establish a constant network, beginning with the EOOs of the both other MPIs in Jena, but also with FSU, other research institutions, and EOO of Jena town. The network shall improve flow of information, be exchange of experiences, support organize measures like mentoring and trainings, create synergy effects.
Target group	EOO
Milestones	1. first meeting with EOO of MPIs in Jena 2. second meeting with EOO of MPIs in Jena
Responsibility	EOO
Involved persons	EOO
Running time / Timetable	1. September 2020 2. February/March 2021
Costs	0 €
Evaluation	Agenda and minutes of the meetings
Monitoring	--

Measure 23

Title	Cost center for EOO
Field of action	gender awareness, involvement of EOOs
Description	The EOO has a cost center.
Aim	Installing a cost center has several aims: <ul style="list-style-type: none"> - importance of EO activities is to be seen - costs for EO activities can be planned and billed in a transparent way - the EOO is strengthened
Target group	EOO
Milestones	--
Responsibility	EOO
Involved persons	EOO, administration
Running time / Timetable	start: 01.01.2021
Costs	0 €
Evaluation	Reports
Monitoring	Administration, Gender equality committee

Measure 24

Title	Information sharing during maternity / parental leave / sick leave
Field of action	Women's career, work and family
Description	Staff members who are on maternity or parental leaven or on sick leave of more than 6 weeks get information about important developments in

	the institute via letter and are offered support (e.g. new software, reorganization of offices, etc.).
Aim	We want to avoid that staff members on maternity or parental leave or on sick leave must check their emails or must deal with unexpected changes (e.g. new software).
Target group	All staff members
Milestones	
Responsibility	HR department
Involved persons	Administration, IT
Running time / Timetable	Ongoing
Costs	0 €
Evaluation	Number of letters, survey
Monitoring	Gender equality committee

Measure 25

Title	Welcome Mentoring Package Packet
Field of action	Women's careers
Description	This packet will be given to female doctoral researchers and female postdocs as part of their Welcome Packet. It outlines all the mentoring opportunities available to women entering the Max Planck Institute. It will: <ul style="list-style-type: none"> - outline all the mentoring opportunities at SHH MPG - identify mentoring networks in Jena at FSU and other MPG institutions - list all the online mentoring opportunities offered through the MPG system like Planck Academy or Minerva Femmenet (www.minerva-femmenet.mpg.de)
Aim	The aim to provide female scientists as early as possible about mentoring opportunities and to encourage them to use these opportunities.
Target group	Female scientists
Milestones	1. Development of the Welcome Mentoring Packet 2. Adaption of the Welcome Mentoring Packet
Responsibility	Scientific coordinator
Involved persons	Representatives of postdocs and doctoral researchers, scientific coordinator, EOO, Welcome Officer
Running time / Timetable	1. 08/2021 2. 01/2023
Costs	0 €
Evaluation	Survey, numbers
Monitoring	Gender equality committee

8. Evaluation

Increasing and realizing gender equality is an ongoing process. That's why it is necessary to evaluate the Gender equality during its implementation. Four measures act as instruments for this evaluation:

1. Measure 20 "Gender equality committee"
2. Measure 19 "Meeting of the female staff members at MPI-SHH"
3. Measure 16 "Survey"
4. Measure 22 "Network(s) in Jena"

8.1. Gender equality committee

The Gender equality committee meets twice a year. The agenda of the meetings regards:

- Report by the EOO about activities, complaints, etc.
- Evaluation of single measures (see chapter 7, measures/monitoring)
- Monitoring EO activities in general taking into consideration the Gender equality plan (analysis of hiring processes, new developments in society as new laws, etc.)
- Adaption of the Gender equality plan (e.g. if measures are not realized/not used, if objectives in some fields of action are not achieved, if new measures are necessary)
- Discussing sanctions, if necessary
- Discussing the finances.

The work of the Gender equality committee is of special importance against the background of the development of the institute, e.g. with regard to the data.

8.2. Meeting of the female staff members at MPI-SHH

The annual meeting of the female staff members is an important instrument for feedback. Which activities/measures work well, which do not? Are there wishes for changes in some measures? What else should be done? The EOO sends an agenda and her deputy takes the minutes. They report the results to the Gender equality committee to discuss it (see 8.1.).

8.3. Survey

The survey in the second year of the term of the Gender equality plan is instrument for anonymous feedback and for feedback about satisfaction with the situation in the different fields of action. Anonymity facilitate general and special complaints, e.g. about sexual harassment, working conditions for families, etc. The results of the survey are discussed by the Gender equality committee and lead if necessary, to changes in the Gender equality plan or to single activities/measures (see 8.1.).

8.4. Network(s) in Jena

The network activities of the EOO and the deputies allows comparing the activities at MPI-SHH with activities in other institutions. EOOs of other institutions act in some respects as external experts. Another important topic of these meetings is best practice regarding objectives and measures. The EOO reports the suggestions and ideas to the Gender equality committee (see 8.1.).

9. Abstract

The Gender Equality Plan of the Max Planck Institute for the Science of Human History 2021–2023 offers a comprehensive assessment and analysis of the status quo of gender equality with all its facets at MPI-SHH. The outcome of this are 7 fields of actions for the different target groups. 25 concrete measure shall promote the gender equality at the institute. Different instruments for monitoring and evaluation ensure the implementation and, if necessary, the adaption of the Gender Equality Plan.