


L'audit partecipativo di genere

INFN - TRIESTE

PREMESSA

- Cos'è un PGA?
 - Uno strumento di condivisione
 - Uno processo di presa di coscienza collettiva
 - Uno strumento di analisi organizzativa
 - Un modo di dare voce “di genere” a chi è “auditato”
 - Il rapporto di audit appartiene alla unità ed è negoziato con essa (Direzione e personale)
 - Contiene un'analisi – partecipata – dell'esistenza delle condizioni che rendono possibile il **mainstreaming** di genere in un'istituzione
 - Può essere necessario un follow-up di sostegno e monitoraggio

INFN



Un caso
particolare...

Scelte

- Analisi dati obiettivi, politiche, regolamenti, procedure relative a tutto l'Istituto
- Trieste come “carotaggio”
 - della cultura
 - del livello di consapevolezza
 - della capacità dell'Istituto in generale di muoversi attivamente e di porre in atto le **condizioni per il mainstreaming di genere**

Le condizioni per il GMS

- L'ambiente è "favorevole" alle donne?
 - Vuole cambiare la cultura e i comportamenti?
 - Promuove equilibrio vita-lavoro?
 - Sostiene lo sviluppo di carriera (nelle fasi iniziali)?
- L'approccio è consapevole del genere?
 - Immagini, linguaggio?
 - Ridiscussione sui "paradigmi" e l'impatto della scienza?
- Promuove la leadership al "femminile"?

Metodo

- Incrocio di
 - Dati obiettivi (statistiche e desk review)
 - Dati soggettivi (questionari, interviste, focus groups)
- Griglia
 - Ciclo gestione risorse umane
 - Cultura organizzativa e stereotipi
 - Distribuzione risorse (FGB)

Findings: il team di facilitatrici

- Benedetta Magri
- Simonetta Cavazza

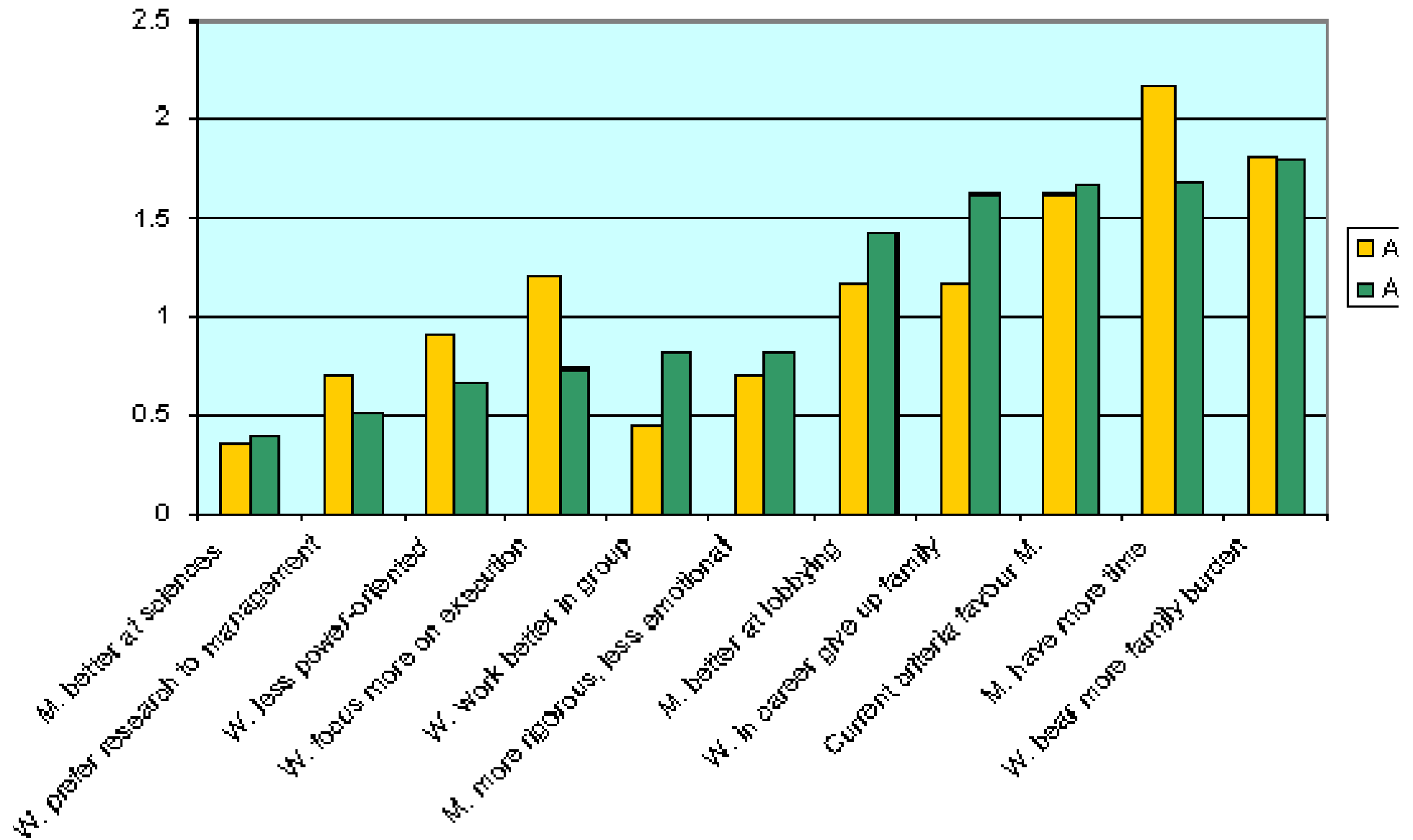
Gestione: Fondazione Brodolini
Sostegno INFN: Serv. Formazione
Serv. Direzione Trieste



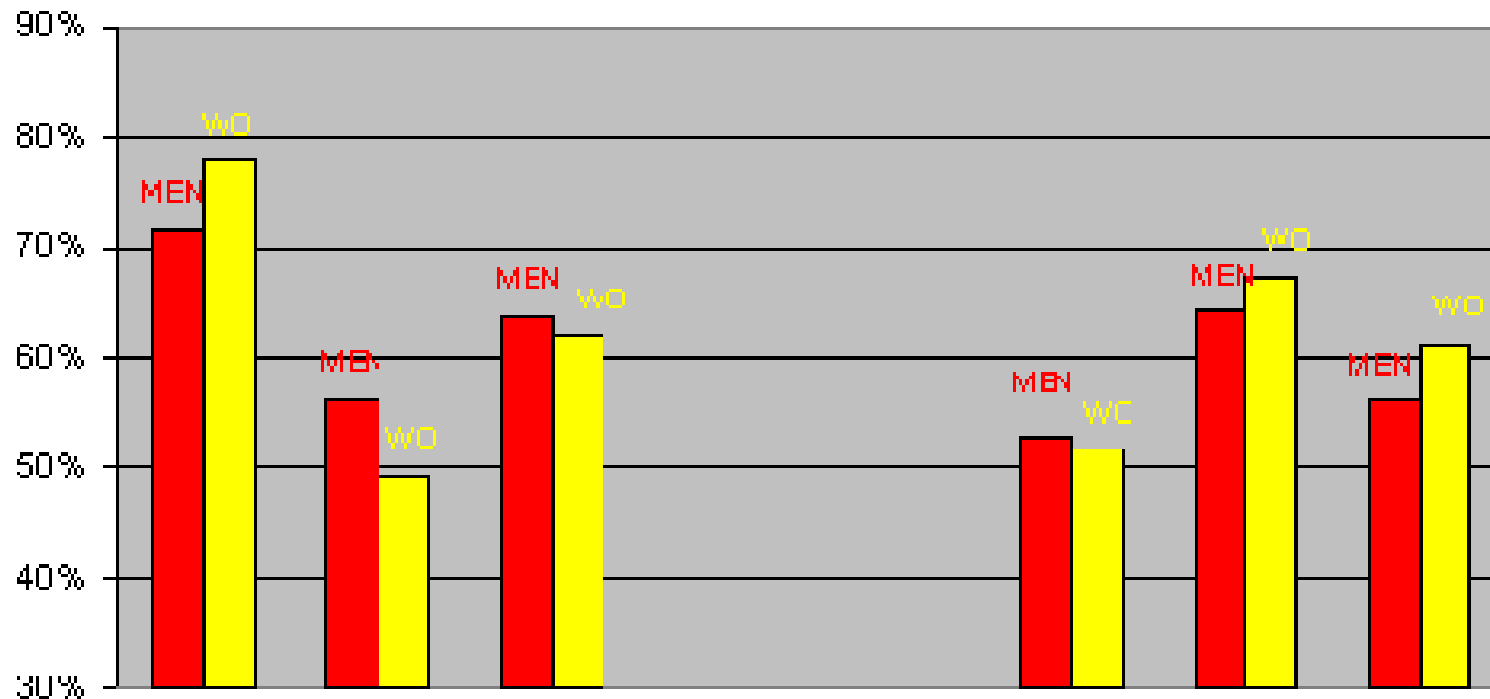
<i>INFN Staff: permanent*</i>	No	%women
Researchers	584	21.23%
Technologists	232	13.79%
Technicians	705	5.39%
Administrative staff (including Administrative Director)	306	82.68% (0%)
Total permanent staff	1827	24.47%
<i>INFN staff: non-permanent **</i>	No	% women
Researchers/ technologists (Liv I – III art. 23)	167	23%
Admin/technicians (art. 15)	79	39%
Total non permanent staff	246	31%

ORGAN	MEN	WOMEN	% W
PRESIDENT	1		0.0%
COUNCIL OF DIRECTORS (excluding President and Executive Board Members)	25	3	10.7%
EXECUTIVE BOARD	5		0.0%
AUDITORS	2	1	33.3%
NATIONAL SCIENTIFIC COMMITTEES *	114	21	15.6%
CSN1 (Sub-nuclear Physics)	20	4	16.7%
<u>CSN 2 (Astro-particles Physics)</u>	23	5	17.9%
<u>CSN 3 (Nuclear Physics)</u>	15	9	37.5%
<u>CSN 4 (Theoretical Physics)</u>	31	2	6.1%
<u>CSN 5 (Technological/Interdisciplinary research)</u>	25	1	3.8%
TOTAL	147	25	15%

Why few women at the top of research?



GENDER QUALITY



Q18
Vision on gender equality

Q17, Q62

Q55 to 59

Culture, behaviour

Q10
Vision on gender equality

Q61 to 61

Q61 63 64
Culture, behaviour

Knowledge of equality policies

Competence, tools, methods

**INDIVIDUAL
vision and knowledge**

**ORGANIZATIONAL
vision and capacity
to promote equality**

Buone pratiche

- “Modelli di ruolo” tra ricercatrici di alto profilo, che hanno saputo conciliare ricerca e famiglia. Questo grazie a una cultura del lavoro flessibile, ma soprattutto a risorse personali (condivisione) e al sostegno di istituzioni esterne (CERN) che hanno politiche esplicite di PO
- Presenza di una Prima Ricercatrice (associata) che svolge funzioni di orientamento e mentoring (Università).
- Borse per ragazze nel Progetto Lauree Scientifiche, convegni donne e scienza

Buone pratiche

- Asilo nido all'AREA (poco utilizzato dai dipendenti M/F che lavorano all'AREA). (Ricercatrici sono eccezioni – appoggio a reti familiari (mogli, nonne, nonni...))
- Flessibilità nell'orario x ricercatori (e tecnologi), non x tecnici e amministrative
- L'officina: luogo di aggregazione per uomini e donne
- Rispetto delle quote rosa in commissioni (selezione e progressione)

Risultati: cultura

- Molto fortemente radicata nel territorio
- Cultura istituzionale positiva e aperta/curiosa rispetto alle questioni di genere
- Nessun atteggiamento discriminatorio consapevole nei confronti di capacità e talenti femminili
- Manca riflessione comune, presa di consapevolezza attiva e conoscenza della dimensione della discriminazione strutturale

Anche

- presso *Ricercatrici, studentesse e dottorande* (io non sono mai stata discriminata, qui si premia il merito)
- Presso *amministrative* (non è male stare in seconda linea)
- Accettazione del conflitto vita-ricerca come inevitabile (... “al CERN non si mangia, ci si nutre”)
- Donne rinunciano prima (scelgono insegnamento superiori)

Risultati – processi / HR

- Scarsa conoscenza delle norme e risorse interne e EU relative alle PO
- Scarsa (o nessuna) conoscenza del Codice di Condotta e della Consigliera di Fiducia
- Molestie – percepite come un non-problema

Risultati – processi / HR

- No messa in discussione criteri di valutazione del merito e dell'eccellenza, né degli stereotipi della Scienza “mainstream”
- Si esprime invece bisogno di rafforzare/ri-valutare competenze di “gestione” tra i/le ricercatrici (conflict management, team mgt, mentoring)
- Grande tensione rispetto al problema del precariato
- Tensione tra “scienza come lavoro di gruppo” e “gruppi di ricerca in competizione per le risorse”: competizione per risorse non aiuta l'interdisciplinarietà e la mobilità tra le carriere.
- Giovani rassegnati/e e poco informati
- Conflitto vita-ricerca percepito come **IL** maggiore ostacolo alle carriere femminili, ma accettato come dato di fatto

Risultati – processi / HR /risorse

- Idea che “con il tempo le cose miglioreranno”
- A livello di dirigenza centrale non esiste uno sforzo sistematico e continuo
- No informazioni sufficienti per analisi delle risorse.
- Distribuzione progetti a prima vista presenta distribuzione di genere (ma non affidabile per esiguità campione)

Raccomandazioni: alla Dirigenza e al personale di Sezione

- Incoraggiare il dialogo sulle PO nel consiglio di sezione: analizzare le risorse contenute nel PTAP e discutere come diventare “promotori attivi” internamente e a livello locale (p.es. con le strutture di formazione professionale)
- Discutere la messa in atto della European Charter for Researchers
- Stabilire un/a referente PO che lavori con il membro di CUG per
- Informare personale e student/esse su dati, risorse, esperienze positive,
- Stabilire contatti con il CUG per approfondire il tema della valutazione del merito da una prospettiva di genere
- Sensibilizzare sull’uso della lingua
- Valutare possibilità di programmi specifici di mentoring/incentivi per giovani ricercatrici di talento – compresi rafforzamento leadership, networking , orientamento e contatti con l’impresa

Raccomandazioni: alla Dirigenza e al personale di Sezione

- Valorizzare l'etica della condivisione , promuovere l'utilizzo dei congedi di paternità – con attenzione particolare ai giovani ricercatori precari
- Organizzare formazioni o brevi sessioni su processi di selezione/valutazione liberi da pregiudizi di genere/stereotipi/diversity management
- Analizzare con maggiore attenzione i processi organizzativi dei grandi e piccoli esperimenti e valutare la possibilità di promuovere modalità organizzative meno pesanti sulla vita privata (per tutti)
- Diventare un “agente di cambiamento” e comunicazione positiva nei confronti del territorio (farsi conoscere come ente di eccellenza, anche per le PO)

Raccomandazioni – sede centrale

- Alzare il profilo delle PO nel dialogo politico
 - Direttivo e alla Giunta dovrebbero essere gli attori del cambiamento in prima persona, lasciando al CUG i compiti propositivi consultivi e di monitoraggio che ad esso competono

Raccomandazioni – sede centrale

- La responsabilità per l'attuazione delle politiche di PO andrebbe strutturata e condivisa a seconda delle aree di competenza (RU, Commissioni di Selezione etc.)
- Giunta e direttivo dovrebbero sensibilizzare Direttori di Sezioni a loro doveri in relazione a PO

Raccomandazioni – sede centrale

- Attuare gli impegni presi in relazione alle politiche Europee: Carta Europea dei Ricercatori e relativi processi a livello nazionale (MIUR/DPO etc)
- Rafforzare meccanismi di monitoraggio, e affidarli a strutture competenti (non CUG)

Raccomandazioni – sede centrale

- Promuovere una cultura di genere con iniziative visibili interne ed esterne
- Integrare cultura di genere nell'offerta formativa sia con corsi specifici che con corsi su gestione RU

Raccomandazioni – Sede Centrale

- Offrire coaching a chi gestisce persone
- Mentoring (sistematico e strutturato) a giovani talenti (donne e uomini) con donne role models
- Continuare promozione di cultura di **condivisione**, dove la conciliazione non sia responsabilità solo di donne e uomini ma anche dell'istituzione
- monitorando il fabbisogno

GENIS LAB

Synthesis of Gender-Based
Organisational Assessments

DRAFT FOR DISCUSSION
29/09/2011

GENIS LAB Synthesis of Gender-Based
Organisational Assessments

**GENERAL OBSERVATIONS : GOOD
PRACTICE**

Evidence- Based Indicator of Good Practice <i>Institutional mechanisms for gender equality</i>		BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
<i>Laws, poilcies, commitees</i>	Legislation promotes gender equality						
	<i>National Legislation</i>	X	X	X	X	X	X
	<i>Local-Regional Legislation</i>				X		
	<i>Specific mechanisms to promote women in Science and Technology</i>	X	X		X	X	X
	Equality policy/action plan within institution	X	X		X	X	
	Ombudsman/Equal opportunities counsellor Gender Equality advisory board/Works committees	X	X			X	
	Sexual harassment prevention policy	X				X	

Evidence- Based Indicator of Good Practice

Human Resources Management

		BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
<i>Recruitment</i>							
	Formal affirmative action to recruit women in non traditional positions (e.g. IT)	X					
	Policies to attract (young) women (and men) into scientific career (or re-convert)	X		X	X	X	X
	Recruitment committees receive guidance in methodologies for recruitment or performance assessment free from gender bias	X					
	Quotas in selection/promotion committees	X	X			X	
	Adoption of EU Charter for Researchers					X	
	Use of Marie Curie Programme						X

Evidence- Based Indicator of Good Practice <i>Human Resources Management</i>		BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
<i>Performance Management</i>	Broadening of evaluation criteria (fund-raising, soft skills, team management)				X		X
	Open peer review system	X					
	Mentoring initiatives for women scientistis (ad hoc, individual Professors)	X			X		X
	Support measures to avoid negative impact of maternity break (individual initiatives)						
	<i>Routine letters for students and researchers to confirm period of maternity and breastfeeding</i>		X				
	<i>Evaluation period for publications extended for women scientists who have been on maternity leave</i>	X	X	X			X
	<i>Other support measures (individual)</i>				X		X

Evidence- Based Indicator of Good Practice
Human Resources Management

	BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
Working Conditions	Family-friendly scheduling of meetings	X		X	X	
	Teleworking permitted for scientists (informally)	X				X
	Policies on flexible working hours for researchers (formal)	X	X	X	X	X
	Policies on flexible working hours for non scientific staff (formal)	X				X
	Restrictions on week-end work and night work in labs		X		X	X

Evidence- Based Indicator of Good Practice <i>Human Resources Management</i>		BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
<i>Working Conditions</i>	Proactive information and training on Safety and Health, including on reproductive health risks				X	X	X
	On-site sports/relax activities for its employees, which are free of charge, or for a reduced fee				X		X
	Fund for maternity/paternity leave for young researchers/PhD students with non-permanent contracts				X	X	
	Planning of annual leave keep into account the needs of partners of staff						X
	Breast feeding rooms on premises of institute				X		
	Agreements with nursery and child care services		X		X	X	

Evidence- Based Indicator of Good Practice <i>Organisational Culture/Stereotypes</i>		BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
<i>Organizational culture</i>	Policy on gender sensitive language		X				
	No stereotypes on scientific potential and capacities of women researchers or technicians	X	X	X	X	X	X
	Role Models: Women in key positions e.g. Director/Dean of institution/Professorships	X	X	X	X	X	X
	Role models of active fatherhood /men coaching other men	X			X		
	Acceptance of paternity leave as «normal»	X			X	X	
	In-house discussion on gender and science	X					
	Flat non-hierarchical structure (at work Unit level)... but team as a family ?	X	X		X		X

Evidence- Based Indicator of Good Practice <i>Organisational Culture/Stereotypes</i>		BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
<i>Organisational culture</i>	Marketing/orientation policies for student recruitment that are gender friendly	X		X		X	
	Campaigns/policies to encourage youth into science (Some with particular emphasis upon girls)	X		X	X	X	
	Weekly meetings to discuss progress including gender issues (e.g pregnancy /research work)				X		X
	Workshops where each of the group members can present his/her research or project results		X		X	X	X
	Participate in “family-friendly enterprise” initiatives or other certification body				X		X

GENIS LAB Synthesis of Gender-Based
Organisational Assessments

CHALLENGES

Challenges

Human Resources Management

BTH Sweden

CSIC Spain

FTM Serbia

IPF Germany

INFN Italy

NIC Slovenia

Recruitment

Approximation in parity between employment of men and women but....

Women under represented in senior posts (at different levels)

In the changing economic environment career opportunities in science are perceived to be limited and women are “opting out”

Precarious jobs for youth have a gendered impact

Recruitment/evaluation committees do not receive assistance in methodologies for fair recruitment/ performance assessment

Criteria for excellence perceived as «objective» but not «women friendly»

Challenges

Human Resources Management

BTH Sweden

CSIC Spain

FTM Serbia

IPF Germany

INFN Italy

NIC Slovenia

Performance Management

Women frequently are unable to reconcile the pressure of quantitative performance in terms of publications and patents with family life

Women (perceived to) need longer than men to advance their career

Active mentoring (by male and female superior) can be a critical factor but it is not institutionalised.

Limited discussion on the potential gender biases in evaluation of excellence/performance, hidden in the accepted social representation of science. But

.. most women that «existing criteria favour men» ...

Managers need large set of soft skills –but do not benefit of organisational support in this respect

Challenges

Human Resources Management

BTH Sweden

CSIC Spain

FTM Serbia

IPF Germany

INFN Italy

NIC Slovenia

Working Conditions

Tendency towards increased use of non-permanent contracts – particularly detrimental for women and precarious jobs have gendered impacts

Constraints in both “home” and “host” organisations that inhibit mobility for women researchers between institutions

Part-time work perceived as putting a break on women’s careers

Pay gap – a fact. Does it depend on gender-bias in job classification /evaluation?

Lack of career prospects/motivation schemes for administrative staff – mostly women

«Ph D» technicians...

Evidence- Based Indicator of Good Practice
Organisational Culture/Stereotypes

BTH Sweden
CSIC Spain
FTM Serbia
IPF Germany
INFN Italy
NIC Slovenia

Culture and stereotypes

General perception that demanding nature of research work does not allow for easy conciliation of work-life balance

Leadership is often – unconsciously – related to male behaviours and symbols . Assumption that women not interested in managerial careers

Women still remain main responsible for domestic chores

Primary child minders and caregivers for the family remain women

Maternity leave perceived as putting a brake on women's careers

Evidence- Based Indicator of Good Practice

Organisational Culture/Stereotypes

BTH Sweden

CSIC Spain

FTM Serbia

IPF Germany

INFN Italy

NIC Slovenia

Culture and stereotypes

There tends to be a high degree of awareness of the difference between gender stereotypes but in reality a tendency to “accept” these.

“Women must make a choice” between career and family life

Both women and men contribute to the cultural transmission of stereotypes and permit their institutionalisation

Potential gender biases in evaluation of excellence/performance and hidden in the accepted social representation of science are accepted as inevitable for sake of “science’s objectiveness” and “scientific excellence”

Challenges

Institutional Set -Up

BTH Sweden

CSIC Spain

FTM Serbia

IPF Germany

INFN Italy

NIC Slovenia

Administrative procedures frequently not adequately flexible to meet needs of staff who need to reconcile work and family life

Limited child care facilities inevitably leave women with *having* to manage child care

Despite legislation, gender aspects not adequately addressed in planning and monitoring

Gender equality structures not effective have low status or recognition

Lack of awareness of rights/sexual harassment policies

GENIS LAB Synthesis of Gender-Based
Organisational Assessments

RECOMMENDATIONS

RECOMMENDATIONS <i>Section – Department Level</i>	BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
<p>In large institutions, encourage section leaders to enter into a structured discussion with Senior Management on the resources offered by Equal Opportunity action plans, and their relevance/feasibility at local level. (macro-meso-micro)</p>						
<p>Further discussion with Senior Management / champions on how to comply with EU policies (EU Charter , Women and Science)</p>						

RECOMMENDATIONS <i>Section – Department Level</i>	BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
Establish gender focal point at work unit level /improve communication with EO committees		X			X	X
Prepare information briefs/newsletters on key equal opportunities issues (including rights) and disseminate on institution-wide basis also based on on-going data analysis	X	X	X		X	X
Take a more proactive approach and stand towards achieving gender equality in this field of research (external communication)		X	X	X	X	

RECOMMENDATIONS <i>Section – Department Level</i>	BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
Use gender sensitive (local) language					X	
Further develop links with private sector to enhance career opportunities for young researchers, including women					X	
Performance criteria to include soft skills, and re-discuss how (where in existence) bonuses are awarded (individual/group)		X	X			
Re-discuss evaluation of time spent on maternity/maternity leave		X				
Formalise mechanisms such as teleworking and flexible working hours		X			X	X
Provide research leaders with coaching/training HRM	X	X	X	X	X	X

RECOMMENDATIONS <i>Central Administration level</i>	BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
Policy dialogue at Senior levels and reinforcing accountability frameworks			X	X	X	X
Align human resource strategies and management tools to EU policies		X	X	X	X	X
Introduce OR reinforce monitoring systems	X	X	X	X	X	X
Promote a gender transformative culture in internal information and external communication	X	X	X	X	X	X
Staff development: targeted action and promoting collaborative behaviours and combat silos culture	X	X	X	X	X	X
Introduce mechanisms to improve work-life balance, including addressing issue of culture of long working hours		X			X	X

RECOMMENDATIONS <i>Central Administration level</i>	BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
Induction sessions for students starting at the university about career prospects				X		
Improve sex-disaggregated statistics on human resources	X			X		X
More flexible implementation of the one-year-abroad rule (shorter periods to allow men and women with families to participate)						X
Support positive and realistic female manager role-modeling.			X		X	X
Formalise with transparent criteria mentoring systems						

RECOMMENDATIONS <i>Central Administration level</i>	BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
Look for creative solutions to issues such as parking and institutional crèches						X
Visibility of “Gender and Science Corners”						X
Target the young to educate them on role of social dialogue, and inform them of their rights and equality laws	X	X			X	X
Monitor research fund allocations and success rates by gender	X	X	X	X	X	X
Gender budgeting needs to be dealt with as part of the GENIS LAB project	X	X	X	X	X	X
Assess whether pay gaps depend on gender-biased evaluation of jobs		X			X	