

DISCUSSION PAPER for the first step in defying the tailored action plan (TAP) to implement structural change in INFN – Italy. 1 June 2012

FINDINGS FROM THE GENDER PARTICIPATORY AUDIT CONDUCTED IN MARCH 2011

1. Advisory Panel on Equal Opportunities (CPO – Comitato Pari Opportunità) reports that **women represent about 24%** of all INFN staff holding permanent contracts. The percentage lowers to **15%** in scientific, technological and technical positions. Women are 24% of all staff holding permanent contracts. 15% in scientific, technological technical positions (p.7).
2. Information provided by the INFN Advisory Panel on Equal Opportunities indicates that **30%** of PhD (p.8)
3. The presence of **women in governing bodies** and other decision making positions is quite low: no women are represented at the level of Executive Board and the Council of Directors counts only 3 women among its 31 members (10%). These include two Directors of Section and one Director of Laboratory (out of 20 Sections and 4 National Laboratories): Rome La Sapienza Section (the largest in Italy), Trieste Section , and the Gran Sasso National Laboratory (one of the most important labs for underground physics research globally).
4. According to the CPO, over the last 20 years women have represented **constantly 30%** or more of those completing a PhD in Physics in Italy.
5. However, a review of recruitment and career trends over the years 2003 - 2010 has found:
 - a. A **decrease in recruitment** of women researchers in indeterminate positions, against a 30% presence of women among post-doctoral fellows, which has remained constant over the last 20 years. This must be considered against the background of the dramatic decrease in new recruitments, with more prominence among women researchers, as the curve has been less dramatic among male researchers. This trend witnessed a relative improvement in 2010, when 37 new positions were opened at national level through public competitive process: 10 out of the 37 new recruits were women (27%), with women representing 26% of eligible applicants.
 - b. An **improvement in the “disparity index” (no. of men/no. of women) among Heads of Research** (from 13 to 8 males for each female HoR), even if women’s representation is still extremely low in this group (only 14 Heads of Research out of 116 are women, at national level).
 - c. A constant **disparity index** both among Senior Researchers and Researchers, (ranging between 3.5 and 4).
 - d. That **gender disparity is broader among younger** age groups, among permanent staff: women are only 21.8% of researchers in the age range 35-39, 19% of those between 40-44 and 24.8% of those between 45-50.
 - e. That young researchers, both women and men, remain concentrated in non-permanent positions, and women make up for 29% of researchers holding **non-permanent positions**.

- f. That women have **lower probabilities for career** advancement and require longer time frames. For instance a 45-year old woman has half the chances of being promoted to Head of Research than a male colleague of her same age (p.8-9)

6. Personnel gender composition:

- a. Analysis on Technologists (engineers, IT specialists, lawyers): Women 4/33 with constant disparity index.
- b. Analysis on Technicians : Women 5,4%
- c. Analysis on Administration and general management: women 82,7 %; but not in decision making positions.
- d. Analysis on other staff- university non permanent : *Data not sex-disaggregated*. 4/7 prizes for best doctoral thesis in 2010.

7. Gender equality culture:

- at individual level: insufficient individual knowledge of existing policies and tools on equality and sexual harassment (p. 24).
- At organisational level: INFN does not seem to take a sufficient stand on the importance of equality for the achievement of its organisational mission. Existing procedures are rated sufficiently transparent and free from gender bias. However their actual capacity to translate the principle of equality into practice is rated as barely sufficient (p.25).

Recommendations

Policy dialogue and reinforcing accountability frameworks

- The current reform of PA and the establishment of “**Comitati Unici di Garanzia**” (CUG) could be a good opportunity for top management to discuss and take direct responsibility of the effective implementation of the Equal Opportunity Action Plans. The advisory and monitoring function of the CUG should be separated from actual implementation of the Plans, which require clarifying responsibilities among a much larger set of internal actors (e.g. Human Resources Services, the Directors, members of Selection Panels...).
- In order to make the new CUG work integrated and sustainable, the Executive Board (Giunta) could engage in a more substantive **dialogue with the Council of Directors** (Consiglio Direttivo) to inform, sensitize and guide Directors on gender issues in scientific research as part of the Institution’s strive for excellence. Aligning human resource strategies and management tools to EU policies
- The above should be defined as part of the institutional-level implementation of current EU and Italian policy framework on Gender and Science in the 7th and 8th FP, as well as of the “EU Charter for Researchers” (see below), as follows:

- o The Italian Ministry of University and Scientific Research and the Department for Equal Opportunities have developed a set of policy orientation documents to support gender equality in science. These include actions at normative level, but also initiatives that may and should be taken directly by public institutions. INFN could take this opportunity to define a set of practical actions to be taken, including adopting and giving practical effect to the Minerva Code: Transparency for Excellence, as planned in the last AAPs.
- o The Italian Ministry of University and Scientific Research and the Department for Equal Opportunities have also produced a Draft National Plan of Action to enforce the European Charters for Researchers (and the Code of Conduct for recruitment of researchers). Keeping this in concrete consideration and will be a plus as INFN is considering to strengthen its HR strateg.

- The INFN could consider the possibility of offering financial incentives to Sections who prove particularly active in promoting equal opportunities.

Reinforcing monitoring systems

- The CPO working group on gender statistics has produced a wealth of relevant information. However this is not directly integrated in the INFN monitoring systems, so it is difficult to keep it up dated and use it for day-to-day monitoring purposes. Gender-sensitive data should be kept as part of the mainstream monitoring system so that data could be extracted and monitored in a more systematic and regular basis, also in relation to resource allocation (missions, projects, budgets) and to University associates and non-permanent workers at local level.

Promoting a gender transformative culture in internal information and external communication

- INFN could produce simple, short and easy-to-read information notes on :
 - o The current gender situation in INFN, possible obstacles to gender equality and good practice examples
 - o linkages between scientific excellence and gender equality, in the perspective indicated by the EU Charter of Researchers.These should be disseminated not only via the CUG but more openly on INFN home page.
- Send clear and proactive messages on the Institute's stand towards gender equality, via all its communication materials (website, magazine).

Staff development: targeted action and promoting collaborative behaviours

- Offer structured, tailor made training opportunities on gender issues, and more specifically on human resource management free from gender bias, conflict management, leadership in multicultural and multi-gender skills, reconciling work and private life. In addition,

- sensitization sessions and short inputs could be integrated in mainstream training programmes for INFN staff.
- Consider tailor-made coaching/training on soft skills to talented young women researchers
- Have female role models mentoring young researchers (both male and female and try to identify role models of successful male researchers who equally share family responsibilities)

Work-life balance

- Most of the interviewed staff mentioned the availability of child – care as a key element to eliminate obstacles from women’s careers. INFN may wish to continue and give appropriate follow up to the work already initiated in this field:
 - o to continue the existing system to monitor needs, ensuring that needs assessment is given adequate responses
 - o expanding its current provisions (establishing new agreements with child care facilities)
 - o promoting an organizational culture which promotes child-care, family and private responsibilities as a matter that concerns everyone and not only women. This includes clear messages to all staff that taking parental leave is acceptable for both women and men employees.

DISCUSSION POINTS ON GENDER BUDGETING

In the INFN **CUG three years plan for positive action**:

“A questo proposito si vuole anche sottolineare che il **'Gender budgeting'**, cioè l'integrazione di una prospettiva di genere nel processo finanziario, è un'applicazione dell'approccio integrato della parità fra le donne e gli uomini nel processo economico-gestionale. Ciò implica la valutazione in una prospettiva di genere dei bilanci esistenti a tutti i livelli del processo gestionale nonché una risistemazione delle entrate e delle spese per promuovere la parità fra i lavoratori di una istituzione. La ratio evidente dell'insieme dei testi normativi italiani sull'uguaglianza di genere (che sono congrui alle normative europee che hanno recepito) è la seguente: la realizzazione delle pari opportunità tra le persone nell'ambiente di lavoro pubblico non è solo una questione di dignità della persona o di qualità della vita, ma piuttosto è lo strumento che può consentire e accelerare il processo di trasformazione culturale e organizzativa delle istituzioni, anche scientifiche”.

“...Al riguardo, la partecipazione INFN al progetto Europeo GENIS-LAB nei prossimi 48 mesi offrirà uno strumento pratico di analisi organizzativa e di cambiamenti strutturali in grado di promuovere un ambiente di lavoro più equo per tutti e più gratificante per le donne. Il progetto si propone infatti di realizzare alcuni cambiamenti strutturali nelle organizzazioni scientifiche coinvolte, al fine di superare i fattori che limitano la partecipazione delle donne nella ricerca attraverso la promozione di azioni comuni e lo scambio di best practices e metodologie innovative per la promozione del mainstreaming nella scienza. Il progetto opererà su tre livelli: a) a livello della struttura organizzativa promuovendo cambiamenti strutturali interni per sostenere una più equa partecipazione delle donne; b) a livello socio-ambientale attraverso campagne di comunicazione e sensibilizzazione contro gli stereotipi che influenzano il rapporto delle donne con la scienza; c) a livello europeo **GenisLab Self Tailored Action Plan can be part of CUG action plan**”.

GENDER BUDGETING: inputs for the discussion

- A) In all organisations taking part in the GENIS-LAB project, the gender inequality is not due to the lack of a legal framework for equal-opportunity rights, but to **real accessibility** to those rights. Gender budgeting is a tool to support practical strategies and promote actions that narrow the gap between formal and substantial equality. Therefore, gender budgeting is potentially a powerful instrument.
- B) By framing 'gender issues' in terms of an economic discourse, gender budgeting 'liberates' gender (and gender mainstreaming) from the 'soft' social issues arena and raises it to the **level of economics**, which is often thought of as being 'technical', 'value-free' and 'gender-neutral'. Moreover by contributing to

the fair distribution of financial resources, increases the **transparency** of budgetary expenses. In so doing, it ensures the maximum efficiency of the means used.

- C) 'Gender budgeting' is an **umbrella term** that covers various different actions to promote gender mainstreaming in process budget. Gender-budgeting initiatives might include overall expenditure or revenue or specific thematic areas. Moreover, gender-budget initiative might address the full budgeting cycle or be focused on specific phases of the cycle (*ex-ante*, *ex-nunc*, *ex-post*). As a consequence, **tools and approaches will vary** according to characteristics of the organisations to be analysed, its budgeting systems, the available data, the gender budgeting objectives. Therefore there is not a unique model for implementing gender budgeting in organisations, but each organisation has to define its own gender budgeting tool to promote a structural change in the organisation in order to reduce gender inequality.
- D) Gender Budgeting aims to develop a conceptual framework to measure inequalities through **rigorous empirical analysis**.
- E) Scientific organisation contexts present some **peculiar elements** that need to be considered because they affect distribution of resources. One of the main structural preconditions is represented by the highly dependent position of young scientists with respect to professors, who have the power of allocating jobs and other resources. Studies have revealed that **male professors tend to promote persons that are perceived as similar**, and belonging to the same gender is one obvious form of similarity. Female full professors represent fewer than 20% of all professors in the EU. Moreover, women have to overcome the **prejudicial** view that their family commitments will affect their scientific careers. In the GENIS-LAB project, a specific focus is dedicated to gender **stereotyping** in science. Since the budget reflects the priorities for the organisation, and also its power relationships, the steering effect of the allocation of money can be used directly to support process and programmes that advance women in science, challenging these prejudices and stereotypes.
- F) Implementing gender budgeting requires a deep **knowledge of budgeting** process itself, in order to make explicit the decision-making process and the related power structures. Who is participating in the budget process? Women and men, and of which hierarchic level? In which elements of the process do they participate, and what formal and informal decision-making powers do they have?
- G) The more common gender budgeting approach is based on the **reclassification of budget in expenditures** groups: the analysis of existing budget could be done separating two class of expenditures: 1. gender specific expenditures and equal employment opportunity expenditures; 2 general expenditures.
- H) In genislab project we suggest to focus on three main type of resources: funds, space and time.

1. What do you think about gender budgeting (GB) in your organisation?
2. Are there previous experiences on GB in this organisation?
3. Do you think GB is a useful tool in promoting gender equality?
4. Looking at the three main resources we are going to consider in GenisLab project (funds, space, time): what do you think is the most relevant resource dimension for promoting gender equality in your organisation?
5. What has been done about gender equality in allocation of funds?
6. What has been done about gender equality in allocation of space?
7. What has been done about gender equality in allocation of time?
8. Are there other area or resources dimension that you think are more relevant for gender equality in your organisation in a GB approach?
9. What are the data we have about these resources allocation according to gender?
10. How much is the resource area we selected relevant for the organisation?
11. What are the objectives that we can start to define?
12. Which strategies?
13. What difficulties could we meet implementing gender budgeting in this area?
14. How to monitor the GB process ?
15. What is the impact we assume that the implementation of GB can have?

FGB will support the organisation in implementing Gender Budgeting.

GENDER BUDGETING PROCESS

