



ISTITUTO NAZIONALE DI FISICA NUCLEARE

INTEGRATED TAILORED ACTION PLAN - TAP
March 2013



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Introduction: brief description of Genis Lab

INFN - National Institute for Nuclear Physics, Italy is one of the six European scientific organisations taking part in the European project Genis –Lab, funded by the European Commission's 7th FP. The project aims to implement structural changes to overcome factors that limit the participation of women in scientific research despite their excellent departure conditions in terms of talents and competences (more info at www.genislab-fp7.eu). The other scientific organization involved are: CSIC - (Spanish Higher Council for Scientific Research) Institute for Polymer Science and Technology, Spain; IPF - Leibniz Institute of Polymer Research Dresden, Germany; FTM UB - Faculty of Technology and Metallurgy, University of Belgrade, Serbia; NIC - National Institute of Chemistry, Slovenia; BTH – Blekinge Institute of Technology, Sweden. Three additional technical partners provide support to the scientific organizations: Fondazione Giacomo Brodolini, project coordinator, Associazione Donna e Scienza, and International Training Centre of the ILO.

The project focuses on factors which limit or impede the change towards an effective equality between men and women in science. These factors appear to be linked to organizational systems and to the relation between individuals and the organizations, thus requiring a complex intervention directed at organizational dynamics, the objective of which is to have an effective impact on the conditions of women and men in research organizations. In this perspective the GENIS LAB main objectives are: to improve women researchers' working conditions, to improve women researchers' career opportunities in research organizations, to improve the organizational climate – workplace, acting on organizational culture, to fight against negative stereotypes within the research organization, and, also in a more general context, to contribute to the creation of a culture, in which both women and men experience that their individual interests and intellectual assets are taken charge of and are acknowledged as qualitative values in the development of the Institute.

1. TAP METHODOLOGY

The TAP was officially approved by the Executive Committee on January 31, 2013 and will last up to December 2014. The details of objectives and actions are defined in this document.

During the first phases of the GenisLab project, which prepared the final elaboration and adoption of this TAP, the following results have been achieved;

- Delivery of participatory gender audit involving both Central Administration Services and the whole of Trieste Section. Discussion of Participatory Audit recommendations by the Council of Directors (December 2012) and selection of the ones to be immediately responded to by this TAP .
- Genis-Lab TAP is adopted by the INFN Executive Committee (Giunta Esecutiva) and endorsed by the CUG (Comitato Unico di Garanzia), the bilateral statutory organ for EO in all Italian public sector institutions in its advisory and monitoring function.

This TAP has been elaborated by the GenisLab team at INFN with the support of the three technical partners. Members of INFN GenisLab team are Oretta Di Carlo, Maria Luigia Paciello, Patrizia Cenci, Sandra Leone, Roberto Gomezel, Kristina Zima. Support from the technical partners was offered by Benedetta Magri (ITC-ILO, coordinator of the TAP and responsible for HRM aspects) , Fondazione Giacomo Brodolini (Barbara de Micheli and Antonio dell'Atti, coordinators of the project; and Angela Genova responsible for Gender budgeting aspects) - ; Flavia Zucco, Francesca Molfino, Claudia Grasso - Donne e Scienza (organisational culture and stereotypes).

Objectives and actions defined in the TAP are based on the analysis of the results and recommendations of the participatory gender audit that was run in March 2011, and on other meetings with the technical partners during the ensuing months. Theoretical background as well as objectives, actions and methods were discussed within INFN GenisLab team with the support of the technical partners of the project, shared with INFN CUG Chairperson and members as well as with a number of other INFN Structures in meetings and in a feedback session with the staff of the Trieste Section which took place in June 2011.

The TAP as part of the GenisLab project is coordinated by the Training Department of INFN which is part of the Central Administration but GenisLab team members come from different decentralised sections, as the TAP includes objectives and actions which are meant to benefit the whole organization.

2. OVERVIEW OF THE ORGANIZATIONAL CONTEXT UNDER A GENDER PERSPECTIVE

The results of the participatory gender audit are summarized as the main source of data for the elaboration of the TAP. The key findings included

1. Women represent about 24% of all INFN staff holding permanent contracts. The percentage lowers to 15% in scientific, technological and technical positions.

2. At the time of the audit, the presence of women in governing bodies and other decision making positions is quite low: no women were represented at the level of Executive Board¹ and the Council of Directors counted only 3 women among its 31 members (10%). These included 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. Over the last 20 years women have represented constantly 30% or more of those completing a PhD in Physics in Italy (Italian Ministry of Research and Education data). However, a review of recruitment and career trends over the years 2003 - 2010 made by the CPO 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)

5. Gender profile of INFN staff by professional category:

- a. Technologists (engineers, IT specialists, lawyers): Women 4/33 with constant disparity index.
- b. Technicians: Women 5.4%
- c. Administration and general management: women 82.7 %; but rarely in decision making positions (since the Audit figures have improved).
- d. Analysis on other staff- (university): Data not systematically available in sex-disaggregated manner.
- e. 4/7 prizes for best doctoral thesis in 2010 awarded to female scientists.

Gender equality policies and structures

¹ Currently one woman is represented in the INFN Board (Giunta Esecutiva), recently named VicePresident.

- Like all Italian public sector institutions, by Law the INFN can count on a bipartite Equality Committee (currently transformed in "Comitato Unico di Garanzia") and on an external equal opportunity advisor. It has a Code of Conduct and a formally approved "Equal Opportunity Plan". However these mechanisms are not known by many of the staff. The Plan – at the time of the audit – had no measurable targets nor accountability mechanisms, although thanks to the Plans in past years various good quality training, data collection and analysis and sensitization activities have taken place. Given the very large size and decentralised organisation of the Institute, although members of the CUG come from the various different Labs and Sections, as well as from all professional categories, the Committee finds it hard to be visible among the majority of staff.
- Statutory requirements for female quota in evaluation committees for public competitions do exist, when strictly required by law. Discussions are ongoing between the CUG and the Executive Committee in order to extend this provision beyond the law requirements (e.g. All committees).

Organisational culture

- At organisational level: INFN, although formally compliant with legal equality requirements, does not seem to take an institutional proactive stand on the importance of equality for the achievement of its organisational mission.
- at individual level: there is low individual knowledge of existing policies, institutional mechanisms (CUG) and tools on equality and sexual harassment, although all staff involved in the audit were extremely supportive and valued equality as a key democratic principle to which they feel committed.
- at individual and group level no prejudices about women's technical abilities were recorded, while opinions are more nuanced on what is expected from women and men when they achieve leading positions. Leadership is often – unconsciously and not intentionally– related to male behaviours and symbols. Women as leaders tend to be judged as "women AND leaders" as if this had an inherent dichotomy. This does not happen with men.
- The world of science was often described as a very competitive environment. There are possible contradictions between the growing need of collaborative behaviours and methods (particularly in large international research projects), and the need to compete in order to make a career in this field.
- Scientific research was often described as the "domain of meritocracy" and "gender-neutral". However discussions would often lead respondents to conclude or remark that the "theory" does not always translate in actual practice: the apparent neutrality of science becomes socially "conditioned" by human factors. This is where gender bias could – inadvertently – occur.
- There is a consistent use of the masculine gender throughout all INFN documents at both National and Section level, as this is intended to express neutrality.
- The Trieste University has a specific policy to attract more young people and young girls into Physics. However no specific thought has been given as to how to retain them and ensure they have a satisfactory carrier.

HR procedures and policies

- Existing HR procedures were rated sufficiently transparent and free from gender bias. However their actual capacity to translate the principle of equality into practice was rated as barely sufficient by the majority of the staff who replied to the on-line survey in the INFN Trieste Section.
- The INFN has officially adopted the EU Charter for Researchers and the Minerva Code. The Minerva Code has been introduced as part of the new Staff Regulations which are currently awaiting for formal approval by the relevant Ministries. This will mean, e.g. publication of CVs of evaluation committees members and of all candidates. However there may be some implementation problems, which will need to be discussed addressed.
- INFN projects are normally of larger size and involve management of large international teams, however no specific measures are in place to support the development of specific team management/conflict management skills

- INFN staff has not yet engaged into a discussion on the potential biases in evaluation of excellence/performance and on the obstacles to gender equality hidden in the accepted social representation of science. However, many among researchers and other staff did point out that traditional gender roles and cultural biases seem to have a strong influence on women's careers.
- Some have expressed some openness in engaging in further reflection on the gap between real and perceived needs of work organisation in research.
- Internal performance evaluation is perceived as a rather mechanical exercise as professional profiles are not competency based

Work-life balance

- INFN has set up measures to support employees with childcare responsibilities at decentralised level and a central monitoring system exists to measure user satisfaction; however no measures are in place to support dual career couples nor to promote the idea that childcare is not only a women's issue so main beneficiaries of these services would appear to be women in administrative positions while young female researches expressed the feeling of having to choose between having children and having a scientific careers.
- In addition, it would appear that Working conditions, the work culture in INFN, and times/location of local childcare infrastructure makes it difficult for researchers to reconcile research with family life. At least in the audited section of Trieste women are the ones who are more traditionally thought of having to deal with this and most frequently to have to make a choice between family and career.

Recommendations

Recommendations were thoroughly discussed with the management and the staff who were directly involved in the audit, prior to final drafting. Many of them reflect suggestions which came from staff themselves. They were organized in two different sets, the first one directed to INFN Central Administration, and were of longer term nature, the second one to the management of Trieste Section, of a more short-term nature and the related actions were within the control of the Section management.

The TAP principally focuses on the first set of recommendations as it is intended to benefit all the staff of the institute. However, given the size of the Institute, some of the actions included in the TAP are meant to be piloted in specific sections. The Recommendations highlighted in *italics are the ones which the INFN Genis-Lab Team is directly aiming at addressing within the scope of this TAP.*

Policy dialogue and reinforcing accountability frameworks

- 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...).
- 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.
- Align human resource strategies and management tools to relevant EU policies and their national level implementation tools (At the level of MIUR) by
 - Adopting and giving practical effect to the Minerva Code: Transparency for Excellence, as planned in the last TAPs.
 - Enforcing the relevant provisions of the Draft National Plan of Action to enforce the European Charters for Researchers (and the Code of Conduct for recruitment of researchers), *including actions to promote processes of evaluation of excellence which are free from gender bias*

Reinforcing monitoring systems

- The CPO/CUG working group on gender statistics has produced a wealth of relevant information. However this is not directly integrated in the INFN mainstream monitoring systems. *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 and disseminate widely 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.
- Send clear and proactive messages on the Institute's stand towards gender equality, via all its communication materials (website, magazine).
- Staff development and other HR activities could include:
 - o targeted actions to promote collaborative behaviour and management styles
 - o *structured, tailor made training opportunities on gender issues, and more specifically on human resource management free from gender bias (including in selection and recruitment processes), conflict management, leadership in multicultural and multi-gender skills, reconciling work and private life.*
 - o *sensitization sessions and short inputs could be integrated in mainstream training programmes for INFN staff.*
 - o *Consider tailor-made coaching/training on soft skills to talented young women researchers*
 - o 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

- 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 (this recommendation has been addressed by INFN in that currently staff with children are paid an additional allowance).
 - o fostering 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.*

3. DESCRIPTION OF THE GENERAL OBJECTIVE OF THE TAP

The long-term objective of this TAP is to initiate structural change in INFN, so as to improve its working environment for all and improve the quality of its scientific production. Genis-Lab believes that gender equality is an important strategy to contribute to this goal and therefore the overall objective of the TAP **is to increase gender balance in (all) units of the scientific organisation, particularly among Senior Researchers.**

Genis-Lab is aware that the achievement of these objectives in a sustainable and efficient way requires that the TAP of Genis-Lab takes advantage of and is integrated in the broader framework of the initiatives that already exist towards gender equality in the Institute, and which are undertaken by different institutional actors. This is of particular importance especially in view of the size and complexity of the Institute and its governance structure.

All actions are and will be concerted and implemented in full collaboration or in consultation with CUG. CUG is seen as the privileged instrument to disseminate the results of pilot actions, ensure coherence and impact between the different initiatives and monitor the correct institutionalization of products and processes. Therefore Genis-Lab Team believes that the overall objective can be achieved by INFN working systematically in two directions or "Strategic Policy Objectives" (SPOs):

SPO1. Make INFN a more gender-friendly research environment

1.1. Actions to establish a more gender-sensitive and women friendly organisational culture and behaviours: this is the area of focus of this TAP, and its specific objective area.

It is foreseen that this action area will be successful in creating the enabling conditions for better scientific carriers for women, and better working conditions and prospects for all women and men.

1.2. Enhanced measures to promote work-life balance: these are already being implemented by INFN Central Administration and regularly monitored by other relevant statutory bodies. Their enhancement will depend on correct follow up of existing activities, as well as on the allocation of adequate financial resources. Genis-Lab TAP will undertake actions to support and enhance the existing initiatives (further analysis, monitoring, identification of potential bottlenecks).

SPO 2. Promote female participation in research leadership through

2.1. Measures to support women's career advancement in leadership positions (e.g. implementation of quota systems in evaluation committees; and support to women's leadership development through coaching and other initiatives). Actions under SPO2 require some longer term discussion within INFN management.

In relation to *1.1. Establishing a more gender-sensitive and women friendly organisational culture and behaviours:* the TAP comprises actions in three main dimensions, which reflect the main areas of focus of Genis-Lab:

- 1.1.1 Establishment of a sustainable system to document and monitor gender and other inequalities, including on financial and economic resource allocation („Gender responsive budgeting“)
- 1.1.2 Establishment of fairer and more transparent human resource management procedures (“HRM“)
- 1.1.3 Promotion of a diversity and equality culture (“Stereotypes“)

These dimensions are closely interlinked and they will be implemented in a perspective of

- Complementarity (with clear definition of activities, roles and responsibilities in each of the areas, and making sure that the results of one area of activity feed into the others ones as needed)
- Synergy (making sure that the benefits of each activity are enhanced through other actions, and whenever possible actions are efficiently organised to avoid double work e.g. in data collection and analysis, or in running training workshops etc.)

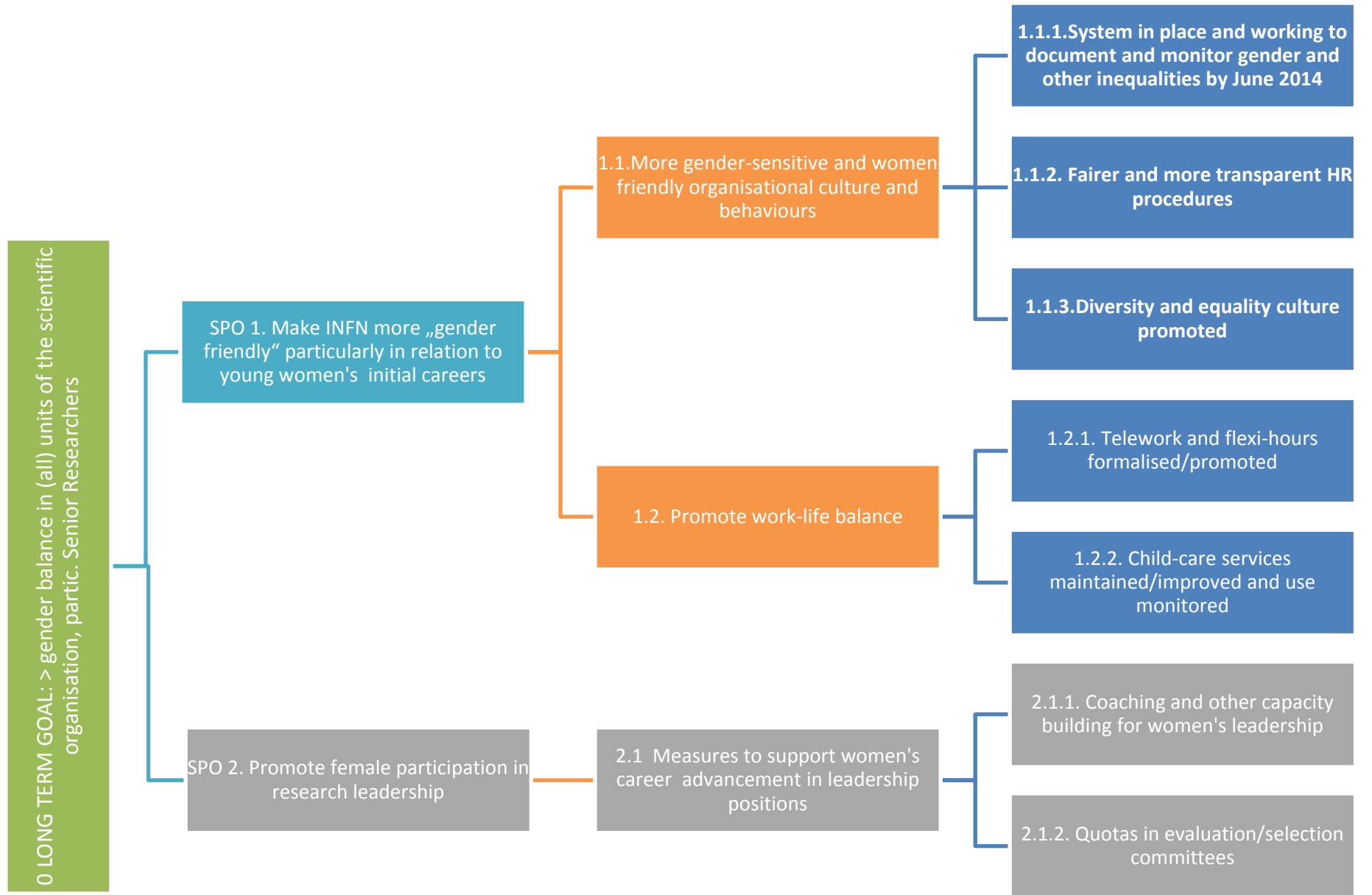
The methodology applied in all the three dimensions comprises:

- Data collection
- Data analysis
- Proposing change measures
- Implementation of change measures at central or pilot decentralised level
- Monitoring of results

The process of TAP implementation and all the changes in the organisational culture will be adequately documented.

The overall logical framework underpinning the implementation of this TAP in each of the above listed dimensions, including the monitoring indicators is presented in the following pages.

INFN – TAILORED ACTION PLAN TO PROMOTE STRUCTURAL CHANGE FOR GENDER EQUALITY – LOGICAL FRAMEWORK OF ACTIVITIES



4. DETAILS OF THE SPECIFIC OBJECTIVES OF THE TAP: LOGICAL FRAMEWORK

Details of the specific objectives, activities and indicators for each dimension of the TAP are in the following logical framework. Specific areas of action of this TAP are detailed under Specific Objective 1.1. However other – broader objectives are mentioned as they provide the overall monitoring framework to which this TAP is meant to contribute.

Details on modalities for implementation of the individual actions within the three main dimensions are provided under Section 4.1.

LEVEL 0	Goal	Strategic Policy Objective (SPO)	Target and indicator of achievement	Baseline (example)	Means of verification	Risks and assumptions
<p>LEVEL 0</p> <p>LONG TERM GOAL</p> <p>(objective to which GENIS-I@b will contribute, but which is beyond the project's sphere of influence)</p>	<p>0) Increase gender balance in (all) units of the scientific organisation, particularly among senior researchers</p>	<p>SPO 1. Make INFN more „gender friendly“ particularly in relation to young women's initial careers</p> <p>SPO 2. Promote female participation in research leadership</p>	<ol style="list-style-type: none"> 1. Policy and plan of action have with clear targets, budgets and accountability system adopted by end of 2013 2. Maintain the proportion between applicants and winners 3. Increase in % of women in: <ul style="list-style-type: none"> - Governing Body (Executive Committee) - Board of Directors (% of Sections/Labs Directors) - Heads of research 	<p>Current «Piano di azioni positive» (PTAP) does not have baseline and quantitative targets</p> <p>The PTAP has not explicit quantifiable nor time bound targets</p>	<p>Gender disaggregated statistics in INFN Annual Report</p> <p>INFN PTAP 2014</p>	<p>Risks</p> <p>R1) Decrease in public funding stops new recruitments / career progression – brain drain</p> <p>Assumptions</p> <p>1) INFN supports the actions described below and is ready to adopt and implement a clear, time-bound policy to improve gender balance among researchers at all levels by the end of 2013</p>

LEVEL 1	Strategic Policy Objective	Specific Objective	Target and indicator of achievement	Baseline (example)	Means of verification
<p>LEVEL 1</p> <p>STRATEGIC POLICY OBJECTIVE 1</p> <p>(Objectives to which GENIS-Lab can contribute, but that are longer term and beyond direct scope of Genis-lab.)</p>	<p>SPO1. Make INFN a more gender-friendly research environment</p>	<p>1.1. Gender-sensitive and women friendly organisational culture and behaviours;</p> <p>1.2. Promote work life balance</p>	<p>Institutionalized data collection system in place</p> <p>Pilot testing of competency based professional profiles (2 structures: LNF – TS)</p> <p>Increased awareness of EO legal and policy framework and Codice di Comportamento</p> <p>No of staff reporting that they can manage work-life balance</p> <p>No of measures in place and no. of staff benefitting and satisfied by beneficiary</p> <p>Telework procedure operational</p>	<p>Information provided by INFN Strategic Report 2011</p> <p>Reports under HR Charter for Researchers process</p> <p>Teleworking not operational yet</p>	<p>PT</p> <p>Internal circulars/Implementing Regulation (Regolamento attuativo)</p> <p>Reports of training courses/evaluations</p> <p>Participatory interviews with young researchers, on-line surveys</p> <p>Satisfaction surveys</p>
<p>LEVEL 1</p> <p>STRATEGIC POLICY OBJECTIVE 2</p>	<p>SPO2. Support women's access to research leadership</p>	<p>2.1. Establish measures in place to support women's career advancement in leadership positions</p>	<p>No of women researchers benefitting of mentorship or coaching programmes and reporting perceived benefit</p>		

LEVEL 2	Specific objective	Related outputs	Evidence based indicator (example)	Baseline (example)	Means of verification	Risks and assumptions
Specific objective 1.1 (within partial scope of GENIS-Lab)	1.1.1. Change organisational culture and behaviours	1.1.1. Institutionalized system in place and working to document and monitor gender and other inequalities by 2014 1.1.2. HR procedures are developed and adopted to: - promote time and place work flexibility - promote transparency in recruitment, performance, promotion criteria in use by 2014 1.1.3. Diversity and equality culture, promoted with communication, training and sensitization	1. 1.1 Inequality trends reported and regularly analysed 1.1.2. Increased perception of transparency and fairness of performance evaluation and promotion procedures (in the pilot structures) 1.1.3. Increased awareness of EO policies, Codice Comportamento, gender stereotypes; also among male employees	Information provided by INFN PT 2011/13 Data existing but collection and analysis system not integrated in mainstream information management systems Evidence from B.O. e Management project	Reports Budget and programme reports Internal circulars/memo/HRM tools Reports of training courses/evaluation Participatory interviews with young researchers, on-line qualitative surveys	
Specific Objective 1.2 (within partial scope of GENIS-Lab)	1.2. Promote work-life balance	1.2.1. Workplace and working time flexibility is promoted 1.2.2. Child-care services maintained/improved and use is monitored	<p>Increase in no. of staff (m and f) taking advantage of flexibility measures and reporting satisfaction</p> <p><u>TAP ACTIVITIES IN THIS AREA WILL SUPPORT EXISTING INSTITUTIONAL MEASURES THROUGH ACTIONS COMPRISED UNDER 1.1.1, 1.1.2. AND 1.1.3, namely by</u></p> <p>Supporting the development of a system to manage proposals aimed at promoting the reconciliation of family and personal life. Analysing the gender impact of usual working hours / overtime (under GRB component) Establish working time flexibility and teleworking. Explore possible the application of flexible working hours for all staff categories (see American Express good practice: to allow 1 day x months working at home) Organising information and awareness-raising days about paternity leave to show that the institution has an open attitude towards employees taking such leave.</p>			

LEVEL 3	Output	Activities	Evidence based indicator (example)	Baseline (example)	Means of verification	Risks and assumptions
<p>OUTPUT 1.1.1</p> <p>Within scope of GENIS-LAB (GRB-related)</p>	<p>1.1.1 Monitoring System in place and working to document and monitor gender and other inequalities in relation to</p> <p>a) careers</p> <p>b) access to funding</p>	<p>Define areas for data collection e.g.</p> <ul style="list-style-type: none"> - recruitment - promotion - scientific and adm. decision-making - management of complex projects - pay and other forms of remuneration - gender budgeting - success rates in accessing funds <p>Develop system in collaboration with HR</p> <p>Train staff in collection and analysis of gender disaggregated data</p>	<p>System in place by 2014 integrating and making regularly accessible and available (=transparent) data and trends about</p> <ul style="list-style-type: none"> - participation in scientific careers by age and gender - participation on managerial and administrative careers - access to research funds - remuneration and benefits - about childcare services and provision <p>Report on evaluation of compliance with HR Strategy for Researchers available and actions taken to address gaps</p> <p>Participatory and qualitative assessment methods used to collect and analyse staff perceptions and experiences</p>	<p>Sex-diss. Data available but not regularly updated nor part of regular information flow</p>	<p>Data from CUG</p> <p>Results of PGA (LNF and Trieste)</p>	
<p>LEVEL 3</p> <p>OUTPUT 1.1.2</p> <p>(HRM related)</p>	<p>1.1.2. HR procedures are gender friendly transparent and aligned to EU policies (ECR and Minerva code)</p>	<ol style="list-style-type: none"> 1. Align of HR strategies and management tools to EU policies (ECR and Minerva code) – part of PTAP 11-13 2. Develop and adopt HR procedures to promote transparency in recruitment, performance, promotion criteria 3. Organise training/awareness activities for managers and members of selection 	<ol style="list-style-type: none"> 1. A form of competency model for each professional profile developed and tested in LNF and TS 2. Guidelines on non-discriminatory recruitment and management procedures developed and disseminated (GenisLab & CUG) 3. Members of evaluation committees trained on non-discrimination and use of competency based assessment system 			

LEVEL 3	Output	Activities	Evidence based indicator (example)	Baseline (example)	Means of verification	Risks and assumptions
		committees 4. Specific measures to attract young female students				
LEVEL 3 OUTPUT 1.1.3 OC and Stereotypes	1.1.3.Change the organisational culture and develop „gender sensitive“ management skills	A set of integrated activities to promote a diversity and equality culture: 1. Soft skills training among research managers 2. leadership skills training among female research managers 3. knowledge and awareness raising activities on non-discrimination at all levels (D&S Seminar to the Board of Directors; Re-act experience/s at least in one section/lab) 4. Specific communication activities on gender equality in science is systematically in place 5. Mainstream communication, information and training are screened against gender stereotypes 6. Dialogue on gender equality in INFN open and on-going with INFN management.	No of training courses on soft skills/management No of awareness raising and information sessns for senior management No of leaflets/other communication materials disseminated EO website more visible etc			

4.1. Details of actions related to specific objectives

4.1.1. Actions for Output 1.1.1. : System in place and working to monitor gender inequalities trends

Name action 1	Fund allocation to research groups: Gender analyses of beneficiaries
Objective	To analyse the fund allocation to research groups focusing on the following dimensions: <ul style="list-style-type: none"> - Gender composition of research groups - Funded research groups - Gender analyses of groups' leaders
Methods	Board approval of data query Data query to the database service Data analyses Publication and discussion of data Identification of strategy to change distribution of funds to improve gender balance in fund allocation
Expected Output	Collection, analyses and discussion of gender data concerning: <ul style="list-style-type: none"> - composition of research groups - Funded research groups - groups' leaders <p>At the end of the 2013 some seminars will be organised to present and discuss the results of gender data analysis.</p>
Person in charge	Institutional supervisor: Speranza Falciano (V.President) Genislab team members: Paciello, Zima
Human resources involved	Genislab team, human resources department, Information System
Other resources needed	
Timing	Data query by March 2013 Data acquisition by April 2013 Data analysis by September 2013 Data publication by December 2013; data discussion by March 2014 Organization of some meetings to increase personnel awareness on data collection and on results of the first year gender analyses. Results will be discussed with board of directors.
Process indicators	Time elapsed from data query to data acquisition. Time from data analyses publication and discussion with the board of directors. N. of seminars organized/ n. of seminars scheduled. N. of people attending the seminars. N. of women/n. of men attending the seminars.
Results indicators	Gender analyses of research groups fund allocation by December 2013.

Name action 2	Gender provisional budget and research composition for each of the 5 national scientific committees
Objective	To introduce gender data concerning research teams and funded projects in the provisional budget (2014).
Methods	Introduce gender variables in the provisional budget 2014
Expected Output	Gender data on research teams composition and funded projects in the provisional budget.
Person in charge	Financial Dept. Director: Anna Sirica; Genislab team: Paciello, Zima
Human resources involved	Genislab team, personnel in financial department and in Information System.
Other resources needed	
Timing	By the time provisional budgets are usually set (October).
Process indicators	Discussion with the board of directors about the introduction of gender data in the provisional budget.
Results indicators	Introduction of gender data in the provisional budget

Name action 3	Gender pay gap
Objective	To analyse gender pay gap through the following two variables: <ul style="list-style-type: none"> - key rewarded tasks/services/ responsibilities - financial support for missions
Methods	Gender data collection, analyses, publication and discussion.
Expected Output	Report on gender data analyses on key rewarded tasks/services/ responsibilities (appointed nationally or locally) and on internal and external financial support for missions.
Person in charge	Financial Dept. Director: Anna Sirica; Genislab team: Paciello, Zima
Human resources involved	Genislab team, HR and Financial Depts, Information System
Other resources needed	
Timing	Data collection by October 2013, Data analyses by December 2013, Data publication and discussion by March 2014.
Process indicators	Report on gender data analyses.
Results indicators	Report on gender pay gap in key rewarded tasks/services/ responsibilities (appointed nationally or locally) and internal and external financial support for missions.

Name action 4	Observatory for monitoring and evaluating women participation in research
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Objective	To organise an observatory for monitoring and evaluation, appointed by the board, formed by: CUG workgroup specifically involved in Equal Opportunity, team of genislab project, HR dept, components internal and external evaluation committees (CIV, CVI), coordinated by the VicePresident S. Falciano.
Methods	Board resolution
Expected Output	Observatory for monitoring and data collecting
Person in charge	V.President Falciano + Genislab team: Di Carlo + CUG: Masullo
Human resources involved	Executive Board, CUG, Genislab, HR dept., CIV, CVI
Other resources needed	
Timing	Institution of the observatory by the end of 2013. Report of first year activities by October 2014: on time to be published on CVI report
Process indicators	Names of observatory members with their respective component (CUG, Genislab team and Board)
Results indicators	Brief report on the results of the first year's activity.

4.1.2. Actions for Output 1.1.2. HR procedures gender friendly and transparent

Name action 1	Align of HR strategies and management tools to EU policies (ECR and Minerva code) – part of PTAP 11-13
Objective	To comply with existing EU policies and tools to promote excellence and gender equality in research
Methods	ECR: in collaboration with HR and CUG, analysis of INFN using MIUR guidelines for ECR and identification of gaps and relevant actions. Minerva: in collaboration with HR and CUG.
Expected Output	For ECR: application of guidelines produced by MIUR and assessment of the INFN according to the ECR Grid. Establishment of actions and goals to be undertaken particularly in relation to gender balance in research and contractual conditions for young researchers. For Minerva: application of Minerva criteria : 1. all calls must be published at least 2 months before selection 2. all evaluation criterion must be published on the call; 3. curricula of evaluation commission members must be published; 4. curricula of candidates must be published; 5. curricula of winners must be published
Person in charge	V.President Falciano + Genislab team: Leone, Cenci, CUG: Masullo
Human resources involved	Genislab team, human resources department, CUG
Other resources needed	
Timing	Production of ECR/Minerva assessment paper and identification of gaps to be

	addressed by the end of 2013
Process indicators	No of people involved in ECR assessment Time elapsed between ECR assessment and establishment of actions to address gaps
Results indicators	ECR report submitted to EU No of calls responding to Minerva criteria by end of project.

Name action 2	Develop and adopt HR procedures to promote transparency in recruitment, performance, promotion criteria
Objective	To develop a competency-based HRM model to improve fairness, objectivity and transparency of HR procedures (see CERN Competency Model, CCM)
Methods	Through interviews, on-line surveys, focus groups, desk analysis and discussion with staff representatives, establishment of a set of technical and behavioural competences for INFN, starting from two pilot units: LNF (Laboratory Nazionali di Frascati – the larger lab of INFN) and Trieste Section. This requires: 1. sensitization activities 2. establishment of one technical working group for definition of technical competences 3. set of focus groups for behavioural competences (standard questions) 4. definition of two sets of competences 5. bi-partite discussions (Staff –management) including CUG 6. Training for different target groups
Expected Output	A paper proposing a competency based HRM model for recruitment, career development and performance management in INFN (linked to a HR development plan in relation to core behavioural and technical competences). The model piloted at Trieste Section and Frascati Laboratories. Awareness-raising among societal actors of INFN internal capacities and potential contribution to society (technology transfer, collaboration with SMEs, social/medical/environmental applications, etc.).
Person in charge	V.President Falciano + Genislab team: Di Carlo, Cenci.
Human resources involved	Genislab team, Human Resources department (Training Office), staff in LNF and Trieste
Other resources needed	Facilitators (ITC/ILO, CERN) and experts.
Timing	Interviews and first collection of data in LNF and Trieste by mid June 2013 Data analysis (including gender analysis) and competence grid discussed with staff representatives by Sept. 2013 Paper proposing model by end 2013 Pilot application in 2014 in Trieste and LNF Monitoring results by end 2014 (to assess feasibility in applicability in all institute)

Process indicators	<p>No of people involved in competence definition</p> <p>No of meetings between management and staff representatives</p> <p>Discussion of competency model in Executive Board</p> <p>Monitoring report including impressions and (gender-sensitive) qualitative data on application of model</p>
Results indicators	Competency-based HRM Model tested in two units of INFN.

Name action 3	Development and dissemination of Guidelines on non-discriminatory recruitment and management (GenisLab & CUG)
Objective	To ensure that all competitions and promotion processes are checked against discriminatory stereotypes and carried out in discrimination-free ways
Methods	<p>Development of simple guidelines including:</p> <ul style="list-style-type: none"> - Info on legal obligations - Checklist for non-discriminatory processes: CV screening, drafting comments, reference letters, interviews and decisions
Expected Output	<p>Document to be adopted in all competitions</p> <p>Handbook published and available also through INFN website</p>
Person in charge	H.R. Dept. Director: Bovo; GenisLab team: Leone, Paciello; CUG: Masullo
Human resources involved	Genislab team, human resources department, CUG, Consiglio Direttivo
Other resources needed	those who are more likely to sit in evaluation boards need to be involved; CIV
Timing	<p>Drafting of core guidelines by the end of 2013</p> <p>Finalisation together with competency –based HRM Model to which they will be attached</p>
Process indicators	<p>Guidelines approved by January 2014</p> <p>Guidelines posted on website by February 2014</p>
Results indicators	Guidelines used for training and in competitions in 2014

Name action 4	Organise training/awareness activities for managers and members of selection committees on Competency-based model
Objective	To ensure that the Model is understood and tested appropriately and that managers responsible for recruitment and performance evaluation are aware of bias free selection and performance management practices.
Methods	Use the outputs of Activities 2 and 3 to train team leaders and other members of selection committees

Expected Output	HRM competency model and guidelines for non-discrimination in recruitment and other HR processes are used
Person in charge	General Director: Giunti; GenisLab: Di Carlo, Cenci, Leone
Human resources involved	G.D., Genislab team and human resources department (Training Office)
Other resources needed	
Timing	Curriculum development last trimester 2013 Organisation of 2 training courses for 40 people over the 2014 Ad hoc info sessions to evaluation committees in competitions
Process indicators	No of people trained/reached by info sessions
Results indicators	No of occurrences (competitions and promotion boards) in which guidelines and competency model are used to draft evaluation criteria

4.1.3. Actions for Output 1.1.3.Change organisational culture, develop „gender sensitive“ management skills

Name action 1	Soft-skills training for managers
Objective	To upgrade managerial competences and ensure HRM practices which are free from gender bias
Methods	It is part of INFN regular training delivery.
Expected Output	Training on soft skills provided to research and admin managers, including how to manage avoiding gender bias. (mini-module to be integrated)
Person in charge	V.President Falciano + Genislab team: Di Carlo, Cenci, Gomezel
Human resources involved	Genislab team, human resources department (Training Office), CUG, trainers
Other resources needed	Experts
Timing	INFN National Training Plan approved by National Training Committee (CNF) by Nov. 2013
Process indicators	No of training
Results indicators	Training curriculum include section on managerial styles and stereotypes Managers report improved managerial skills (evaluation forms)

Name action 2	Knowledge and awareness raising activities on stereotypes and non-discrimination at all levels
Objective	To raise awareness on negative impact of stereotypes at the different levels of the INFN
Methods	<p>Organisation of</p> <ol style="list-style-type: none"> 1. High level D&S Seminar to the President, Executive Committee and Board of Directors: presentation of overall situation in the EU, EU policies and recent development, good practices. This seminar should pose the basis for many other activities (E.g competency model and guidelines) 2. Re-act experience/s at least in one section/lab: First, in one Section with professional actors Then, eventually with Board of Directors
Expected Output	Raised awareness
Person in charge	V.President Falciano + Genislab team: Leone, Di Carlo
Human resources involved	Genislab team, Training Office, CUG
Other resources needed	External expertise
Timing	Second semester 2013
Process indicators	

5. Timetable

Actions	2013				2014			
	1 st tr.	2 nd tr.	3 rd tr.	4 th tr.	1 st tr.	2 nd tr.	3 rd tr.	4 th tr.
Output 1.1.1. Action 1 Fund allocation to research groups: gender analysis		X data query acquis	X analysis	X Public. Disc. data				
Action 2 Gender budget for the 5 national scientific committees				X (provis. Budget)				
Action 3 Pay gap analysis				X data collec. analys	X data publ discuss			
Action 4 Observatory on women in reasearch				X establish			X report 1 year	
Output 1.1.2. Action 1 Alignment to EU policies ECR/Minerva Code				X paper ECR/Minerva assessment				
Action 2 Development of Competency Model		X first data interview	X data analysis	X paper with model	X apply in TS and LNF			X monitoring results
Action 3 Development of guidelines for bias-free evaluation				X defining guidelines	X approval and start applying			
Action 4 Training on Competency model and on guidelines				X define curric. training/awareness activities			X training course/info to eval.comm.	X training course/info to eval.comm.
Output 1.1.3. Action 1 Soft skills training				X INFN National training plan approved by CNF				
Action 2 Knowledge/awareness raising activities on stereotypes and non-discrimination			X High level seminar (Executive Committee Board of Directors)	X Re-act experience/s in one section/Lab and then Board of Directors				

