

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
Institutional mechanisms for gender equality

BTH Sweden

CSIC Spain

FTM Serbia

IPF Germany

INFN Italy

NIC Slovenia

Laws, policies, committees

Legislation promotes gender equality

National Legislation

Local-Regional Legislation

Specific mechanisms to promote women in Science and Technology

Equality policy/action plan within institution

Ombudsman/Equal opportunities counsellor Gender
 Equality advisory board/Works committees

Sexual harassment prevention policy

X	X	X	X	X	X	X
			X			
X	X		X	X	X	
X	X			X		
X						

Evidence- Based Indicator of Good Practice

Human Resources Management

BTH Sweden

CSIC Spain

FTM Serbia

IPF Germany

INFN Italy

NIC Slovenia

Recruitment

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

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Working Conditions

Family-friendly scheduling of meetings	X		X	X		
Teleworking permitted for scientists (informally)	X				X	X
Policies on flexible working hours for researchers (formal)	X	X	X	X	X	X
Policies on flexible working hours for non scientific staff (formal)	X					
Restrictions on week-end work and night work in labs		X		X	X	

Evidence- Based Indicator of Good Practice
Human Resources Management

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Working Conditions

Proactive information and training on Safety and Health, including on reproductive health risks

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

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		
	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

Organisational Culture/Stereotypes

		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

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CHALLENGES

Challenges

Human Resources Management

BTH Sweden

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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

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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

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CSIC Spain

FTM Serbia

IPF Germany

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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

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FTM Serbia

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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

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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

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FTM Serbia

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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

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RECOMMENDATIONS

RECOMMENDATIONS <i>Section – Department Level</i>	BTH Sweden	CSIC Spain	FTM Serbia	IPF Germany	INFN Italy	NIC Slovenia
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)						
Further discussion with Senior Management / champions on how to comply with EU policies (EU Charter , Women and Science)						

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	

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ISSUES – THE WAY FORWARD