Gender Time

Inside This Issue

What are the best approaches to Transferring, Implementing & Monitoring Equality?

The GenderTime project is trying to find out by implementing action plans in 7 research institutions across Europe (Inter-University Research Centre for Technology, Work and Culture, University of Padua, University Paris Est Créteil, Mihailo Pupin Institute, Bergische Universität Wuppertal, Loughborough University, Tecnalia Research & Innovation). The institutions involved in GenderTime are intentionally very different in terms of size, discipline, history, in order to try out gender equality approaches in various situations and national contexts. Institutional action plans include activities on recruitment, retention and promotion policies, supporting work- life balance measures, updated management and research standards and sustained data collection and monitoring of gender dynamics in the organisation. As GenderTime is funded by the European FP7 programme under the objective: 'Strengthening the role of women in scientific research and in scientific decision-making bodies' the aim is to actively promote gender equality and share best practice as widely as possible.

Implementation of the action plan:
A Success Story from Loughborough University

Loughborough University has over 3,200 employees and 16,500 students and has a growing reputation in both its teaching and research functions. Overall, it has participated in more than 100 EU projects and has strong links with a wide range of external public and private sector bodies.

The University has committed to providing 'a fair, supportive and cohesive environment that promotes equality of opportunity for staff and students and values diversity' (Towards 2016: The Strategic Plan).

The University recognizes that the promotion of equality of opportunity and diversity is crucial in influencing the economic and social development of individuals, businesses, professions and communities. In its Strategic Plan Towards 2016, the University commits to undertaking this promotion in all of its activities. During the last year, a number of internal and external factors have impacted upon the University's equality and diversity agenda. The Equality Act 2010 came into force in October 2010; this outlined nine protected characteristics (age, disability, ethnicity, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity leave, religion or belief and sexual orientation).

An Action Case Study: An action in our action plan that has the objective to improve the culture, communications and departmental organisation in the School of Civil and Building Engineering at Loughborough University has been largely achieved in the inception and support for two new committees: the Hub Committee and the Welfare and Communications Committee.

Hub Committee

The Hub Committee is made up of and represents research staff and PhD students in the school and is centred on the hub working environment – a large open plan office. At present the school has approximately 32 Research staff and 130 PhD students. The inception of the Hub Committee was instigated by the Associate Dean for Research/Gendertime transfer agent and the first meeting was held in October 2013. The committee meets every two weeks to discuss a range of environment, personal development and social related activities. Since October 2013 the committee has held regular 'brown bag' seminars, covering topics such as: careers, doing presentations, 'speed dating' (where staff and students get to know each other using a speed dating format) and regular social events – for example, 'international lunches' and 'cake sales' where staff and students can bring in food to share with colleagues. The Hub Committee chair has had meetings with senior management in the school to discuss the role of the committee. There is also representation on the committee of the chair of the University's research staff association (who is also the Gendertime project researcher).

Welfare and Communication Committee

The first Welfare and Communication Committee meeting was held in 2014 and is made up of representatives from a range of staff groups and students in the school. The set-up of the committee was initiated by the GenderTime project team and is supported by the University's requirement for departments applying for Silver Athena Swan awards to have a working Self-Assessment Team (SAT) in the school. One of the key aims of the committee is to encompass the SAT, but more broadly looks at the welfare of all staff and communications within the school. The committee has undertaken specific activities related to gender equality actions, for example: a discussion of data on gender in the school and committee members helped to pilot the GenderTime Staff Survey. Both committees produce minutes and interact with the broader school structure via school staff meetings, meetings with the senior management team and informal networking with colleagues in the school. The purpose of both committees is to encourage better information flow across all members of the school and to support initiatives that develop an inclusive working environment.

Dr Sarah Barnard,
Loughborough University, UK

Implementation of the Action Plan at PUPIN Institute

The "Mihajlo Pupin" Institute (PUPIN) is the leading Serbian R&D institution in information and communication technologies, as well as the biggest and the oldest ICT institute in Southeastern Europe. The institute (non-profit organization) was founded in 1946, has 419 employees (250 of them being researchers) and a yearly turnover of over €23 million (2012). Managing human resources in an R&D environment demands planning and tracking professional career of employees and efficient management of knowledge about employees for better utilization of scientific competence and experience in practice and more efficient knowledge transfer from academia to industry. The PUPIN organizational structure is flexible, meaning that human resources are shared among the companies, and complex multidisciplinary projects are undertaken by ad-hoc assembling of the project team the most suitable to the problem at hand. For managing such dynamic and rather complex organizational structure, in 2008, PUPIN introduced and adapted for its needs the SAP Human Capital Management (HCM) solution. The system is one of the main sources for monitoring the PUPIN's GenderTime Action Plan. The SAP system stores history of employment for the last 40 years, but of relevance for the GenderTime project is the data from 2008 onwards. Currently, PUPIN employs 419 persons, 71% of all being highly educated with degree (Dipl. Eng.) from technical university in Serbia or abroad.
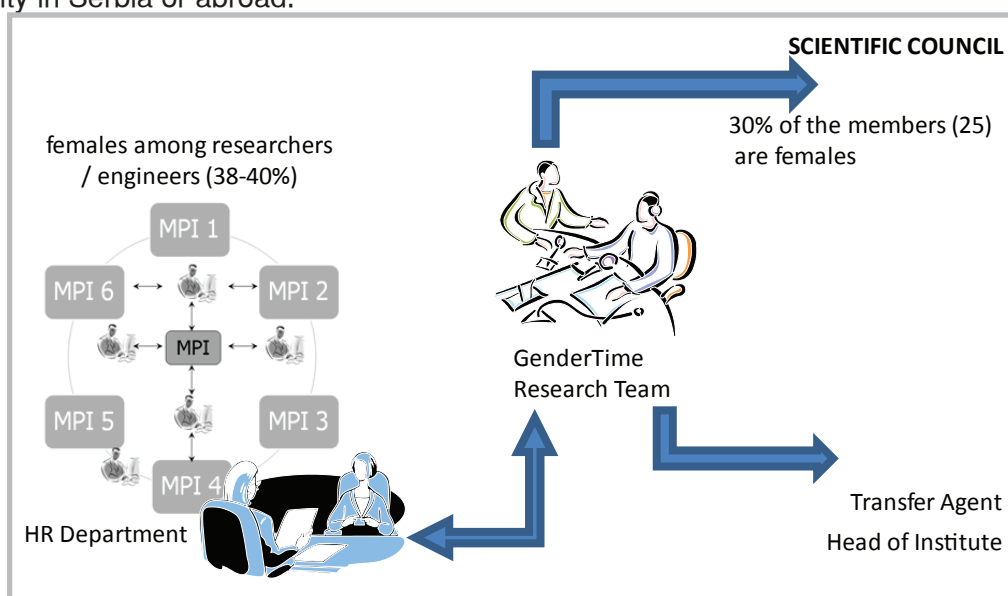
Main organizational units (bodies) that collaborate with the GenderTime team and provide data for analysis are:
- the PUPIN HR Department
- the PUPIN Scientific Council (http://www.pupin.rs/en/contact/scientific-council/)

An Action Case Study: PUPIN has a long term commitment to the principle of equal employment opportunity for all employees. Since 2008, the employees' data (employment, career progression, departure, retirement) is collected on daily basis and analysis of career progression is available on click (Equalities monitoring and on-going analysis action). In 2013, the gender equality activities were strengthened with different actions defined in the GenderTime Action plan.

Women at management positions

The percentage of females at management positions increased in 2013 from 25% to 50%. Since 2013, for the first time in its history, the Institute Director General position is occupied by woman. Additionally, the Heads of Business Services and the Legal Department are females as well.

Awards won by female staff

At the end of the year PUPIN awards the best employees for their results in that year. 33% of awarded employees for 2013 were women. Also, one of the two awards PUPIN received at the International Technical Fair, was a result of a doctoral thesis of female researcher. More info at http://www.pupin.rs/en/category/news/.

Promotions in scientific titles

The career progression of research staff is planned and monitored by the Scientific Council of the Institute "Mihajlo Pupin". Members of the Council, employees with PhD degrees, are responsible for the implementation of the mentoring scheme and promotion of young researchers into research titles. The Scientific Council suggests candidate for promotions, while the titles are approved by the Ministry. In 2013, 2 of the 3 promoted researchers were females.
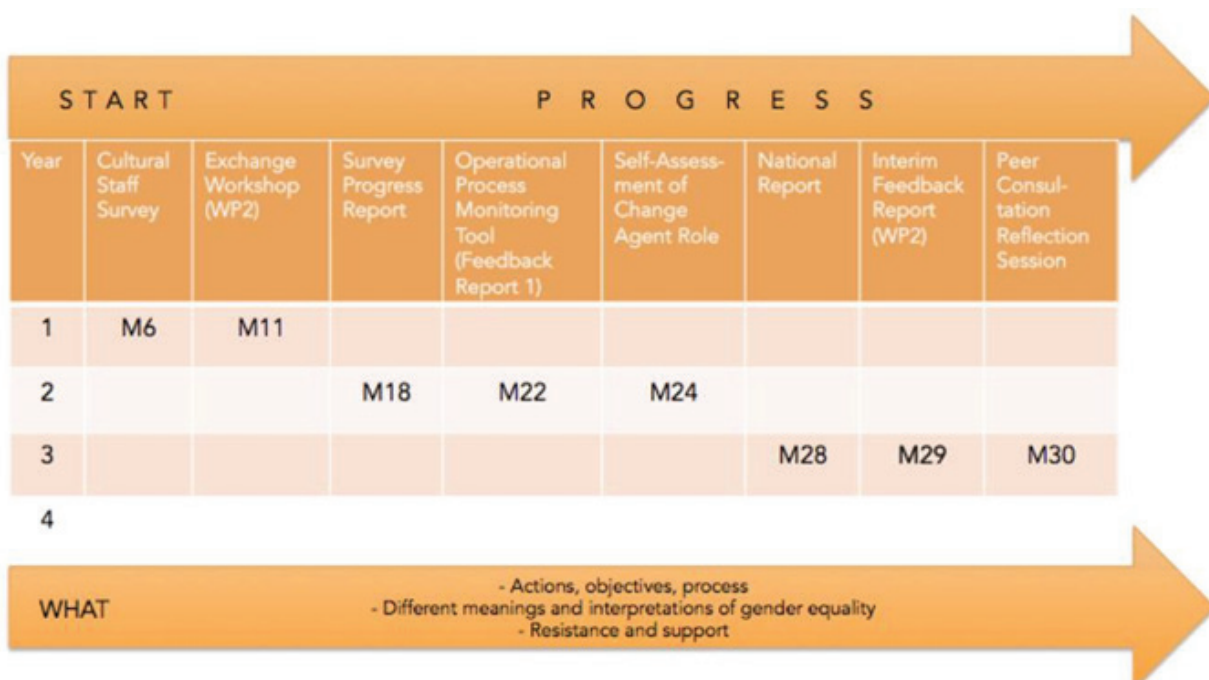

Dr Valentina Janev presented the results of the PUPIN team at the Second International Conference on Advances in Management, Economics and Social Science - MES 2015, Rome, Italy, April 18-19, 2015.
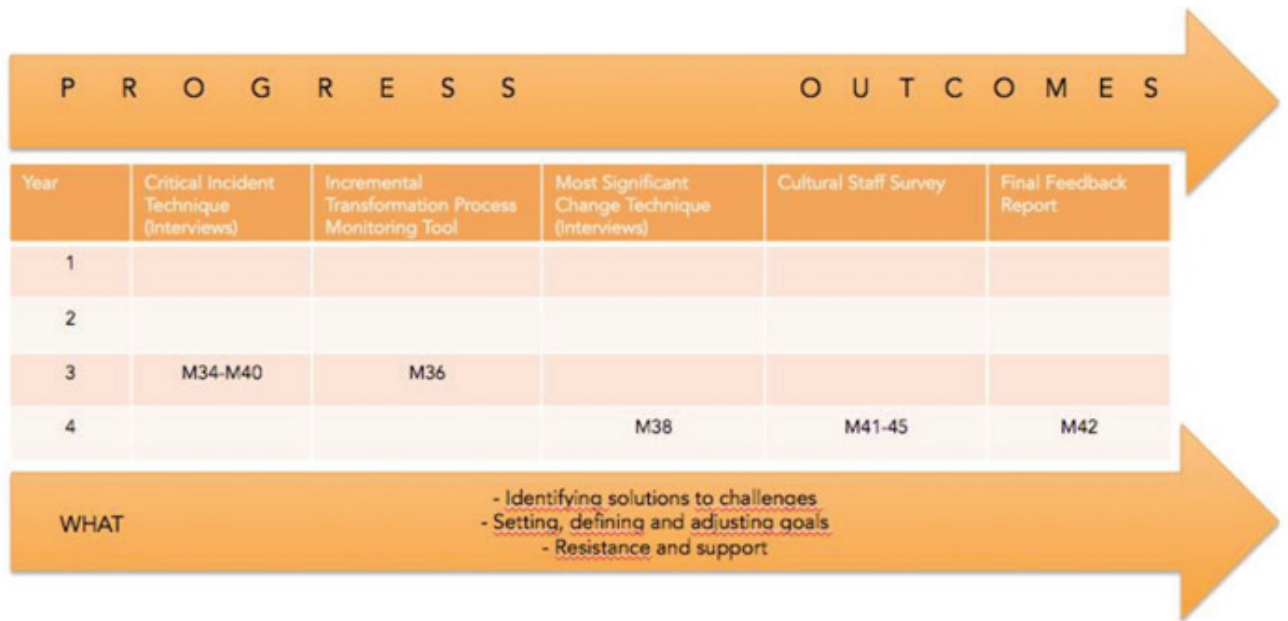
The aim of the GenderTime project is to increase the participation and career advancement of women researchers in seven research and higher education institutions through the implementation of tailor-made Gender Equality Action Plans. Monitoring is essential in the project and refers to two different types of activities. The first type of activity is the monitoring of certain indicators of existing gender inequalities and gender segregation in each GenderTime institution. This type of monitoring is included in several of the objectives of the seven Gender Action Plans that the GenderTime teams are implementing: review and monitor the recruitment process; review and monitor salaries; review and monitor career development and career opportunities; review and monitor access to funding and fellowships; implementation of a mechanism of permanent monitoring of the gender perspective at any level in the GenderTime institution. Besides these monitoring activities in each Gender Action Plan, one Work Package in GenderTime is dedicated to monitoring. Here, monitoring refers to the overall monitoring of the implementation process of the Gender Action Plans in the GenderTime institutions. This type of monitoring involves an on-going collection of project data in order to assess whether the project is going into the right direction and complies with the pace and stages set. The GenderTime project thus defines this kind of monitoring as an activity separate from evaluation that focuses the outcomes of the project in comparison to the stated objectives and goals. A qualitative approach to monitoring is central to the work in GenderTime Work Package 3.

Measuring progress with qualitative evidence provides a rich picture of the work being done. The GenderTime monitoring approach makes a distinction between process indicators and impact indicators. Process indicators are used to monitor and measure the achievement during implementation in order to track progress towards the intended results. These indicators monitor whether the activities originally planned are being implemented and how efficiently they are implemented and involve operational aspects of implementation: management mechanisms, institutional actors involved, structural, organizational, and system change, activities, resources etc. These process indicators are particularly efficient for identifying resistance and facilitator to gender equality change activities. They should be distinguished from impact indicators that are used to monitor and measure the extent to which the project has the intended effects and relate directly to the long-term results of the project. Impact indicators contribute towards the evaluation of the planned objectives in view of assessing whether they have been achieved. Between M1 and M30 of the GenderTime project eight monitoring tools have been developed by the Work Package 3 leaders and tailor made in order to fit the seven GenderTime institutions that are implementing GenderAction Plans. Four more monitoring tools have already been developed and will be implemented during M31- M48 of the project.

Year	Cultural Staff Survey	Exchange Workshop (WP2)	Survey Progress Report	Operational Process Monitoring Tool (Feedback Report 1)	Self-Assessment of Change Agent Role	National Report	Interim Feedback Report (WP2)	Peer Consultation Reflection Session
START			PROGRESS					
1	M6	M11						
2			M18	M22	M24			
3						M28	M29	M30
4								
WHAT			- Actions, objectives, process - Different meanings and interpretations of gender equality - Resistance and support					

Year	Critical Incident Technique (Interviews)	Incremental Transformation Process Monitoring Tool	Most Significant Change Technique (Interviews)	Cultural Staff Survey	Final Feedback Report
1					
2					
3	M34-M40	M36			
4			M38	M41-45	M42

WHAT
- Identifying solutions to challenges
- Setting, defining and adjusting goals
- Resistance and support

Work Package 3 leaders Helen Peterson and Jennifer Dahmen presented the paper "Fifty shades of equality. A European Perspective on Gender Equality Policies in Research Institutions" at the International Conference on Gender and Education: Critical Issues, Policy and Practice at Indiana University, Bloomington, USA, May 28-30 2015.

GenderTime Knowledge Transfer Events

The GenderTime project pursues the idea of sharing knowledge about gender equality and especially about the concrete implementation of gender equality measures in research organisations. The diversity of the participating institutions in the GenderTime consortium allows the comparison of institutions with similar preconditions (for instance size, focus,status, location, policies) on the one hand and of social practices in the respective institution on the other hand. This means that despite diverse external preconditions of institutions, they might have similar social practices in common which facilitates the exchange of experiences (for instance, when a specific mode of leadership makes implementation of certain measures easy in one department and difficult in another one).

The role of Transfer Agents

GenderTime aims at knowledge transfer beyond the individual level. In order to transfer knowledge in a strategic manner, it is necessary to involve individuals in powerful and relevant positions, who are committed to the idea of GenderTime and support the implementation of the action plans. These individuals in their respective positions are the so called Transfer Agents.

Dr. Anita Thaler, Inter-University Research
Centre for Technology, Work and Culture, Graz (Austria)

Knowledge Transfer Workshop, University of Padua (Italy), June 2013

Dr. Brigitte Ratzer, Technical University Vienna (GenderTime Advisor) gave a keynote entitled "Gender Equality at TU Wien. Lessons learnt - tasks still ahead" at the Knowledge Transfer Workshop in Graz, June 2015

Knowledge Transfer Workshop, Institute "Mihajlo Pupin", Belgrade (Serbia), June 2014

Dr. Ingrid Schacherl presented the EQUISTU (Gender Equality Management at German Universities) project as a keynote to the GenderTime Knowledge Transfer Workshop in Graz, June 2015

On-site visit at the Ochanomizu University in Tokyo, Japan, 2014.

In July 2014. Jennifer Dahmen (Bergische Universitat Wuppertal, Germany), leader of GenderTime's work package 3 "Monitoring" and Anita Thaler (IFZ, Austria), leader of work package 4 "Knowledge transfer", spent two weeks taking external on-site visit at the Ochanomizu University in Tokyo, Japan, invited by Vice President Prof. Keiko Takano.

Ochanomizu University is one of only two national women's unoversities. It was founded in 1875 and has currently 2995 students and 265 faculty staff members.

During their on-site visit in Japan, Dahmen and Thaler gave a presentation at the XVIII ISA World Congress of Sociology in Yokohama, named "Glass Elevator Versus Sticky Floor: Tackling Gender (In-)Equality in Academia" about first GenderTime results from Germany and Austria in the session "Women in the Academic Workplace: Challenging the Dynamic of Gender, Power and Knowledge" and used the possibility of sharing GenderTime knowledge in the scope of this large congress with more than 6000 participants from 104 countries worldwide.
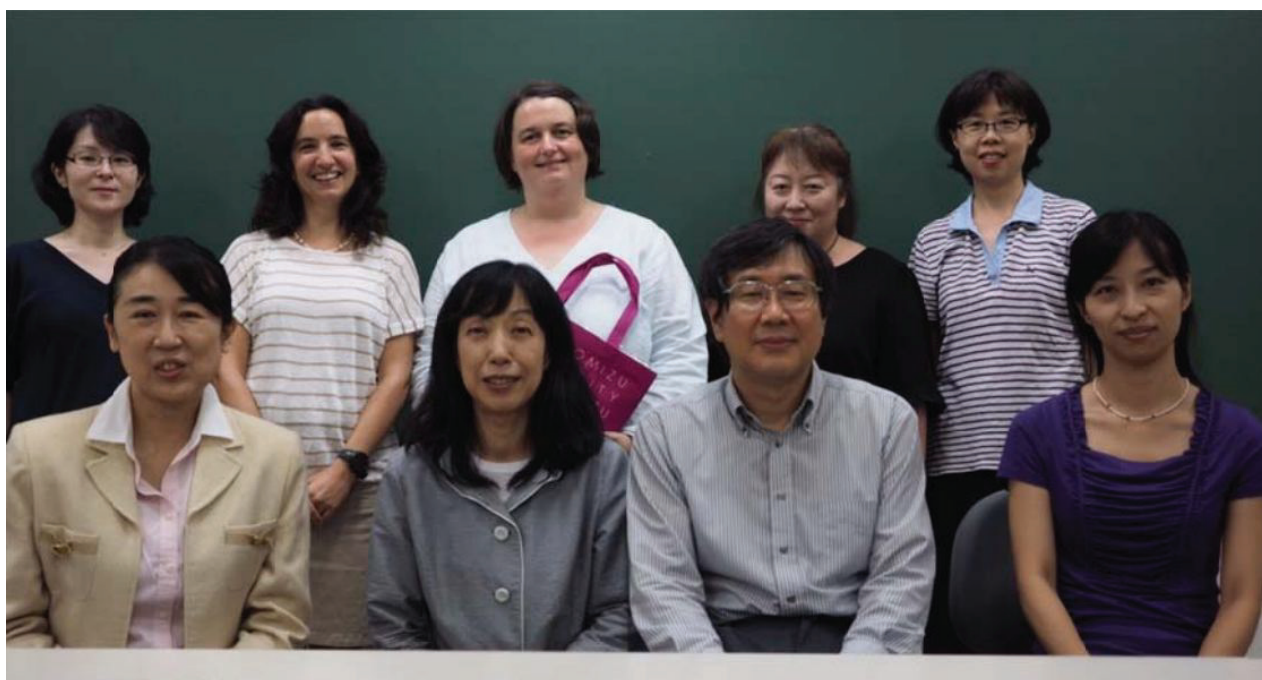
Together with Namiko Inoue and Seiko Obama, Dahmen and Thaler held a GenderTime knowledge exchange workshop, which aimed at discussing gender equality issues in research and academia in a country comparison (Japan compared to Europe, and especially Austria and Germany). Although the countries are on different levels at the current gender gap index, the gender (in)equality situation in academia is comparable and problems and solutions discussed in Europe can be applied in Japan too.

GenderTime at the 5th GenderSummit in Cap Town (SA), 2015

André Béraud from the ECEPIE team, presented the GenderTime project at the 5th GenderSummit in Cap Town (SA).

André started his presentation by a description of the European situation about gender in science and by an historical outline of the EC approach during the last 15 years. In this frame, he presented the GenderTime project with its backgrounds, aims, organisation, first results, expected results and expected impacts.

GenderTime at Harvard, 2015

On March 5th 2015 GenderTime members Helen Peterson (Univeristy of Gothenburg) and Jennifer Dahmen (University of Wuppertal) met Victoria Budson, founding Executive Director of the Women and Public Policy Program (WAPPP) at the Harvard Kennedy School of Government.
WAPPP aims on closing gender gaps in economic opportunity, political participation, health and education by creating knowledge, training leaders and informing public policy and organizational practices.

Together with Victoria Budson they discussed challenges of monitoring gender equality implementation processes and possible interventions. The meeting marks the start of a future knowledge exchange between WAPPP and GenderTime.

GenderTime at SASE Annual Conference, London, UK, 2015

The GenderTime researchers (Silvana Badaloni, Marina De Rossi, Karin Siebenhandl, Emilia Restiglian, Michaela Gindl) presented results from the GenderTime project at the SASE Annual Conference, London, July 2015.

GENERE E SCIENZA Conference, Pisa, Italy, 2014

Prof. Silvana Badaloni, Vice-President of the Association Donne e Scienza and Leader of the UNIPD GenderTime team, participated at the GENERE E SCIENZA Conference organized by the FP7 TRIGGER Consortium on September 29 and 30, 2014, in Pisa, Italy.

Karin Siebenhandl presented GenderTime strategy for evaluation at the EC Brussels Workshop, 2014

On 11 - 12 September 2014 the European Commission organized in Brussels a workshop about the independent evaluation strategy of all the Structural changes projects. Karin presented the GenderTime evaluation aims, description of the work and expected results until the end of GenderTime project in 2016.

GenderTime at the 8th European Conference on Gender Equality in Higher Education, Vienna, Austria, 2014

The 8th European Conference on Gender Equality in Higher Education organized by the Austrian Federal Ministry of Science, Research and Economy was held in Vienna, Austria September 3-5, 2014.

On September 3rd, GenderTime researchers Anita Thaler, Sarah Barnard and Jennifer Dahmen chaired the Session *Creating Gender Equal Workplaces in Academia – Different Approaches for a Common Goal: Examples from 4 European Projects*.

GenderTime Conference Announcement

The conference will take place at UPMC - Campus des Cordeliers, Paris, France (28-30 September 2016).

Important Dates

January 10, 2016	Deadline for abstract submission
March 1, 2016	Notification of acceptance
May 1, 2016	Full paper submission
July 10, 2016	Final decision by the Scientific Committee
	Selection for oral presentations / 1st Draft of the Conference Programme
September 28, 2016	Knowledge Transfer Workshop
September 29-30, 2016	International GenderTime Conference

Conference Venue

Cordeliers campus

Address : UPMC - Campus des Cordeliers
15, rue de l'école de médecine 75006 Paris
Tél. 01 42 34 68 68
Access :
- Métro: Lines 4 or 10 (Odéon station)
- Bus : Lines 58 , 63, 70, 86, 87, 96