

# genSET

www.genderinscience.org

## Advancing RTD through Gender-Fair Recruitment and Retention Strategies

### genSET Capacity Building Report

**S**  
systems & values

**C**  
collaborative partnerships

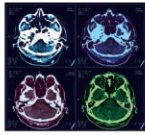
**N**  
networks of interactions

**I**  
intellectual capital

**C**  
careers in research

**E**  
excellence in knowledge

**E**  
expertise for innovation



**G**  
governance structure

**E**  
evidence & explanation

**N**  
norms & narratives

**D**  
diversity & inclusion

**E**  
education & enterprise

**R**  
roles & stereotypes

**E**  
executive decisions

**Q**  
quality of work

**U**  
unbiased knowledge

**A**  
assessment of ability

**L**  
leadership & management

**I**  
institutional mechanisms

**T**  
technology transfer

**Y**  
your responsibility

This Capacity Building Report provides information on the Capacity Building Workshop themed “Advancing RTD through Gender-Fair Recruitment and Retention Strategies”, held on the 19-20th May 2011 at the campus of the University of Vienna. genSET is a FP7 Science in Society project funded by the European Commission.

Prepared by genSET partner organisation, Wissenschaftsladen Wien (Science Shop Vienna) July 2011

#### Project Patrons



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### **Introduction to genSET Capacity Building Reports** *by Portia Ltd*

This report provides details of the Capacity Building Workshop “Advancing RTD through Gender-Fair Recruitment and Retention Strategies”, held on 19 – 20 May 2011 at the campus of the University of Vienna.

It was one of a series of three workshops held as part of the genSET project, each of which will have an accompanying Capacity Building Report. The reports provide a practical starting point for future replication of the Capacity Building Workshops on the three themes.

The following key recommendations emerged from the genSET Capacity Building Workshops and are overarching practical guidelines for conducting workshops that help build participants capacity to take action on gender mainstreaming. The main body of this report provides more in-depth analysis and practical guidelines for holding a workshop on the theme of Gender-Fair Recruitment and Retention Strategies.

Key recommendations for Capacity Building Workshops:

- Workshops serve as an excellent starting point for initial implementation or further development of gender mainstreaming activities and execution of Gender Action Plans.
- Workshops should be kept to a minimum in terms of participants.
- Organisers should recognise and utilise the diversity of the participants in terms of gender mainstreaming knowledge and activity.
- Organisers should conduct preparatory research into the structures, contexts and level of gender mainstreaming activities of participating organisations.
- Peer learning should form an important part of the workshop, utilising the different skills, experiences and levels of development that the participants are at, in terms of gender mainstreaming within their organisations.
- Peer learning and networking at Workshops helps form important and empowering links between participants, supporting them in taking action within their institutions after the event, time should be allowed for this.
- Gender Experts should be of high quality and applicability to the theme of the workshops and ample time should be allowed for dialogue between participants and experts, formally and informally.
- Follow up facilitating on-going dialogue is important. This can be in the form of structured support, mentoring or facilitation of continued contact between participants for on-going peer learning (through something as simple as a mailing list). This supports continued empowerment of the participants after the event.

Three genSET Capacity building workshops were held under the following themes:

- Advancing Excellence in Science through Gender Equality
- Gender Stereotypes and Gender Attitudes in the Assessment of Women’s Work
- Advancing RTD through Gender-Fair Recruitment and Retention Strategies

All the Capacity Building Reports (providing a detail of each workshop), along with the briefing materials prepared for each, and all the resources gathered and produced by genSET can be found on the genSET website:

## Aim and objectives of the workshop

This report provides a documentation of the Capacity Building Workshop “Advancing RTD through Gender-Fair Recruitment and Retention Strategies”, held on 19 – 20 May 2011 at the campus of the University of Vienna.

It was part of the genSET project in which two other Capacity Building Workshops were held. For each workshop briefing materials and a Capacity Building Report have been prepared. Despite similar objectives, the workshops did not have a common format, but each genSET partner organising a workshop decided on a format suiting best her/his approach, options, and understanding of capacity building on gender equality and the workshop theme.

Recruitment, promotion and retention procedures often favour a social group and disadvantage others. The mechanisms leading to this inequality are not always obvious. Guidelines can be circumvented, procedures can have unintended effects. Refined Gender Action Plans can establish procedures and structures that reduce bias and inequality in the recruitment and promotion of researchers. Well-grounded gender policies not only promote gender equality, they can also create a more productive working climate and retain highly qualified and motivated staff in RTD.

Targeted at stakeholders in RTD in Europe, who want to implement or improve gender equality policies, this workshop aimed at supporting organisations in taking action on gender equality in the recruitment and retention of researchers and scientists to remove hidden barriers to recruitment and promotion of women in RTD.

It offered:

- an exchange of experiences and ideas among the participants,
- reflection of gender policies and guidelines in respect to potential impact and feasibility, and
- support by highly qualified gender experts responding to participant’s individual requests on specific topics.

Research institutes from all parts of Europe were to find practical ways to develop or refine gender policies in respect to gender-fair recruitment and retention at their organisations. The target group of participants were personalities in science and research not only willing but also in the position to promote or initiate change in their own organisations.

### Preparation Phase

#### The Science Shop Approach

For the Science Shop Vienna, capacity building is a two-way process involving theoretical and practical experts. Practitioners demand useful and accessible research results on questions that are actually relevant to their work. When trying to work with research results, they identify areas not yet sufficiently investigated by researchers, they can find discrepancies between academic advice and its outcomes and/or barriers for putting theory into practice. Theoretical experts try to answer the questions posed by practitioners and increase the accessibility of relevant research results. In keeping with our orientation to research, we had this principle in mind when starting to organise the workshop, so we used a bottom up approach of setting the agenda. From the very beginning we tried to tailor the workshop to the demands of potential participants.

#### Positioning the workshop in the landscape of gender events and material

Our first step was finding out which issues might be useful for research organisations to improve gender equality in recruitment and retention. A workshop cannot realistically deal with all aspects of recruitment and retention: it had to be selective. The participants would have to gain from the workshop more than they could without travelling to Austria, for example by retrieving online material, reading easily accessible literature or attending national workshops. Hence we investigated what events and recent (online) material would be available in spring/summer 2011.

In some countries we found a lot of possibilities for an organisation to receive advice on gender mainstreaming and offers of seminars and workshops. Additionally, there are a sufficient number of practical guidelines and recommendations on how to establish gender equality in (research) organisations, which are easily available online and for free. Many of them are in English, the Women and Science Website even offers a training tool. Beyond that there is no lack of literature on gender in science – quite the contrary – among others, many reports are listed at the genSET project website already.

On the other hand, we found it more difficult to find more specific evaluations and hard-evidence based studies on how well which gender policy measurements work and in which respective societal, disciplinary and organisational environments. The differences between national science systems, between the size and organisation of institutions, the traditions in different thematic areas make it difficult to generalise recommendations when it comes to details. It is debatable to what extent measures and instruments common in the USA can be applied in Member States of the European Union irrespective of different systems and traditions in RTD and higher education. Recommendations often seem to remain on a more general level, whereas the difficulties often may sit in the details.

Another field that could be more closely investigated would be the gender impact of recent and on-going developments in RTD at large, which take place cross-nationally and on European level. There are on-going debates that could lead to profound changes in the societal organisation of science and education, which can carry both chances for equal opportunities but also new risks of discrimination. Research organisations - the addressed target group of the workshop - face more pressure to perform on quantitative measures (albeit they do not prove reliable or valid in statistic terms). There seems to be more competition for scarce funds and business-like organisation models seem to be increasingly adopted. At the same time we found some consent that better and more valid ways needed to be found for evaluating the quality of RTD projects, which are to find solutions to the major societal, environmental and economic challenges of mankind. Additionally it is widely accepted that a change of science culture and more attractive working conditions are necessary to bring talented persons into research and to retain them.

Last but not least, we found an over-proportional body of material related to Anglo-American science cultures, some material from German and Scandinavian countries, but much less information from the Southern and Eastern countries of continental Europe, which we consider as a loss of valuable experiences and knowledge and which may be partly due to language barriers.

## Expected participant profiles

Different science cultures and academic systems can impact on the feasibility of a measure, especially in creating Gender Action Plans. The workshop would benefit from a broad geographical and scientific diversity. People with different backgrounds could contribute a broader variety of experiences, uncover blind spots in gender policies and come to better solutions that work in the long term. For this reason we invited especially organisations from countries in Southern, Central, and Eastern Europe as participants.

When we started to contact research organisations, it became quickly clear that we would expect a rather heterogeneous group of participants.

Large and/or international organisations would send us participants from their gender equality units or specialised departments. Organisations which were planning to establish gender policies in the future would preferably send the person/s that would be in charge then. Hence, workshop attendees would show a broad range of different backgrounds and levels of gender knowledge, some of them would even possess many years of experience with gender policies at their own institutions. Because travelling into another country shows a strong and consistent interest in this topic, it was likely that most people would have accumulated some knowledge from literature, reports and online resources. Nevertheless we could not know at the beginning how many laypersons on gender issues would attend the workshop, and hired an extra room for them and planned for separate workshop sessions.

A lot of medium to large sized research organisations in Europe already have Gender Action Plans, departments or delegates responsible for gender equality or diversity management.

The mere existence of a Gender Action Plan, a department for gender equality or responsible delegates per se does not prove that there is actual (better) gender equality within an organisation or even its improvement.

In some European countries Gender Action Plans or gender policies are obligatory; in other countries establishing gender equality policies is a relatively new topic. Other nations have a history of relatively high gender equality in some areas, but during a non-democratic government. The size of an organisation, if it is funded privately or by the public, the diversity of science cultures (not only between countries but also between disciplines), as well as national laws and regulations, rights and protection of employees, social systems, etc. often need different approaches to establish promising gender policies or to make them more successful.

A constructive way to exploit the expected diversity among participants had to be found.

## Programme development and topic selection procedure

In view of the participant profile, it was necessary to offer new information, especially for those with high gender literacy. Repetition of what they already had heard and read should be avoided as much as possible. As general recommendations were already available, the workshop focussed not only on retention and recruitments, but also on blind spots, pitfalls and problems. According to the Science Shop approach the workshop was to be tailored to the special requirements of the participants.

The workshop agenda was based on the demands of the registrants. Participants actively contributed by submitting their ideas, requirements, and questions. We invited our participants to formulate their needs and preferences in respect to the workshop content in our first email after their registration. Based on the feedback, our desktop research and what we had already learned from the Consensus Seminars, we compiled a list of topics which we sent to the participants for selection of preferences and further comments.

The feedbacks showed that

- Depending on their backgrounds and the institutions they came from, registrants saw many of the suggested topics from quite different angles.
- There was considerable diversity in topic preferences.
- Participants wished to exchange experiences with persons from other countries who deal with the same problems.

- Many requested good strategies and arguments to raise acceptance within their institutions, to get support instead of resistance from leaders and from employees.
- Participants seemed to be educated about gender policies, the problems seemingly lay more in establishing gender policies than in knowing about good practices.

We tailored the workshop programme accordingly. Because participants wanted to learn from each other, but their preferences for specific topics differed considerably, the focus was put on working groups which could be joined by participants according to their interests.

Apart from very short keynote speeches from the three invited additional experts, we decided against further presentations from participants, although there were high level experts among them as well. The diversity of topic preferences and backgrounds of the participants could not be met with frontal presentations, which also would take considerable time from the working groups. Instead we invited participants with relevant expertise to present in a poster session, so that participants could retrieve information they found useful.

According to our experiences it is necessary to apply sophisticated workshop methods to deal constructively with such a high level of diversity among participants, so that they can optimally benefit from their different experiences and learn from each other. Much depends on creating an environment in which attendees can build up trust in a very short time and speak openly, and to give a frame for intense and focussed work and discussion. We searched and employed a professional facilitator, who had extensive experience not only with a broad range workshop tools and different participant groups, but who was also known for having conducted successful gender seminars.

The workshop frame then was developed together with Katharina Novy, who suggested and explained to the team of the Science Shop Vienna different settings and methods to meet the workshop objectives in the light of the broad diversity and backgrounds. It was our goal to use the time of the participants optimally and to focus on those goals that demanded the physical presence of the participants and could not be tackled via email or teleconferences. The introductions and presentations of team members were reduced to the necessary minimum, as participants were provided with background material beforehand and in the conference folder.

### **Inviting “additional experts”**

As there was a diversity of theoretical and practical expertise among the participants in different aspects of gender policies in RTD, we searched for additional experts who were to complement the already existing expertise within the attendees. As several persons were dealing with gender issues at their own organisations, we chose experts who could bring in new angles. We invited: Ulrike Felt because of her expertise not only in gender but also in science culture and working conditions of researchers; Alison E. Woodward as she is specialised on gender policies in organisations and on implementation strategies; and Richard Gamauf who is amongst other roles, chair of the Equal Opportunities Working Group of Austria’s biggest university, the University of Vienna. Richard Gamauf not only presented policies, but focussed on the shortcomings and problems of gender legislation in RTD at Austrian Universities. Because most registered men did not actually come to the workshop, he also contributed considerably to the gender diversity of the Austiran workshop.

### **Workshop website, background materials**

The website on the workshop complemented the information on the workshop available at the genSET website and served as a one-stop shop for potential participants. It informed registrants and participants about the objectives of the workshop, invited gender experts, organisations having registered for the workshop already, and the venue, and it offered options to register for this event and travel information, including hotels near the venue and public transport details. In an area accessible to registrants only it documented the agenda-building to which participants contributed. Last, but not least, the website made available background material recommended for reading before attending the workshop. Important information was not only given in emails was but also put on the workshop website.

Participants were asked to read the following background material before attending the workshop. Two of them were written by two of the gender experts invited to this workshop:

- 1.) *The genSET Consensuses Report: Recommendations for Action on the Gender Dimension in Science*  
In the genSET project, in three Consensus Seminars, high-level representatives of scientific and business communities built a lay panel and agreed on recommendations on how to promote gender equality in research.
- 2.) Chapter VI of *Knowing and Living in Academic Research. Convergence and Heterogeneity in Research Cultures in the European Context*, that is, Ulrike Felt's concluding remarks, in particular the last sub-chapter, *Reassembling gender dimensions*, pp. 238 – 246, of the KNOWING project's final report.
- 3.) *Going for gender balance*, a practical ideas book by Alison E. Woodward commissioned by the Council of Europe.
- 4.) Workshop briefing paper compiled by the Science Shop Vienna.  
The briefing papers were not intended as a comprehensive overview (this kind of material already exists in abundance), but aimed at complementing other sources of information. The briefing papers were to provide more information on the topics suggested to and commented by expected participants during the agenda preparation.

### Organisation of the Workshop

#### Venue

The workshop took place on the Campus of the University of Vienna, at the Old Chapel, the seminar room of the Institute for Ethics and Law in Medicine. An additional venue close to the Old Chapel allowed for unforeseen small group breakout sessions.

#### Participant profiles

Participants did not take part as an individual but as a representative of her/his organisation, and every organisation represented in one of the Capacity Building Workshop as part of the genSET project was expected to sign a Memorandum of Understanding for becoming member of the genSET Stakeholder Network to show its commitment to promote equal opportunities/gender equality.

Excluding the genSET consortium, 41 representatives of 31 organisations from 22 countries registered for this workshop. They represented a diversity as broad as we hoped for: ranging from academies of art to academies of sciences, universities, and research centres to professional organisations and governmental bodies in the European Union and beyond. Some of them did not attend the workshop. Most of them informed us before and showed interest in the documentation of the workshop. As it is now, the Science Shop Vienna considers several options to involve them into the project otherwise. 20 delegates from 15 different organisations and 12 different countries came. Depending on definitions used, about one third of the participants possessed long-term high-level expertise in the field of women and science. Only a handful of participants were relative newcomers to the topics, but had – as expected - already self-taught expertise. Gender ratio: Several men had initially registered for the workshop but only one of them actually attended.

Eight universities, two governments/agencies, four research centres and science academies and one European association were represented in Vienna. In at least nine organisations there existed gender strategies and at least seven had already gender action plans. Delegates from three organisations were uncertain if gender action plans existed. The scientific backgrounds of the participants varied strongly, among others, they came from natural, social, and technical sciences and the humanities.

#### Additionally invited experts

**Richard Gamauf**, professor of Roman law at the University of Vienna, chair of its Equal Opportunities Working Party.

**Ulrike Felt**, professor of social studies of science (since 1999) and head of the department of Social Studies of Science at the University of Vienna.

**Alison E. Woodward**, research professor at the Free University of Brussels (VUB) and co-director of RHEA, the Center for Gender Studies and Diversity Research.

You can find more detailed CVs in the appendix to this report.

#### Workshop organisers

**Christine Urban, Regina Reimer, Michael Strähle**

#### Workshop assistant

**Sonja Beran**

#### Workshop facilitator

**Katharina Novy**, Dr., sociologist and historian. Trainer, coach, and facilitator, certified coach in diversity management (by the Austrian society for diversity (asd)), organiser of psychodrama role playing games (ÖAGG). Katharina Novy has a long experience in the non profit sector and in local politics. For more information, see her website at [www.perspektivenveraendern.at](http://www.perspektivenveraendern.at) (in German only).

## Chronology of contributions and facilitating methods applied

*For optimal outcomes this workshop tried to break with the run-of-the-mill workshop format of having one presentation after another with short breaks for asking the presenter questions and highlight aspects the presenter has not focussed on, and a few working sessions. Such a format does not stimulate an intense exchange of knowledge and experiences and environment for clarifying issues. That is the reason why the team of the Science Shop Vienna decided for a non-academic workshop format.*

Regina Reimer opened the workshop with some lines on the Science Shop Vienna, the workshop, welcomed all participants and introduced Katharina Novy, who from there led through the workshop.

Henrietta Dale shortly described the genSET project, past and future activities and pointed out upcoming events.

Katharina Novy interviewed Christine Urban, team member of the Science Shop Vienna on the workshop objectives, the topic selection procedure and the workshop documentation.

Usually a workshop participant does not have an overview of the background of the other participants. One has to check the list of participants and talk to many of them to get an idea who is from what kind of organisation, which country and has which expertise, etc. This procedure was shortened elegantly by applying a group constellation method: the facilitator asked participants to group several times along relevant criteria we had decided with her, e.g. kind of organisation (university, policy-making, etc.), then European region, expertise and experience with gender policies, etc. In each group constellation, participants could see the diversity among workshop participants and their backgrounds at one glance.

Alison E. Woodward presented and compared different practical approaches to gender policies at the European level and in some Member States, and reflected on recruiting, retaining and follow-up.

Richard Gamauf gave a frank presentation on his experiences in arbitration committees and as member of equal opportunities working party: Gender policies in RTD: A report from the field.

Both representations are made public at [www.genderinscience.org](http://www.genderinscience.org) and at the website of the Science Shop Vienna.

After each expert keynote the facilitator asked the participants to discuss with the persons sitting next to them the main ideas that could be helpful for the implementation or modification of a gender action plan.

These short presentations were starting points for discussions in small groups, in which the invited gender experts and the other workshop participants took part on an equal footing. The first working group session dealt with experiences with gender-fair recruitment. According to the thematic preparation and analysis of expected participants a few guiding questions were proposed within the focus on gender action:

- Positive and negative experiences with recruitment procedures (with reference to gender fairness)?
- Which strategies for gender-fair recruitment do you know, respectively have you tried out?
- When/where/in which context did they proof to be successful?
- How to evaluate the success of gender fair procedures?
- Unsolved problems?

+ : headhunting women  
 strategies: necessity of female candidates  
 gender balanced recr. committee  
 objective, transparent recr. processes  
 'hidden' (gender fair)  
 audition (eg music)  
 quota  
 preference for women when candidates are equally rated.  
 Top-down strategy in institution  
 success depends on ~~unso~~  
 problems: solved + unsolved  
 Gender-trained persons in recr. committees  
 ↓  
 . hidden networks  
 . informal struct<sup>s</sup>  
 unacknowledged bias / lack of awareness at Instit + Individ levels.

1. Precise declaration of the requirements and demands (especially at the initial levels)  
 Gender balanced committees (independent international experts)  
 On higher level, i.e. in ~~lower~~ tenures or leading positions  
 The success will speak for it<sup>(HER)</sup>self  
 Gender fair recruitment!

Pl 1  
 Women present themselves "weaker" (modest, low voice, not too self-confident)  
 men being the boss  
 asking "exam questions"  
 asking for family status  
 Women asked about their husbands (how can they change location because he might have the better job)

Pl 2/3

- ① extra year for women with child to achieve good / compare papers
- ② mailing list in order to address women (job ads, info about organ)
- ③ job fair, presenting "role models (women's program)
- ④ women being presented in the most strategic committees
- ⑤ coaching women
- ⑥ case study on gender topics

Pl 4  
 ① Key figures (appropriate measures)

Pl 5  
 ① Raise awareness among professor (cross mentoring)

In a plenary session results of the working groups were presented and put under discussion.

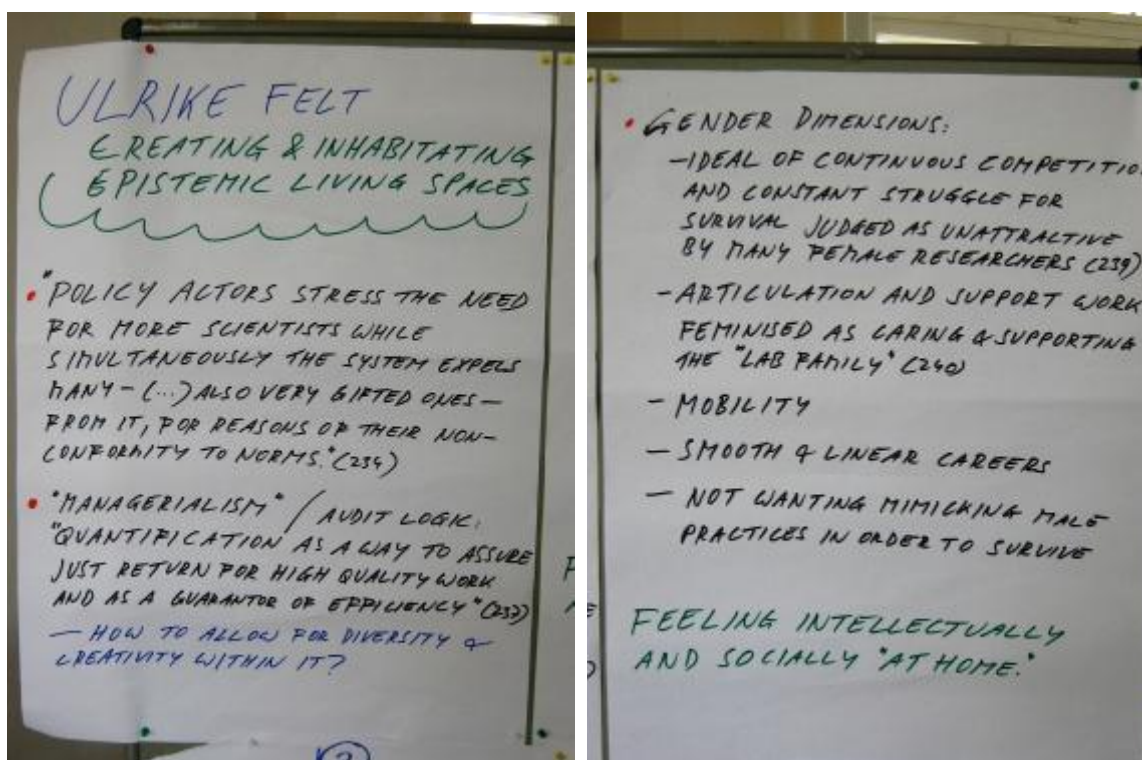
Christine Urban presented the opportunities for mentoring offered for workshop participants: the forms of mentoring available and the conditions for it.

Day 1 ended with a social event. The Mayor of Vienna, Michael Häupl, invited the workshop participants and gender experts. It took place at Vienna's oldest traditional wine tavern ("Heurigen"). Sybille Straubinger, Member of the Vienna Municipal Council and the Vienna Landtag (state parliament), welcomed the participants, delivered an address, and was available for discussions about gender mainstreaming policies in Vienna. Especially Vienna's activities to relate public procurement to gender criteria in applying enterprises raised a lot of interest among the participants.

Day 2 began with a poster session, where workshop participants presented their activities on gender equality. The following posters were presented:

- Judit Acsády & Katalin Tardos (Hungarian Academy of Sciences), Hungarian Women in Science and Research
- Henrietta Dale & Raphaela Elizabeth Kaisler (Portia Ltd), The European Gender Summit 2011
- Amparo Garrigues Giménez (University Jaume I of Castellón), Men and Women in Research Groups: Composition and Leadership at the University Jaume I of Castellón
- Kathy Kikis-Papadakis & Stella Vassilaki (FORTH), Supporting Equality in Science Technology and Mathematics related choices of careers
- Madeleine Luethy (ETH Zürich), Recruiting and Retention: How can a dual career and integration service be of use? Example of ETH Zurich

Unfortunately invited gender expert Ulrike Felt could not attend the workshop. The final report of the KNOWING project had been read by the participants as one of the background materials. Her concluding remarks on the working conditions and hierarchies in today's academia in the social and in the life sciences had been planned as an introduction to the following working group session, and as a reminder, some of her thoughts in her concluding remarks were put on a poster and then shortly presented by Michael Strähle.

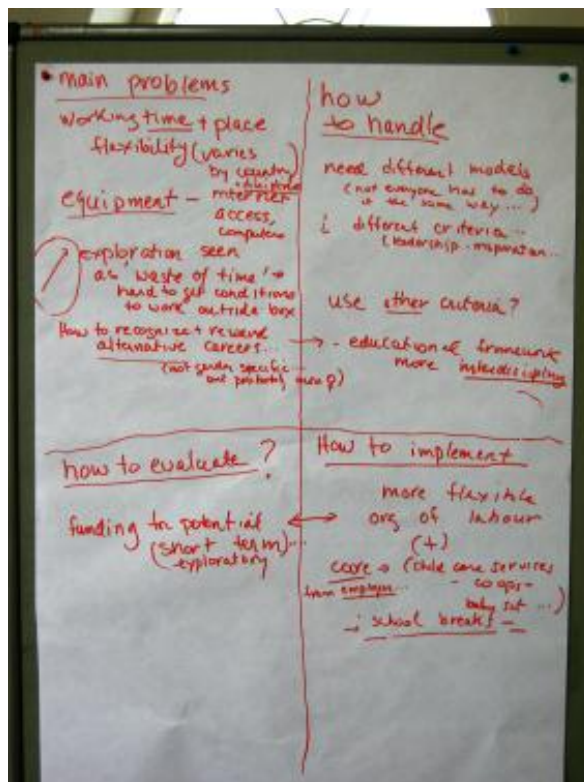
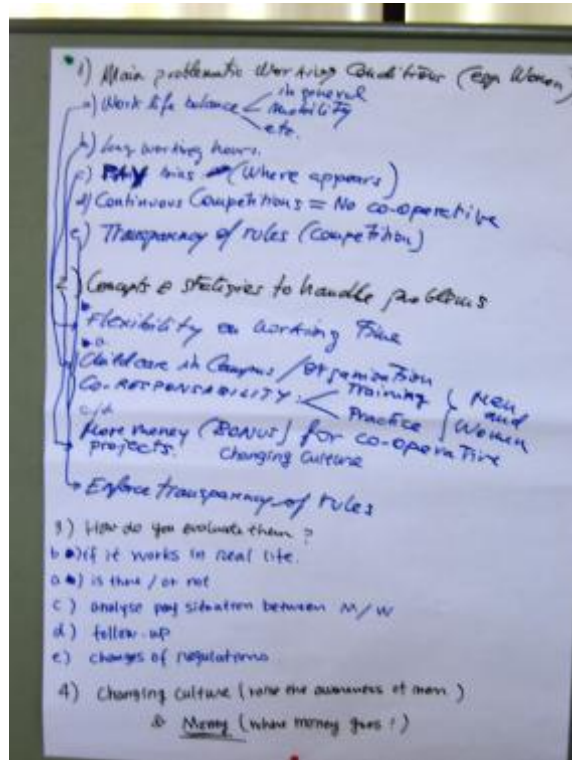
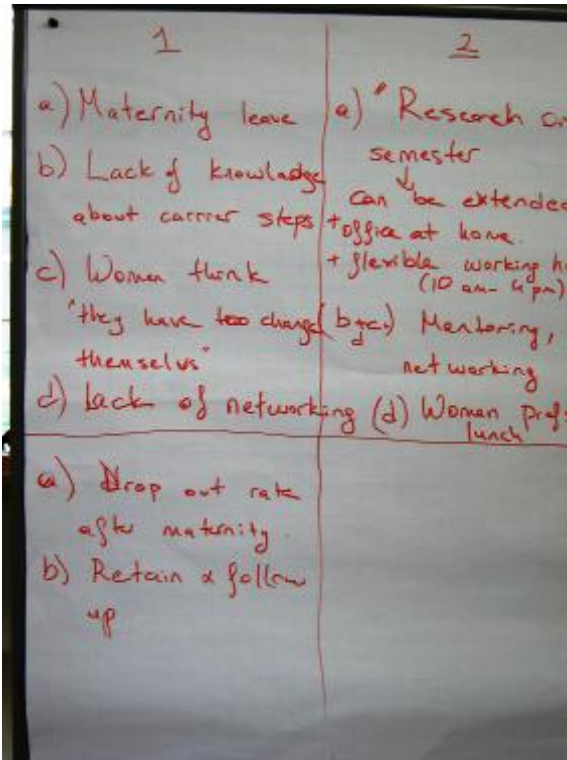


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After a short discussion moderated by Katharina Novy, there was a **working group session on what working conditions** institutions could offer to retain more women. Participants were asked to discuss along four questions:

- 1.) Main problematic working conditions especially for women (your experience, surveys, ...)
- 2.) What concepts and strategies do you know that try to handle the problem?
- 3.) How do you evaluate them?
- 4.) What is needed to implement them?

The results of the working groups were presented on posters:



For in-depth **reflection on practical implementation** at the respective institutions and other consequences of the workshop results until then, **the fishbowl method** was applied.

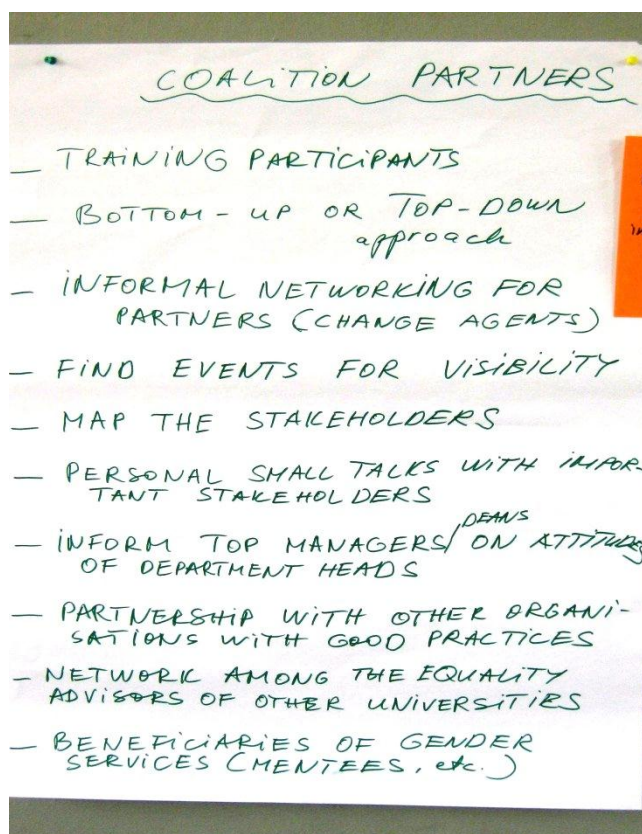
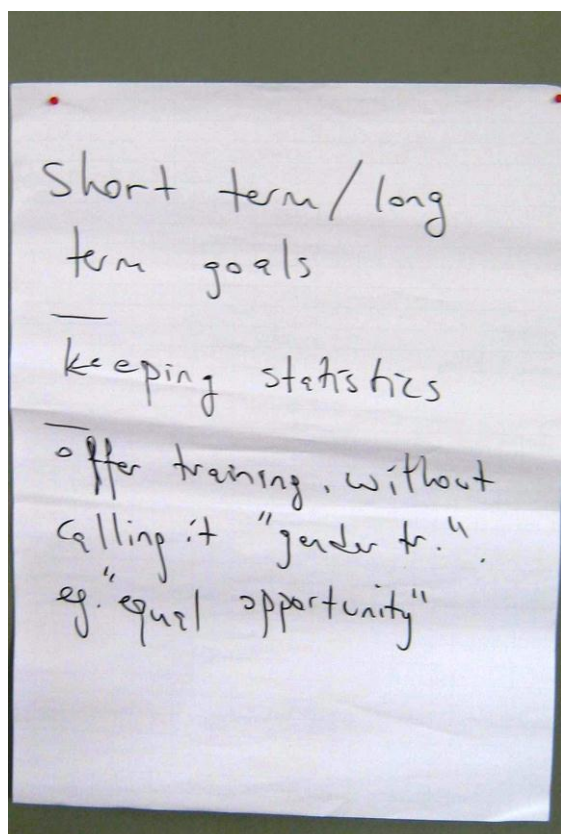
For this two congruent circles were formed. In the inner circle the gender experts and a representative of each group took a seat to discuss promising measures and strategies to improve working conditions and how to implement them. In the outer circle the other workshop participants took a seat. From this circle anybody could join the inner circle to make a contribution to the discussion. This setting allowed for vivid exchange of ideas and experiences on action relevant issues and to exploit the diversity of backgrounds and perspectives.

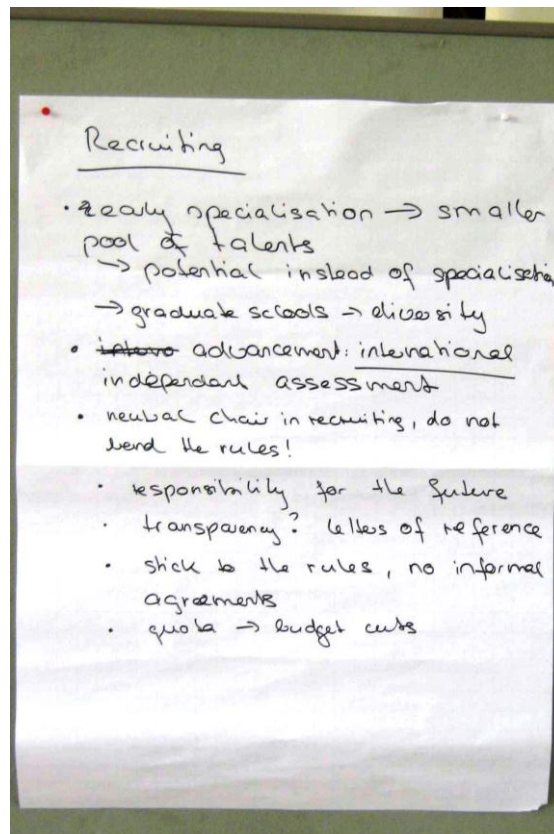
For the final working group session, which was dedicated to experiences with advocating gender-fair policies, an Open Space setting was applied. Initially there was no agenda for this session, only a theme. Each participant could suggest a discussion topic fitting the session theme, other participants could decide to join her/him or suggest a topic of their own. Except for those having suggested a topic, every participant could leave or join a discussion group, even several times.

The following discussion topics were proposed:

- How to deal with passive resistance?
- How to find coalition partners in the organisation in a pragmatic way?
- Strategic access to the recruiting process
- Which arguments could raise the acceptance at institutional level?
- Role of EU policy: regulations, discussions, competition rules
- Gender policy budgets
- Is there a connection between gender-fair recruitment and retention and sustainability and social acceptance of RTD?

Discussion groups formed around the first three topics.





The workshop concluded with participants' short statements on what they will take home from this workshop.

## Summary of some discussions lines and Suggestions

In Vienna representatives of a broad range of institutions met, coming from different regions, countries, disciplines and science cultures. Their knowledge ranged from self-taught gender literacy to actual responsibility for gender issues at their organisations. The workshop structure allowed for a quite inhomogeneous social group to work very focussed on practical questions of gender equality in different institutions. Participants and experts reflected on solutions that could contribute to structural change and improvement in the RTD system; leading not only to more gender fairness but to more fairness in general. Maybe even more importantly, participants identified mechanisms that create barriers for the implementation and/or functioning of gender policies.

They mentioned a broad range of concrete challenges to implementing gender equality in recruitment and retention. Answers to these challenges did not take the form of policy recommendations, but of local solutions, suggestions and practical ideas how to tackle these challenges at the level of one's institution. This is what capacity-building is about at a workshop level. As it is not sure that all of these ideas work out at the participants' organisations, participants will have to try them out. This is why the team of the Science Shop Vienna did not press for policy recommendations. Besides, policy recommendations given in the framework of such an event lack sufficient reliability and validity to inform policy in a methodically sound way.

The workshop was quite intense and it is not possible to give a complete presentation. We depict in this report some of the posters, but regarded out of the context, some aspects may be misunderstood. A full report of all discussions would have needed recording and transcription, which was beyond the workshop goals and would have disturbed the group processes. Hence we are aware that we cannot do full justice to the participants' contributions with this report. In the following section we summarize some thematic areas that we identified, which came up in the working groups and discussions. Participants will also be invited to elaborate their thoughts and experiences in working papers separately from this workshop report. We describe first several problem zones, which received much attention during the workshop and then suggestions from the participants.

### Mainly discussed problem zones:

#### **Gender policies do not receive sufficient support inside the organisations**

Participants reported that there is lack of awareness about gender bias and gender inequality. Staff and leaders underestimate the degree to which human perception and judgement is biased. They experience passive and open resistance to gender policies. It is not easy to find allies: many men do not listen to women (or men with lower status) and not all women support gender policies.

#### **Gender policies only work when binding**

If gender policies are established on a good-will basis only, and if there are no consequences if they are broken, they do not have much effect.

#### **Science profession does not allow for flexibility**

The system demands long working hours and rigid career paths. Maternity leave and caring duties can destroy science careers. Working in RTD is largely incompatible with spending time on other professional or social activities. This problem is also related to the usual way to evaluate performance: survival in academia is difficult for researchers who do not continuously publish and maintain their personal contacts. It should be valued if researchers show non-linear professional biographies, or at least they should not suffer disadvantages.

#### **Informal processes, networking and negotiations outside the consented rules**

Recruitment is often less rational and less objective than it should be. Personal preferences, strategies to find allies or to gain power, exchange of favours, etc. have strong influence on the selection processes. For example,

rules are bent to bring in a favoured candidate or decisions are not made in an official meeting but at dinner or in the course of bilateral talks. There is usually conflict of interest among the members of the institution.

Informal decision making and networking were very central issues throughout the workshop. The topic emerged repeatedly in different working groups and at different points of discussion.

Informal negotiations are frequent and difficult to eradicate, and not obvious if the protagonists act subtly. Such strategies need special attention because they jeopardize gender policies.

### **Abilities and self-presentation**

Participants mentioned gender differences in self-presentation, men being much more confident in relation to their capabilities, while women are more easily intimidated by senior positions and by far over-estimating the necessary skills.

### **Suggestions and experiences:**

#### **Consented and binding rules for recruitment**

Recruitment and advancement of researchers needs relatively strict structures and rules in order to minimize the chances of any involved actor bringing personal agendas into institutional choices of personnel.

#### **More reliable ways to evaluate research quality are needed**

Networking impacts on career chances, surviving as a researcher depends on more and more on accumulating quantifiable output (e.g. scientific papers). In this system of attributing "excellence" there is not much lee-way for multi-facetted and diversified career paths, good work-life balance or flexible working hours. Not counting does not solve the problem: where there are no clear criteria to determine performance, women are clearly disadvantaged.

#### **Avoiding the "gender"-label on gender sensitive policies**

(Passive) resistance can be triggered alone by the word "gender". There is experience that a programme or policy can be more successful and find more support, if it refers to "equal opportunities". It must be stressed that this strategy was proposed in the context of continuous evaluation of gender equality at the respective organisations.

#### **Maternity leaves and child-care need special measures**

Among other things, offering child-care and high quality kindergartens at the working place is demanded. Especially one concrete measure was met with much interest: one of the represented universities offers mothers the opportunity to dedicate the first semester after maternity leave to research only.

Mothers need more time to reach performance targets. It was mentioned a minimum of one more year, although a longer period seems more realistic.

#### **Independent external recruiting committees**

Participants stressed several times that personalities outside the organisation and without conflict of interest should play a key role in recruitment procedures. The committees should be gender-balanced, international and include people from different disciplines and working fields. The committees would work according to consented rules and need to actually decide on recruitment. In the less optimal case that fully independent recruiting committees are not possible, it was also stressed that the chair should be from another organisation and without conflict of interest. Independent recruitment committees/chairs are already realised at some organisations, which was of greatest interest for the participants.

The final decision on recruitment/advancement should not be in the hands of a few high-level decision-makers within the organisation.

#### **Statistical data that allow for in-depth analysis**

Evaluation and monitoring of gender fairness needs sound statistical data. They must depict the situation of men and women in a more detailed way than mere figures on the number of men and women, i. e. relate to hierarchy

level, payments, age, etc. Gender equality is reached when women and men with the same talents have the very same (statistical) probability to fill satisfying work places and decision-making positions.

### **Sanctions for not reaching gender targets**

Gender Action Plans and policies remain toothless if organisations do not face any sanctions for disadvantaging women. The idea of a quota or at least clear minimal criteria for gender fairness was strongly supported by participants. If institutions do not reach them, they should be penalised, for example with budget cuts.

### **Headhunting women**

If not enough female candidates are found it is necessary to extend deadlines and to enlarge the pool of candidates. It is always possible to find appropriate women, who elsewhere occupy the same position as the vacant one in the respective research organisation. Finding women who actually accomplish the high level tasks listed in the job profile has an additional educational effect on recruiters, because it changes their ideas of who could fill in certain key positions.

### **Coaching helps women to cope with the present situation**

In the long run the science system should be adapted to modern society. There is nothing wrong with women, and they should not adapt to the failures of the system.

Training should not follow a deficit model, but support women to live within the system before change takes place.

For now, to some extent women need to learn how to play the game in a traditionally male science culture, such as engaging in networking, identifying hierarchies, talking informally to powerful decision makers, work on their self-presentation, displaying over-confidence, covering their weak points, spend more time on finding career relevant information, etc. All these strategies are not satisfying and are short-time remedies, which cannot replace a change towards a better and fairer science culture in which the mentioned strategies become obsolete.

## Mentoring

The Science Shop Vienna offers two forms of mentoring, individual mentoring and group mentoring. The individual mentoring concept foresaw experts who have solutions for all different kinds of organisations irrespective of region, size, discipline and other factors. This is not the case for all questions that came up.

### Individual mentoring

Up to 5 organisations are offered up to 12 hours individual consultation with a selected high level expert. Which expert will be chosen depends on which kind of support the institution needs to implement gender-fair recruitment and retention policies or to make them work better.

Up to now, three institutions have opted for individual mentoring:

- Hungarian Academy of Sciences, Institute of Sociology (Dr Judit Acsády, Dr Katalin Tardos)
- Sabanci University, MDBF (Prof Alev Topuzoglu)
- University Jaume I of Castellón (Prof Amparo Garrigues Giménez)

### Group mentoring

The group mentoring makes use of the participants' potential to support each other. It will be open to all organisations and dedicated to practical aspects of the development, improvement and implementation of gender (related) policies. Topics will be bundled according to the articulated needs of the representatives and dealt with in small group long distance communication, for example, via FlashMeeting (a web conference tool), Skype or phone conferences. Minutes of these experience exchanges will be made available to further elaboration. We also invite participants to send us 1-2 pages working/discussion papers, if they wish, in order to facilitate mutual learning and to make their thoughts available to other institutions. The writing of these inputs is scheduled for some time after the workshop, because participants may have changed their minds by it or gained new ideas, and they have learned which of their experiences might be most interesting for other institutions in different regions.

### Some mentoring topics that came up during the workshop are:

\* Several participants need not only advice but also actual support when convincing organisation members of the usefulness of gender-sensitive policies.

Mentoring: External speakers and maybe even communication experts are needed to talk to institutional members and to convince those who make decisions.

\* Involvement of independent external committees in decision making processes: Such concepts - established at only few organisations - was entirely embraced by the participants.

Mentoring: There is a need for more examples and material on such practices at research organisations, more details on how to select committee members, how to out-rule conflicts of interests, how to maintain their independence, etc. Long distance conferences will be organised for mutual mentoring and for consultation of international experts,

\* Some very practical examples to make research careers more flexible are desired, like the research-only semester or how flexible research careers could be valued.

It is not realistic to deal with all possible mentoring issues that came up during the workshop and which are of interest to several institutions. The Science Shop Vienna will suggest topics for online events and select together with the participants, which can take place.

## Some final thoughts

The workshop was followed by vivid discussions inside the team. Here are some lessons we have learned/concluded from the workshop:

### Decision making in RTD

We think that gender equality can only develop in a science system which approaches key decision making in a sophisticated way. In a modern science system different stakeholders are (and should be) increasingly involved in the preparation of policies. At present, gender balance is not granted (nor is age balance or minority balance). Involving stakeholders can be prone to factor in special interests at the expense of societal ones, thus it is necessary to develop or use methods that aim at criteria of scientific validity and reliability. Men and women should be equally involved in all steps of decision making, irrespective of their age, their ethnic background or their networks. Triangulation of methods is necessary, because in this field there is no perfect method: only the use of methods with different strengths and weaknesses can complement each other and prevent far-reaching errors. This applies to recruitment as well to the evaluation of research quality, the selection of research areas to be funded within an institution or by a research fund.

In the workshop it was also mentioned that women might want to concentrate on different research topics than men. Citizen panels could give their voice how public funds are distributed. They should not decide on methods without expertise or which results are desirable, but consider the relevance of research topics to themselves and society. This could add another external perspective and overall gender balance. Methodical gender sensitivity could be standard in citizen panels.

### How to assess gender-equality in a research organisation?

If policies that do not use the term “gender” can be most effective to remove career barriers for women scientists, the existence of “Gender Action Plans” cannot be used as an indicator for better gender equality within an organisation. According to this workshop outcome, Gender Action Plans could be broken down to different thematic policy issues, most of which could be formulated gender-neutrally although they over-proportionally concern women. The workshop points to shifting the focus of activities away from the mere formulation of “gender policies” to formulate clear and binding gender equality targets. Regular in-depth statistical evaluation of the actual situation of men and women in research organisations is necessary, and public funding should be related to the outcomes. The impact of certain policies on gender balance and hierarchies is important, labels are irrelevant.

### How to identify supporters of gender equality?

At the beginning, the lack of definitions caused some confusion in our discussions. We think that there is a need to separate between a) theoretical experts, b) practitioners and c) strategic allies.

a) Academic experts need to be evaluated according to the quality of their research and analysis. The present short-comings in the making of “excellence” impact on gender research in the very same way as on other disciplines. Publishing scientific papers, participating in gender events or projects alone should not make a “gender expert”. Working out recommendations that – when implemented - actually lead to improved gender equality (=predictive validity) would make a much better determinant of gender expertise.

b) Practitioners advocate gender policies. They are valued by the results of their work and the women researchers they represent in an organisation.

c) Strategic allies with sufficient influence are important. Because jovial declarations of good-will and empty promises can do more harm than good, it is crucial to separate the “real” allies from those who want to appear as politically correct. Irrespective of their sex, allies can only be identified by their deeds. Two questions need to be answered positively in our experience: does somebody actually respect the efforts of women researchers or

does s/he attribute them to men? Does s/he advocate gender policies outside feminist circles, i.e. in the public or in the presence of unconvinced, gender-unfriendly colleagues *in higher positions*?

### **Conflict and overlap of interests**

Although there are a lot of overlaps between what would be beneficial for female and male scientists, the quality of research and society at large, potential conflicts of interests should not be denied. As it is now, male researchers may fear that a gender-fair redistribution of senior and decision-making positions would decrease their relatively better career prospects. We think that it is always wise to identify the different perspectives of social groups separately. The demands of women researchers could be discussed in women-only settings first, and then in different settings with male researchers at different hierarchy levels, with policy makers and other stakeholders in focus groups to find solutions everybody can live with.

### **Evaluation of research quality/performance connected to work conditions**

With the advent of quantitative evaluations, research institutions and universities are mainly judged and ranked by questionable performance indicators and with methods that lack scientific validity or reliability. Where a paper is published, co-determines its value. A letter to the editor published in a high impact journal can outnumber a scientific publication in a low impact journal. Among other key performance indicators such as acquired third-party funds, indicators for mobility and internationality, these indicators are commonly used for the recruitment and retention of individuals, and resource allocation for research programmes, universities, and departments.

We think that it is crucial for gender equality and general fairness in research to develop better tools for evaluating research quality and to measure better approximations of performance. Additionally, putting quality beyond quantity most likely will allow for flexible careers.

### **Final remarks**

“Ambition” is often described as a desirable characteristic of a researcher, who is willing to compete with others, but is it really? We think that very often the term “ambition” really is confounded with the term “dedication”. Ambitious and dedicated researchers do not necessarily share the same values. A dedicated scientist focuses on finding answers to crucial research questions. S/he is of high integrity and self-critical and finds her/his position on the career ladder secondary as long as s/he can work independently and maintain high quality of research. A dedicated researcher will engage more in co-operation and critical discussions, but will less be inclined to competition that aims at being “better” than somebody else. Researchers who feel highly responsible may be reluctant to present themselves as better than they are in a job interview, but will seriously ask themselves if they are the best candidate to fulfil a task. People who take responsibility for others might find it harder to leave families or friends for a position abroad, and just advancing their careers may not be reason enough.

We think that the prevailing science cultures fail to tap the large potential of dedicated, talented and responsible people: women, but also men.

### **Participant feedback on the workshop**

Feedback on the workshop was excellent. In a round of feedback at the end of the workshop participants confirmed that the highly interactive design of the workshop was the right choice. Participants also filled in a feedback form (see appendix). The website and the briefing materials mostly have been judged very good in regard to structure, format, content, and relevance the others judged them as good. Almost all participants who filled in the feedback sheet judged the workshop in regard to structure, speakers, facilitator, occasion for mutual exchange, relevance, and methods, and the social event as very good, the others as good. Most judged the organisation of the workshop as very good, once again, the others considered it as good. The relevance of the workshop, opportunity for exchanging experiences and information gain were rated as very high or high.

This report on the Capacity Building Workshop Advancing RTD through Gender-Fair Recruitment and Retention Strategies was drawn up by Christine Urban, Regina Reimer and Michael Strähle. *July 2011*

## List of Appendices

Appendix 1: Workshop Agenda

Appendix 2: List of Participants

Appendix 3: Short bios gender experts

Appendix 4: List of Topics

Appendix 5: Mentoring information page

Appendix 6: Feedback questionnaire

## **WORKSHOP “ADVANCING RTD THROUGH GENDER-FAIR RECRUITMENT AND RETENTION STRATEGIES”, VIENNA, 19 – 20 MAY 2011**

### ***Workshop agenda***

#### **19 May 2011**

12:00 Registration

13:00 Opening & introduction

13:15 Keynote speeches, follow-up & interactive discussions:

Alison E. Woodward, *Making gender/diversity equality happen: Recruiting, retaining*

Ulrike Felt, *Redrawing boundaries: Gender and the tacit modes of ordering research*

Richard Gamauf, *Gender policies in RTD: A report from the field*

15:15 Break

15:45 Working group session (focus: recruitment issues)

17:00 Presentation & discussion of working group results

18:00 End of programme Day One

19:30 Social event: The Mayor of Vienna, Dr Michael Hupl, invites the participants to the "Heurigen" restaurant *10er Marie*, Ottakringer Straße 222 - 224, Vienna's oldest traditional wine tavern. (No dress code)

#### **20 May 2011**

09:00 Poster session

10:30 Working group session (focus: retention issues)

12:30 Lunch

13:30 Advocating gender-fair recruitment and implementation on institutional level:

Open space working groups and discussions (focus: argumentation, sensitisation, implementation strategies)

15:15 Break

15:30 Session continued

16:30 Resumee

17:00 End of programme Day Two

The workshop concludes with a get-together. Opportunity for networking and individual questions (open end).

A professional facilitator, Katharina Novy, leads through this workshop.

**WORKSHOP “ADVANCING RTD THROUGH GENDER-FAIR RECRUITMENT AND RETENTION STRATEGIES”, VIENNA, 19 – 20 MAY 2011**

***List of participants***

Judit Acsády	Hungarian Academy of Sciences, Institute of Sociology
Marianne Bakro-Nagy	Hungarian Academy of Sciences, Research Institute for Linguistics
Svandis Benediktsdottir	Norwegian University of Science and Technology
Sonja Beran	Wissenschaftsladen Wien - Science Shop Vienna
Sandra Berzina	Latvian Women in Science
Henrietta Dale	Portia Ltd.
Emilio Elizalde	National Research Council of Spain (CSIC)
Sabine Engel	University of Innsbruck
Ulrike Felt	University of Vienna
Yvonne Galligan	Queen's University Belfast
Richard Gamauf	University of Vienna
Amparo Garrigues Giménez	University Jaume I of Castellón
Marina Grubišić	Agency for Science and Higher Education Croatia
Edi Gusia	Agency for Gender Equality, Office of the Prime Minister of the Republic of Kosovo
Esther Happacher	University of Innsbruck
Raphaëla Elisabeth Kaisler	Portia Ltd.
Zuzana Kiczková	Comenius University Bratislava
Kathy Kikis-Papadakis	FORTH
Shqipe Krasniqi	Agency for Gender Equality, Office of the Prime Minister of the Republic of Kosovo
Violeta Kurti-Islami	Agency for Gender Equality, Office of the Prime Minister of the Republic of Kosovo
Madeleine Luethy	ETH Zürich
Michel V. Marek	CzechGlobe
Katharina Novy	Facilitator
Dusanka Perisic	European Mathematical Society, Committee Women in Mathematics
Emi Pesonen	European Forest Institute
Eliška Pudová	Central European Institute of Technology
Regina Reimer-Chukwu	Wissenschaftsladen Wien - Science Shop Vienna
Michael Strähle	Wissenschaftsladen Wien - Science Shop Vienna

Mariana Szapuová	Comenius University Bratislava
Katalin Tardos	Hungarian Academy of Sciences, Institute of Sociology
Alev Topuzoglu	Sabanci University
Christine Urban	Wissenschaftsladen Wien - Science Shop Vienna
Stella Vassilaki	FORTH
Helga Widowitz	Medical University of Graz
Alison E. Woodward	Vrije Universiteit Brussel

## WORKSHOP “ADVANCING RTD THROUGH GENDER-FAIR RECRUITMENT AND RETENTION STRATEGIES”, VIENNA, 19 – 20 MAY 2011

### *Short CV's of the invited experts*

**Richard Gamauf** is professor of Roman law at the University of Vienna. In his research on Roman law he focusses on aspects of the history of socialisation and mentality. He also served as law clerk at the Austrian Constitutional Court and was a visiting professor at Loyola University New Orleans in 2004. He publishes extensively, in particular on slavery and Roman law. In 2002 he became the equal opportunities representative at the Faculty of Law and was appointed to the University of Vienna's Equal Opportunities Working Party, which he chairs since 2007. He is a member of the Arbitration Commission of Danube University Krems and a substitute member of the Arbitration Commission at the University of Veterinary Medicine in Vienna.

**Ulrike Felt** is professor of social studies of science (since 1999) and head of the department of Social Studies of Science at the University of Vienna. She holds a doctorate in physics and has then moved into the field of science and technology studies (STS), where she earned her *habilitation* (STS/ sociology of science) in 1997. After the post-doc years as research associate at European Center for High Energy Physics (CERN) in Geneva (1983-1988), she returned to the University of Vienna. During her career she spent considerable periods abroad, among them at the University Luis Pasteur, Strasbourg (1994-2001 part time, 1997/98 full time), Université du Quebec Montréal (1994), Collegium Helveticum, ETH Zurich (2003); STS programme Harvard, Cambridge (2011). Ulrike Felt has wide experience in running nationally and internationally funded research projects in the area of science, governance and public participation, knowledge politics and research cultures, gender and science. She has published widely on these issues. From July 2002 to June 2007 she was editor-in-chief of the international peer-reviewed Journal *Science, Technology, & Human Values*. She served as expert on several advisory groups at the EU level, among them the European Research Advisory Board (EURAB, 2006/07).

**Alison E. Woodward** (Ph.D. University of California, Berkeley) is Research Professor at the Free University of Brussels (VUB) and co-director of RHEA, the Center for Gender Studies and Diversity Research. Since 2007 she has been a Senior Associate of the Institute for European Studies. Her research interests are in the field of comparative European Union public policy and organisation, especially in the areas of civil society transnational mobilisation, gender, migration, and equality. As professor or senior researcher she has been affiliated with the Universities of Uppsala, Antwerp and Brussels, Ruhr University, Wayne State University, Rutgers University, the Wissenschaftszentrum Berlin, and the Royal Institute of Technology in Stockholm. Working as a policy consultant she has assisted the European Commission, the Council of Europe, the United Nations and the Flemish government, and is frequently relied upon for expert contributions relating to social exclusion, gender and politics. An active member of the European Consortium for Political Research section on European Union Politics, she has convened the stream on Diversity, Gender and European Integration at the biannual conferences in Bologna, Istanbul and Riga. She is the Belgian coordinator for the Research Network Gender and the State funded by the European Science Foundation and the National Science Foundation, Belgian representative in the COST A-34 network on European Gender and Well-Being, and in the ATHENA EU Training and Education 3B network on gender and public policies. She was a scientific coordinator of the COST Action Conference *European Social Movements and Well-Being* at the International Institute of Social History, Amsterdam in March 2009.



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## **GenSET Preliminary list of topics No. 1**

*Please give feedback on this preliminary list of workshop topics: Which of the following topics are most important to you? Which are less interesting for your organisation? Are there additional topics that should be added?*

*Please feel free to comment this list as much as you like, for example by using capital letters or writing into the text in a different colour. According to the feedbacks the topics will be regrouped and restructured. Some topics might be appropriate for online discussions, others will be emphasized on when you come to Vienna.*

- 1.) Learning from mistakes – when gender policies do not work optimally. How to take account of hidden barriers, processes behind the curtain, the role of informal networking, avoiding independent women, lipservice strategies, etc.
- 2.) Alternatives to prevailing assessment/evaluation schemes of scientific productivity and quality in science and research (citation rates, etc.). Can anonymous procedures (e.g. in application) improve fairness?
- 3.) How to get support from the institution members: Which arguments could raise the acceptance of gender policies at institutional level? How do not only women benefit from gender issues? How can gender-fair employment and retention help to ensure sustainability and social acceptance of RTD?
- 4.) How can experience with family work and other non-academic labour be valued and fostered at organisational level in order to attract scientists with caring responsibilities?
- 5.) (Informal) job requirements apart from traditional scientific abilities: networking, fund raising, self presentation, rhetoric skills, readiness for mobility and loosening social bonds, teaching or organisational skills? Which of them are necessary for high quality research, which should not play any role in recruitment and retention?
- 6.) Mobility as a recruitment barrier and its impact on work-life-balance. Can policies avoid the discrimination of introverted personalities and/or highly socially responsible scientists? Can dual-career approaches mitigate some effects? Is geographical mobility always necessary or can it be (partly) replaced by long distance online cooperation?
- 7.) How to grant fair visibility and opportunities for performing meaningful research to all scientists at an institute irrespective of their sex? Which rules lead to an optimal balance of fair competition and cooperation and improve team productivity?
- 8.) Gender budgeting, thematic orientation of organisations, distribution of research funds and jobs, gender-fairness in personnel development and job creation. Can organisations make research strategy plans more sustainable and gender-fair by stronger regarding the demands of citizens?

Vienna, 27.1 2011

**WORKSHOP “ADVANCING RTD THROUGH GENDER-FAIR RECRUITMENT AND RETENTION STRATEGIES”, VIENNA, 19 – 20 MAY 2011**

***Mentoring: Short Description and Questionnaire***

*Although you do have similar interests in respect of gender policies on a general level, the needs for specific mentoring may differ. There are national, disciplinary, organisational and cultural factors that impact on the practicability of concrete gender policies. Additionally, there are different gender policy backgrounds: Some organisations are developing/installing gender policies for the first time, others aim at developing further what they already have.*

We offer **two forms of mentoring**: Group mentoring and individual mentoring.

**1.) Group mentoring:**

We will bundle your mentoring interests and organise topic-related web conferences. Usually we organise online meetings via Flashmeeting, which is a very simple video conference tool and allows the participation of up to eight persons at the same time. We will invite external experts to at least four of such web conferences, who can shed light on more specific practical questions to which you cannot find answers by yourselves.

**2.) Individual mentoring:**

Due to limited resources, individual mentoring can be offered only for up to 5 organisations on a first come, first serve basis. It is tailored to your specific desires, and it is confidential from our side. You can request small researches from the team of the Science Shop Vienna to find some models of gender action plans. For your more specific issues and according to your preference, a high-level expert will consult you individually 10-12 hours in a one-to-one setting. According to your preferences, we will select her/him from the list (see next page) or find another expert. For practical reasons, the individual mentoring will be done mostly by phone, web or email. The experts will be payed by the genSET consortium.

**Time frame:** The mentoring will start now, it will end in October 2011.

Please give us short feedback on your mentoring issues - as far as you know them already:

*Institution:* .....

*Name of representative(s):* .....

*Mentoring request (as far as you already know):* .....

*Group mentoring – Your topics of interest:* .....

*Individual mentoring – general objective in your institution:* .....

***List of gender experts compiled by the genSET consortium:***

Katharina	<b>Amacker</b>
Ligia	<b>Amancio</b>
Katrina	<b>Amunts</b>
Sandra	<b>Bitusikova</b>
Marina	<b>Blagojevic</b>
Lutz	<b>Bornmann</b>
Mineke	<b>Bosch</b>
Suzanne de	<b>Cheveigne</b>
David	<b>Collinson</b>
Hanne Marlene	<b>Dahl</b>
Ene	<b>Ergma</b>
Ulrike	<b>Felt</b>
Stefan	<b>Fuchs</b>
Judith	<b>Glover</b>
Claudine	<b>Hermann</b>
Thomas	<b>Hinz</b>
Stefan	<b>Klasen</b>
Anu	<b>Laas</b>
Rolf	<b>Landua</b>
Herbert	<b>Marsh</b>
Elzbieta	<b>Oleksy</b>
Ruth	<b>Paulssen</b>
Petr	<b>Pavlik</b>
Ada	<b>Pellert</b>
Dirk	<b>Pilat</b>
Robert	<b>Plasman</b>
Gita	<b>Revalde</b>
Caroline	<b>Roughneen</b>
Maria Teresa	<b>Ruiz-Cantero</b>
Linda	<b>Rustad</b>
Londa	<b>Schiebinger</b>
Magdalena	<b>Skipper</b>
Christian	<b>Suter</b>
Christine	<b>Wachter</b>
Agnes	<b>Wold</b>
Alison E.	<b>Woodward</b>
Flavia	<b>Zucco</b>

**WORKSHOP “ADVANCING RTD THROUGH GENDER-FAIR RECRUITMENT AND RETENTION STRATEGIES”, VIENNA, 19 – 20 MAY 2011**

**Feedback Form**

*Thank you for taking your time to give us feedback on this workshop, which will help us to improve future events.*

1.) Please tell us how you have learned about this workshop in the first place:

- E-mail
- Somebody told you about this event
- Event calendar
- Internet
- Mailinglist
- Other \_\_\_\_\_

2.) How do you judge the event website and the briefing material:

	Very poor	Poor	Average	Good	Very Good
Structure					
Format					
Information/content					
Relevance					
Other					

Please specify, if you want to \_\_\_\_\_

3.) How do you judge the two-days-event in Vienna according to following criteria

	Very poor	Poor	Average	Good	Very Good
Structure and time frame					
Speakers					
Facilitator					
Occasion for mutual exchange					
Relevance of workshop topics					
Methods					
Social event					
Other					

Please specify, if you want to \_\_\_\_\_

4.) During these two days, how do you estimate the

	Non existent	Low	Medium	High	Very high
relevance to your organisation					
contact to other participants & exchange of experiences					
your gain of information on recruitment					
your gain of information on retention					
your gain of information on implementation strategies					

Please specify, if you want to \_\_\_\_\_

5.) How do you rate organisational aspects?

	<b>Very Poor</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Very Good</b>
Registration procedure					
Communication with the Science Shop					
Venue					
Meals					

Please specify, if you want to \_\_\_\_\_

\_\_\_\_\_

Did the workshop meet your expectations?       yes                       no

Please specify, if you want to \_\_\_\_\_

\_\_\_\_\_

**THANK YOU VERY MUCH FOR YOUR FEEDBACK!**