

Impact Story Gender-sensitive Human Resources Management

Impact Story

Gender-sensitive Human Resources Management

Intervention Definition

Existing gendered disadvantages in the labour market are often being individualised, i.e. treated as the individual's deficit, while actually they should be recognised as a systematic issue and (hence be) addressed as such (Müller et al. 2015, 24-25). The gender equality intervention "Gender-sensitive Human Resources Management" represents an approach that takes into account the individual situations of all employees in order to enable all genders to achieve their objectives in terms of career and family. This means the systematic consideration of gender issues in all areas of Human Resources (HR) (Bessin and Malsburg 2014, 148-149; Krell et al. 2011, 97-98). Due to the structural, multidimensional nature of the approach, it addresses gendered issues in the institutional, but also the epistemic, the interactional and the internalised dimensions of the organisation concerned (Müller et al. 2015, 25). With respect to the institutional dimension, concrete measures can be implemented amongst others in the areas of hiring, pay, gender statistics or training; for example by using gender-neutral language in job descriptions or revealing disadvantages by analysing sex-disaggregated data (e.g. regarding salary or promotion) (Bessin and Malsburg 2014, 150; Drube et al. 2015, 8; Fischer et al. 2008, 10, Rustad and Ryste 2010, 21). The interactional dimension concerns e.g. structured and gender-sensitive one-to-one meetings between employees and supervisors or mentoring programmes. The epistemic and internalised dimensions can be targeted by initiating a process of reflection regarding gender stereotypes in organisational communications and division of labour, as well as with respect to unpaid tasks such as social committees and similar, in the organisational culture concerned by offering unconscious bias courses or inspecting the external and internal image of the organisation (e.g. advertising) for a potential gender bias (Bessin and Malsburg 2014, 155; Müller et al. 2015, 24-25; Bräutigam et al. 2015, 11; Schäfer 2013).

Intervention Definition Short

"Gender-sensitive Human Resources Management" means the systematic consideration of gender issues in all areas of HR (Bessin and Malsburg 2014, 148-149; Krell et al. 2011, 97-98). It addresses gendered issues in the institutional, but also the epistemic, the interactional and the internalised dimensions of the organisation concerned (Müller et al. 2015, 25).

Objectives

- (1) Increase the number of women in R&I positions
- (2) Improve working conditions / work-life balance
- (3) Boost professional capabilities of women to pursue promotion
- (4) Implement gender-fair organizational structures

Output

The intervention's short-term output is firstly the number of activities that are put in place to implement gender-sensitive HR management at institutional and individual levels in order to ensure that activities are formalised and strongly anchored within processes and culture. In addition to the number of activities, the number of people or participants reached by the activities, number of workshops, trainings, meetings, etc. can also be measured. If the development and implementation of guidelines (e.g. for gender-sensitive recruiting) is part of the gender sensitive HR management programme, it is part of the short-term output as well.

The EFFORTI case study COMET also shows that gender-sensitive HR Management in these publicly funded research centres can be measured by its degree of institutionalisation. It is relevant whether these tasks are assigned to specific officers who have resources (time and money) available or whether it is more a kind of voluntary work, which is not endowed with many resources.

Output Short

The intervention's short-term output is firstly the number of activities that are put in place to implement gender-sensitive HR management at institutional and individual levels in order to ensure that activities are formalised and strongly anchored within processes and culture. In addition to the number of activities, the number of people or participants reached by the activities, number of workshops, trainings, meetings, etc. can also be measured. If the development and implementation of guidelines (e.g. for gender-sensitive recruiting) is part of the gender-sensitive HR management programme, it is part of the short-term output as well

The EFFORTI case study COMET also shows that gender-sensitive HR Management can be measured by its degree of institutionalisation. It is relevant whether these tasks are assigned to specific officers who have resources (time and money) available or whether it is more a kind of voluntary work, which is not endowed with many resources.

Output indicators

- 1.2.1 Composition of search committees and applicant pool
- 3.3.1 Budget allocated to GE monitoring should be expanded into Budget allocated to gender equality measures: differentiated by types of measures or fields of intervention
- 3.3.1 Institution's commitment to promote equality and diversity
- 3.3.1 Concernment in terms of gender awareness/knowledge
- 3.3.1 Implementation of leadership development programme
- 4.1.1 Integration of GE in KPIs
- 4.1.1 GE dedicated administrative staff
- 4.2.1 Adaptations in guidelines, employee rights, spousal appointments

Outcome:

Organisations that implement gender-sensitive HR management expect a higher level of job satisfaction and an increase in employee motivation (Hanappi-Egger and Köllen 2005, 60) because transparency is increased and discrimination counteracted and thereby also career prospects of women improved. If recruitment strategies are more gender-sensitive, this can also lead to an increased pool of female applicants for internships and/or vacant jobs. Gender-sensitive personnel development can make female employees more visible as they are presented as role models at job fairs or other events or occasions, which motivates other women to apply for jobs.

Another important outcome is the assurance of organisational legitimacy and image building. Gender equality policies are publicly reported to underline the organisation's pioneering role (Trenkmann 2017, 156). Moreover, a goal of the gender-sensitive HR management is the improvement of gender sensitivity and gender competence in the organisation (BuKoF 2007, 39). Gender-sensitive HR management is expected to lead to improved gender sensitivity in the organisation, such as recognising sexism and unconscious biases, and gender competence, such as adequately addressing sexism and counteracting bias.

Outcome Short

Organisations that implement gender-sensitive HR management expect a higher level of job satisfaction and an increase in employee motivation (Hanappi-Egger and Köllen 2005, 60) because transparency is increased and discrimination counteracted and thereby also career prospects of women improved. If recruitment strategies are more gender-sensitive, this can also lead to an increased pool of female applicants for internships and/or vacant jobs. Gender-sensitive personnel development can make female employees more visible as they are presented as role models at job fairs or other events or occasions who motivate other women to apply for jobs.

Another important outcome is the assurance of organisational legitimacy and image building. Gender equality policies are publicly reported to underline the organisation's pioneering role (Trenkmann 2017,

156). Moreover, a goal of the gender-sensitive HR management is the improvement of gender sensitivity and gender competence in the organisation (BuKoF 2007, 39). Gender-sensitive HR management is expected to lead to improved gender sensitivity in the organisation, such as recognising sexism and unconscious biases, and gender competence, such as adequately addressing sexism and counteracting bias.

Outcome indicators

- 1.1.1 Relative probability between the ability of men and women reaching a top position
- 1.2.1 Composition of search committees and applicant pool
- 2.2.1 Transparent promotion system
- 2.2.1 Salary compared to colleagues
- 2.2.1 Experienced sex discrimination/sexist remarks
- 2.2.2 Satisfaction with career
- 2.2.2 Perception of people working in the area of R&I in regard to gender equality, e.g. percentage of women in R&I, who believe they have equal opportunities to pursue their careers in comparison to men
- 3.1.1 Organisational views of the advancement of women by structural features
- 4.1.1 acknowledgement of gender issues

Impact:

In the long run, gender-sensitive HR management aims at increasing the share of women in the organisation and in leadership positions through gender-sensitive recruiting, retention and promotion strategies (Schäfer 2013). Gender-sensitive HR management will make the company an attractive employer, thereby expanding their talent pool and reducing recruitment costs by retaining and developing employees (Hanappi-Egger and Köllen 2005, 60–61). Managers interviewed in the course of the case study COMET report that more women apply for jobs and internships. Therefore, employer branding in respect to promoting gender equality, flexible working conditions and facilitating work life balance seems to increase the recruitment capacities of COMET centres.

Moreover, gender-sensitive HR management leads to an institutionalisation process that is completed when gender equality policies and values are structurally and culturally anchored and self-evident in the organisation (Trenkmann 2017, 155). At this stage, the organisation also has optimal conditions for dealing with other dimensions of diversity. Teams can then better deal with the integration of different cultures, nationalities, religions, etc., and potential can be used more effectively (Herpers, 277–78).

In the long term, gender-sensitive HR management also has an economic effect: Companies with a high degree of diversity are more likely to be above average profitable. This correlation is particularly high for the proportion of women in top management (board plus two to three levels below). Companies with a higher share of women in top positions are 21% more likely to be above average (Mc Kinsey 2018).

Impact short

In the long run, gender-sensitive HR management aims at increasing the share of women in the organisation and in leadership positions through gender-sensitive recruiting, retention and promotion strategies (Schäfer 2013). Gender-sensitive HR management will make the company an attractive employer, thereby expanding their talent pool and reducing recruitment costs by retaining and developing employees (Hanappi-Egger and Köllen 2005, 60–61).

Moreover, gender-sensitive HR management leads to an institutionalisation process that is completed when gender equality policies and values are structurally and culturally anchored and self-evident in the organisation (Trenkmann 2017, 155). At this stage, the organisation also has optimal conditions for dealing with other dimensions of diversity (Herpers, 277–78).

In the long term, gender-sensitive HR management also has an economic effect: Companies with a high degree of diversity are more likely to be above average profitable. This correlation is particularly high for the proportion of women in top management (board plus two to three levels below). Companies with a higher share of women in top positions are 21% more likely to be above average (Mc Kinsey 2018).

Impact indicators short

- 1.1.1 Horizontal/vertical segregation in positions
- 1.1.2 Proportion of women in leadership positions
- 1.2.1 Number of new hired faculty differentiated by sex and employment level
- 2.1.1 Fluctuation at the department/sex
- 2.2.3 Perceptions of work climate
- 3.3.1 Scale of organisational commitment to gender diversity (measurement through regulations, contract's re-formulation, founding of new initiatives)
- 4.1.1 Acceptance of cultural change
- 4.2.1 Perceived extent and pace of cultural change on organisational level
- 5.3.1 Turnover of company, number of employees

Policy Context

One main contextual factor is if the innovation system is dominated by private Research and Development (R&D), where the share of women is mostly low, or by the higher education sector, where the share of female researchers is usually higher.

A further context factor is the extent of horizontal segregation of the choice of studies. This in turn influences the supply of female workers in the fields of science, technology, engineering and mathematics (STEM) and thus also the probability of being able to employ women in the technical field and thus bring diversity into the company.

Furthermore, international (e.g. ERA Roadmap) and national Gender Equality Policy regarding funding of institutional change towards gender equality of gender criteria in funding for Research, Technological Development and Innovation (RTDI) can foster gender-sensitive HR Management.

Organisational Context

The vertically segregated labour market and male dominated organisational cultures do not encourage women to enter male dominated employment fields. Despite this, companies were more interested in gender equality before the economic crisis than they are today. However, labour shortages are a motivating factor for companies to deal with gender equality to become an attractive employer. Furthermore, legal regulations concerning women quotas in supervisory boards of companies are a promoting context factor.

Sources

Bessin, Claudia, and Andrea von der Malsburg. 2014. Gender sensible Personalentwicklung mit Hilfe strukturierter Mitarbeitergespräche. In *Aus der Praxis für die Praxis: Arbeit, Familie und Karriere in innovativen Unternehmen*, edited by Ulrike Cali, Paul Fuchs-Frohnhofen, Helga Gessenich, Michael Isfort, and Christof Stock, 148–56: Tectum Verlag Marburg.

Bräutigam, Christoph, Karin Scharfenorth, and Laura Schröer. 2015. Gendersensible Personalarbeit im Krankenhaus - Fachkräfte gewinnen und sichern. *Transfaer*, no. 2, 10–11.

Bundeskantleramt. 2011. *Der Weg zum Innovation Leader. Strategie der Bundesregierung für Forschung, Technologie und Innovation*. Wien.

BuKoF. 2007. *Geschlechtergerechte Personalentwicklung in der Wissenschaft: Handreichung*.

- Drube, Patricia, Yvonne Steerberg, Bo Bäckström, Andreas Franke, and Andreas Schulte Hemming. 2015. Gender in der Personalorganisation greifbarer und planbarer machen – das Projekt AMPAQ. *Transfaer*, no. 2, 8–9.
- Fischer, Sigrid, Scambor, Christian, and Elli Scambor. 2008. Den Gender Gaps auf der Spur: eine Methode zum Erwerb der Gender Analyse-Kompetenz. *Magazin Erwachsenenbildung* 13 (3).
- Hanappi-Egger, Edeltraud, and Thomas Köllen. 2005. Kosten-Nutzen-Indikatoren von gendersensiblen Maßnahmen auf betrieblicher Ebene - eine empirische Erhebung in technologie- und forschungsintensiven Unternehmen.
- Herpers, Martine. *Erfolgsfaktor Gender Diversity: Ein Praxisleitfaden für Unternehmen*. 1.th ed.
- Kobel, Bianca. 2016. *Gendersensible Personalentwicklung - Frauen für die Führung gewinnen: Eine systemische Handreichung*. Heidelberg: Carl-Auer-Verlag.
- Krell, Gertraude, Ulrich Mückenberger, and Karin Tondorf. 2011. Gender Mainstreaming: Chancengleichheit (nicht nur) für Politik und Verwaltung*. In *Chancengleichheit durch Personalpolitik: Gleichstellung von Frauen und Männern in Unternehmen und Verwaltungen*, edited by Gertraude Krell, Renate Ortlieb, and Barbara Sieben. 6.th ed., 85-104. Wiesbaden: Gabler.
- Krell, Gertraude, Renate Ortlieb, and Barbara Sieben, eds. 2011. *Chancengleichheit durch Personalpolitik: Gleichstellung von Frauen und Männern in Unternehmen und Verwaltungen*. 6.th ed. Wiesbaden: Gabler.
- Mc Kinsey 2018. *Delivering through Diversity*. Accessed November 21, 2018. https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx
- Müller, Annette, Nicole Schreiber, and Edeltraud Vomberg. 2015. Mit langem Atem der Genderfalle entkommen: Zur Komplexität einer gendersensiblen Personalentwicklung. *transfaer* (2): 24–25.
- Rustad, Linda M., and Marte Ericsson Ryste. 2010. *Talent at stake: Changing the Culture of Research - Gender Sensitive Leadership*.
- Schäfer, Susanne. 2013. Brücken statt Barrieren. *Personalwirtschaft*, no. 11.
- SHE Figures. 2015. *Statistics and Indicators on Gender Equality in Science*. Accessed November 21, 2018. https://ec.europa.eu/research/swafs/pdf/pub_gender_equality/she_figures_2015-final.pdf
- Trenkmann, Jeannette. 2017. *Frauen in Führungspositionen der deutschen Privatwirtschaft*. Wiesbaden: Springer Fachmedien Wiesbaden.