

FEMALE RESEARCHERS' CAREER (PROGRESSION) AND EXCELLENCE

It is important that all individuals get equal chances to develop and advance their scientific careers. In order to promote females' excellence and career is essential to critically review the existing selection processes and procedures at all stages and to remedy biases where and when they occur.

Below is a list of successful practices relating to female researchers' career (progression) and excellence, according to R&I peers research.

PRACTICE 1: Gender Balance Committee

General information

Title	Gender Balance Committee for equal opportunities
Organisation	Centre for Genomic Regulation
Type of organisation	Biomedical research institute of excellence
Country	Spain

Specific information

Aim of practice	Its mission is to promote equal opportunities for all individuals alongside the women's advancement in academia. The committee aims to eliminate gender bias from CGR recruitment process and attract female scientist. To do this they tackled the recruiting processes and support women in career advancement. Gender Balance Committee was established in 2013.
Time Frame	2016 – present
Beneficiaries	HR management, senior & junior researchers
Tools used	Regular meetings Trainings/ workshop/ videos Guidebooks/ rules implementation
Steps and procedures followed to implement tools	<u>Career advancement</u> <ul style="list-style-type: none">• Training supervisors - Organising 2 workshops on gender bias for staff supervising junior researchers• Postdoc career development scheme - Participating in the pilot career development programme for postdoctoral researchers• Providing mentoring - Conceptualise a peer mentoring programme for young female PIs• Unbiased Evaluation of faculty members - adjust the internal evaluation policies according the "LIBRA Gender Handbook"

	<p><u>Recruitment</u></p> <ul style="list-style-type: none"> • Improving job announcements - Participation of HR representatives in a workshop on best practice for gender inclusive job announcements and recruitment measures. • Increasing the percentage of female applicants and the offer acceptance rate - Proactively identify and contact potential female candidates for leading positions (faculty and senior leadership positions). Review internal and external vacancy advertisement tools (e.g. advertisement platforms concerning reach and accessibility, language use, etc.) and improve them to reach more females. • Introducing rules for candidate selection - Creating institutional policies for recruitment processes by implementing recommendations of the LIBRA recruitment guidelines. Applying a standard ratio of male to female candidates invited to the final interview for a vacancy. • Data collection and monitoring - Providing ASDO (gender expert organisation) with gender balance data collected throughout the recruitment procedures for evaluating the effectiveness of recruitment strategies. • Training hiring committees' members - Training recruitment committees' members in responsible and fair selection process (including gender - aware evaluation), e.g. by seminars, web-based-training, videos)
Description / benefits / comments	The centre received the HR Excellence in research honour from the European Commission in 2013 which entailed the development of a GEP implemented in 2016.

Evaluation

Works well	Since the practice entails actions on several fronts, i.e. recruitment and advancement policies, this constitutes an efficient approach. This is supported by the fact that different levels of the staff are involved.
Transferability	The practice is cross-sectional, thus transferable to other sectors or organisations.
Learning potential	Since the programme is enriched with trainings, workshops and educational videos, the practices have a huge learning potential for all beneficiaries involved.
Gender perspective	The gender perspective is indeed the centre of this practice. The Gender Balance Committee contributed to strengthening gender institutional change, by implementing the GEP.
Sustainability	The committee became a recognised body thus financed by the organisation. Among other activities, the committee launched a grant providing extra financial support to CGR females scientist with family responsibilities.

PRACTICE 2: The Promotion project

General information

Title	The promotion project
Organisation	The Arctic University of Norway (University of Tromsø - UIT)
Type of organisation	University
Country	Norway

Specific information

Aim of practice	The aim was to increase the proportion of females in top positions, by helping female associate professors and senior lecturers to apply for promotion to full professorship.
Time Frame	2011- present
Beneficiaries	Associate professor, senior lecturer, full professors Departments' chairs and deans
Tools used	One-on-one meeting Trainings Mock evaluations Mentoring
Steps and procedures followed to implement tools	<p>The project's core action is the simulation of the promotion process, which is aimed at increasing the confidence of female academics willing to apply for promotion.</p> <ul style="list-style-type: none">• Female associate professors who aspire to become full professors are identified and mentored until they achieve full professor-level qualifications and submit an application for promotion.• During the training stage, they can also apply for funding to close gaps in their CV, such as to increase the number of publications.• The departments' heads and deans are asked to provide the names of candidates who they believe could acquire professor qualifications.• One-on-one meetings are held, and promotion given and adapted to individual needs, including for example mock evaluations and writing weeks.
Description / benefits / comments	In 2011, the University of Tromsø also won the Gender Equality Award for its gender equality efforts.

Evaluation

Works well	From the point of view of gender balance in academia, in 2001, the University of Tromsø (Norway) was the worst placed among the
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	Norwegian universities, with only 9% of professorships occupied by females. Today, it is the best University placed among Norway's eight universities, one of the most advanced in Europe with about 30% women full professors and one of Norway's key players in the field of gender equality.
Transferability	The practice is totally transferable, as it is cross sectorial and minimal efforts and resources are needed.
Learning potential	The learning potential is high for both parties, as the applying females learn how to promote and highlight their potential, and on the other hand, the department's heads can learn how to help to achieve a gender equality change and promote female excellence.
Gender perspective	The practice has a strong gender perspective
Sustainability	The project had strong support of by the University leadership

PRACTICE 3: Award and visibility for women

General information

Title	Award and greater visibility for women researchers
Organisation	"Alexandru Ioan Cuza" University of Iasi (UAIC)
Type of organisation	University
Country	Romania

Specific information

Aim of practice	<p>Female researchers Day was an annual initiative aimed at increasing women's visibility, voice and recognition by presenting their professional profiles and awarding their most relevant results in science.</p> <p>The event aims also at creating opportunities for exchange and networking at European and international level.</p>
Time Frame	2013-2015
Beneficiaries	<ul style="list-style-type: none"> • Senior researchers and young researchers • Managers • HR staff • External researchers
Tools used	<ul style="list-style-type: none"> • Awards • Lectures/ conferences • Video conferences
Steps and procedures followed to implement tools	It is a complex public event consisting of several categories of actions like producing and presenting dedicated films under the title 'profiles of women in science', giving awards to distinguished senior researchers and promising young researchers, as well as giving lectureships/conferences on gender in science and trainings for targeted groups (managers, staff and young researchers) with the contribution of prestigious invited

	<p>gender experts. The main objectives are to provide female research with role models, to create an international reach for the exchange of good practices, and to contribute to the professional development of female researchers.</p> <p>The focus was on providing career development information and examples of women researchers' career paths. The activities that took place were identified based on the baseline data analysis carried out by organisations, and thus responded to needs expressed by women researchers. Some examples of the workshop titles were:</p> <ul style="list-style-type: none"> • Financing in European research, mobility opportunities and grant application support • Scientific careers – Recruiting and advancement at Universities • Research Networks in Europe <p><u>Awards:</u></p> <ul style="list-style-type: none"> • Annual Science and Technology (senior) • Excellence Awards" "Annual Awards for Young Research (junior) <p>In recognition of the feminine scientific tradition at the UAIC, this year's excellence awards will be named after the reputed scholar and professors Magda Petrovanu.</p>
Description / benefits / comments	<p>The event takes place on the same day as the European Women Researchers Day as a form of enacting transnational and inter-institutional cooperation for promoting shared objectives on gender equality in science through the organisation of mutually beneficial common actions and through its dissemination at international level by networking channels (such as EPWS, GenPort, CNRS, STAGES, UAIC).</p>

Evaluation

Works well	<p>The practice works well, as the action is simple in its execution and efficient in reaching out to females who are seeking visibility of their own research and career.</p>
Transferability	<p>The practice is transferable owing to its simple execution and the possibility to be applied to any organisation in any sector.</p>
Learning potential	<p>The practice has huge learning potential for females participating in the event, as they and their work get the possibility to be showcased to other researchers and organisations.</p> <p>Moreover, the award serves as recognition and confidence booster that can motivate them in their career.</p> <p>Through the conference workshops, the participants can also learn tips and tricks on how to move and advance in their career.</p>
Gender perspective	<p>The practice is directly focused on advancing gender excellence.</p>
Sustainability	<p>The practice would need funds in order to be executed, but the cost can</p>

	be minimised and the impact increased if the event is organised within larger events.
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PRACTICE 4: Collection of gender equality data from existing admin database

General information

Title	Collection of gender equality data from existing admin database
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Specific information

Aim of practice	The practice emphasizes that, in order to produce Gender Equality Plans, you need data and administrative databases as a powerful source of information.
Beneficiaries	Employees, management staff
Steps and procedures followed to implement tools	There is a need for the collection of good quality of data as evidence to support proposed measures, using statistical competencies which are not evident in all institutions. This practice suggests that European projects on Gender Equality stress these competencies and that there should be upgrades out of this data every year as no one collects data when a project is complete, thus these updates would provide evidence that proposed measures would be grounded on.
Description / benefits / comments	The basis of this practice is that Gender Equality Plans are based on evidence from the organizations and if you don't have data derived from surveys and interviews, you rely on administrative databases from where you can get lots of information about your employees, such as their entry level, responsibilities, and outputs. However, it is not always easy to produce a good quality of data out of these databases as these databases are often fragmented across various departments in an organization, thus the integration of these databases becomes complicated. The practice suggests a collaboration with a statistical office to produce a framework and a set of data every year that is out of this fragmentation of information inside the institution. The statistical officer is crucial in order to make good data out of the databases. However, it is crucial that the statistical officer receives clear guidelines from management so that they can produce relevant data for the organization's Gender Equality Plans because they want to ground the proposed measures on evidence.