

In the following we will present elements for the modification of the scientific cultural and organizational research environment: from Gender Equality to Human Resource Strategy in the context of INFN.

The general context

A sustainable and “people” centred working environment is based on the integration of Human Resource (HR) management and strategies with the research framework. This integration process has two main roles:

- building critical organizational capabilities
- enhancing employee satisfaction.

A Diversity Management approach to HR is a way to create an inclusive working environment in which the individual capabilities are favoured.

A Gender Based Diversity Management (GBDM) is a step over, because it represents an instrument to create equity and equal opportunity conditions for both women and men promoting a Gender Equality policy. Greater diversity and equality of opportunity are crucial to enhancing excellence in research and innovation.

The higher education sector (Academia), as well as the excellence Research one are key points of the European research area: they are (or should be) focal points for original research and innovation also in the HR strategies.

The aim of GBDM is to create internal structures which will promote, follow and value new ideas for the development of plans for personnel policies taking into account diversity perspectives, gender, generational and cultural. If something is changing in Europe (see mainly Sweden), at the moment there is a lack of a real Italian politics to support women in the world of work that considers the problems and issues that they bring forward.

The Research sector: the INFN Case

The requirement of different mind-sets can meet conscious and unconscious resistances, this being especially true in the scientific world considered neutral, meritocratic and objective. At the same time the Research, as well as the Academia are informal culture areas, and so often steered by silent rules, not always clear and transparent. In this framework, corporate behaviour can easily emerge and the aspiration for consensus may lead to schools of thought, conservatism and resistance to the diversity. In scientific world strong individuals, sometimes poor as listeners and/or leaders, have considerable space to develop their egocentricity. On the positive side, the scientific world trusts in discussion, exchange of arguments: the collegial dialogue is a culture model where the strongest argument wins, regardless of person and position.

These considerations show that the research world can be a fertile area for encouraging gender diversity. However, in order to do so, more open processes, more transparency are required.

INFN CUG, *Central Guarantee Committee (Comitato Unico di Garanzia)*, is working in this direction asking for Transparency and Human Resource Strategies and Management aligned to EU policies. Lack of transparency can be a serious factor limiting also effectiveness of Human Strategies, since it generates distrust in programmes and contributes to build a hostile environment around it.

With respect to transparency, CUG has called the attention of INFN management to the need to concretely adopt EU “Minerva” code for each recruitment procedure of researchers, as approved by the EC-led Helsinki Group on Women and Science to give full effect to the European Charter for Researchers and the Code of Conduct for their recruitment (2005).

INFN signed the agreement on the application of the Charter for Researchers, but the Minerva Code has not been applied, as yet, to any recruitment procedure. CUG is asking, for each recruitment procedure, to collect in a database the curricula of the selection committee and of the applicants.

This procedure was recently adopted in the process that, in Italy, is leading to the selection of the next generation of University Professors. The curricula of the INFN employees should be published within the internal web page.

The Human Resource Budget for INFN through a gender and generation analysis

Transparency is, or should be, a principle that any kind of organisation and project is asked to comply with. This is even more important in the case of programmes aimed at protecting rights, as the gender equality programmes actually are.

Furthermore, in defining any specific program or policy, *the diagnostic phase* is important in order to detect whether gender and generational inequalities are present and which are the priority areas of action. Finally, as several time mentioned, an effective way to integrate the gender perspective inside the INFN certainly requires a *gender-disaggregated breakdown of information* for all the institute reports. This kind of information on people involved has to be usual and any project valuation should refer to them.

Recently, on the base of a CUG proposal and following the example of other research institutions, as the CNRS in France, INFN decided to implement a “*Human Resource Budget*”.

The aim is to have a periodic “picture” of INFN respect to the human resource state: the picture is the result of the internal policy in the rapidly current changing context of the national research and could be useful for CUG analysis as well as for other kind of analysis.

The Human Resource Budget will monitor the respect of the diversity in the age distribution and gender balance in the state of the employees, the evolution of the research activity, the careers, as well as in the different research sectors, geographical areas, and professional categories. The Human Resource Budget will also monitor the professional training, the social tools, and the medical prevention. A working group has been recently established to work on it, composed by people representing CUG and the personnel, in connection with the “Direzione del Personale” office.

For the end of 2013 a first set of complete data will be available on the INFN WEB in an dedicated area created to collect all the data and the useful distributions, Business Intelligence AREA (not open to people external to INFN). The aim is to produce a periodic pamphlet accessible to everybody from the INFN WEB page.

The present distribution of INFN employees is shown in Figure 5.1, from last year the situation is essentially unchanged (1806 employees, 1816 last year, a ratio women/total of 0,25 unchanged).

Figure 5.2 shows the age distribution.

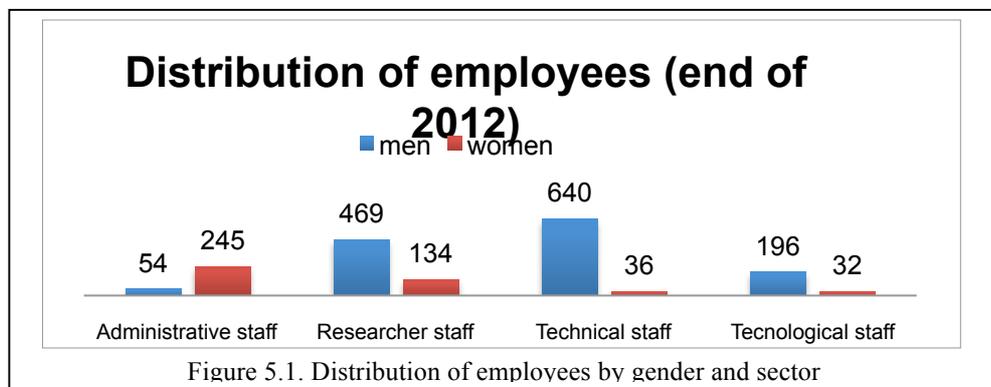
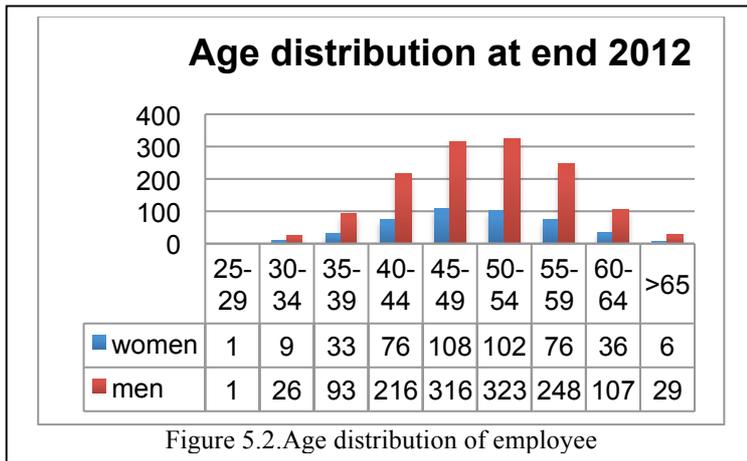


Figure 5.1. Distribution of employees by gender and sector



Awareness: a cultural change for a greater inclusiveness of gender perspective

Policies that pretend to be gender-neutral may, on closer investigation, turn out to affect women and men differently.

Health, stress factors and safety are generally considered gender-neutral: CUG started to introduce a gender approach in these items organizing one course, in two different locations, for INFN employees during 2012 on “Gender Based Diversity Management - Employee politics and Health and Safety at work”, mainly devoted to people involved in health and safety issues (RSPP, RLS and employee representatives). The aim of the course was to show how a gender perspective can be useful also in health and risk topics in order to have a more complete analysis.

Collaboration is going on with the INFN Safety, Health and Environment Committee (CNPISA) for all the items regarding stress, safety and health in working environment. One main objective is the upgrade of the Document on risk assessment in the working environment, taking into account diversity: sex, gender, discipline, age, educational and working background, different type of contract, foreign workers (see the requirements of Italian law Testo Unico in materia di Sicurezza - D.Lgs n. 106/09, former D.Lgs. 81/08).

Enhancement of human resource in the working environment

Greater diversity and equality of opportunity are crucial points in a process of enhancement of human resources in a sustainable and “people” centred working environment.

The research program proposed by the Ombudsperson -“Consigliera di Fiducia”- in collaboration with CUG - on the “Organizational wellbeing” perceived by the INFN employees showed some interesting results. First analysis showed that more “organizational equity” and “people capacity

enhancement” are critical factors (it is not a question of money, but of equity between the inputs that people bring to a work and the outcomes that they receive from it). These factors are especially true for women. The final and complete report will be presented by the end of 2013 by the Ombudsperson.

A gender perspective that encourages gender diversity can be the starting point to overcome the employee requirements in order to improve the INFN organizational wellbeing.

- In order to recognize the competencies of all the employees the CUG proposed to build a database of

“Tutti i giorni...”

...le donne INFN si raccontano

Il C.U.G., Comitato Unico di Garanzia dell'INFN promuove una newsletter on-line bimestrale, dal titolo «Tutti i giorni...», in cui saranno pubblicate brevi interviste a donne che lavorano o che abbiano lavorato nell'INFN.

Tale iniziativa, seguendo le indicazioni delle linee guida per la definizione di azioni concrete per affrontare le disuguaglianze di genere nella ricerca scientifica e accademica elaborate nell'ambito del progetto europeo PraGES³, si prefigge di portare alla luce quegli aspetti, spesso nascosti o dati per scontati, del contributo femminile in tutte le categorie professionali.

Nelle interviste si parlerà delle caratteristiche del lavoro svolto e delle problematiche attualmente legate al genere (carriera, conciliazione lavoro e vita privata, maternità, ...).

Sono invitate a partecipare all'iniziativa tutte le dipendenti a tempo determinato e indeterminato, le borsiste e le assegniste INFN.

Le interviste saranno realizzate in tre forme diverse e sarà la persona stessa a scegliere il modo in cui raccontarsi:

- 1) Video intervista realizzata a cura dell'intervistata con risorse locali
- 2) Video intervista da remoto
- 3) Intervista in forma scritta corredata da foto a cura dell'intervistata

Le interviste potranno essere anche focalizzate su “servizi” tipici delle strutture dell'Ente (servizio amministrativo, laboratorio elettronico...) che abbiano una dipendente al loro interno.

Per partecipare è necessario inviare una messaggio al seguente indirizzo email: raffaella.piazzi@bo.infn.it, specificando il proprio nome e cognome, la struttura di appartenenza e la posizione nell'INFN.

Le domande verranno selezionate dal gruppo di lavoro CUG referente dell'iniziativa cercando di coprire tutte le categorie professionali e tutte le diverse strutture INFN, con l'obiettivo di un racconto quanto più completo e variegato della realtà femminile che lavora nell'INFN.

<p>Pagina CUG newsletter: http://www.infn.it/CUG/ newsletter</p> <p>Pagina CUG: http://www.infn.it/CUG</p>	<p>Referenti CUG dell'iniziativa:</p> <p>Alessandro Bartoloni Rita Anna Fusi Mario Rosseto Mazzola Raffaella Piazzi</p>	<p>Per informazioni: Tel: 054984257 Email: alessandro.bartoloni@rns.infn.it</p>
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competencies, technical and behavioural, based on a “Competency Format”, which will be available in Fall 2013. The information kept should be used to nominate selection boards, to assign responsibility charges and for internal educational programs. The format compilation will be voluntary. The work has been done in collaboration with the Informatics System group.

Moreover a public database may be a starting point towards a politic of *transparency*: the availability of public information about the Institute responsibility structures would spot possible anomalies, like a poor presence of women in leadership positions or an excess of responsibilities held by the same few persons.

- Inside the world of the excellence, the everyday work, to which women greatly contribute, is often hidden. Starting from a “Best Practice” shown in the PRAGES report¹, the CUG proposed a newsletter for the INFN web site publishing interviews to employees, only women for the first year. The goal is to promote the knowledge of the different contributions, of the daily work that makes possible the scientific activity and also of the importance of balancing private and working life. The first number will hopefully appear in September 2013. The Flyer, in Italian, promoting the initiative is shown in the inset.

- Parental Leave and Maternity: the Italian current system of work evaluation does not take into account parental leave and maternity period even if they are recognized by the Italian law (D.Lgs 151, 26 march 2001 and D.Lgs 198, 11 april 2006). In order to promote the women in research and the importance to be a parent, extending a protection to people holding a non-permanent position, maternity and parental leave periods have been recognized in the recruitment for INFN postdoctoral fellowship positions, following the example of the ERC calls 2013. New calls for fellowship contain this new figure (see INFN web page for recruitment).

Towards a human resources strategy for researchers

This action has been adopted in the Piano Triennale di Azioni Positive (PTAP), aiming to identify and adopt all the measures needed to develop an Human Resources Strategy for Researchers (HRS) conforming with the one drawn and proposed by the European Commission.

The HRS is a tool, adopted by the European Commission in 2008, developed to help research institutions to apply at its best, in their rules and regulations, both the principles listed in the “European Charter for Researchers” and in the “Code of Conduct for the Recruitment of Researchers”, included there within (C&C).

The HRS is articulated in five steps that should help the adopting institution not only to measure the gap between its rules and regulations from the principles included in the C&C, but also to treat in a transparent and public way, the approach followed in applying the above mentioned principles. In short, the HRS develops a methodology that, by means of an internal analysis, builds up an implementation plan for actual actions that, once completed, should help in the best application of the C&C’s principles. When this plan has been prepared and approved, it will be published and submitted for a scrutiny and periodical audits by the European Commission and by the institution itself.

The C&C adoption is strongly suggested in the memorandum of understanding between MIUR and Dipartimento delle Pari Opportunità, indeed it plays a key role in the Horizon 2020 vision, where it is stated that: “*In order to contribute to the attractiveness of the research career, Horizon 2020 will pay adequate attention to the C&C, together with other relevant reference frameworks defined in the context of the European Research Area, while respecting their voluntary nature.*”²

The CUG working group did make into effect the following actions:

¹ <http://www.retepariopportunita.it/prages/>

² Ref.: COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS. Horizon 2020 - The Framework Programme for Research and Innovation. [COM\(2011\) 808](#), 30.11.2011.

- A first investigation on the motivations that lead to the HRS adoption and on the objectives and benefits we would like to reach.
- A preliminary study of the European Commission reference documentation, along with that of the Italian institutions, that already adopted an HRS.
- Getting in touch and exchanging information between some of the HRS coordinators of the previously mentioned institutions.
- Awareness of the INFN management on the HRS.
- Started making aware the personnel representatives on the HRS to reach the best possible involvement of all the actors in the INFN research life.

After these initial steps INFN Executive Board (Giunta Esecutiva) decided to start the program and to adopt the HRS. Actually a more open and more participative (bottom-up) process is required to get a real HRS implementation.