



mariella paciello INFN rome
DRESDEN 16-17 June 2014

Gender in science
and
technology
Lab

INFN Tailored Action Plan

What we have done so far...



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What have been so far the key results of GENIS-LAB action in INFN?

- **Gender Budgeting**

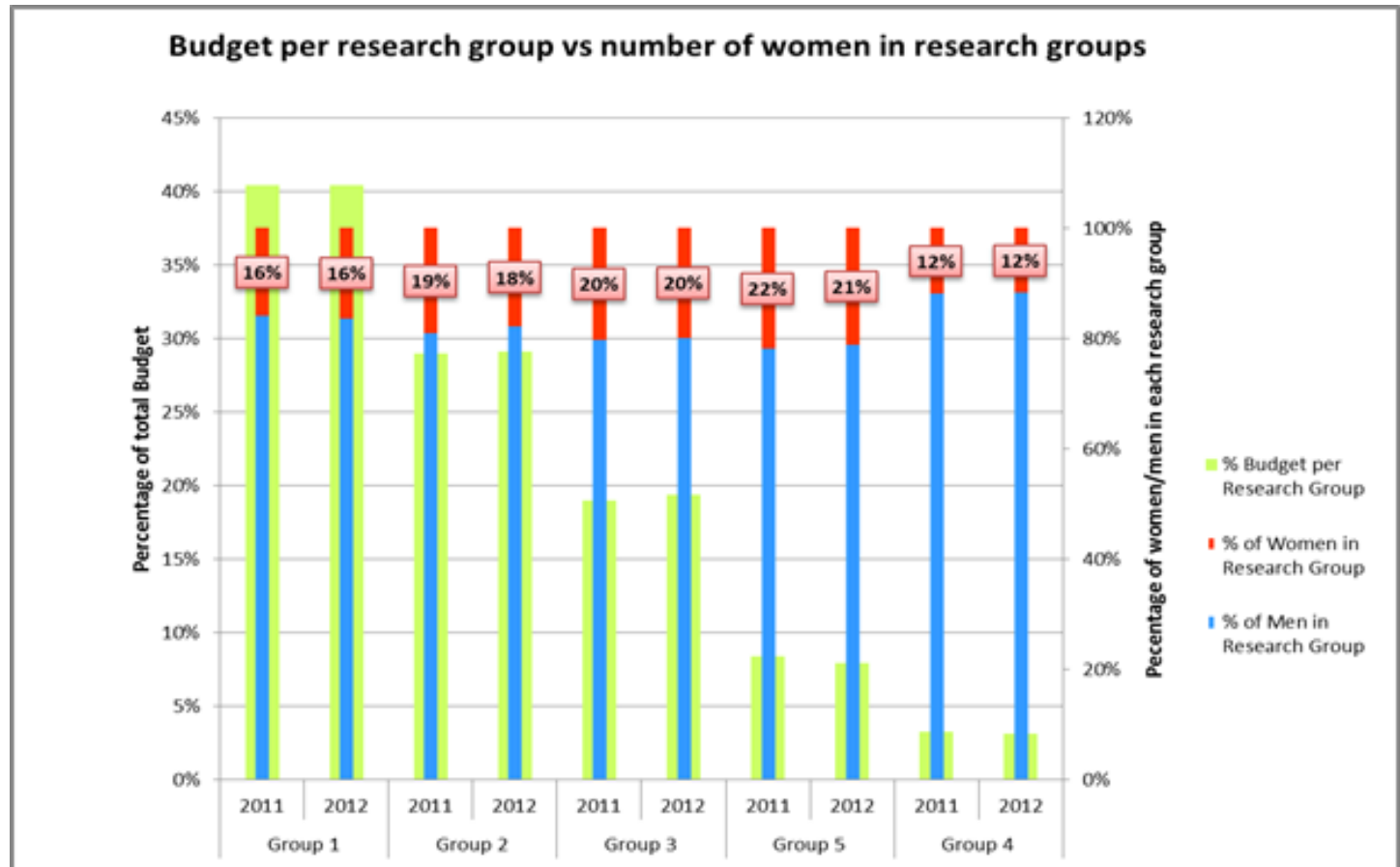
- we have compared the gender composition and leadership of research groups versus funds allocation to research groups:
 - research groups where women are less represented on average spend the largest budget;
 - women represent 16% of total national experiment leaders and 18% of local experiment leaders;
 - women represent 22% of total researchers and 29% of total INFN staff.



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What have been so far the key results of GENIS-LAB action in INFN?



the budget share vs number of women in research groups is the same that in She figures 2013 even if the differences are not so relevant



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What have been so far the key results of GENIS-LAB action in INFN?

• Pay Gap

- gender pay gap = the difference between male and female earnings expressed as a percentage of male earnings (**OECD and EC definition**) . Causes of the pay gap can be external and/or internal to the institution (e.g. type and level of occupation, educational level, salary structures, performance evaluation etc.). Per se it describes inequality but does not tell us if there is discrimination within the institution;
- the differences in pay between a man and a woman performing exactly the same job, with the same experience, skills, performance are "**simple and visible**" cases of direct discrimination .
- other cases are more hidden and may depend on gender biases in salary structures, career progression, performance evaluation, and job classification;
- to understand the causes of pay gaps you need regression analysis, the comparison between different jobs and their relative values, and/or other complex methods, beyond our current reach.
- we have started by setting up a **preliminary gender pay monitoring system**: collecting and processing 'pay data' from a gender perspective for definite items.
- we found **remuneration differences among occupational groups**; **male dominated occupations are better remunerated, also controlling for educational qualification**



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What have been so far the key results of GENIS-LAB action in INFN?

- **Remuneration gap**

(aver. cost of men - aver. cost of women) / aver. cost of men

- Remuneration gap analysis gave us an insight to differences in salaries among different professional profiles and education levels of employees:
 - university graduates among administration staff, where the majority are women, have the same base salary as high school degree technicians, where majority are men;
 - for the administrative and technical staff, an analysis of costs shows that women do less business trips and less overtime.
- Some examples:
 - national-level salary scale for the scientific institutions sets different pay scales for administrative and technical staff, controlling for educational qualification level - the difference between salaries in 5th and 4th level is: € 193.44 monthly:
 - no equal pay for equal educational qualification: the remuneration gap is: 9%
 - this difference is clearly related to the horizontal segregation;
 - the average cost of business trips for administrative female staff is lower than average cost of males, so the remuneration gap is of 16%;
 - the average earnings from giving lectures for technologists and researchers is very similar for both women and men; instead, for administrative staff, where the average earnings from giving lectures for women is € 271 and for men is € 563: the remuneration gap is 52%.



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What have been so far the key results of GENIS-LAB action in INFN?

- **HRM and Gender**

- - we have organized a training course titled "Change Management - The Competency Model and Organizational Change Management", where we introduced the example of CERN Competency model as good practice for creation of INFN Competency model;
- - we have organized two workshops containing focus groups of all professional profiles of the INFN Laboratory in Frascati in order to define values and behavioral competencies of the organization;
- - we have interviewed managers of the INFN Laboratory in Frascati about values and technical competencies;
- - we have created a database of technical competencies of the organization which is now in testing mode by online survey in two pilot INFN structures (Frascati Laboratory and Trieste Unit).



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What have been so far the key results of GENIS-LAB action in INFN?

- **HRM and Competency Model**

- the aim of a CM is to outline coherent standards to define the competencies which **drive performances and lead to excellence**;
- the CM provides the scientific institution with a reference framework and a common language with which to discuss performance; it has an impact not only on the performance appraisal but also on other HR activities: the selection criteria used during recruitment, the assessment criteria used during the process for the career progression and funds allocation: **well, in the evaluations**; the CM it is also important to measure the gender 'pay gap' to define correctly **same job, which pay?**

Moreover:

- in the he CM a new technique called CBI (“Competency based interview” o “structured interview”) is introduced in the selection interview, in order to ascertain the actual expertise of the applicants to evaluate them with a more objective approach with respect to the current “unstructured interviews”
- many of the benchmarks previously applied in the selections have been replaced by behavioural competencies ; technical expertise is taken into account only in a second time;
- verifying behavioural competencies is considered important because the effort required in an indefinite contract is prolonged (around 30 years), hence it is necessary to evaluate carefully all the acquired expertise.



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What have been so far the key results of GENIS-LAB action in INFN?

• Organizational Culture and Stereotypes

- soft-skills training for managers was approved in November 2013 by the National Training Committee for the National training program 2014 titled: “Gender balance: the development and management of human resources through the promotion of gender equity”. The course will be held in November 2014;
- on December 2013 we organized a Re-ACT play at Frascati (the largest INFN Laboratory), proposed by Donne e Scienza, that involved employees together with actors in a collective research to investigate and deconstruct gender stereotypes in the scientific community. The play was based on the INFN most representative stereotypes identified during an experiential workshop held before where INFN employees voluntary participated. The play was attended by 30 participants including INFN HR director and Frascati National Laboratories director;
- it is almost complete the final version of "Development of guidelines on non-discriminatory recruitment and management" regarding:
 - the committees and the CM: “Recruitment Processes”
 - focus on the evaluation assessment process (criteria, evaluation, procedures)
 - a possible definition of a good method for evaluation
 - an overview on the peer review method.

“many mole hills together become a large mountain”



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What will you do next to complete your action plan?

- we plan to update INFN technical competencies after the surveys and to complete the collection of INFN behavioral competencies (TS, 18 June) in order to define a first draft of INFN Competency Model to discuss with our top management;
- we are working on the results of the focus groups in order to define the INFN core values and the behavioural competencies;
- the soft-skills training for managers, proposed and approved by the National Training Committee for the National training program 2014 titled: „Gender balance: the development and management of human resources through the promotion of gender equity”, which will be held in November 2014;
- drafting of core guidelines by the end of 2014;
- introduce in the financial statements for the ministry the breakdown of expenditure data divided by sex;
- establish an observatory for monitoring and evaluating, during the years, the *status of art* of the gender parity opportunities to reach a true gender equity .



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How has GENIS-LAB contributed to real structural change within INFN?

- we have raised awareness on negative impact of stereotypes at the different levels of the INFN;
- we have raised awareness on the issue of skills and the need to integrate system with gender-sensitive competency based models;
- we have introduced INFN competency model as part of managing and development of HR;
- we are going to include an addendum to the financial reports including gender distribution of resources;
- we are going to introduce guidelines on non-discriminatory recruitment and management;
- we will establish an observatory for monitoring and evaluating women participation in research.



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How can the technical partners help you now?

- help us to create an inclusive INFN competency model;
- help the institution to implement correct methods to measure the pay gap as defined usually in the literature and collect all data to do this;



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What do you intend to do so that the organizational change supported by GENIS-LAB can continue after December 2014

- technical competency survey to be filled by all remaining INFN structures to create final INFN Competency Model;
- application of INFN Competency Model for:
 - establishment of INFN's lecturers register for training activities
 - application of survey results in education and training program planning;
- continue to monitor and publicize gender data of research groups;
- to organize a complete observatory to measure the evolution, in the years, of the institution's gender phenomenology to reach gender equal opportunities and a true gender equity.



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Thank you!

**all materials and additional information about INFN's
GenisLab activities are available on our internal
website:**

<https://web2.infn.it/genislab/>



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