

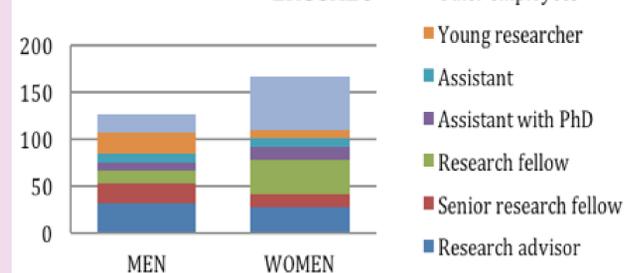
## Organisational context

The GARCIA action plan targets at:

1.) **The Research Centre of the Slovenian Academy of Sciences and Arts (ZRC SAZU)** - the biggest research only institution in Slovenia - Fran Ramovš Institute of the Slovenian Language (SSH test institution). **Overall organisational structure:** The research network of the ZRC SAZU consists of researchers working at 18 institutes – STEM (3,5): Ivan Rakovec Institute of Palaeontology, Jovan Hadži Institute of Biology, Karst Research Institute, the Anton Melik Geographical Institute (1/2); SSH (14,5): the Anton Melik Geographical Institute (1/2), Institute for Culture and Memory Studies, Fran Ramovš Institute of the Slovenian Language, France Stele Institute of Art History, Institute for Cultural History, Institute of Anthropological and Spatial Studies, Institute of Archaeology, Institute of Ethnomusicology, Institute of Musicology, Institute of Philosophy, Institute of Slovenian Ethnology,

gy, Institute of Slovenian Literature and Literary Studies, Milko Kos Historical Institute, Slovenian Migration Institute, Sociomedical Institute. In 2013, there were 53,6 % of women researchers - the Senior Research Fellow was obtained by 39,4 % of women researchers. Other research positions, such as Research Fellow were held by 72 % of women. There were 62,5 % of women Assistants with PhD, 50 % of women Assistants and 26,7 % of women Young Researchers in 2013. 2.) **Biotechnical Faculty, the University of Ljubljana** – it is an integral part of University of Ljubljana: Department for Agronomy (STEM). **Overall organisational structure:** Department of Agronomy, Department of Biology, Department of Forestry, Department of Landscape Architecture, Department of Wood Technology, Department of Animal Science, Department of Food Science and Technology, Department of Biotechnology, Department of Microbiology. In 2010 and 2011 28,6 % of women were the Heads of Departments and from 2012 to 2013, 14,3 % of women were the Heads of Departments.

## Gender Structure of all Employees in 2013 - ZRC SAZU



## Mapping welfare and gender regimes in national and local context

### Rationale:

- a) To tackle gender asymmetries in a university/research centre we defined the structure of opportunities and constraints offered by the national/local welfare regime and its specific gender implications.
- b) To pinpoint the role of the national/local context in structuring the career opportunities of researchers in the early stages of academic career and develop self-tailored action plans for equality.

### Actions:

- Analysis of the national frame policies focused on: education policies and practices; employment and labour market policies and practices; family-formation practices and policies; care and work-life balance policies and practices; equal opportunity/anti-discrimination/diversity policies and practices.
- Analysis (secondary data collection) of available documentation and literature review regarding academic careers and the societal and institutional environments.
- Interviews with key informants on gender regimes in R&D sector.

- National report which identifies and summarises examples of policies/best practices that aims to encourage the participation of women in academia within their local or national contexts and highlights significant regional/local deviations that do not appear in the national data or statistics.

## Improving gender equality in management and decision making process

### Rationale:

- a) Existing management practices and financing procedures do not systematically comprise a gender dimension therefore it is useful to adopt gender – responsive budgeting.

### Actions:

- Gathered data, available on institution's web pages, in annual reports, statistical data (including financial and employee data).
- Interviews with the decision-makers: STEM department: Deputy Dean of the Agronomy Department; Assistant Secretary of the Faculty (also Head of Finance) and Dean of the Biotechnical Faculty; SSH department: Head of Fran Ramovš Institute of the Slovenian Language, Assistant Director for Economics and Finance (also Assistant Director of ZRC SAZU) and Assistant Director for International Cooperation (also Assistant Director of ZRC SAZU).
- Raising awareness of gender composition of decision-making bodies and to integrate gender budgeting.

## Integrating gender perspective into research and teaching

### Rationale:

- a) To raise awareness among academic staff about the integration of the gender dimension in research contents and students curricula to help researchers and teachers from two test departments to integrate a gender-sensitive approach into their research and teaching.
- b) To apply such an approach when conceiving new project applications and curricula.

### Actions:

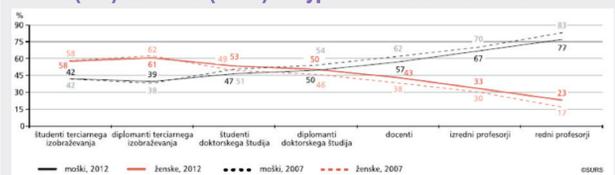
- Designing a Guidelines for mapping a "Gender Dimension in Existing Research and Curricula".
- Mapping the gender dimension in research and curricula at both test institutions (STEM and SSH) and detecting the dominant strategies to include gender-related content in research and teaching at institutional, national and European level.
- "Toolkit for Integrating Gender-sensitive Approach into Research and Teaching" is based on the comparative analysis on the mapping on gender dimension in research and curricula in each GARCIA Beneficiary. It is consisted of two main chapters (toolkit objectives and recommendations for introducing gender sensitive approach) and an Annex with the reports on the mapped gender perspective in research and teaching in each beneficiary.

## Tackling the phenomenon of Leaky Pipeline

### Rationale:

- a) To understand the difficulties that early career researchers, especially women, may have encountered at the university/research centre by mapping their experiences who left/moved away from the department under study, in the context of their career trajectories and the leaky pipeline.
- b) In Slovenia, there are no official mentoring programs, therefore efforts were put to create better research environments from the early stages of the career through mentoring activities.

### Women (red) and men (black) in typical academic careers in Slovenia



### Actions:

- Data collection pertaining to Bachelor, Master and PhD students de-segregated by gender for the period 2010-2013 in Slovenia and the data on research staff encompassing postdoctoral and (non-)permanent researchers.
- Presentation of the results in the departments involved in the survey on the thematic meeting, dedicated to women in science and discussion on their challenges.
- Interviews with postdoctoral fellows from STEM (10 interviews) and SSH (9 interviews) test institutions who had left the university or research centre to understand the context of early career researchers and the leaky pipeline.
- The SWOT analysis of STEM/SSH test institutions which pointed out to the internal weaknesses, because at both test institutions, there is no mentoring programme after the completion of doctoral education.
- Workshops: **What is a good mentorship?** (ZRC SAZU and Biotechnical Faculty) on mentoring for the mentors and mentees and on promotion criteria for the mentees (envisioned at the ZRC SAZU); **Researchers in Motion** (ZRC SAZU + Euraxess).
- Presentation of main findings at the annual conference of Committee of Women in Science at the Ministry of Education, Science and Sport "Mechanisms of exclusion and discrimination in science."

## Raising awareness on gender practices and practicing gender in organizations

### Rationale:

- a) To develop tools to collect and extract gender-sensitive statistics.
- b) To provide an understanding of organisational gender cultures and the micro-politics in the everyday working environments of the researchers.

### Actions:

- Develop the quantitative guidelines with a set of indicators to monitor gender-sensitive data.
- Development of tools to collect statistics concerning research staff, with a particular focus on early career stage (STEM and SSH disciplines) to gain information about the distribution of women and men in different positions within the particular institutional and departmental context.
- Analysis of main policy documents related to work-life balance both at national and organisational levels (e.g. collective agreements, working hour's regulations, regulations regarding maternity/paternity leave, paid annual leave, trade union initiatives).
- Designing the Common Interview Analytical Guide.
- Collecting data on organisational culture and everyday working life through semi-structured interviews with early career researchers – 20 interviews at STEM and 19 interviews at SSH departments.

- Report on organisational gender cultures and the micro-politics in the everyday working environments of the researchers in two test institutions.
- Presentation of main findings at the UNESCO L'Oréal foundation event "For Women in Science."

## Main results and impact:

- Implementing changes in the formal process of recruitment of candidates by changing the ZRC SAZU "Regulation for recruitment" related to procedure: 1.) appointment report as necessary documents in any selection process (short and long lists of candidates, committee members minutes and 2.) improvement of the existent Guidelines for the Selection Procedure for the Young Researcher Position.
- A tool – a computer program for conducting gender-sensitive statistics.
- Toolkit and a map of the gender dimension in curricula and research in the departments involved to be able to integrate a gender perspective into research and teaching.
- Training courses on integrating the gender dimension in curricula and research.
- Training courses for committee members and early career researchers for promotion.
- Workshops on mentoring programmes for mentees and mentors (in collaboration with the Association of Young Researchers and Young Academia).
- Raising awareness on gender equality in decision making processes and gender budgeting differences, which are constructed since the beginning of the academic career.
- Raising awareness on the phenomenon of leaky pipeline.

**GARCIA WORKING PAPER 6**  
Toolkit for Integrating Gender-Sensitive Approach into Research and Teaching  
Ivana Mihalič Tihon and Ana Holcar

## Improving gender equality in recruitment and promotion

### Rationale:

- To know the formal criteria and actual practices of recruitment and selection of candidates at early stages of their career at organisational level in order to be able to reconstruct the process of the recruitment and selection.

### Actions:

- Analysis of various available documents related to the recruitment and selection of the candidates: job systemization in two academic fields (SSH and STEM), job descriptions of vacancies in the last five years, HR-documents (e.g. appointment reports and assessment sheet for evaluation of young researchers).
- Interviews with the committee members.
- Focus group with other members of recruitment procedure to identify how excellence criteria are employed in actual practices and analysed
- Two reflexive working groups at ZRC SAZU (SSH and STEM):  
1.) for committee members, focused on raising awareness of and reflecting on gender practices in recruitment and selection of early career researchers and how to counter those in the evaluation of excellence;  
2.) for candidates to raise awareness of gender practices in the recruitment and selection of early career researchers.
- Training courses: **At the beginning of a scientific career and research: the tools for survival**, ZRC SAZU); **The development of the research and scientific careers: opportunities and challenges**, ZRC SAZU).