

CliSAP (Integrated Climate System Analysis and Prediction) Cluster of Excellence - University of Hamburg

Gender Action Plan (GAP)

Funding Period II 1.11.2012 – 31.10.2017

1. Preface

CliSAP is an integrated project within the Excellence Initiative created by the German Federal Government and the Länder. It is proactively dedicated to the implementation of measures aimed at providing a high level of equality to women and men and the improvement of the work-life balance within the context of excellence research. One of the established structural goals of the cluster is the guarantee of scientific excellence among all of the institutions engaged in the CliSAP project. The participating institutes at the University of Hamburg and their external partners, the Institute of Coastal Research at the Helmholtz Zentrum Geesthacht (HZG) and the Max-Planck Institute for Meteorology, Hamburg (MPI-M), understand the creation of the best measures promoting equal opportunity to be a challenge, and are actively engaged in providing women and men within CliSAP with equal status. The Cluster of Excellence (CoE) provides an excellent opportunity to advance and expand upon the equality of male and female researchers.

Based on the principle of equality between women and men, the equality of opportunity concept herein documents and reflects developments and the current situation of equal opportunity practices with the CliSAP project Phase I and their implementation. The framework developed in order to provide for the reconcilability of family and occupation/career/studies is reviewed, further operational areas and goals defined, and the concrete measures resulting from this work is defined for CliSAP Phase II.

The established, diverse, and far-reaching measures and guidelines issued by the Equal Opportunity Commissioner (*Gleichstellungsbeauftragte*) at the University of Hamburg deliver the framework for the Gender Action Plan (GAP) included herein. They serve as recommended practices in order to guarantee the implementation of sexual perspectives and equality between the sexes in excellence research. The plan is integrated into Hamburg's Higher Education Act (*Hochschulgesetz*), both of which are based on German universities' equal opportunity mandate and implied in the DFG's "Research-Oriented Standards on Gender Equality." The integration of gender equality into guidelines and systems is a published goal of the University of Hamburg. Plans for equal opportunity are part of the developmental planning of the tertiary institutions and are anchored in the framework plan (STEP). CliSAP formulates its own concept for equal opportunity, which are oriented towards the recommended guidelines agreed upon.

ClISAP's principles are based on the following contracts, declarations and plans of action:

- The University of Hamburg's certification of the advancement of the equal opportunity of women and men "audit familiengerechte hochschule (fgh)" (audit of family friendly universities) in 2010. The advancement of equal opportunity between women and men is an important task for the University of Hamburg. In addition to a continuation of the successful equal opportunity policies and the implementation of the approaches described in the Charter for Diversity (*Charta der Vielfalt*), the reconcilability of family with occupation/career/studies is to be further developed.
<http://www.verwaltung.uni-hamburg.de/pr/qlb/auditfgh.html> (2010)
- The Faculty of Mathematics, Informatics and Natural Sciences' Equal Opportunity plan for the years 2008-2012.
http://www.min.uni-hamburg.de/Gleichstellung/_gleichstellung_min.pdf (2009)
- *Gender equality plan of the University of Hamburg.*
<http://www.verwaltung.uni-hamburg.de/pr/qlb/gleichstellungskonzept.pdf> (2008)
- Research-Oriented Standards on Gender Equality from the DFG. The DFG decided in favor of introduction and implementation between 2008 and 2013.
http://www.verwaltung.uni-hamburg.de/pr/qlb/dfg_standards.pdf,
www.dfg.de/chancengleichheit (2008)
- The University of Hamburg has passed a self-binding statement on the DFG's "Research-Oriented Standards on Gender Equality" document with the goal of guaranteeing that a high quality level of gender equality will be provided, and that the control mechanisms and processes put in place to allow for this guarantee are verified.
http://www.verwaltung.uni-hamburg.de/pr/qlb/stellungnahme_dfg_standards.pdf (2008)
- All tertiary institutions contribute to the achievement of equal opportunity between women and men. "Determinations Related to Equal Opportunity" in the Hamburg Higher Education Act ("*Gleichstellungsrelevante Bestimmungen HmbHG*", *Hamburgisches Hochschulgesetz*) of 18.07.2001, last amended through passage of modifications on 23.09.2008.
http://www.verwaltung.uni-hamburg.de/pr/qlb/gleichstellung_hmbhg.html (2008)
- Recommendations for the advancement of women by the University of Hamburg, on the basis of the Hamburg Higher Education Act and the Hamburg Gender Equality Act, the advancement of women is defined as an integral aspect of personnel development.
<http://www.verwaltung.uni-hamburg.de/k/hochschulrecht/ffr.html> (1997)

Equal opportunity and the Excellence Initiative are about more than the simple tolerance of both sexes. They are an active transformation of the framework, with the goal of amending it

so that both sexes find their place and that a positive environment can be created for a constructive work-life balance, so that successful creative work is possible at an excellent level.

2. Analysis of the Situation at CliSAP I

The implementation of equality between women and men and the realization of equal opportunity in science and research is indispensable, and the requisite look at our results in the implementation of equal opportunity measures is therefore necessary in order to better identify effective measures to further improve the situation of men and women in science and research and expand upon achievements.

2.1 Review of the Goals in CliSAP I

CliSAP's first proposal established the goal of creating a successful atmosphere, in which measures providing for equality between men and women could be successful and develop positively. A few of the measures for equality put forward in the first proposal have since been successfully instituted.

The following measures to improve gender equality within CliSAP have been targeted and implemented (compare pages 18 and 19, CliSAP I Proposal):

- To fill new Junior Research Groups (JRG) or professorial positions created as part of CliSAP in fields of above average female involvement.
 - ⇒ Achievements: In total, ten JRG Leaders have been appointed in CliSAP. The newly filled positions in the research areas Media Construction, Security and Climate, Terrestrial Hydrology and Regional Marine Chemistry were initiated as predicted. Among the JRGs, the proportion of female professors is 30%.

- Include funding of a day-care facility for children along with the childcare for dual career families run by the University.
 - ⇒ Achievements: In this framework, successful preconditions were created for the assignment of spots in day care and nursery school programs for regularly day-care necessities. Reliable, flexible, and timesaving assistance has been supplied that can be called upon quickly, free of bureaucratic formalities for specific necessities in emergencies. On the one hand, parents can take advantage of an expansion of the University's existent model of childcare, while on the other hand an individualized form of childcare was created through the maintenance of open positions. This allows for childcare to be used by scientists during their participation in workshops/retreats and conferences; this includes the availability of rooms, particularly for infants and small children.

- Establish a dual career program in CliSAP, in cooperation with the University, and a dual career office tailored to administer to the problems of families or couples with dual careers during job searches or after successfully earning their degrees.
 - ⇒ Achievements: The dual career concept within the CliSAP project is being successfully implemented and advances the reconcilability of family with occupation/career. The attempt to win internationally leading researchers for our location is successful as far as the dual-career aspect is concerned, thereby creating new competitive opportunities for the University. The capacity for two careers at our location elevates our attractiveness and makes the brokering of promising and effective offers possible. The scope of use and the successful mediation are applicable for numerous positions to be filled at all academic levels. The offer has been capitalized upon on four occasions. This resulted in the procurement of employment for one person, and employment as a postgraduate was made available for a second. In the other two cases, our support was ultimately not exploited for reasons not related to the CliSAP Office, but rather extending from decisions made by the partners in question.

- In collaboration with the University's career development office, special assistance was provided "to help the career development of female scientists at a post-doctoral level, which aim to bring junior scientists into positions as junior professors."
 - ⇒ Achievements: This task was not taken up by CliSAP and has not yet been implemented. The proposal is thus made at this point that this topic be again included on the agenda for CliSAP II.

- Provision of training in acquiring funding for science projects especially for female researchers.
 - ⇒ Achievements: This measure has not yet been implemented, however, it is considered to be important. The measure will be addressed in action 18 and coordinated with the existing University's program.

- Introduce specific measures to promote the re-integration of scientists who took mid- and long-term leaves of absence to raise children. In addition, CliSAP intended to create a parent-child office to support working parents.
 - ⇒ Achievements: This measure has not been implemented thus far, however it is considered to be crucial to the improvement of working conditions for scientists. The measure will be addressed in action 9.

- Include special measures, such as post-PhD bridge funding, to ensure that women are subsequently retained by their field of research.
 - ⇒ Achievements: This measure has not yet been implemented, however it is considered to be crucial to the improvement of working conditions for scientists. The measure will be addressed in actions 5 and 6.

- Introduce additional services for students and postdoctoral scientists with family childcare commitments, as part of the School on Integrated Climate Systems Science (SICSS).
- ⇒ Achievements: This measure has not yet been implemented, however it is considered to be crucial to the improvement of working conditions for young scientists. The measure will be addressed in actions 3 and 5.

2.2 Measures for the Reconciliation of Family and Cutting-Edge Research

It is stipulated that, for all framework requirements concerning the organization of flexible working hours, scientists with family and other social responsibilities are to be supported in reconciling said responsibilities with their occupational and teaching duties. The individual measures take the time requirements made upon the researchers into account. CliSAP makes the financial means to support measures for the reconciliation of family with occupation/career available on an ongoing basis. Researchers are offered help and support through the CliSAP Office, which offers timely council and support, free of bureaucratic formalities. The numerous measures meant to provide a family-friendly atmosphere for scientists at CliSAP are a part of the excellence assistance, and facilitate the working conditions for academics. The CliSAP Office understands its responsibility in proportionate financing of assistance as well as the procurement of information, and offers concrete assistance. For every measure in this context, an annual budget of €60,000 will be made available as part of the CliSAP II project.

In addition, a family-friendly management of internal events – such as the adjustment of meeting dates upon arrangement or leaves of absence as individually required – are introduced as part of CliSAP's approach to family and can be claimed by staff. Here, the equality of men and women and the reconcilability of family and occupation/career are tailored to the needs of childcare and the resulting individual time available.

Regulations provide for flexible working hours and locations and are compatible with each individual case. To date these rules have been used by two CliSAP members, for whom temporarily reduced working hours were granted with a simultaneous extension of the duration of their contract. This offer is open to all CliSAP employees.

2.3 Further Measures Creating Equality and Networks between Men and Women

- The CliSAP Office supports all scientists – especially ones with children – in their search for apartments and in other organizational formalities. In doing so, the by now well-developed community network is mobilized. The CliSAP Office utilizes the competencies and concrete offers of the University of Hamburg's "Welcome Service" and works together closely with the city of Hamburg's "Hamburg Welcome Center," whose interactions

with CliSAP have been very successful. This latter offer is a successful part of CliSAP's support services; cutting edge researchers are suitably welcomed to the city.

- The Excellence Cluster CliSAP awards excellent doctoral theses with the Wladimir Peter Köppen Prize. Talented young researchers are thus motivated to pursue a career in the sciences. In 2009 and 2010, two young female scientists with outstanding dissertations in the area of climate and earth systems research were recognized with the award.
- Advertisement and presentations for potential young academics are pursued in a targeted manner. This begins with presentations for secondary students (e.g. at Girl's Days or the University of Hamburg's University Days) and is also continually furthered through our presence and announcements at events, internationally and domestically.
- Since the fall of 2010, there has been an initiative to encourage networks among post-docs working within CliSAP, running parallel to the networking of doctoral students in the graduate school, which advances communication about experience and scientific discussion, leading to a strengthening of the participants. This initiative was created through the individual enterprise of a few participants, and is supported by the CliSAP Office.
- Graduate School
The School of Integrated Climate System Sciences (SICSS) connects the climate system sciences and other scientific fields. Young talents come from the most diverse of disciplines, study together at a worldwide renowned location in the climate sciences, and profit from the well-networked research landscape. This allows excellent research to develop and be advanced.

How are Women involved in the CliSAP Project?

The proportion of women in CliSAP rose in the first grant phase between 2007 and 2010. It was possible to meet the approximate targeted quota for the ratio of women in filling new positions. The presence of women and men at various grades and levels of qualification shows that both in terms of resources and areas of operation, both sexes enjoy equality of opportunity within CliSAP.

Students

Notable is the high percentage of female students (80%) who have chosen to pursue a master's degree in the "Integrated Climate System Sciences" program. With this proportion of female students, we can conclude that the Center of Excellence with its attractive programs successfully won over many female students. Here, in the context of gender equality, it will be important in the future to carefully ensure that enough male students have access to the programs offered. The number of graduates was not available at the time this proposal was written.

PhD Students

Although the majority of students are presently women, their proportion among the doctoral candidates is a balanced 50%. No doctoral proceedings were registered as being completed in CliSAP during the grant period.

Young and Experienced Researchers

The portion of women has reached 33% among post-doc positions and 33% among research assistants (*Wissenschaftliche Mitarbeiter and Mitarbeiterinnen*).

Junior Research Group Leaders and Professors

Among the new Junior Research Group Leader (JRG) positions that were filled in 2010, 30% were awarded to women in the CliSAP project. Further analysis reveals that only W1 and W2 positions were among the JRG positions available during that time.

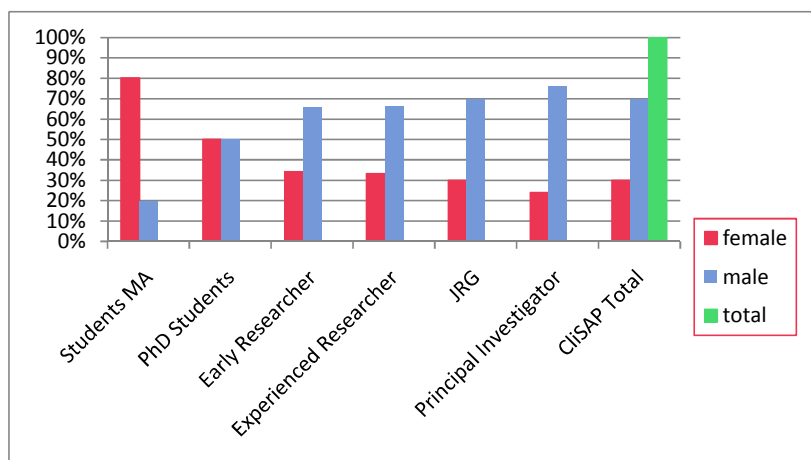
The proportion of female W3 professors among all scientists involved with CliSAP is currently at 20%, thereby showing that male incumbents continue to be dominant. In the CliSAP Project, no new W3 professorial positions were filled during the grant period. However, there were numerous W3-renewals among the calls to high profile professors (*Eck-Professuren*) supported by CliSAP, 25% of which could be filled with female professors.

In total CliSAP increased the proportion of its female professors, so that women now make up 26% of the faculty. In comparison with the national situation, CliSAP thus conforms perfectly to the national average of 26%.

Principal Investigators

In CliSAP the proportional share of female Principal Investigators in 2010 lay at 24%. In comparison, at the time the grant began this same figure was 20%.

Figure 1. Percentage of women in the CoE in October 2010



The success of CliSAP requires respectful and openly controlled conditions, because the Excellence Initiative by the Federal Government and the Länder has great potential for measures to create equality in the opportunity of women and men. However, it remains clear

that women, given their limited numbers in academic leadership positions, continue to remain markedly underrepresented.

3. Weaknesses and further Necessities

CliSAP acts on the assumption that the diversity of its researchers contributes to its excellence in research and management. The success of CliSAP requires respectful and openly monitored conditions for gender equality and work-life balance. Researchers who are not well integrated do not perform and contribute at their full potential. Gender quality and work-life balance is important for the individual satisfaction on the job, which results in the end in a successful project performance as a whole on an excellent level.

In the authorized proposal for the first phase of funding, coherent concepts, diverse measures, and goals supporting gender equality between women and men and reconciling family and occupation/career/studies were suggested, which could also be implemented at least in part. Each new hiring is also an action that creates further structures, sustainably, and has long-term effects on the level of equality and the work environment of the University. Nonetheless, not all objectives could be implemented with the conditions desired. Thus, a part of the current concept presented will include, in addition to the introduction of new areas for action, the verification of the sustainability of individual aspects and the fulfilling of goals in the course of implementation.

CliSAP's first phase has – as depicted – already delivered successes. Naturally, there are weaknesses that appear in CliSAP's record over that time and these will be targeted in the context of the second proposal. These weaknesses relate to the following areas:

- **Structural Weaknesses** in the advancement of female scientific personnel, by making working conditions more flexible for academics – tailored to individual needs (time to care for children and seniors, re-integration after maternity/paternity leave, post-doc phase, gender-equality at all levels of hierarchy).
- **Information Provision and Demand** shows room for improvement, only a few offers are available (such as childcare and temporary flexible working conditions) met with little demand.
- **Reexamination** (awareness growing) among participating scientists, particularly in subjects which traditionally have a small proportion of women.
- **Monitoring and Performance Review** of CliSAP's gender-equality efforts has thus far only been completed at a rudimentary level. However, this work is essential to the verification and documentation of the changes that have thus far been implemented, and for the determination of new goals, in order to attain a sustainable improvement in the mid-term in unequal relationships.

- **Information Flow and Transparency** on measures, programs and achievements is crucial in respect to active gender equality policy.

In addition to the continuation of existing measures and ongoing objectives aimed at increasing gender equality and improving work-life balance within CliSAP, these weaknesses will be addressed with the following targets and actions for the CliSAP II period.

4. Objectives

Providing for equality between women and men is a challenge particularly for large institutional programs like the excellence initiative CliSAP. One of the clarified structural goals of the excellence cluster is guaranteeing scientific excellence in all of CliSAP's participating institutes. Successes in creating equality are essential in particular to the further development of the cluster's internationally visible excellent research profile. The objective is to continually expand upon and improve the performance of CliSAP in the area of equality between women and men, with the help of qualitative indicators.

CliSAP is formulating the Gender Action Plan; this plan and its recommendations will be given to the participating institutions and its adoption suggested for the whole research cluster, so that the work on equality can be achieved. The CliSAP Gender Action Plan is being developed in order to support the gender equality project.

The Excellence Initiative CliSAP is pursuing five overall goals:

- Increases in the proportion of women at all academic levels of qualification
- Comprehensive sexual equity and family friendly organization of working structures and organizational and scientific cultures
- Improvement of the work-life balance and with it the creation of a creative and positive working environment for excellent research
- Measures on the subject of 'Awareness Growing' and information flow
- Monitoring and verification of the success of the measures introduced.

In terms of reaching these objectives, the activities prescribed in the first proposal are to be maintained:

The targeted support and attraction of females, whether students, young scientists, professors, or academics involved in committee work; creation of family-friendly research, work, and study conditions, the anchoring of gender mainstreaming, and the reconciliation of family with occupation/career/studies. CliSAP combines the individual advancement of women and active fathers in particular through the systematic anchoring of a comprehensive orientation towards equality and structural measures. These measures are supplemented through the following strategies (actions), which are classified into five overarching areas of activity:

Area of Activity 1: Increasing the Proportion of Female Scientists

CliSAP intends to increase the share of female scientists. Women and men in the CliSAP consortium should have the chance to find the most appropriate position according to their individual needs. Women seeking a traditionally male dominated career should be supported according their family and profession-related requirements. Each woman and man should have the chance to define her/his personal and professional objectives for the duration of the CliSAP project, and commit herself/himself and her/his “institution” to reaching these objectives.

Action 1

Female scientists and especially young female scientists will be encouraged to participate in the CliSAP project.

CliSAP will promote gender equality through equal employment measures in each job announcement published for an open post in the project, women will be especially invited to apply by including the following sentence: “This institution is an equal opportunity employer, and strongly encourages applications from women and people with disabilities.”

Responsibility: Individual partner institutions

Action 2

If equally qualified women and men apply to a position, CliSAP will strongly recommend that employment be offered to a person of the sex which will better balance the work force.

Responsibility: Individual partner institutions

Area of Activity 2: Structural Working Conditions

Family-friendly working conditions and competitiveness are not fundamentally contradictory. Work-life balance is considered and should lead to relief in working conditions in individual cases. This includes allowing for greater flexibility in working hours just as it does a possible gradation in workers’ contracts. The effort to assist with children should be made in equal measure to efforts to assist those with relatives who are seniors in need of care. The following measures should lead to an increase in the attractiveness of science as a field of employment for women, relax typical stereotypes, and expand career options. The measures are in line with the University’s “*audit on family friendly Universities*” (2010) and will be commonly coordinated and implemented.

Action 3: Working Hours/ Variable Hours Accounts

Flexible regulations in CliSAP can be achieved through contractual or individual arrangements with the respective supervisor and working group. This includes variable hours accounts to allow for family responsibilities, short sabbaticals to bridge vacation periods, and

the regulation of family-related interruptions in temporary contracts. The goal of this policy is the facilitation of family-friendly working hours for all members of CliSAP.

Responsibility: Individual partner institutions

Action 4: Part-time Professors

In CliSAP Phase 2, there will be no new professorial positions to fill. To facilitate the flexibility of working hours, an option will be created for current professors so that they can, if needed, amend their contracts to allow for their temporarily having part-time positions.

Responsibility: Individual partner institutions

Action 5: Reduction of Workloads

Through the establishment of a finance pool, a temporary course load reduction should be made possible in cases where financing is needed due to a special temporary need to assist children or relatives in need of care, or in case of a special engagement in academic self-government and committee work. Paid external teaching contracts and contracts for services will be closed to guarantee the implementation of the planned course load and the active participation of young and female scientists in academic self-government. These measures offer opportunities for newcomers, whose positions do not allow for either the time or room for additional teaching contracts. For these measures funding will be made available from CliSAP's funds (and matching funds from the University of Hamburg). The factual program will be coordinated with the respective measures and actions established by the Faculty of Mathematics, Informatics and Natural Sciences (see "Equal Opportunity plan for the years 2008-2012).

Responsibility: Individual partner institutions and/or CliSAP Office

Action 6: Flexible Post-Doc Contract

To support the re-integration and/or bridging, but above all to bind scientific expertise after the PhD phase, the possibility of signing a "Flexible Post-Doc Contract" will be made available. Particularly for women in the family-focused post-doc phase, an appropriate job offer is generally available only in very limited numbers. Full and part-time positions rarely reflect the potential expenditure of time in this phase. A flexible offer that is scaled according to working hours, which facilitates integration and further employment in the sciences, would also make a subsequent reintegration unnecessary. Here, currently important scientific resources are being lost that could be actively maintained given the respective flexibility. The possibility of offering contracts at the post-doc level that are variable across 20, 40, 60 or 80 percent of full time, and can be gradually increased over time is to be made available. Flexible post-doc contracts can be justified particularly in the context of larger research projects such as CliSAP, and help to prevent expensively trained young employees from being allowed to lay "fallow."

Responsibility: Individual partner institutions

Action 7: Working Organization / Job Sharing and Replacement Pool

Courses and Meetings are to be offered primarily at times during which care and assistance can easily be obtained. Job sharing of workplace teams and part-time employment should be encouraged, so that those with limited contracts can take advantage of these options. The goal is to provide for flexible adaptation through pools of substitutes or assistants, which can be achieved through increases in the number of part-time workers.

Responsibility: Individual partner institutions

Action 8: Work Location / Home-Office

A relocation of working locations will be pursued in order to make the creation of home offices possible for all employees whose presence on-site is not necessary.

Responsibility: Individual partner institutions

Action 9: Parent-Child Offices

Project and overhead funds out of the CliSAP budget are already being invested to maintain available spots in nurseries and day-care programs. In addition, family-friendly offices ('parent-child offices') will be created in order to allow for short term, bridging, and urgent care of children during absences in care and to limit the effect of shortfalls in supervision during vacations.

Responsibility: Individual partner institutions and CliSAP Office

Action 10: Assistance for Relatives in Need of Care

In the effort to bring about an improvement in the structural working conditions for all, the necessary assistance provided for childcare should be equated with that of assistance for relatives in need of care (parents, seniors). By making employment contracts and working hours more flexible, time to care for seniors can also be claimed by employees, whether as support for employees with relatives in need of care, absences due to urgent assistance to those relatives, or leaves of absence to care for such relatives.

Responsibility: Individual partner institutions

Area of Activity 3: Improvement in the Dissemination of Information

Within the framework of the University of Hamburg and CliSAP, the current measures instituted to support necessary assistance, the advancement of female scientists, the improvement of working conditions, and the advancement of double-career partners face insufficient demand. There is in multiple areas thus a need for action and above all the dissemination of information.

Action 11: Information and Communication / Welcome Brochure

CliSAP has reached a size, at which well organized and easily accessible information on the topic of the reconciliation of family with occupation/career/studies must be offered. A clearly arranged collection of the available possibilities and programs (for example recommended courses of action and day cares, available nursing and diaper rooms, parent offices, flexible

working hours, home office arrangements, mentoring, support programs, and family competencies – such as more men taking paternity leave, brochures – for example from pregnancy to the return to work, etc.) as well as the respective responsible parties, contact addresses and contact points will be prepared in the form of a welcome brochure and handed out and explained upon hiring. The information could potentially be further included in the form of suggestions in materials issued by the University of Hamburg and CliSAP's external partners, the MPI-M and HZG. It is important to look ahead and provide for the information being available to all new hires, and program's implementation as per equal opportunity criteria are guaranteed. Concrete responsibilities within the CliSAP Office, as a central point of contact, are to be defined and communicated.

The same information is to be included on the gender equality homepage (see action 12).

Responsibility: CliSAP Office

Action 12: Gender-Equality homepage

CliSAP will have a visible presentation and documentation of the gender equality efforts. To accomplish this, an independent contribution will be made to the CliSAP homepage, on which not only the information listed in action 11 is included, but also on which the employees at CliSAP are offered an attractive presentation of the information. This homepage will offer introductions to academics with short resumes, portraits of female professors, their resumes and the focus of their work, and Lighthouse presentations. By this means, female participants in CliSAP can be presented as contact partners, much in the spirit of a self-organizing mentoring program.

Responsibility: CliSAP Office

Action 13: Women Researcher's Day

As part of the plan to reach a larger audience and better encourage prospective young researchers, the organization of an annual Women Researcher's Day is planned, at which female academics can present their work and report on what women are researching.

Responsibility: CliSAP Office

Action 14: Support for Secondary Students¹ / Girl's Day

CliSAP II will actively take part in the national Girl's Day and draw on positive examples of other Universities in order to improve the working conditions for future generation researchers.

Responsibility: CliSAP Office and individual partner institutions

Area of Activity 4: Rethinking Questions of Equality / Awareness Growing

Gender equality is not only a question of the structural improvements necessary to adaptation and flexible working conditions, but is also based on the appropriate mindset of the par-

¹

E.g.: New approaches for boys and the fall university: <http://www.haw-hamburg.de/11489.html>
and School Campus HAW Hamburg: <http://www.haw-hamburg.de/11602.html>
MINT Programm Uni Konstanz: <http://www.gleichstellung.uni-konstanz.de/veranstaltungen/angebote-fuer-schuelerinnen/komm-her-schau-zu-mach-mint/>

ticipating work force in general. Talking about gender issues is often associated with the struggle for emancipation of women and feminism, and is accompanied by a sense of menace. CliSAP wants to raise awareness of the problems women face in their day-to-day professional lives in an unemotional manner. Male problems are equally important, albeit different. These circumstances imply the visibility of the ongoing activities and measure as well as document the outcomes achieved. Specific activities contribute to an ongoing balanced integration of female academics in all hierarchies and activities.

Action 15: Gender Equality Language

In order to raise awareness of gender issues in the context of everyday work, CliSAP intends to pay greater attention to the discriminatory use of language in dealings between members of research teams and in written documents. This action concerns gender issues in the project and in CliSAP in general.

Responsibility: Gender Task Force

Action 16: Career Training Plan

Particularly young women researchers finalizing their PhD theses should elaborate a career and training plan and should be encouraged and supported by CliSAP to continue their research activities even after CliSAP. A target-group specific mentoring program, coaching through evaluations, and goal-setting with people in positions awarding scientific qualifications (junior professors, research assistants) should all be offered, taking into consideration the appropriate instruments available (reduced course load, support through scientific assistants, etc., or dual career offers) and make goal oriented consulting possible.

As a part of this project, we will provide female researchers with the possibility of acquiring experiences important to their future development and career. This includes training in acquiring funding for scientific projects, which female scientists can obtain by submitting a proposal for competitive funding of excellent research ideas within the project.

Responsibility: Gender Task Force

Action 17: Gender Equality Activity Award

An annual prize for excellent activity in the sciences will be awarded for research that concerns – and influenced attitudes about – equality between women and men, the advancement of the work-life balance and/or awareness growing in gender equality issues. Within this effort, the activities of male scientist should also be recognized. The prize will be public presented to its winner in the context of a social event, which makes the activity known and inspires others to follow the example set by the competing projects.

Responsibility: Gender Task Force

Action 18: Leadership Competencies

It is particularly important to anchor the reconciling of family with occupation/career/studies in leadership structures. The goal here, is to sensitize leading scientists above all to the fields of activity or the instruments discussed here. This is a flanking maneuver to advance and increase the creation of equality. This can be accomplished, depending on the career level,

through seminars in the area of competent leadership, on the development of social competencies, or through the mentoring of women on their way to a professorship.

Responsibility: Individual partner institutions and CliSAP Office

Action 19: Leadership Responsibility

A particular goal of CliSAP is the advancement of female academics in leadership positions. Each time a position is newly filled, this action contributes to a sustained structural reinforcement, with long-term effects on the gender structures of the University. CliSAP aspires to increase the proportion of women in leadership positions in a targeted fashion, and to implement the proven manner of performance-based promotions from W2 to W3. In addition, a pool of first-time W2 job announcements should be created, including career conscious women above all, whose promotion, after a probationary phase of activity and after international verification, can be facilitated from W2 to W3 positions.

Responsibility: Individual partner institutions and CliSAP Office

Area of Activity 5: Monitoring

Objectives can only be identified as having been successfully met when there is documentation of their successes, when a review of the goals is carried out, a comparison between goals and results is made, and the results are documented and distributed. Only this complete process can inspire reexamination. A successful implementation of measures for gender equality is only complete when the number of female scientists has increased along with their participation in decision processes, their perceptibility, and their advancement, and the commitment of female scientists can be classified as successful. This assumes active monitoring and a regular verification of the goals set. Systematic analyses help to identify the reasons for the underrepresentation of women and to reinforce efforts for improvement. Particularly in this area, weaknesses existed in the first CliSAP phase, which include the generally recognized problems of the gender equality plans. Gender equality has to be controlled for and analyzed. The success of CliSAP demands respectful and frequently controlled conditions.

Action 20: Gender Task Force (GTF)

A Gender Task Force has been established in June 2011 and continue their work through CliSAP II. It will be comprised of at least one woman and one man from CliSAP. They will be appointed by CliSAP's Scientific Steering Committee. The Task Force has the function of implementing the actions described in the Gender Action Plan. Additionally, the task force renders assistance to all partner institutions in implementing the actions described above and supervises the monitoring activities of gender actions. Furthermore, the Task Force serves as a contact for all CliSAP researchers facing questions and problems concerning gender issues in their institutions and work forces. The Gender Task Force will work in close collaboration with the CliSAP Office, the Scientific Steering Committee and the collaborating partner institutions HZG and MPI.

The tasks of the Gender Task Force are:

- Implementation and monitoring of the Gender Action Plan
- Decisions on measures for gender equality improvement, based on the GAP
- Setting up a network with other CoE for the promotion of young researchers
- Annually delivery of disaggregated statistics by institute, partner institution, and workforce, as well as by committee
- Deliver a review statement together with the Annual Report.

Responsibility: CliSAP

Action 21: Data Collection and Survey

Sex-disaggregated data on the share of women and men in the different workforce categories will be analyzed once a year. Data will be analyzed and results will be provided to the whole CoE.

In the second year of the CliSAP-2 phase, CliSAP will establish a web-based questionnaire analyzing sex-disaggregated and anonymously the needs, expectations, and experiences of women and men in their working environment. The analyzed outcome of this survey will be made public through CliSAP and the University, as well as within the partner institutions MPI-M and HZG. The intention of this action is to elucidate the “culture concerning gender issues” in CliSAP, and is in accordance with the EU-gender action policy.

Responsibility: GTF and CliSAP Office

Action 22: Networking and Exchange

Connect to the network of Equal Opportunity Commissioners and offices in the new Excellence Universities GEX9. To evaluate the effectiveness of the equality measures implemented in the Excellence Projects, GEX9 developed an instrument in the spring of 2010. In addition to personal and structurally effective activities, this instrument inquires above all into the integration of equality measures into the development of the institution.²

Responsibility: CliSAP Office

² See: Qualitätsmerkmale Gleichstellung: http://www.uni-heidelberg.de/md/gsb/stipendien/exzellente_gleichstellung.pdf