

Gender Equality: A Core Value and a Means towards Departmental Excellence

Management Team, Version 3, June 2019

Department strategy and Gender Equality

At the Department of Political Science and Public Management, we pride ourselves in taking some of society's chief challenges as our starting point and strive to produce and communicate original ideas through high-quality and pioneering research. To fulfil this ambition, we need to excel our ability to identify, nurture and retain talent, especially female talent. For us, however, gender equality is not merely a means to an end – it is also an intrinsic value. We believe that equality is just; we believe that the embrace of human diversity breeds innovation, and we know that substantial representation of both genders cultivates a thriving working environment. For these reasons, we wish to be a department of excellence in terms of gender equality, and this document outlines our main goals as well as a range of concrete actions we intend to implement in a keen effort to meet the goals.

Main goals

Equal representation of both genders is the ideal (50% +/- 5%). If the share of either men or women drops below 30%, it is considered critical, as ample evidence suggests that this level ensures critical mass – and without critical mass, representatives of the underrepresented gender often become the “token” one, which is problematic for everyone. The benchmarks mentioned apply horizontally (across sections) and vertically (across staff categories) within the department. Our goals are ambitious, and they can only be met through a gradual process and at a different pace across the organization. However, ambitious goals are a prerequisite for change and defined on the basis of the turn-around during the past years, we are able to meet our goals by employing an equal number of men and women in the years to come. We set the following concrete goals, which are to be reviewed and possibly revised in spring semesters in odd years):

- We have an equal share of men and women (+/- 5%) amongst academic staff in 2021.
- We have an equal share of men and women (+/- 5%) in all staff categories by 2021. For the professor/professor wsr category the 2021-goal is 25% women.
- We have at least 40% female academic staff in all sections by 2021.
- We have an equal share of men and women (+/-5 %) amongst qualified candidates for academic positions in 2021.
- We have representation of both genders in all official departmental committees (including search, assessment and hiring committees) and working groups. Exemptions can be given by the HoD, but only in extraordinary situations, and specific reasons must be stated and advertised publicly.
- We have equally – and highly – satisfied men and women as measured by the Working Environment Surveys.

Focus areas and actions

Recruitment policy: Hiring more women is the only way we can fulfil our goals. Since we do not apply simple quota – we always hire in true competition, regardless of gender – it is of crucial importance to design all phases in the recruitment process in a way that ensures diversity and counteracts unconscious gender bias. We take the following measures in this regard:

- Section-based search committees must be formed for all openings above the PhD level. Search committees are obliged to identify and encourage potential candidates to apply, even if we have promising internal candidates. Committees must make explicit efforts to encourage female scholars to apply for open positions. A plan for the search committee's work should be drafted and approved by the HoD in due time before a call is published.
- Positions can only be filled if we have qualified candidates of both genders. Exemptions can be given by the HoD, but only in extraordinary situations and specific reasons must be stated and advertised publicly.
- The HoD is responsible for providing continuously updated and public gender statistics (e.g. female shares of employees, applicants, qualified applicants, and committee members).

Talent development: For the department to retain and promote our own talents – of both genders – we work strategically with talent development. Talent takes many forms, and human potential must be nurtured individually to bring a person's full potential into play. We take the following measures in this regard:

- We engage in individual career planning and mentoring, and we consider the distribution of administrative and academic tasks.
- The department's Scholarly Qualification Matrix illuminates how different profiles of excellence are of equal value to the department.
- The HoD and the VILU will strongly encourage the Vice Dean of Education to adopt a teaching evaluation concept that counteracts the proven gender bias in such evaluations.

Transparency: Ensuring gender equality entails open competition, but true competition is only feasible if decisions and decision-making processes are transparent and guided by known policies. The alternative is informal processes, unconscious bias, and decision making which reproduces the established culture and norms. We take the following measures to ensure transparency:

- The department's Scholarly Qualification Matrix illuminates how different profiles of excellence are of value to the department – and we will adhere to these criteria when hiring and promoting.
- The department's Recruitment Policy is publicly available and describes why and how we open positions as well as how the entire hiring process unfolds.
- We strive to make decisions publicly known orally via bi-monthly Department Information Meetings and written in bi-monthly Department News Mails.

Ensuring implementation: To implement these measures, it is important to monitor, adjust and encourage the preferred behaviour. We do so by:

- Acknowledging that the realization of the goals requires a common effort and active participation from all employees and sections, but especially from informal leaders (e.g. PhD supervisors, professors and project owners). Heads of Sections address the subject in the daily work and in the EDDs with these informal leaders. Moreover, all leaders – formal as well as informal – take active measures to counter unconscious bias (e.g. enrol in training programmes).
- The HoD strongly encourages the BSS or the SDU to establish an ombudsman to whom potential inequality or gender-specific working environment issues could be reported.
- Making collective (i.e. sections, research collectives, centres and project teams) promotion of gender equality count on par with other strategic objectives when distributing departmental means (e.g. seed money, pre-grant, support for new strategic initiatives, co-funding of projects and positions). Thus, all applications sent to the management team must address gender equality.
- Assessment committees must take parental leave into consideration when assessing applicants' academic merit and progress. This is especially important when assessing early career scholars. Following the guidelines of the Independent Research Fund Denmark, periods of parental leave will be compensated with a factor 2 in relation to PhD age. periods of parental leave will be compensated with a factor 2 in relation to PhD age. The HoD will oversee that chairs of assessment committees instruct their committees to consider this principle in their conclusions.