The GENERA PAM Tool

PAM

Task – Find indicators to specify targets and to monitor change

T1 – Address gender imbalances in decision making processes

T2 – Gender equality in decision making bodies and positions

The following indicators can be relevant to find out if men and women are equally present in **decision **making bodies and positions or to what extent women are underrepresented.

Indicator	Value	Description & Use	Source
Men and women in leadership positions (see also Target 1.2)	Number by sex Proportion (%) by sex	Please choose those levels of decision making / leadership that exist in your institution and fill in the number of men and women holding those positions. Examples for leadership positions: • Rector and Vice-Rectors, Heads of Institution • Senate Members • Heads of Departments, Deans • Heads of Institutes • Heads of Research groups	EFFORTI D3.3[1)], JR[2)]

Indicator	Value	Description & Use	Source
Composition of boards or committees	Number of members by sex Proportion (%) of male and female members	This indicator measures the representation of both genders in boards or committees. As a first step powerful committees in the organization/department should be identified. Then the status quo of (equal) representation of men and women in those committees should be identified. In universities data should include promotion and tenure-track committees. “Equal gender representation in decision-making groups like boards or committees is considered crucial to enable a change in practice; as gatekeepers they possess the influence to enforce or hinder the development of equal gender opportunities. The composition can also be an indicator for the permeation of gender equality policies (Munir et al., 2013[3)], 104; Frehill et al. 2005, 13[4)]).” [EFFORTI D3.3[5)]] Equal representation of men and women in decision-making groups like boards and committees is seen as crucial to enable a change in practice. More women in boards and committees mean a higher share of women in decision making positions. However, a gender-balanced composition of boards does not necessarily lead to a more gender equality-oriented decision making as this also requires gender awareness of male and female members.	EFFORTI D3.3[6)]; see also Toolkit[7)], Athena SWAN[8)]
Proportion of women on boards - members and leaders	% of female board members % of female board leaders	This indicator measures the presence of women on boards such as scientific or R&D commissions, boards, councils, committees, foundations, academy assemblies and councils, which usually hold a large degree of decision-making power. Definition of boards: Scientific boards: 'A publicly or privately managed and financed group of elected or appointed experts that exists to **implement scientific policy **by, amongst other things, directing the research agenda, resource allocation and management within scientific research.' (She figures 2015, p. 206) Administrative/advisory boards: 'A publicly or privately managed and financed group of elected or appointed experts that exists to **support the research agenda **in a non-executive function by, amongst other things, administering research activities, consulting and coordinating different actors and taking a general advisory role.' (She figures 2015, p. 209)	She figures[9)]

Indicator	Value	Description & Use	Source
Share of women and men in decision-making bodies		The indicator can be used to find out if women or men are underrepresented in decision-making bodies.	Science Europe[10]

Please have a look at the list of relevant indicators and its use.

[1], [5], [6]
Kalpazidou Schmidt, Evanthia; Bührer, Susanne; Schraudner, Martina; Reidl, Sybille; Müller, Jörg; Palmen, Rachel; Haase, Sanne; Graversen, Ebbe Krogh; Holzinger, Florian; Striebing, Clemens; Groó, Dora; Klein, Saskia; Rigler, Dorottya; Høg Utoft, Ea. (2017). EFFORTI – Deliverable 3.3. A Conceptual Evaluation Framework for Promoting Gender Equality in Research and Innovation. A synthesis report https://efforti.eu/sites/default/files/2018-03/EFFORTI%20D3.3%20FINAL%2027032018.pdf

[2]
Indicators defined or further developed by JOANNEUM RESEARCH

[3], [8]
Advancing women's careers in STEMM: evaluating the effectiveness and impact of the Athena SWAN Charter https://www.ecu.ac.uk/publications/evaluating-athena-swan/

[4], [7]
Frehill, Lisa et al. (2005): |Toolkit for Reporting Progress Toward NSF ADVANCE: Institutional Transformation Goals, ADVANCE Institutional Transformation https://advance.vt.edu/content/dam/advance_vt_edu/documents/other/advance_indicators_toolkit.pdf

[9]
European Commission (2016). She figures 2015. Gender in Research and Innovation. Statistics and Indicators. https://ec.europa.eu/research/swafs/pdf/pub_gender_equality/she_figures_2015-final.pdf

[10]
Science Europe (2017). Practical Guide to Improving Gender Equality in Research Organizations http://eige.europa.eu/sites/default/files/se_gender_practical-guide.pdf

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