

# The GENERA PAM Tool



**Task**

- Find indicators to specify targets and to monitor change

**T<sub>1</sub>**

- Address gender imbalances in decision making processes

**T<sub>2</sub>**

- Establish a gender fair selection process

**T<sub>3</sub>**

→ select third level target

**T**

- Composition and gender fairness of selection committees

**T**

- Gender-fair and transparent selection criteria

**T**

- Gender-fair and transparent selection procedures

## INDICATORS

The following indicators can be relevant to find out if selection processes in your institution are gender fair.

Indicator	Value	Description & Use	Source
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<p>Success rates of male and female applicants to positions</p>	<p>Success rates of male applicants Success rates of female applicants</p>	<p>The share of applicants who got a position after applying. The indicator helps to find out if male and female applicants have the same probability to be successful with their application, irrespective of the number of male and female applicants.</p> <p>The indicator is calculated by dividing the number of women/men recruited by the total number of women/men applying for a position.</p> <p>Success rate = # of successful applications / # of applications</p> <p>Differences in the success rates between men and women applicants may indicate a gender bias in the recruiting process. Therefore the indicator offers a starting point for further investigation and measures for equal career opportunities. However, it does not allow conclusions about the reasons for different success rates of men and women.</p>	<p>EFFORTI D3.3<sup>1)</sup> Science Europe<sup>2)</sup></p>
<p>Success rate of applications for professorships of men and women</p>	<p>Success rate of men Success rate of women</p>	<p>Success rate = successful applicants / all applicants</p>	<p>FESTA<sup>3)</sup></p>
<p>Researchers hired informally (without formal recruitment process, e.g. by being member in a network, a colleague,...)</p>	<p>Number by sex Proportion (%) by sex</p>		<p>JR<sup>4)</sup></p>
<p><i>Indicators to reflect on recruitment processes</i></p>			

<p>Transparency of recruitment policy (communication or dissemination)</p>	<ul style="list-style-type: none"> <li>- The recruitment policy is not communicated or disseminated at all</li> <li>- The recruitment policy is irregularly communicated to some staff</li> <li>- The recruitment policy is irregularly communicated to all relevant staff</li> <li>- The recruitment policy is regularly communicated to some staff</li> <li>- The recruitment policy is regularly communicated to all relevant staff</li> </ul>		<p>GENDER-NET<sup>5)</sup></p>
<p>Is the recruitment policy gender sensitive (which takes into account gender equality / equal opportunities for women and men)?</p>	<p>Yes/no/Do not know</p>		<p>GENDER-NET<sup>6)</sup></p>
<p>Which system of recruitment does the institution use?</p>	<ul style="list-style-type: none"> <li>- The decision is made by one individual</li> <li>- The decision is made by a panel (2 or more people)</li> <li>- Other (please specify)</li> <li>- Do not know</li> </ul>		<p>GENDER-NET<sup>7)</sup></p>
<p>In case of panels: Is there a policy on gender balance in recruitment panels?</p>	<p>Yes/No/Do not know</p>		<p>GENDER-NET<sup>8)</sup></p>
<p>Do decision makers (individual, members of recruitment groups/panels) receive training on gender bias?</p>	<ul style="list-style-type: none"> <li>- Yes, all of them receive training on gender bias</li> <li>- Yes, some of them receive training on gender bias</li> <li>- No, none of them receive training on gender bias</li> <li>- Do not know</li> </ul>		<p>GENDER-NET<sup>9)</sup></p>
<p>Is gender sensitive language used in the recruitment documentation?</p>	<ul style="list-style-type: none"> <li>- Yes, all documentation has been checked for gender sensitivity</li> <li>- Yes, some documentation has been checked for gender sensitivity</li> <li>- No, documentation has not been checked for gender sensitivity</li> <li>- Do not know</li> </ul>		<p>GENDER-NET<sup>10)</sup></p>

## Checklist for Institutions on Open, Transparent and Merit-based Recruitment of Researchers (OTM-R):

Question	Value	Description & Use (Suggested form of measurement /What to evaluated in order to answer the question)	Source
<b>OTM-R system</b>			
Have we published a version of our OTM-R policy online (in the national language and in English)?	Yes completely/Yes substantially/Yes partially/no		OTM-R <sup>11)</sup>
Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	Yes completely/Yes substantially/Yes partially/no	Ensure that is is sent to all staff	OTM-R <sup>12)</sup>
Is everyone involved in the process sufficiently trained in the area of OTM-R?	Yes completely/Yes substantially/Yes partially/no	Existence of training programmes for OTM-R Number of staff following training in OTM-R	OTM-R <sup>13)</sup>
Do we make (sufficient) use of e-recruitment tools?	Yes completely/Yes substantially/Yes partially/no	Web-based tool for (all) the stages in the recruitment process	OTM-R <sup>14)</sup>
Do we have a quality control system for OTM-R in place?	Yes completely/Yes substantially/Yes partially/no		OTM-R <sup>15)</sup>
Does our current OTM-R policy encourage external candidates to apply?	Yes completely/Yes substantially/Yes partially/no	Trend in the share of applications from outside the institution	OTM-R <sup>16)</sup>
Is our current OTM-R policy in line with policies to attract researchers from abroad?	Yes completely/Yes substantially/Yes partially/no	Trend in the share of applicants from abroad	OTM-R <sup>17)</sup>
Is our current OTM-R policy in line with policies to attract underrepresented groups?	Yes completely/Yes substantially/Yes partially/no	Trend in the share of applicants among underrepresented groups (frequently women)	OTM-R <sup>18)</sup>
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	Yes completely/Yes substantially/Yes partially/no	Trend in share of applicants from outside the institution	OTM-R <sup>19)</sup>
Do we have means to monitor whether the most suitable researchers apply?	Yes completely/Yes substantially/Yes partially/no		OTM-R <sup>20)</sup>
<b>Advertising and application phase</b>			
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	Yes completely/Yes substantially/Yes partially/no		OTM-R <sup>21)</sup>
Do we make use of EURAXESS to ensure our research vacancies reach a wider audience?	Yes completely/Yes substantially/Yes partially/no	The share of job adverts posted on EURAXESS Trend in the share of applicants recruited from outside the institution/abroad	OTM-R <sup>22)</sup>

Question	Value	Description & Use (Suggested form of measurement /What to evaluated in order to answer the question)	Source
Do we make use of other job advertising tools?	Yes completely/Yes substantially/Yes partially/no		OTM-R <sup>23)</sup>
Do we keep the administrative burden to a minimum for the candidate?	Yes completely/Yes substantially/Yes partially/no		OTM-R <sup>24)</sup>
<b>Selection and evaluation phase</b>			
Do we have clear rules governing the appointment of selection committees?	Yes completely/Yes substantially/Yes partially/no	Statistics on the composition of panels	OTM-R <sup>25)</sup>
Do we have clear rules concerning the composition of selection committees?	Yes completely/Yes substantially/Yes partially/no	Written guidelines	OTM-R <sup>26)</sup>
Are the committees sufficiently gender-balanced?	Yes completely/Yes substantially/Yes partially/no		OTM-R <sup>27)</sup>
Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?	Yes completely/Yes substantially/Yes partially/no	Written guidelines	OTM-R <sup>28)</sup>
<b>Appointment phase</b>			
Do we inform all applicants at the end of the selection process?	Yes completely/Yes substantially/Yes partially/no		OTM-R <sup>29)</sup>
Do we provide adequate feedback to interviewees?	Yes completely/Yes substantially/Yes partially/no		OTM-R <sup>30)</sup>
Do we have an appropriate complaints mechanism in place?	Yes completely/Yes substantially/Yes partially/no	Statistics on complaints	OTM-R <sup>31)</sup>
<b>Overall assessment</b>			
Do we have a system in place to assess whether OTM-R delivers on its objectives?	Yes completely/Yes substantially/Yes partially/no		OTM-R <sup>32)</sup>



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

1)

Kalpazidou Schmidt, Evanthia; Bühner, 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)  
Science Europe (2017). Practical Guide to Improving Gender Equality in Research Organizations  
[http://eige.europa.eu/sites/default/files/se\\_gender\\_practical-guide.pdf](http://eige.europa.eu/sites/default/files/se_gender_practical-guide.pdf)

3)  
FESTA – Female Empowerment in Science and Technology Academia: FESTA Toolkit WP3.2. Towards Raising Organizational Awareness  
[http://eige.europa.eu/sites/default/files/festa\\_toolkit\\_towards\\_raising\\_organizational\\_awareness.pdf](http://eige.europa.eu/sites/default/files/festa_toolkit_towards_raising_organizational_awareness.pdf)

4)  
Indicators defined or further developed by JOANNEUM RESEARCH  
5) 6) 7) 8) 9) 10)

Loke, Gary; Christoffersen, Ashlee; Dumétier, Vanessa; Toader, Alina (2016). Qualitative indicators on gender equality in research institutions. GENDER-NET Report.  
[http://www.gender-net.eu/IMG/pdf/GENDER-NET\\_D4-15\\_Publish\\_first\\_joint\\_monitoring\\_report\\_on\\_gender\\_equality\\_indicators\\_MENESR\\_ECU\\_.pdf](http://www.gender-net.eu/IMG/pdf/GENDER-NET_D4-15_Publish_first_joint_monitoring_report_on_gender_equality_indicators_MENESR_ECU_.pdf)  
11) 12) 13) 14) 15) 16) 17) 18) 19) 20) 21) 22) 23) 24) 25) 26) 27) 28) 29) 30) 31) 32)

European Union (2015). Open, Transparent and Merit-based Recruitment of Researchers – OTM-R Checklist for Institutions. EURAXESS – Researchers in Motion  
[https://cdn5.euraxess.org/sites/default/files/policy\\_library/otm-r-checklist.pdf](https://cdn5.euraxess.org/sites/default/files/policy_library/otm-r-checklist.pdf)

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