

EX SOLO

AD SOLEM

SSST
Gender
equality
action plan



The initiation of the Gender Equality Action Plan creation at the University *Sarajevo School of Science and Technology* (SSST) started in June of 2021, as a result of detailed discussions following the announced novelties in the Horizon Europe project proposal submission process and continuous strive of equality embedding at SSST.

The team was assembled at the university level, to guide the process using the methodology adopted from the SAGE Horizon 2020 project (Systemic Action for Gender Equality, call identifier H2020-GERI-2015-1; Type of Action: Coordination and Support Action (CSA); Project no: 710534). The team was led by the SAGE Horizon 2020 participant, Associate Professor Jasminka Hasić Telalović.

By following the SAGE Wheel Model for Gender Equality Plans and addressing the four SAGE Wheel quadrants (see Figure 1): 1) Institutional Governance, 2) Career Progression, 3) Work-Life Balance and 4) EnGendering Knowledge, a specific set of stages was introduced to yield most effective results, starting from securing support from the upper management levels to identifying and addressing specific institutional issues, with policy-oriented solutions and accompanying assessments of success:

- Preparation
- Baseline Assessment and Analysis
- Action Planning and Target Setting
- Implementation
- Monitoring and Evaluation

The following research has been completed using the templates from the SAGE project:

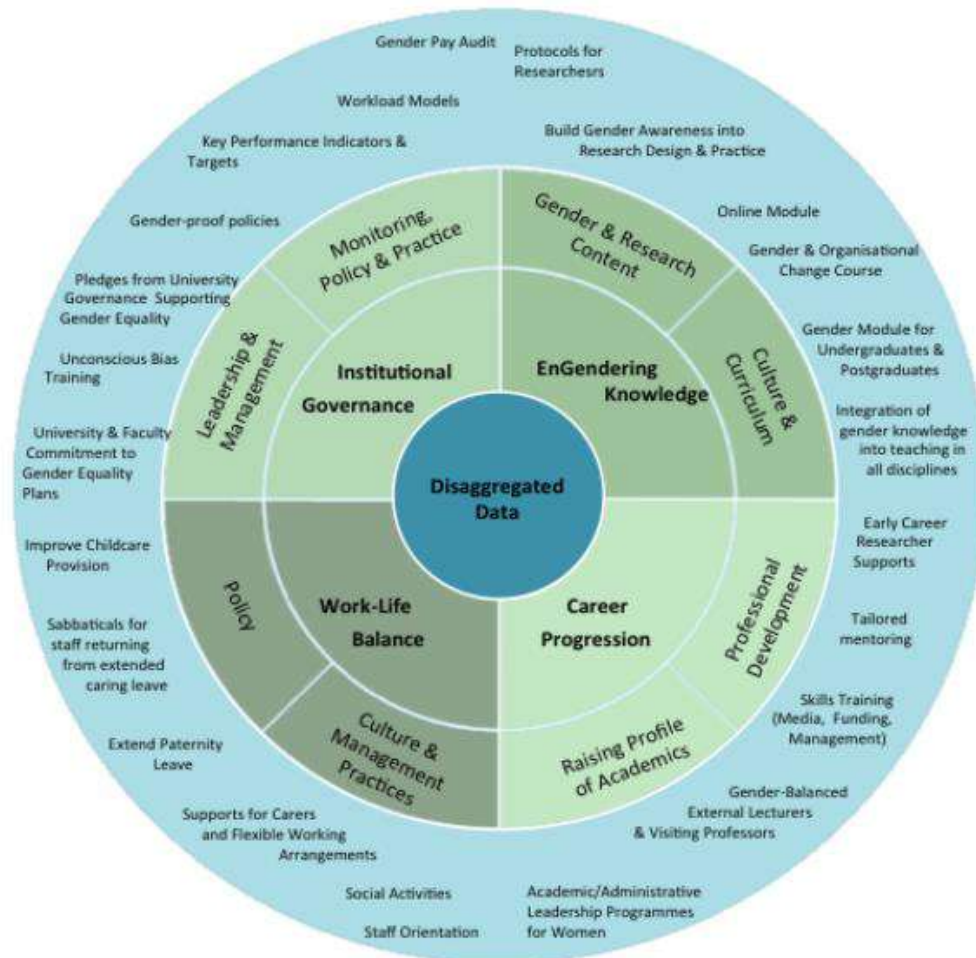
- Primary data collection tool that collected gender-segregated data from all University activities;
- Quantitative study;
- Qualitative study.

The GEAP Advisory Board (AB) was established and it tracked the progress of each baseline assessment and analysis phase and has further guided the process through addressing specific institutional challenges that could not be overcome by the SAGE methodology.

Being a private higher education institution with 426 students enrolled, SSST has been challenging in terms of providing significant and observable statistics in many listed indicators. In such instances, AB has relied heavily on the qualitative study results, which provided an in-depth view into the gender imbalance and equality factors. Moreover, a larger data set with national benchmark assessment was used to provide an additional direction in instances of insufficient or inadequate institutional data.

The overall plan is to start the implementation of the provided set of measures in the academic year 2022/2023. The yearly review practice will be established and the new version of GEAP is to be published for each consecutive academic year.

Figure 1 SAGE Wheel Model for Gender Equality Plans



CAREER PROGRESSION

SAGE Quadrant	SAGE Theme	Issues to be addressed/evidence	Planned Action	Timescale	Person responsible	Measures of success	Assessment of impact
Career Progression	Professional Development	Lack of information for the applications for external research and work on externally funded project (1)	Early Career Research Supports (Training for women)	December 2022 - January 2023	IRO office, Gender office	at least 5 early career female professors trained	20% increase in applications and maintenance of the success rate in the next 3 years
	Raising Profile of Academics	Women spend higher percentage of their time working on administrative duties (2)	Academic/Administrative leadership Programs for Women	March, 2023 - December 2023	Executive director, Gender office	at least 5 early career female professors/assistants trained	Both female and male professors report similar time spent on administrative duties.
	Raising Profile of Academics	Women attract fewer graduate students for mentoring MS and PhD thesis (3)	Academic leadership Programs for Women	March, 2023 - December 2023	Executive director, Gender office	at least 5 early career female professors trained	Regularly check the statistics and evaluate.
	Raising Profile of Academics	Glass ceiling at Associate Professor level (4)	Review recruiting and promotion procedures	February - December 2023	Rectorate, HR	New policy established for recruiting and promotion procedure examined for possible gender biases	Regularly check the statistics and evaluate.
	Professional Development	Perceived lack of transparency around promotions (5)	Disseminate new promotion policy to academic, start a record of successful promotions to be available for viewing	September 2022 - April 2023	Rectorate, HR	New promotion policy established	All professors are clear about the promotion procedure and requirements.

(1) - Qualitative study: Institutional Governance: Research Funding and Salary, Perception of Work Appreciation - Comments

(2) - Qualitative study - Working Hours Distribution - Comments, Table 1; Quantitative study - Working Hours Distribution - Table 1

(3) - International statistics

(4) - Qualitative Study - Career Ambitions and Satisfaction; Figure 1: Perceived achievement of career ambitions for academic staff

(5) - Qualitative Study - Management Positions (comment); No existing promotion data in Quantitative study

WORK-LIFE BALANCE

SAGE Quadrant	SAGE Theme	Issues to be addressed/evidence	Planned Action	Timescale	Person responsible	Measures of success	Assessment of impact
Work-life Balance	Culture and Management Practice	Late afternoon meeting scheduled (1)	Develop policy to schedule meetings between 10:00 am – 4:00 pm unless prior notice of at least one week is given	February, 2023	Rectorate	Policy drafted and adopted	Policy followed
	Culture and Management Practice	Lack of transparency regarding Workload Allocation (2)	Develop & Pilot a Workload Model across all Schools which is fair and transparent	March 2023 - October 2023	Rectorate	Model drafted and adopted	Model followed
	Policy	Undeveloped maternity/paternity leave policy (3)	Develop maternity/paternity leave policy where all genders are presented	December 2022 - September 2023	HR	Policy drafted and adopted	Policy followed
	Policy	Paternity leave policy (4)	Develop maternity/paternity leave policy where all genders are presented	December 2022 - September 2023	HR	Policy drafted and adopted	Policy followed
	Culture and Management Practice / Policy	Support for employees with small children / elderly (5)	Clear guidelines and flexibility when taking care of sick children / elderly.	December 2022 - September 2023	Rectorate HR	Policy drafted and adopted	Policy followed

(1) -Qualitative Study - Support for Careers and Flexible Working Arrangements

(2) - Qualitative Study - Working Hours Distribution

(3) - Quantitative Study - Table 10, 11; Qualitative Study - Childcare Provisions; Psychological Pressure (comments)

(4) - Qualitative Study - Childcare Provisions

(5) - Qualitative Study - Child Care Provisions (comments)

INSTITUTIONAL GOVERNANCE

SAGE Quadrant	SAGE Theme	Issues to be addressed/evidence	Planned Action	Timescale	Person responsible	Measures of success	Assessment of impact
Institutional Governance	Leadership and Management	Capacities for GEP creation and implementaiton (1)	Unconscious Bias Training for Gender Advisory Board members	September 2022 - September 2023	GEO	Gender Advisory Board members trained	Trainees are able to recognize the unconscious bias
	Leadership and Management	Capacities for GEP creation and implementaiton (1)	Inclusive Representation on Gender Advisory Board team	September 2022 - September 2023	GEO	Gender Advisory Board team inclusive	Gender Advisory Board able to address GEP needs
	Leadership and Management	Gender Equality role in higher management (2)	Head of Academic Affairs awarded the role of Gender Equality	September 2022 - December 2022	Rectorate	Gender Equality role appointed	Existance of a person to track gender equality in higher management
	Monitoring Policy and Practice	No office for Gender Equality (3)	Adopting the UNIGEM Gender Equality Office (GEO)	September, 2022	Rectorate, GEO (later)	GEO established and functioning	Number of trainings perfomed, numbe rof issues collected and addressed.
	Monitoring Policy and Practice	Gender proofing hiring process	Collected gendered data during the hiring process	September 2022 - September 2023	Rectorate, HR, Executive Director	Hiring process gendered data available	Clear decisions are made without uncountious bias.
	Monitoring Policy and Practice	Gendered data not easily available (4)	Monitor gender ratio at all grades in all administrative office	February 2023 - September 2023	Rectorate, HR, Executive Director	Gendered data available	Greater institutional transparency
	Monitoring Policy and Practice	Lack of knowledge regarding reasons for staff departures and any associated gender differences (5)	Introduce mechanics to obtain this information	February 2023 - September 2023	HR	Procedure introduced	Procedure followed
	Leadership and Management	No formal management training for Deans (6)	Unconscious bias training	February 2023 - September 2023	GEO	All deans completed training	Deans able to recognize the unconscious bias
	Monitoring Policy and Practice	Women observed and experienced sexist remark (7)	Gender-proof policies	February 2023 - May 2023	HR	Policy developed	Policy followed
	Monitoring Policy and Practice	Gender Pay Gap and annual review with feedback (8)	Annual gender pay gap review established	February, 2023	Rectorate	Review policy established	Review done annually. Performance review communicated wto employees annually.
Monitoring Policy and Practice	Equaity policy does not exist at the university (9)	Establish University Equality policy	February 2023 - September 2023	HR, Rectorate, Committee Appointed by Rectorate, GEO	Equality policy established	Equality policy followed	

	Monitoring Policy and Practice	Current staff induction processes are inadequate (10)	Establish induction process for new staff	February 2023 - September 2023	HR, IRO Office	Booklet produced, induction planned	Induction of new staff successfully completed for all newly appointed staff
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(1) - Quantitative Study and Qualitative Study - comments

(2) - Quantitative Study - Table 1

(3) - Qualitative Study - Psychological Pressure

(4) - Quantitative Study - Table 7, Table 9

(5) - Qualitative study - Psychological Pressure - conclusion

(6) - Quantitative Study - comments

(7) - Qualitative Study - Job Entry at the Institution (comments); Bullying/Harrasment

(8) -Quantitative Study - Satisfaction with Unit/Department Environment, Table 2; Research Funding and Salary (comments)

(9) - Perception of Work Appreciation (comments)

(10) - Qualitative Study -Perception of Work Appreciation (challenges); Psychological Pressure (conclusions)

ENGENDERING KNOWLEDGE

SAGE Quadrant	SAGE Theme	Issues to be addressed/evidence (0)	Planned Action	Timescale	Person responsible	Measures of success	Assessment of impact
EnGendering Knowledge	Culture and Curriculum	Not enough gendered knowledge in curriculum (1)	Integration of gender knowledge into teaching all disciplines (1)	September 2022 - September 2023	Rectorate, Deans, GEO	All study programs have introduced at least two weeks of gender knowledge in required courses.	All students introduced to gendered knowledge
	Gender and Research Content	Lack of time for research reported by female professors (2)	Evaluate teaching and administration duties, Protocols for Researchers, Encourage staff to do gendered research (2)	February 2023 - September 2023	Rectorate, Board of Trustees	Research time clearly defined	More research produced by staff
	Culture and Curriculum	Lower Visibility of Female Role Models (3)	Unconscious bias lectures for the academic community (3), review quotes at university and introduce gender balance. Review university posts (web and social media).	February 2023 - September 2023	PR, Rectorate, GEO	More female invited speakers, more female quotes at university, visibility monitored	Gendered data exists and exhibits positive trends.

(1) - Curriculum review

(2) - Qualitative Study - Working Hours Distribution, Table 1, Comments

(3) - Quantitative Study - collection of data