Diversity Management at Universities of Science & Technology

ECED-ULD in Trondheim, 27th – 29th May 2018

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Structure

1. Defining Diversity Management & why we need to talk about it

2. Diversity Management @ Universities of Science and Technology

3. Diversity Management @ RWTH Aachen University

4. CESAER Task Force Human Resources & the CESAER Equality Survey 2018
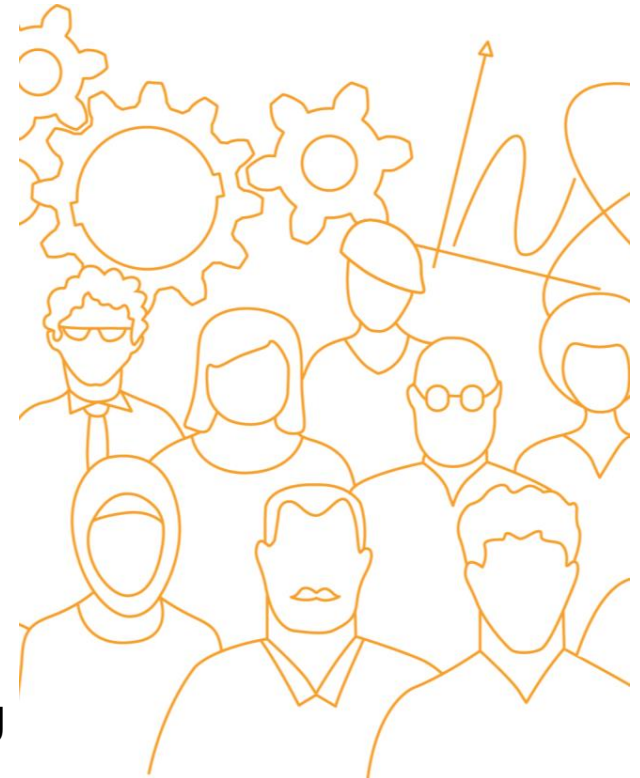
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Defining Diversity Management & why we need to talk about it
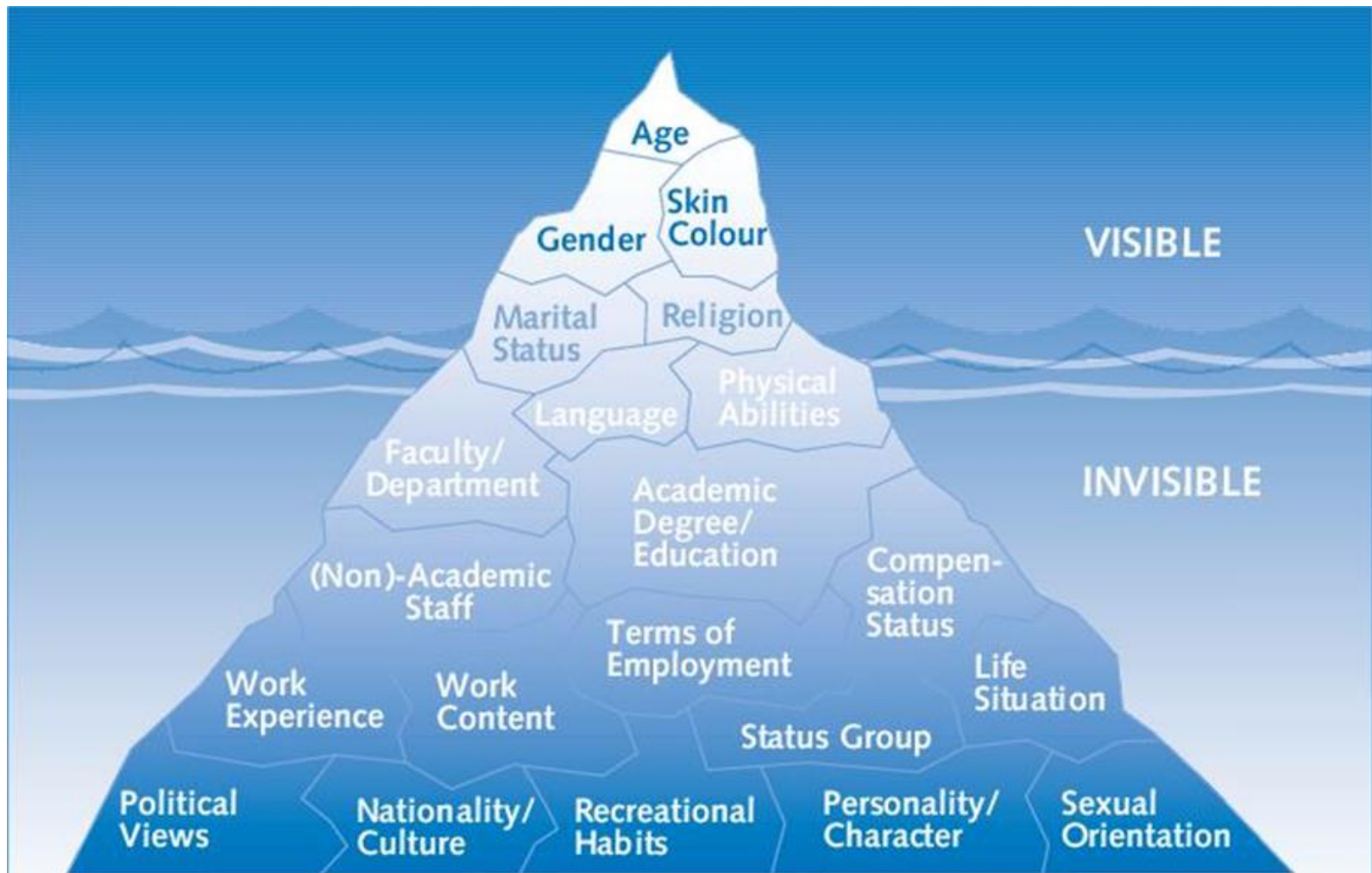
Diversity Management…

… is a holistic concept for dealing with personal and cultural differences in organisations

Fundamental requests are

- Appreciation of diversity

- Creation of a non-discriminatory, innovative and vital university culture

- Rising the university's attractiveness

- Respect and equal opportunities for all – irrespective of personal characteristics

- Promotion and development of individual potentials and life-concepts

- Considering heterogenity in research and teaching

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Models and dimensions of diversity: the Iceberg Model

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Why is Diversity Management important?

Excellence in science and teaching

Economic arguments

Equal opportunitities

Legal framework

Societal framework

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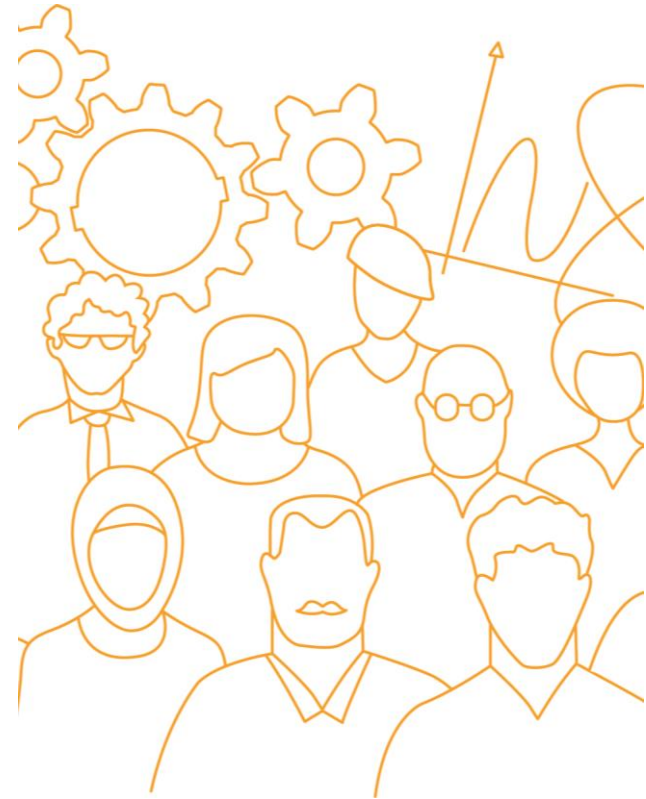UNIVERSITY

Main issues and challenges of Diversity Management

- (How) Can we detect and measure diversity?

- Adopting a systematic point of view on gender and diversity

- Increasing visibility of and sensitivity to diversity

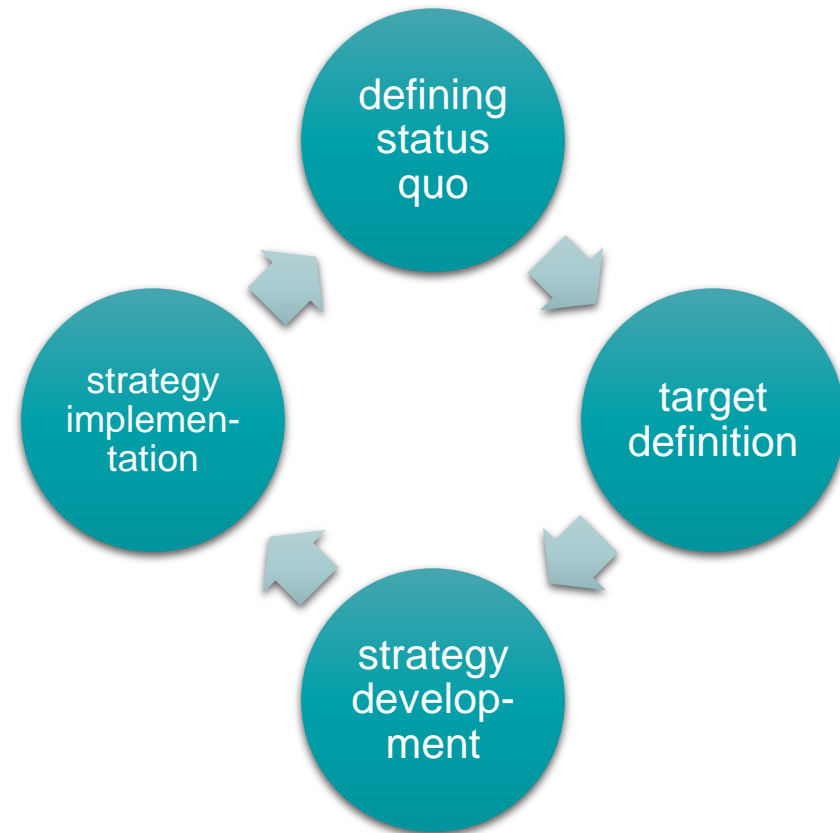- Developping gender and diversity skills and promoting young researchers

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Diversity Management @ Universities of Science & Technology
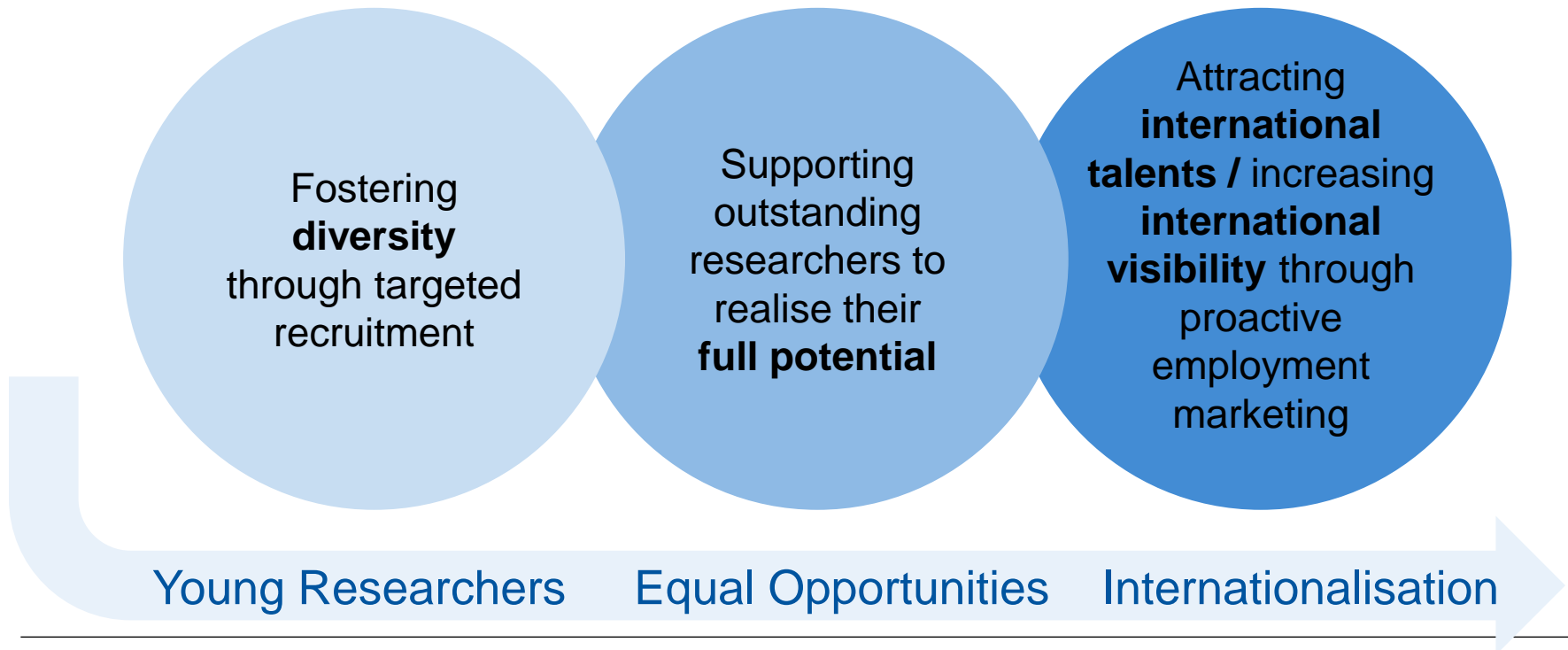
Governing diversity

Incorporating diversity policies into strategy and management

- Framing **objectives and values** for the university development plan and university profile from a **diversity perspective**

- Complementing **target agreements** with diversity aspects

- Developing women's development plan into **gender-diversity plan**

- Extending committee tasks and/or developing new **participation formats**

- Adding **diversity categories** and aspects of discrimination

- ...

defining status quo

target definition

strategy development

strategy implementation

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Universities in Technology & Sciences as Places to Be

Diversity & Talent Management

- **Attracting and retaining** outstanding researchers through targeted promotion and optimum conditions
- **Diversity** as a prerequisite for innovative and interdisciplinary research

Fostering **diversity** through targeted recruitment

Supporting outstanding researchers to realise their **full potential**

Attracting **international talents /** increasing **international visibility** through proactive employment marketing

Young Researchers   Equal Opportunities   Internationalisation

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Diversity Management @ RWTH Aachen University

Facts and figures of RWTH Aachen University

45.377 students

260 institutes

9.651 international students

2.679 technical and administrative staff

547 professors

5.373 researchers

672 apprentices

Source: Zahlenspiegel 2017

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Objectives of Diversity Management @ RWTH Aachen University

opening the university

initiating cultural change

creating a diverse and inclusive working and study environment & realizing equal opportunities in all university areas

designing a life-phase oriented staff policy

strengthening Gender and Diversity skills

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Actors in Gender and Diversity Management

Rectorate staff unit
Supporting a sustained promotion of equal opportunities in staff and organisation development
- Strategy development
- Consulting
- Mentoring
- Sensitisation

3 Professorships with gender denomination

Equal Opportunities Office
- Controlling/ appointment procedures
- Equal treatment and affirmative action
- Family Service Centre
- Promoting equality

IGaD

Rectorate

Gender & Diversity Studies

Equal Opportunities Officer

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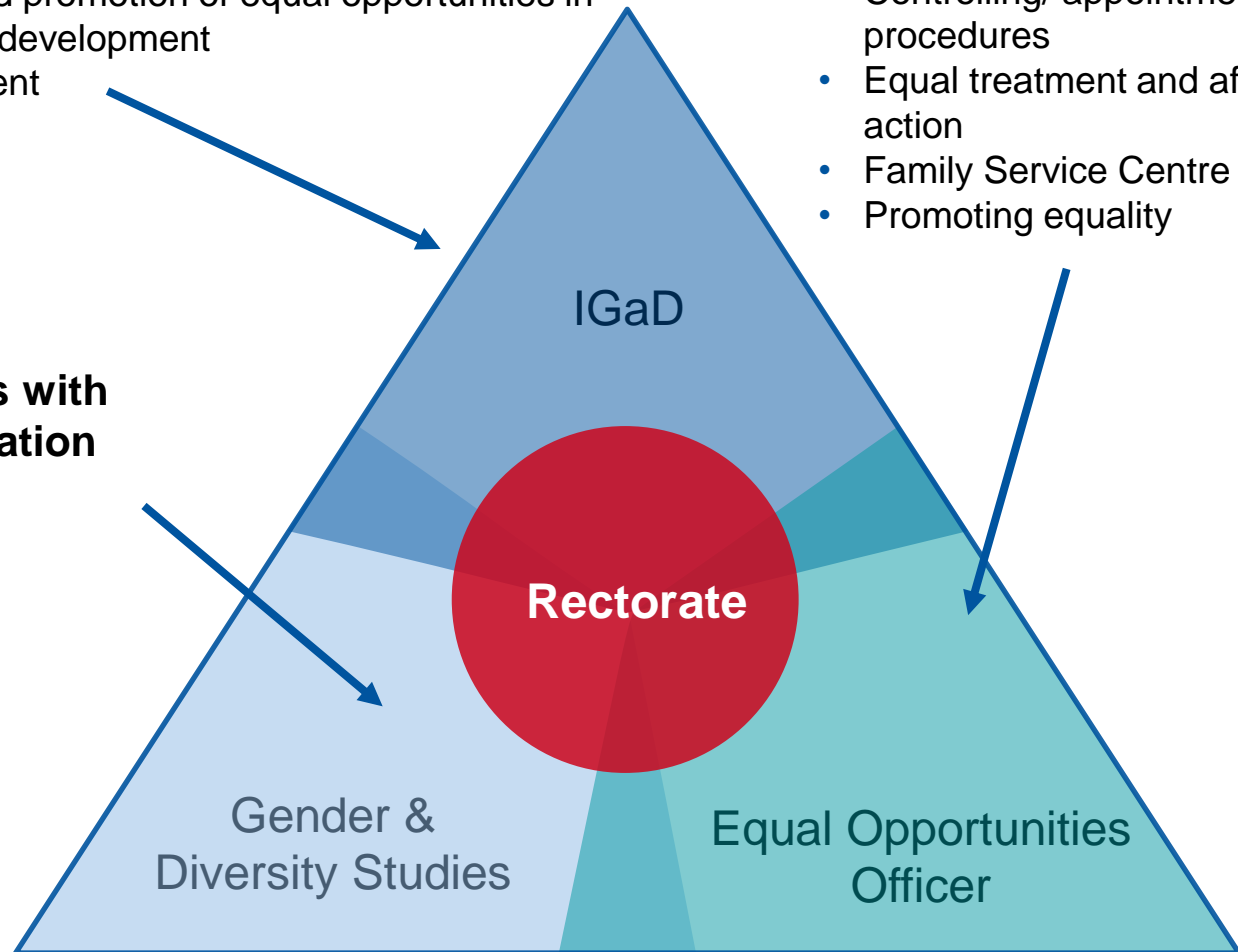
Diversity Management is leadership responsibility – change management

Creating equal opportunities in academia through changing organisational development

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Diversity concept (2013 to 2018) „Diversity for the future"
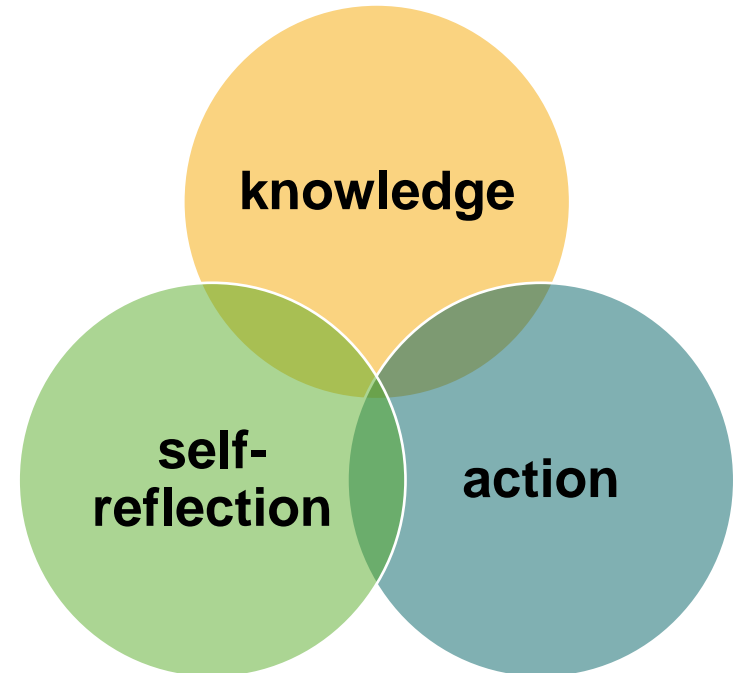
Emphasis on specific fields of action

- **Gender equality:** Equality between men and women as central responsibility.

- **Internationalization:** Process of transnational activities taking into account intercultural differences.

- **Family friendliness:** Location factor and engine for fair working and study conditions.

- **Accessibility:** Creation of equal study admission requirements and an environment that is adapted to different learning needs.

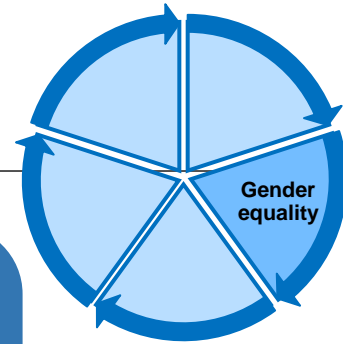- **Educational justice:** Unrestricted access to academic education for all.
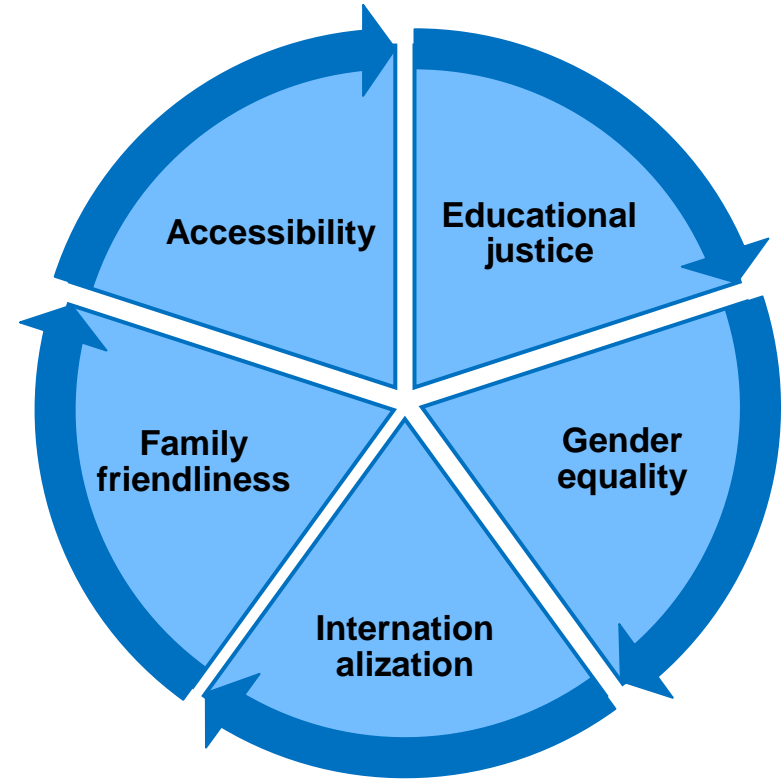
forumDIVERSITY as Steering Committee for the Design of Diversity Policy

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Gender and diversity-sensitive leadership @ RWTH Aachen University

- Age, gender, origin, … as diversity dimensions of leaders and employees may influence managerial behaviour

- Reflection on one's proper attitude and conduct with regards to prejudices and stereotypes

- Situative, appreciative and cooperative leadership style

- Recognising and supporting capabilities and needs regardless of diversity dimensions

knowledge

self-reflection

action

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Gender equality @ RWTH Aachen University proactive recruitment & talent management

Structures to attract and retain talents

- Staff development concept, talent management, employer branding

- Career paths especially for academic talents (tenure track)

- Onboarding, Welcome Services, Family Service Centre, etc.

Proactive recruitment

- International advertisement of vacancies

- Active sourcing instead of 'post and pray'

- Professional recruiter tools (LinkedIn)

- Developing a networking culture (alumni network)

- Recruitment fairs and events

- Public relations

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Gender equality @ RWTH Aachen University equal opportunities in staff development

Gender equality

TANDEMdok

- Mentoring programmes
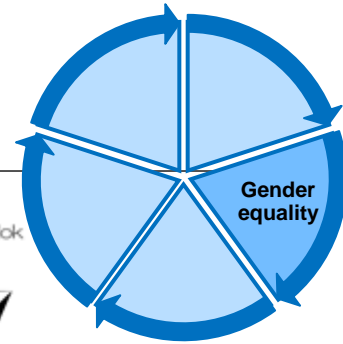
TANDEMdok – career development for female PhD students

TANDEMplus

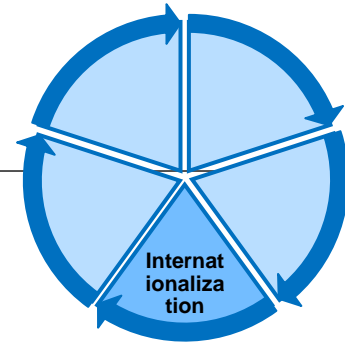**TANDEMplus – career development for postdocs in natural sciences and engineering**

Re-entry positions after parental leave

- RWTH Aachen University as Place To Be – re-entry positions

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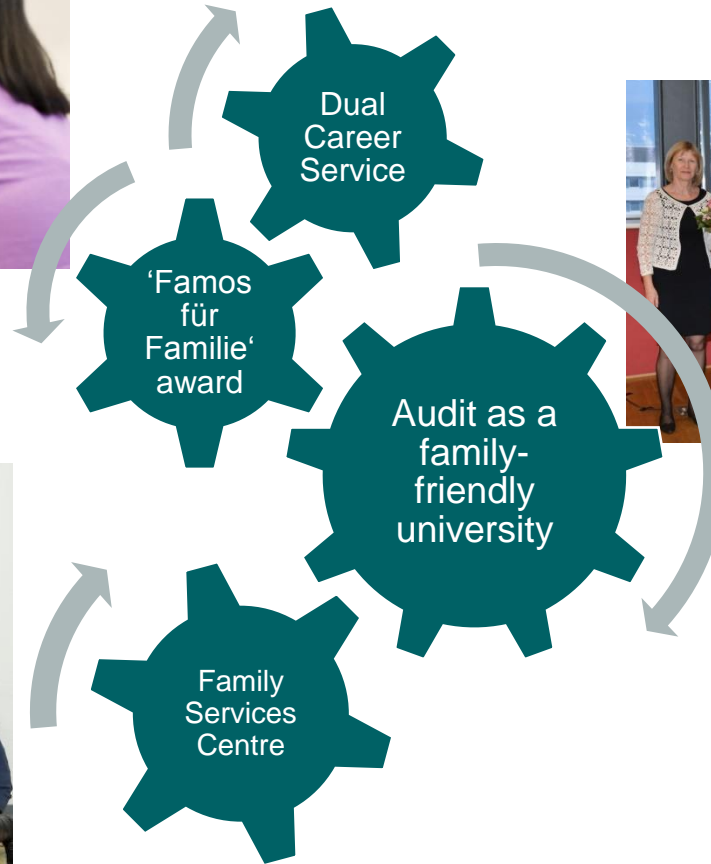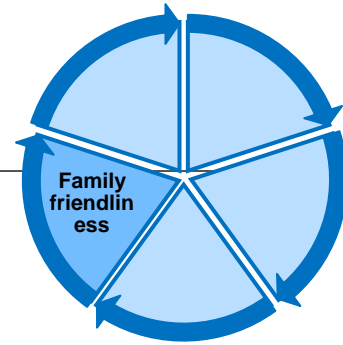# Internationalization @ RWTH Aachen University
International Office

Diversity Management at Universities of Science & Technology
Prof. Dr. Doris Klee | Chair of the Task Force Human Resources of CESAER
29 May 2018

Fostering family friendliness @ RWTH Aachen University

Family friendliness

Dual Career Service

'Famos für Familie' award

Audit as a family-friendly university

Family Services Centre

Zertifikat seit 2009
audit familiengerechte hochschule

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Ensuring accessibility @ RWTH Aachen University the Task Force 'Inclusion'

Designing & developing an inclusive university

- Representation of employees/students with disabilities
- Student Advice Centre
- Staff Council
- other RWTH members with relevant expertise
- University Doctor
- Operational Health Management
- Faculties
- University board
- Central University Administration

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Educational justice
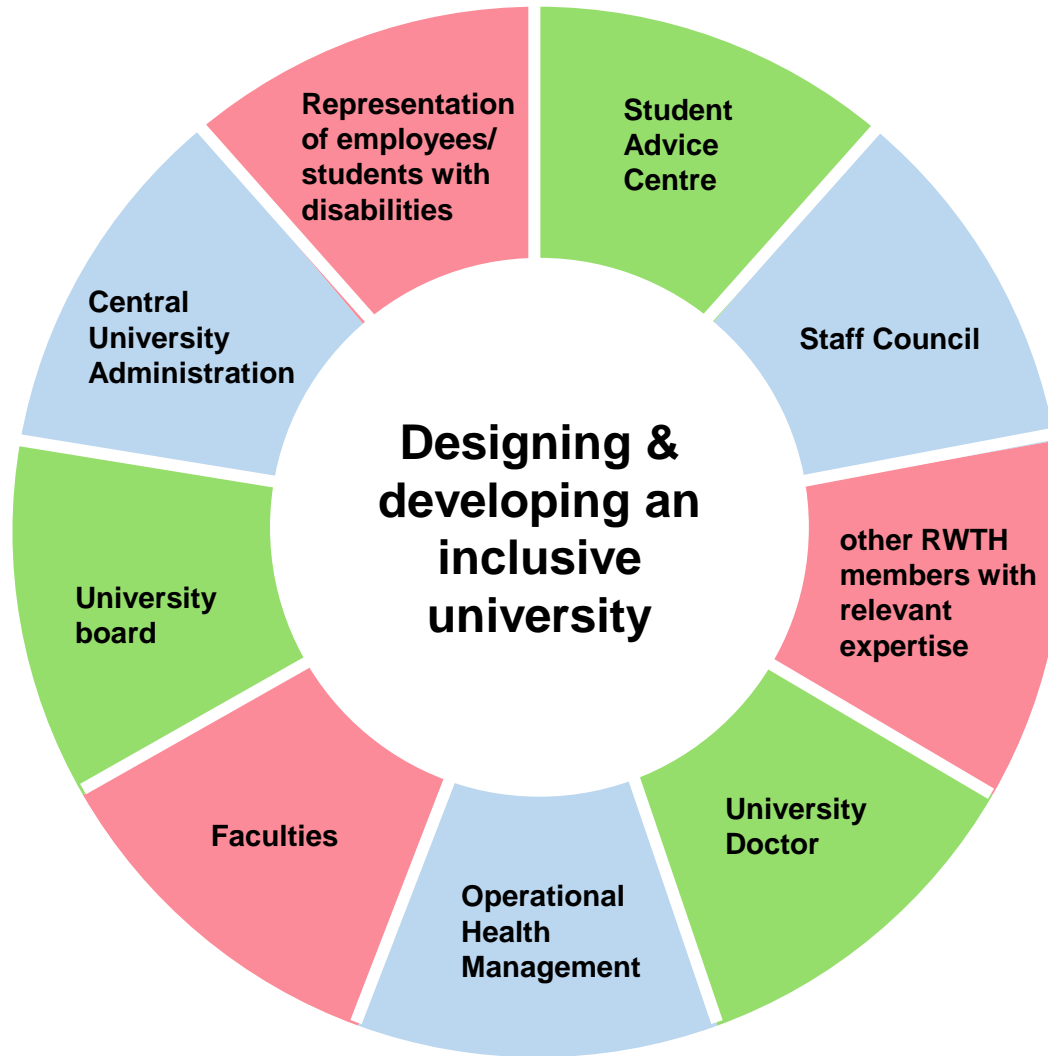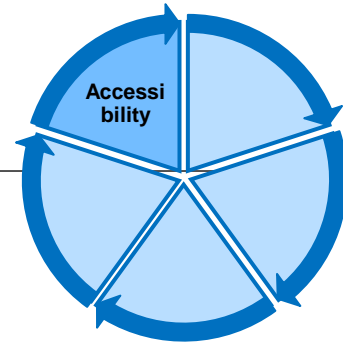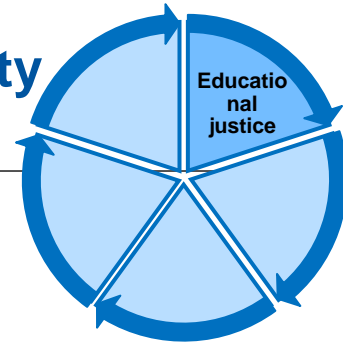
e-learning platform

Didactics and Diversity in University Teaching -
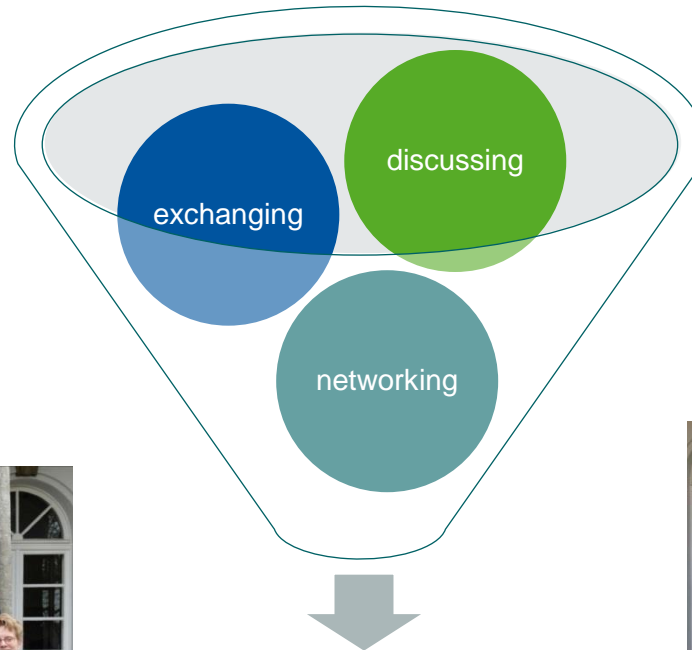Diversity Competencies in University Teaching

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National and international networks & discussion fora

Room for…

exchanging
discussing
networking

Best practices in Diversity Management

Diversity Symposium

Nationwide Diversity Network

CESAER Task Force Human Resources

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CESAER Task Force Human Resources & the CESAER Equality Survey 2018

Task Force Human Resources
mission & scope

The Task Force Human Resources will inspire our Members in preparing and **promoting talent** - i.e. graduates, researchers, teachers, support staff and leaders - for the 21st century through **sharing best practice** and **organising events and training.**

The Task Force Human Resources includes four workgroups:

1. Equality
2. Human Resources Strategy for Research (HRS4R)
3. Careers
4. CESAER Professional week.

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Diversity Management in the CESAER Equality Survey 2018

Sample questions

- How is diversity embedded within your university?
- Does your university have a Diversity Plan (or equivalent)?
- Which of the following target dimensions were most important at your institution in 2016 and 2017?
- Which three initiatives of your institution would you define as best practices?

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3. How is diversity embedded within your university? (multiple answers possible)

- ☐ The Rector, equivalent or member of the Board is responsible for diversity.
- ☐ The Deans/faculties are responsible for diversity.
- ☐ There is a commission dealing with diversity.
- ☐ There is a special organisational unit dealing with diversity.
- ☐ There are several organisational units dealing with one diversity dimension respectively (e.g. office for employees with disabilities, equal opportunities office)
- ☐ Diversity is dealt with among other issues in a unit with broader responsibilities.
- ☐ There is an external advisory group.
- ☐ There is no special department nor person responsible for diversity.
- ☐ No special organisational unit is established in my university, but a single person is dealing with diversity only.
- ☐ No special organisational unit is established in my university, but a single person is dealing with diversity among other responsibilities.

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Thank you very much for your attention!