



Final Conference
**GENDERING SCIENCE AND
TECHNOLOGY**

*Experimental Horizons of Structural
Change*



Zineb ELOMRI
Brussels, 8 November 2011

PROJECT BACKGROUND

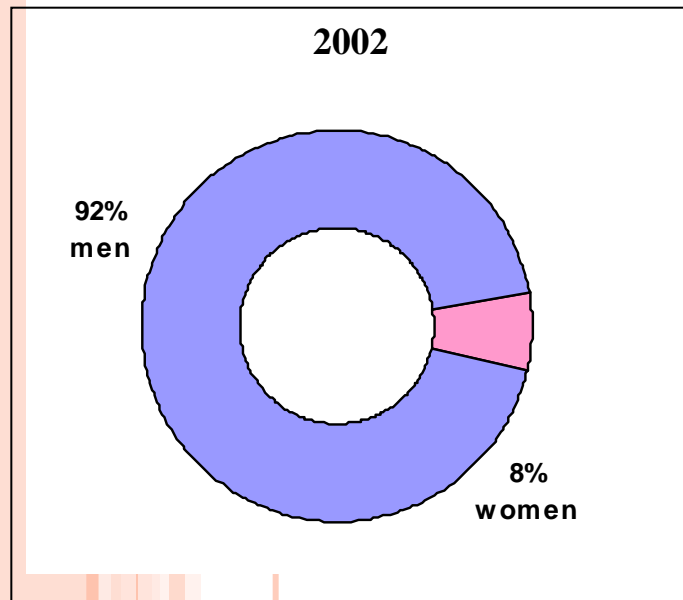


- 2002: ESA Equal Opportunities and Diversity policy.
- 2002: Appointment by Council of a new Senior Advisor on EOD.
- 2003: 1st session EOD Follow-Up Committee
- 2004: Specific action Plans per Directorates
- 2007: ESA Harassment Prevention Policy
- 2008: KLM studies on health and risk assessment in ESTEC.
- 2009: Quality of working life studies in all ESA establishment.
Life at ESA Project and Action Plan
WHIST project

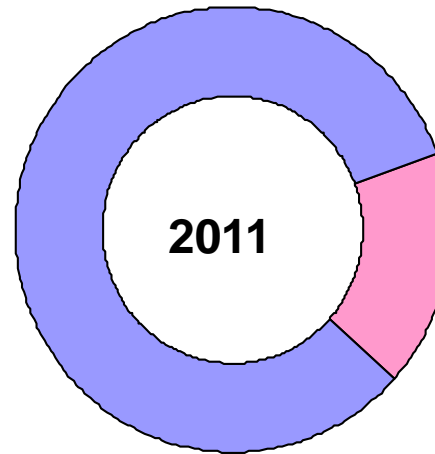
- Increase female representation at A grade level, in technical posts and at managerial level;
- Career development focusing on coaching in communication and leadership;
- Increase managerial commitment to support cultural change at ESA ;
- External partnership with private and public sector to promote cooperation and exchange best practises.

ESA KEY FIGURES

Female representation in managerial positions



82% men



OBJECTIVES ESA

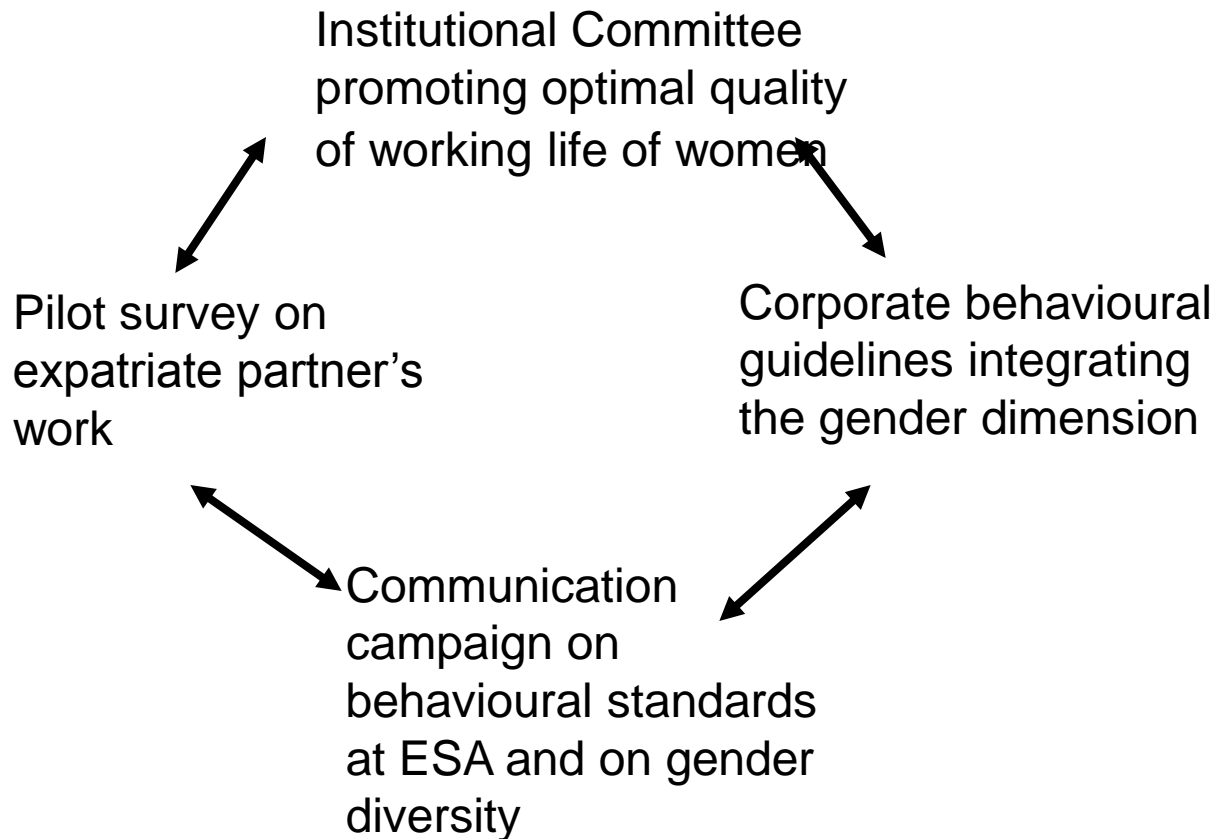


WHIST EXPERIMENTAL ACTIVITY

- To increase awareness on gender and diversity management;
- To create optimal conditions to allow women at ESA to fully develop in a friendly environment.
- To change behaviours and culture.



EXPERIMENTAL ACTIVITY



A1	Institutional Committee promoting optimal quality of working life.	<ul style="list-style-type: none"> ⇒ Look for alliances and support; ⇒ Create institutional space for gender related workplace issues.
A2	Corporate behavioural guidelines integrating the gender dimension.	<ul style="list-style-type: none"> ⇒ Promoting a community of practise; ⇒ Link action to knowledge: produce internal guidelines.
A3	Communication campaign on behavioural standards at ESA and on gender diversity.	<ul style="list-style-type: none"> ⇒ Promote best practises; ⇒ Increase awareness on gender dimension; ⇒ Look for alliances and support.
A4	Pilot survey to support expatriate partner's work.	<ul style="list-style-type: none"> ⇒ Promote Work life balance; ⇒ Alleviate expatriation constraints.

ACTION 1

INSTITUTIONAL COMMITTEE



Results

- Committee involved in internal events: seminars, newcomer programmes, workshops.
- Feedbacks on behavioural guidelines (A2) and on communication campaign (A3).
- Training Managing Diversity pilot on 17 February 11.
- Members paper to DG on Agenda 2015 to integrate the « Life at ESA » spirit in ESA top priorities.
- A new Senior expert on Diversity Management will be appointed in 2012 to ensure the continuity of the Gender and Diversity policy of ESA.



ACTION 1

OBSERVATIONS



Obstacles

- Difficult to maintain the impetus of the members
- More « supporters » than « promoters »
- Key to enlarge the group and create synergies and local networks

Opportunities

- Positive experience of horizontal cooperation
- Cross-fertilisation of know-how
- A beginning of appropriation of the topics
- No formal « institutionalisation » of the Committee for more flexibility and freedom of speech



ACTION 2: GUIDELINES ON BEHAVIOURAL STANDARDS AT ESA



Results

- Behavioural Guidelines: « the written rules »
 - DG statement
 - What do we expect from each other
 - Best practises and examples of misbehaviour
 - Role of the management and HR to monitor and improve the quality of working life with a particular attention on women.
- 4 principles of behaviours at ESA:
 - Respect, Dignity and Fairness
 - Integrity and Ambassadorship
 - Cross-Cultural Sensitivity
 - Working together
- General consultation of all staff: first time at ESA



ACTION 2

OBSERVATIONS



Obstacles

- Fear of demagogic approach

Opportunities

- Increase of awareness
- Collaboration
- New alliances
- Transparency
- Ownership





ACTION 3

COMMUNICATION CAMPAIGN



Results

- Posters on Behavioural standards
- Goodies
- Wiki-site on the guidelines
- Women at ESA serie
- Gender and Diversity section on Intranet



ACTION 3

OBSERVATIONS



Obstacles

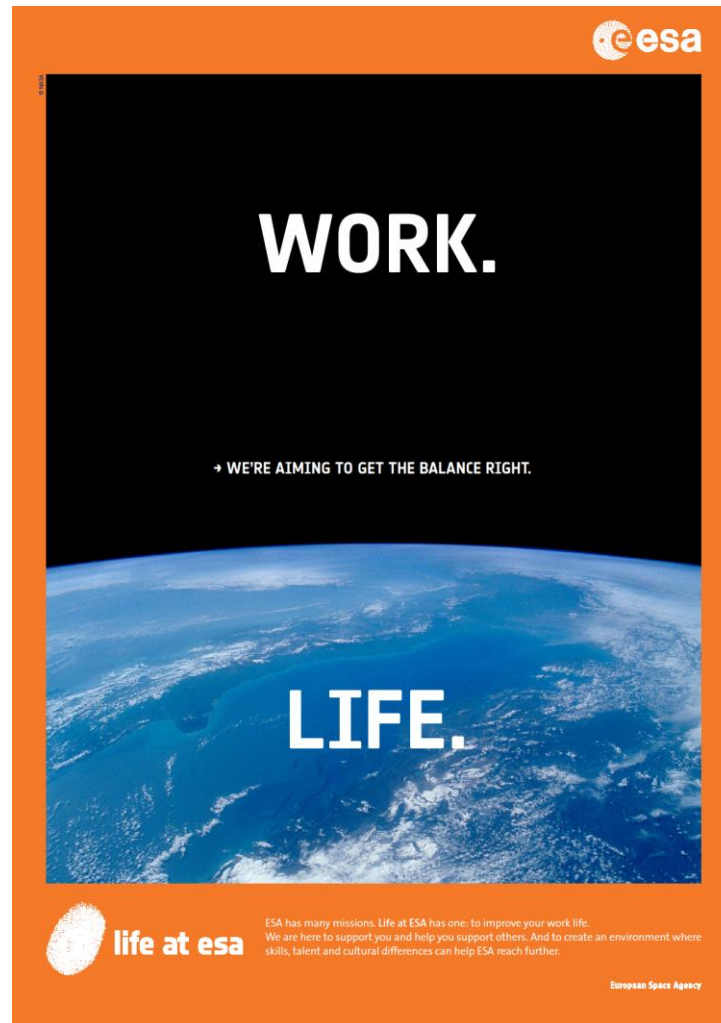
- Resistance to change
- Long validation process
- Internal context: reorganisation

Opportunities

- Increase of awareness
- Early prevention
- Co-responsibility
- Visibility of women



ONE EXAMPLE OF POSTER



Integrity and ambassadorship

We want people to act in line with the values of the organisation and to be proud of the way in which we each represent ESA.

What we want you to do:

Contribute positively to the reputation of the Division, Department and Agency by showing exemplary professionalism.
Role-model ESA qualities to the outside world.
Show respect to delegations.
Communicate intentions, ideas and feelings openly and directly.
Demonstrate and inspire a sense of belonging and loyalty to ESA and its mission.
Share dilemmas regarding impartiality and seek advice in how to handle them.
Avoid any activity which creates a conflict of interest – and be transparent to manage possible misperception.

What we do not want you to do:

Undermine ESA colleagues or the organisation (e.g. in front of industry).
Say things in an indirect or vague way that conceals information or that could mislead.
Ask personal favours.
Leak confidential information.
Breach privacy, e.g. reading open documents.
Act dishonestly.
Threaten someone, to stop them from speaking out.
Keep quiet when you know a colleague is suffering or being harassed.



*Inspire a sense of belonging
and loyalty*



WIKI ON THE BEHAVIOUR GUIDE



Life at ESA | KM Portal

COMMUNITIES FORUMS EVENTS VIDEOS BOOKS TAGS MAP

esa KM Portal Knowledge Management across ESA

Search with Huginn

Home » Groups

Life at ESA

View Edit Broadcast

LIFE AT ESA "ETIQUETTE"

wiki rules conduct etiquette Organisation Wide

DISCLAIMER

Life at ESA Wiki is a collaborative initiative that welcomes all ESA personnel contribution to the ESA draft behaviour guide.

However, it cannot accept responsibility for the opinions of its members, or for their errors or omissions, or for any consequences arising from the use of information contained herein.

Life at ESA Wiki is not a venue for dispute resolution! If you want to address a concrete matter please contact HR or one of the other contact points (medical services, welfare officers, staff association, confidential counsellors).

LIFE AT ESA WIKI "ETIQUETTE"

1. Be civil: no personal attacks
2. No vandalism, spamming, trolling
3. No posting of personal information
4. Preview changes before publishing
5. Express yourself in English to&n

Read more

WELCOME TO LIFE AT ESA WIKI !

life at ESA wiki behaviour guide Organisation Wide

ESA depends on the dedication and passion with which people at the Agency fulfill their roles to successfully

zelomri

My Bookmarks

- Google search
- Add this page | Customize

My groups

Group New

- KM Portal
- Life at ESA

Group admins

Life at ESA

- Create Article (Blog Post)
- Create Event
- Create Video content
- Create Wiki Page
- Invite friend
- 12 members
- Manager: admin
- My membership

Recent members

- twelmue
- rgregon
- mazli
- foustaal
- fraura
- nikkest
- lgermond
- rcanoarg
- tsaphion
- stunding

1 2 next last »

Group notifications



ACTION 4 SURVEY ON PARTNER WORK SUPPORT



Description

- Online survey with 25 questions
- 7 family/partner oriented questions
- 510 expatriates have responded to the survey
- 469 expatriates have fully completed the survey
- 131 women (25.7%)
- 379 men (74.3%)
- A representative and fair sample of the ESA expatriate population of 1517 staff.



ACTION 4: SURVEY ON PARTNER WORK SUPPORT



SurveyMonkey - Résultats du sondage

SurveyMonkey[®] zelomri Se déconnecter
Mes sondages Carnet d'adresses Mon compte Plans et tarifs [+ Créer un son...](#)

Expats at ESA - Online Survey [Modifier](#)

Rapport par défaut [+ Ajouter un rapport](#)

Résumé des réponses

Nombre total de personnes ayant débuté le sondage : 510
Nombre total de personnes ayant terminé le sondage : 469 (92%)

[Afficher uniquement cette page](#)

PAGE : WELCOME TO THE WHIST "EXPAT AT ESA" QUESTIONNAIRE.

1. If you ARE comfortable with us using anonymised quotes from your contribution, then please tick this box. [Créer un tableau](#) [Télécharger](#)

	Pourcentage de réponses	Nombre de réponses
Yes	86,7%	442
No	13,3%	68
Questions répondues		510
Question passées		0

2. At which ESA site do you work? [Créer un tableau](#) [Télécharger](#)

	Pourcentage de réponses	Nombre de réponses
HQ	11,2%	57
ESTEC	63,3%	323
ESRIN	8,0%	41
ESAC	5,3%	27
ESOC	8,2%	42
EAC	0,4%	2
Other (please specify) Afficher les réponses	3,5%	18
Questions répondues		510
Question passées		0



ACTION 4

KEY FIGURES



Results

- A majority of expatriates in science and engineering: 65.4% (31.5% for women)
- Women more in lower level responsibilities, business management and administrative services.
- Women have same previous experience than men of expatriation
- Easier adaptation of women (62%/ men 48%)
- Less traditional family models for women
 - 20% w/ partner/ men: 8.2%
 - 29% single / men 10,3%
 - 46.6% have children / men: 73.6%
 - 26%% moved w/family / men: 63,6%
- Higher uncertainty rate on mobility for women



ACTION 4

KEY FIGURES



Professional Domain	Women	Men	Total	% Women	%Men
Engineering	50	229	279	18	82
Scientists and Astronauts	7	45	52	13.5	86.5
Administrative Services	52	19	71	73.5	26.5
Business Management Services	11	23	34	32.5	67.5
Management	11	63	74	15	85



ACTION 4

KEY FINDINGS



Risk areas for women

- Language barrier
- Lack of social life
- Logistical issues
- Partner/Spouse integration
- Culture shock

Success factors:

- Adaptability +
- Family support +
- Language capabilities -
- Cross-cultural awareness -
- Personal desire +
- Resilience +
- Previous experience +



CONCLUSIONS

- ESA experimentation successful as there are already follow-up actions;
- Increase of awareness: less « complex » from women to be visible;
- Promotion of a better work-life environment: staff aware that the organisation is proactive to protect equal opportunities, dignity and integrity;
- Knowledge raised on the need to support staff and their partners in the expatriation process.



RECOMMENDATIONS

- Limits of « institutionalisation » : motivation and recognition are main success factors.
- Gender dynamics can be integrated into the wider angle but not exclusively;
- Necessary to have a gender mix in Equal Opportunities initiatives;
- Essential in innovative initiatives to have visible top management commitment;
- Increasing visibility of women role models is an extremely powerful tool to influence women to pursue careers in Science and Engineering and further develop their leadership.
- Challenging to implement social innovation in a time of crisis.



MERCI DE VOTRE ATTENTION

