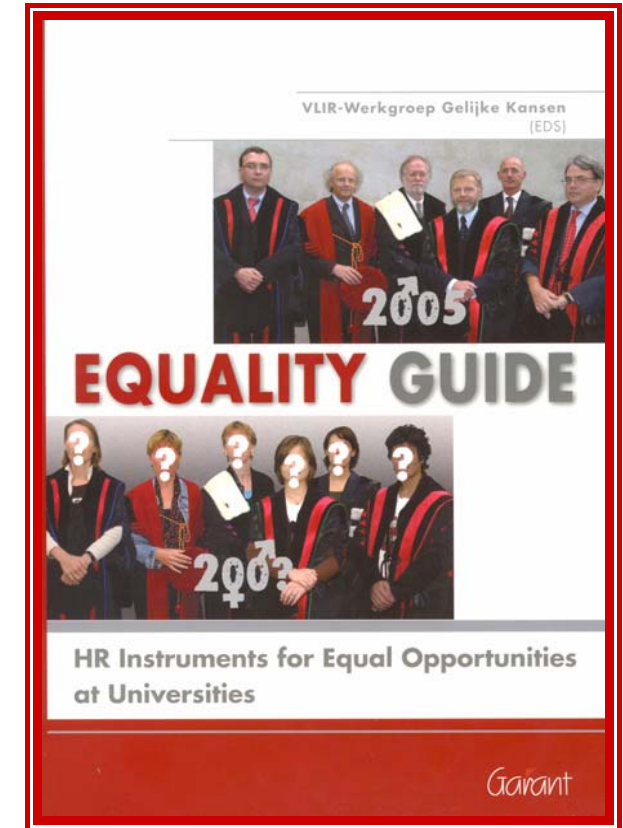


# Equality Guide

## HR Instruments for Equal Opportunities at Universities



Vlaamse  
Interuniversitaire  
Raad  
<http://www.vlir.be>

Een partnerschap tussen de Europese Commissie en het Ministerie van de Vlaamse  
Gemeenschap. Het ESF in Vlaanderen wordt beheerd door het ESF-Agentschap.  
<http://www.esf-agentschap.be>

## OUT NOW

as indicators for a first test on transparency and objectivity. This chapter concentrates on investigating the problem of promotion and career management at the K.U.Leuven. Obstacles were identified, in-depth analyses were executed and policy recommendations were formulated. Four new tools were developed in the scope of this module: 'mapping career and promotion opportunities', a survey on career management in collaboration with the Faculty of Theology, a tool on gender-aware job descriptions and a toolkit 'Mainstreaming Promoters'.

**CHAPTER 4: Scientific Communication** -University of Antwerp (UA).  
*Ann Van der Auweraert*

Research shows that female scientists are not visible enough, that they wait too long to publish, are less heard during meetings, less active in networks etc.. Also in the media, we get to see predominantly male scientists. Given these facts, it is obvious that female scientists should profile themselves more actively, and learn how to communicate better and more. Therefore the UA developed and tested a (scientific) communication training that contributes to sharpen the communication skills of female academics. This should result in better and more visibility within and outside the university. And eventually this will hopefully result in more role models for young girls.

**CHAPTER 5: Mentorship** – University of Hasselt (UHasselt). *Bie Nielandt*

To ameliorate the presence of women in academia, a mentoring program was developed and tested by the University of Hasselt. The goals of this program are: 1. offering chances for the development of young female academics, 2. supporting these women in a career planning focussed on higher positions, 3. being visibly engaged towards equal opportunities, and 4. developing and valorising leadership competences. The instrument is an easy-to-use and transferable manual.

Een **Nederlandstalige versie** van de Gids zal later op het jaar verschijnen. Voor meer informatie over het project of de Gids, contacteer: Elsy Van Roy – Dienst Diversiteitsbeleid K.U.Leuven – tel. +32 16 32 56 10 – fax +32 16 32 57 02 – E-mail: [elsy.vanroy@diversiteit.kuleuven.be](mailto:elsy.vanroy@diversiteit.kuleuven.be)

**Stuur dit bestelformulier naar:**

Garant-Uitgevers  
Somersstraat 13-15  
2018 Antwerpen  
OF

Bestel telefonisch: +32 3 231 29 00

Via fax: +32 3 233 26 59

Via mail: [info@garant.be](mailto:info@garant.be)

[www.garant-uitgevers.be](http://www.garant-uitgevers.be)

Samen met de gids en de tool annex ontvangt u dan een overschrijvingsformulier.

**Garant**  
Antwerpen-Apeldoorn

# Equality Guide

## HR Instruments for Equal Opportunities at Universities

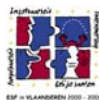
At Flemish universities, women rarely reach the top. That is why five of the six Flemish universities -Vrije Universiteit Brussel, Universiteit Gent, K.U.Leuven, Universiteit Hasselt en Universiteit Antwerpen- joined forces to create an 'Equality Guide: HR Instruments for Equal Opportunities at Universities'. The project is financed by the European Social Fund (ESF), as part of the EQUAL programme, and co-ordinated by the Working Group Equal Opportunities of the Flemish Interuniversity Council (VLIR).

With this project, the five partner universities want to show their commitment to the topic of equal opportunities for men and women. National partners are: the Ministry of the Flemish Community (the Administration Science and Innovation, Department of Education, subdepartment Universities) and the Institute for the Equality of Women and Men. The project has the support of the Flemish Minister of Equal Opportunities and of the Flemish Minister of Work, Education and Training. Transnational partners are: the University of Maastricht (Participatie als Prioriteit), Bradford College (JIVE) and Generalidad Valenciana (Profesion@l).

Each Flemish university chose a different topic to work on. The VUB prepared a module on personnel development and organisational culture (1); the UGent on the different career paths (inflow-throughflow-outflow) (2); the K.U.Leuven on career management (focus on throughflow) (3); the UA on science communication (4); and the UHasselt on mentoring (5). Each of these modules will take up a chapter in the Equality Guide.

Scope of the project is to develop a practical guide with tips, do's and don't's on the topic of Human Resources Management. Each chapter of the Guide will also contain a description of casestudies in the different universities. Target audiences are policy makers at universities -and beyond- in Europe.

The Equality Guide will be ready by February 2008. The developed instruments will be published in a separate publication (sold together with the Guide) -Equality Guide: Appendices.



# Content Equality Guide

## CHAPTER 1: Personnel development and Organisational culture - University of Brussels (VUB). *Yanna Van Wesemael*

During the last few years, many public organisations in Flanders have started working on a diversity or equal opportunities policy. The effects of those actions can be measured by means of counting. But it is also important to know how people react to the actions during their daily work, and how it affects their working climate. The effects of incorporating a diversity policy may take several steps and several years, so the VUB created an instrument –a survey on organisational culture- that can be used every x years. Target groups are all members of personnel and all students. The survey measures how people perceive their working climate and how they think about equal opportunities initiatives and services. The survey can also be used to make people aware and make them talk about equal opportunities. It helps give policy makers an idea of exactly how diversity and equal opportunities minded their organisation is and it can feature as a very useful benchmarking instrument between organisations.

## CHAPTER 2: Career paths – University of Ghent (UGent). *Sigried Lievens – Hanneke Pyck – Liselotte Vandebussche*

A lot of studies on the recruitment, promotion and dismissal of women at universities in diverse European countries already exist. Based on these studies, the UGent decided to study the inflow, through flow and outflow of female academics at their university. In the scope of this module, instruments were developed and policy propositions were formulated in order to stimulate the inflow of women into universities, to create more promotion opportunities for women and to decrease the early outflow of female academics. On the topic of inflow, a large-scaled survey was organised among the final-year students at UGent, and the vacancy policy of the university was screened. The through flow was studied by developing and conducting a survey among the personnel of the UGent. And on the topic of outflow, a guideline for exit interviews was created.

## CHAPTER 3: Career Management – Catholic University of Leuven (K.U.Leuven). *Esther Hiel*

To meet the future standards of quality and quantity of research, education and service in Europe, universities need to maintain an optimal functioning personnel staff. If it is a goal for universities to continuously attract, employ and offer these outstanding co-workers maximum deployment opportunities, then an efficient career management is needed. Such a career management needs to endure the quality test concerning transparency, objectivity and effectivity; gender neutralism and diversity can be considered

# BESTELFORMULIER Equality Guide

Naam:.....

Organisatie:.....

Adres:.....

Land:.....

Telefoonnummer:.....

Bestelt:

... ex. Equality Guide – HR Instruments for Equal Opportunities at Universities  
ISBN 978 90 441 2277 0 -301 blz.

+ Equality Guide – Tool Annex

ISBN 978 90 441 2278 7 – 148 blz.

Prijs Equality Guide + Tool Annex: 49 euro