Monitoring GEPs in RPOs

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Monitoring principles – part I
(Dahmen-Adkins & Peterson 2019)

CH
AN
GE!

1) Monitoring as integrated part of the change process

2) Combination of a deductive approach with an inductive one

3) Combination of qualitative and quantitative tools

4) Tailor-make monitoring tools

Monitoring principles – part II

(Dahmen-Adkins & Peterson 2019)

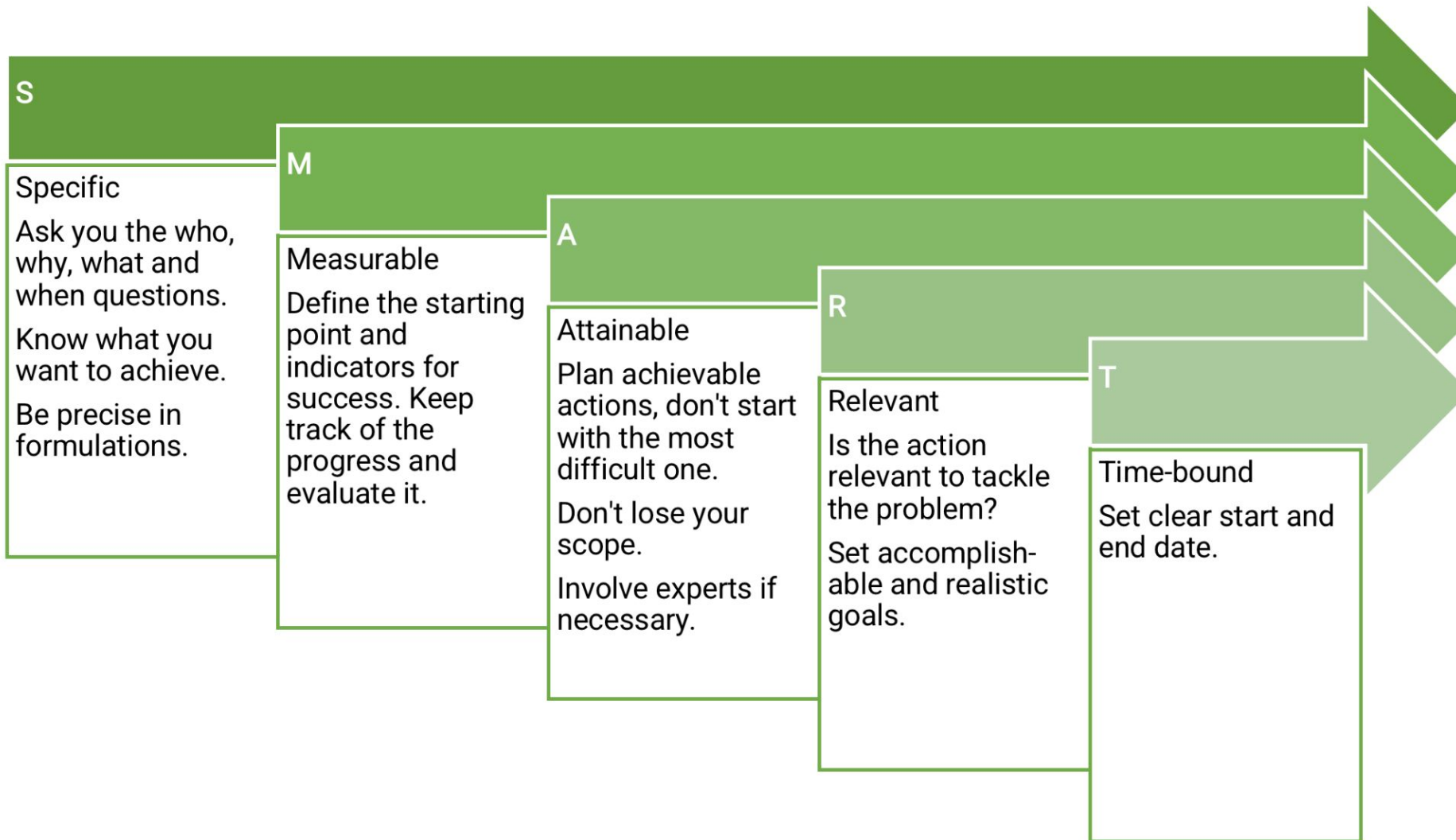5) Collect diverse and varied data

6) Make monitoring a collaborative effort

7) Adapt the project phases

8) Allocate sufficient resources to monitoring activities

Design your actions in a SMART way; this supports an effective implementation by setting realistic goals and evaluating your objectives during a pre-defined time frame.

S

Specific

Ask you the who, why, what and when questions.

Know what you want to achieve.

Be precise in formulations.

M

Measurable

Define the starting point and indicators for success. Keep track of the progress and evaluate it.

A

Attainable

Plan achievable actions, don't start with the most difficult one.

Don't lose your scope.

Involve experts if necessary.

R

Relevant

Is the action relevant to tackle the problem?

Set accomplish-able and realistic goals.

T

Time-bound

Set clear start and end date.

CHANGE!

Action 1	Action name:		
Short description of the action			
Impact area(s)[1]	1. Increase in the participation of women in research and innovation and improvement of their career prospects ☐ 2. Gender balance in decision-making bodies ☐ 3. Gender dimension in research content ☐ 4. Work-life balance and organizational culture ☐ 5. Measures to prevent GBV incl. sexual harassment ☐ Other, please specify:		

Field(s) of action
 (one action might tackle more than one field of action)
	☐ Understanding the organization
	    ☐ Data collection
	    ☐ Other:
	 ☐ Raising awareness
	    ☐ Gender (& Diversity) training
	    ☐ Other:
	 ☐ Career progression and development
	    ☐ Recruitment
	    ☐ Promotion
	    ☐ Retention
	 ☐ Creating a gender-inclusive workplace culture
	 ☐ Prevention of gender-based violence/sexual harassment
	 ☐ Institutional Governance
	    ☐ Gender equality policies
	    ☐ Gender monitoring
	    ☐ Gender balanced decision bodies
		☐ Integration of gender aspects in
		    ☐ Research
		    ☐ Teaching
		    ☐ Internal funding applications
		 ☐ Work-life-balance aspects
		    ☐ Flexible working conditions
		    ☐ Dual Career
		    ☐ Care & family work
		    ☐ Other, please specify
		 ☐ Gender Budgeting, please specify:
		
		 ☐ Other fields, please specify:
		    -	

Institutional key site(s) of inequality to be addressed by this action (= organizational context)	⟵ Based on data collected		
Target group(s) to be addressed by this action	☐ Students	☐ Research and teaching staff Please specify who:	☐ Administration Please specify who:
Involved actors for the implementation	☐ LeTSGEPs core team ☐ LeTSGEPs WG ☐ Administration ☐ Management	Please specify who:	
Responsible for the implementation			
Action's importance for your institution	☐ Very high ☐ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide
Planned implementation period[2]	Start month/year	End month/year	

Break down the rationale behind each GEP action to keep up with it's progress later!

Resources needed for implementation (personnel, equipment)	
Expected (measurable) output of this action (short-term effects)	⟵
Expected outcome[3] of this action (mid-term effects)	⟵
Evaluation procedure (How to determine if goal was reached.)	⟵
Any additional comments you would like to make:	

Reflection on micro change agents practices

Key change practices for successful change agency
(Dahmen-Adkins & Peterson, 2021)

1) Communication – *what, with whom and how*
2) Community-building – *allyship and networking*
3) Building trust and legitimacy – *policies and external funding*
4) Accumulating and using resources – *time, money, access to information*
5) Using and transferring knowledge – *gender equality and organizational knowledge*
6) Drawing on personal motivation – *justice advocacy and/or personal concern*

One last food for thought:
Practice Self-Care as Change Agent
(Dahmen-Adkins & Peterson 2021)

The implementation of gender equality change in organizations commonly encounters manifestations of resistance and the reasons for this are complex and multidimensional (Benschop and van den Brink 2014).

As a change agent **disrupting the system**

❏ means questioning existing traditional structures,
❏ challenging embedded processes and
❏ identifying (hidden) mechanisms of exclusion and inequality

As a consequence managing negative experiences and emotions, such as resistance to implementation measures requires learning new strategies for dealing with them, or resorting to tried and tested strategies

→ High degree of **flexibility** and **resilience** is necessary to persistently maintain the personal motivation

Monitoring…

- ❏ … is a chance to improve your work
- ❏ … contributes to the individual and organisational capacity building of the involved actors
- ❏ … can facilitate knowledge exchange between change agents and stakeholders
- ❏ … offers the possibility to respond quickly to changed organisational circumstances with corrective actions
- ❏ … helps to reflect on institutional processes

BUT
- ❏ Don't focus on the negative effects/hurdles and resistances
- ❏ Don't focus on negative people, seek the cooperation of (potential) allies
- ❏ "Celebrate" also minor successes and make them visible
- ❏ Take care of yourself and reflect also about the effects change agent work has on you/your team

Interactive phase

1) Individual part (5 min.) → Write down on a post-it your own experiences:
   - lessons learned with monitoring (in case you already have a monitoring system in place)
   - what kind of institutional support/resources you would need to get started (in case you haven't started with monitoring actions yet)

2) Small peer exchange part (10 min.) → Get together in small groups of 5-6 people and exchange your individual notes
   - appoint one person in your group, who feeds back your discussion in part 3
   - use the large green post-its to collect lessons learned and the large pink post-its to collect requirements for starting monitoring work

3) Feedback part (15 min.) →
   - Representative of each group quickly sums up the notes on the green and pink post-its for the whole group
   - Quick feedback from participants on problematic issues raised in the other groups

Sources/further reading:

Jennifer Dahmen-Adkins & Helen Peterson (2021)
Micro Change Agents for Gender Equality: Transforming
European Research Performing Organizations

Jennifer Dahmen-Adkins & Helen Peterson (2019)
The How, What and When of Project Monitoring

Helen Peterson & Jennifer Dahmen (2018)
MONITORING HANDBOOK
Methods and tools for monitoring developed in the
GenderTime project

EFFORTI Toolbox: Evaluation Framework