

# GENERA

## Incubating knowledge/scientists: some steps to benefit from human talent at CRG

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SECRETARIA DE ESTADO  
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DESARROLLO E  
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Objective 1. To evaluate values and practices of senior researchers in the decision-making processes during the identification of talent and excellence in science.

Social group: Full lectureship

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Methodology: Experimental design → evaluation of their curriculum in the five scientific areas  
The CV will be simulated, we will manipulate them with the sex variable and control this variable also in the evaluating panel.

Estimated sample: 200-400 evaluations of the cv

Expected results:

- Scientific publications in journals with high impact factor
- Participation at national and international conferences
- Recommendations for agencies in charge of evaluation and scientific planification

Objective 2. To examine bias related to scientific activity of female researchers and its influence in their trajectories.

Social group: researchers in Spain, Australia, United Kingdom, and Sweden attending to an intersectional perspective (age, origin, ethnica, disabilities and gender).

Methodology: Questionnaire with 25 questions in English and Spanish

Answers obtained 700

Dimensions to be explored:

Acces to the information:  
scholarships, contracts, etc.

Acknowledgement of those  
peer-colleagues

Key moments in the  
professional trajectories

Type of developed activity

Obtained resources and  
exploring the concept of  
excellence

Other sociodemographic  
factors

Estimated results:

- Anonymous results and open to quantitative data at <http://genera-uoc.com>
- Publishing at international journals with Impact Factor
- Technical reports with the main problems for those agents who are key for scientific policy-making.

Objective 3. To compare gender bias across different environments (scientific knowledge, activity sector) that influences the selection and progression of male and female researchers.

Social group: Research group data

Methodology: Selecting 10 study cases corresponding to the five scientific areas of knowledge (5 universities and 5 research centres) at different regions in Spain.

1. Analysis of the legal documentation around internal hiring processes
2. Group interviews with commission members and/or group leaders.
3. Elaboration of the ego diagrams where we will represent resources and people affecting positively or negatively their professional trajectories

Estimated results:

- Presenting the results in academic forums (conferences and publications).
- Communication of the results to the evaluative agencies (focusing on ANECA), research centres and key agents in national, international and regional scientific policy-makers
- Elaborating a protocol with good practices and guides to improve incorporation and promotion processes for researchers (transparency and equity oriented to support talent).

Objective 4. To compare gender bias across different environments (scientific knowledge, activity sector) that influences the selection and progression of male and female researchers.

Social group: senior researchers at universities and research centres who have been or can be mentors

Methodologies: Due to a mix population (different sectors and cultures), we will look for common spaces (for example, conferences).

Aspects to be treated in the focus groups:

- How did they access and achieve promotion in their professional trajectories. Key moments.
- Which candidates do they choose and what merits do they consider a must for a researcher. What do they understand for excellence in their area and/or discipline.
- Which pieces of advice would they give to young people who would like to start a scientific career in their area of knowledge.

Estimated results:

- Presentation of the results at conferences and scientific meetings  
Presentación de los resultados en conferencias y reuniones científicas
- Publication in journals with Impact Factor
- Communication of the results to international and national evaluation agencies, as well as to institutions that promote excellent research such as the European Research Council.

- Methodology:
  - Analysis of the legal documentation regarding hiring processes
  - 10 in-deep interviews (1 hour long) with different researchers and research support at different stages in their careers: 5 male and 5 female.
  - Elaboration of the ego grama for each one of them
  - Focus group interview with three participants: one HHRR person, one group leader and one head of unit.

Preliminary aspects:

- Excellent research centre considered a European referent in the area of biomedicine with a high demand of researchers coming from all over the world to work there.
- In between public and private sector .
- Good representation of the different professional and scientific categories.
- Easy accessibility thanks to the people collaborating
- Strong “gender balance” committee with good practices dedicated to ensure equality among researchers such as those concerning maternity policies.
- Nevertheless... they have 26 male group leaders and 5 women group leaders...

CRG as a research centre where excellence and excellent scientists is being incubated. This means:

1. Attracting the best scientists around the world
2. Exporting the same type of talent

However, this implies several things...

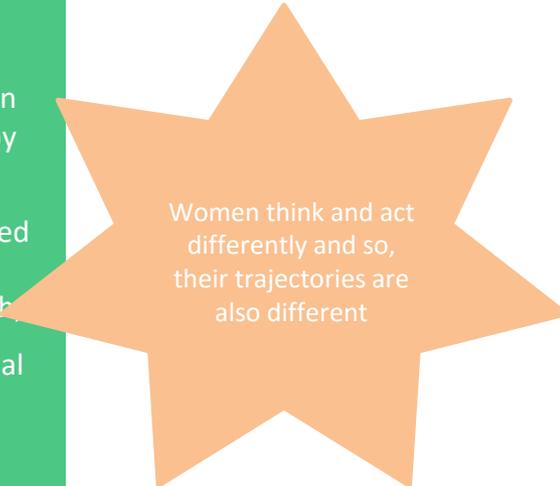
1. Mobile position in which permanency is not possible.
2. Internal promotion is almost impossible.
3. A strong network with other research centres, and scientists with high responsibility with respect to staff scientists and other research personnel.
4. Research groups in which the GL is left with a huge amount of responsibility since he or she is the only one with permanent positions and it makes him or her to be the only researcher leading an open research line.

- What does it mean for researchers:
  - They will be trained in excellent research centres achieving professional networks and good mentors.
  - Working in an excellent research centre means producing excellent merits for their curriculum
  - They might expect high mobility
  - Unstable positions
  - External promotion is mandatory with high international profiles. The talent is being trained across centres, methodologies and research groups.

WHY ARE SO FEW WOMEN AT GL POSITIONS?

Apparently, women are less motivated to pursue a GL position:

- 1) women feel more isolated than men which very much influences their expectations about their careers,
- 2) the burden of work as GL based on management is underestimated by men and women
- 3) Probably women are less interested because management implies activities not related with research
- 4) time consuming is a very influential factor for women because of the double role of gender scripts
- 5) male panels discourage women to participate in decisive evaluation processes where women are hardly appointed.



Women think and act differently and so, their trajectories are also different

Therefore, we would recommend...

1. Specific calls for women to obtain a GL position inside the centre in addition to postdoc positions
2. Explaining what it means to be a GL through workshops and other activities
3. Creating strong processes of mentorship for women in which not only senior researchers offer their experiences but they also learn from fears
4. Promoting female networks and networks where women are strongly involved
5. Board committees should take into account different trajectories since female trajectories are sometimes slower and more interrupted according to their curriculum.

## Some conclusions....

1.Mobility. Launching specific gender policies regarding family of researchers' attracted by CRG.

2.The concept of excellence is a very restricted and contaminated one which promotes certain merits and not others. Likewise, it is either self-referential or non-referential. It is an opaque term that confuses all researchers because their exigencies are always competitive but very variable.

3.The GL position. It devotes more work in managerial tasks that women feel contrary to according to their vocational preferences.

4.The relocation of a different lab slows down careers that women think worse than maternity leave. Women are usually affected by because the leader does not take them to the new location.

5.Gender influences in evaluation processes. In the collective interview and some interviews to the GL, we detected controversial factors regarding gender biases due to subjective decisions of committee boards.

Thank you for listening!

Info about the research project in the following link: <http://genera-uoc.com/sp/Proyecto/>

For more information, please contact:

Beatriz Revelles Benavente (researcher at GENERA) [brevelles@uoc.edu](mailto:brevelles@uoc.edu)

Ana M. González Ramos (IP GENERA): [agonzalezram@uoc.edu](mailto:agonzalezram@uoc.edu)