

Personnel Development in the Social Sector

Dossier No. 5: Women in management positions



Dear Readers,

The social sector faces major challenges. On the one hand, it is a growth industry, because the demand for social services is growing in line with the demographic development. On the other hand, the demographic change also means a drop in the overall supply of labour which makes it increasingly difficult for companies in the social sector to find qualified staff in sufficient numbers.

To counter these consequences effectively, the Federal Ministry of Labour and Social Affairs (BMAS) together with the Federal Association of Non-statutory Welfare (BAGFW) have developed the “rückenwind” programme for social sector employees. Since 2009, this programme has supported personnel development projects in the not-for-profit social sector with funding from the European Social Fund (ESF) and the BMAS. Over the course of six funding rounds, 131 projects were set in motion which follow a wide range of approaches to personnel recruitment and retention and also to the establishment of sustainable personnel management.

The aim of this series of dossiers on “Personnel development in the social sector” is to contribute towards publicising a good selection of the valuable approaches from the sponsored projects and to highlight possible actions for social sector companies, providers and associations. The topics of the six dossiers are guided by the various sections supported by this programme. All interested parties will thus have an opportunity to get a multi-layered insight into the “rückenwind” programme and its projects. The dossiers are published on our website www.bagfw-esf.de.

This fifth dossier is dedicated to the topic of women in management positions. The following pages give you an introductory overview of the topic. This is followed by the more detailed presentation of three “rückenwind” projects that approach the topic of women in management positions in different ways – from organisational consulting to the introduction of personnel development that promotes gender equality, qualification seminars for young potential managers and the promotion of networks as a platform for the exchange of knowledge and experience. In addition, the dossier also contains a selection of further links and literature on the topic.

We hope you enjoy this booklet and take inspiration from it!

Dr Gerhard Timm
BAGFW Director

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In conversation

Reinhard Kühn is the Head of Association- and Profile-Development at the Caritas Association of the Diocese Hildesheim and represents the German Caritas Association in the steering group of the “rückenwind” programme.

Mr Kühn, the promotion of women is currently a hot topic on many levels. How important is it as part of the “rückenwind” programme?

The promotion of equal opportunity for women and men is a binding overarching objective of all current ESF programmes. In the “rückenwind” programme this means: “a consistent gender mainstreaming concept is mandatory for a project that is eligible for funding”. Specific measure promoting the equal treatment of men and women must be a common thread throughout the entire project. Moreover, an independent funding section was dedicated to the support and qualification of women in leadership positions. This involves the recognition of the potentials of female personnel as managers and the initiation of corresponding qualification seminars. A particular focus is on introducing social facilities and services to a family-friendly personnel policy that promotes gender equality.

What strategy is your association pursuing in this area and how is “rückenwind” helping in this regard?

In its business activities guideline, in 2008, the German Caritas Association committed to establishing a fair balance of women and men as managers. We are aiming towards a 50/50 balance of women/men in management positions. In 2011, the Caritas delegates assembly resolved that it expects Caritas companies to take measures to increase the number of women in their executive boards, management boards and supervisory boards. Various Caritas associations and compa-

nies have used “rückenwind” to provide impetus for the implementation of the association's gender objectives and to strengthen the gender competency of managers. More and more Caritas companies and associations are realising that diversity is a catalyst for innovation and that mixed-gender management levels provide economic benefits. It is also pleasing to see that more and more Caritas companies are being certified in the “audit berufundfamilie” and so facilitating the reconciliation of private and professional interests.

Women in management positions is a goal that will remain important after the completion of the “rückenwind” programme. In your opinion, how does the topic need to be pursued?

A vast majority of employees in the social sector are women. However, they remain strongly under-represented at the top management levels. In particular, in times of skills shortages, a clear rise in the number of women in top management is a social as well as a commercial necessity. For example, this involves giving employees in professions with so-called “dead-end careers” the opportunity for promotion with new qualification offers. “rückenwind” has provided a very important push in the right direction. We now need to continue down this path and develop and disseminate the approaches and instruments tested as part of the programme. Equal opportunities for women and men as a key component of personnel management; that has to be the aim for the social sector.

Women in management positions –

A gender balancing act

They are in the fast lane at school and at uni: women more frequently complete their A levels and are, on average, better at their studies than men – it's only later that they are held back.

Few women reach the management levels of a company. This also applies for the social sector, which is otherwise dominated by women. The proportion of women in the healthcare and social sectors was around 74 percent in 2010 according to the Federal Statistical Office.² Despite this, the ratio drops to 32 percent in management positions.³ However, more and more companies are now committing to balanced gender distribution at all levels – and rightly so. A Finnish study confirms: companies with women at the management level generate an average of ten percent more profit than companies with an all-male management level.⁴ Yet: the proportion of women in management positions is only rising very slowly.⁵ More use also needs to be made of the potentials of women with respect to demographic change and the associated skills shortage. Companies need to pave the way to management positions in order to make themselves attractive employers for women. This is the only way to ensure that knowledge is enhanced and that a high quality of work is assured in the long term.⁶ How can this work in practice? An important means are education and training measures. In this case, the company uses internal resources, i. e. inter-

nal specialists, who attend specific development courses. This facilitates professional advancement for employees and ensures that the company has highly qualified personnel. Personnel development that promotes equal opportunities in social sector companies is also important in terms of opening new career opportunities for women.⁷

Another instrument to support professional development and to qualify female professionals for advancement is mentoring. In this case a person (mentor) conveys their knowledge and experience to another person (mentee). A mentor provides advice and support for new activities. A key aspect is also the promotion of contacts in corporate networks. This is where important information is exchanged and career opportunities are identified. Mentoring also frequently gives the mentee more self-confidence.⁸ Another key factor is that women in management positions are role models for the next generation of female managers. Their position in an otherwise male-dominated level of hierarchy makes an important contribution to breaking down gender-related clichés. This also includes the widely held belief that strong management qualities are typically a male trait.⁹

These kinds of clichés are not the only hurdle that women encounter on their path to the top: a study by Carsten Wippermann shows that men in management have a positive view of the advancement of women and even regret that there are not enough women in higher positions.

¹ cf. Federal Ministry of Labour and Social Affairs (BMAS), 2012: Gleichstellen, Bundesinitiative für Frauen in der Wirtschaft, Gute Gründe. <http://www.bundesinitiativegleichstellen.de/gute-gruende.html>, date viewed: 02/04/2013

² cf. Statistisches Bundesamt (StBA), 2011, p.12: Gesundheit, Personal. Wiesbaden

³ cf. Hoppenstedt Firmeninformationen GmbH, 2010: Hoppenstedt-Studie: "Frauen in Führungspositionen": Frauenanteil im Management steigt weiter – an der Spitze sind Frauen weiterhin rar

⁴ cf. Kotiranta, A., Kovalainen, A., Rouvinen, P: Female Leadership and Firm Profitability in: Finnish Business and Policy Forum EVA, No. 3, 2007

⁵ cf. Europäische Union, 2010, S.6: Mehr Frauen in Führungspositionen. Ein Schlüssel zu wirtschaftlicher Stabilität und Wachstum. <http://ec.europa.eu/social/BlobServlet?docId=4746&langId=de>, date viewed: 20/06/2013

⁶ cf. BMAS, 2012

⁷ ibid

⁸ cf. EU, 2010, p. 40

⁹ cf. EU, 2010, p. 34, 37 et seq.



On the other hand, they establish barriers and are, sometimes unconsciously, the “guardians of the glass ceiling”. Another of these invisible hurdles is the perception that family leave is an obstacle to advancement. As, allegedly, expert knowledge is no longer up-to-date on returning to employment.¹⁰

However, the long-term goal is not just to pave the way to management positions for women – the focus is also on men. Gender equality will be targeted based on a dual strategy: the implementation of the “Gender Mainstreaming” strategy focuses on a comprehensive approach to the promotion of equality between women and men. This is connected with specific measures – for women as well as men, such as with regard to the topic of the compatibility of career and family. This intends to identify, break down and prevent gender disadvantages. This mix is now a guiding principle in the European Commission as well as in German politics.¹¹

What does this mean for companies? According to the EU Report 2010, they must introduce guidelines that promote the compatibility of career and private life. Women and men must be able to actively participate in family life, without jeopardising their career development. Awareness of promoting the compatibility of career and family is also being raised at a European level. Examples include flexible work time models such as part-time work, minor

employment and jobsharing, childcare offers and leave and return programmes. The most important initiatives to promote gender equality must arise from within the company; this is the only way to ensure that they are accepted and promoted. It is therefore important to raise awareness amongst managers who make decisions in companies and have a direct influence on corporate policy with regard to personnel recruitment and career development.¹²

Everyone must work together: politics, companies and society, in breaking down the conception of roles and the resulting gender-specific clichés. They must all contribute to the promotion of women in management positions.

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Jana Stahlschmidt is a personnel consultant at conQuaesso®. The sociologist, specialising in labour, career and organisation, supports companies in recruiting qualified specialists and managers in the healthcare and social sectors. She is the author and co-author of various specialist publications, which focus on personnel development as well as the use of web2.0 instruments to recruit personnel and increase employee loyalty.

¹⁰cf. BMFSFJ study by Dr Carsten Wippermann, 2010. p. 9 et seq.: Frauen in Führungspositionen – Barrieren und Brücken, http://www.bmfsfj.de/RedaktionBMFSFJ/Broschuerenstelle/Pdf-Anlagen/frauen-in-f_C3_BChrungspositionen-deutsch,property=pdf,bereich=bmfsfj,sprache=de,rwb=true.pdf, date viewed: 20/06/2013

¹¹cf. Agency for Gender Equality within the ESF: <http://www.esf-gleichstellung.de/gendermainstreaming.html>

¹²cf. EU, 2010, p. 36, 37

Practical examples:

Modernising organisations with a focus on gender equality

Project

FIF – Frauen in Führungspositionen gewinnen, ihre Fähigkeiten ausbauen und Perspektiven schaffen

Term

01/11/2011 - 31/10/2014

Region

nationwide

Field

children and youth services

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Where the increasing skills and management shortage coincides with the exodus of women from rural areas, this represents a particular challenge for structurally weak areas.

It is therefore important to create incentives in order to stop the departure of qualified women. As a national institution with a high proportion of female employees, the Christliche Jugenddorfwerk Deutschland e. V. (CJD), Waren, aims to raise awareness among management of the corporate relevance of the promotion of women to management positions.

A requirements and gender analysis through personnel data collections, employee surveys and qualitative interviews in the facilities involved leads to a comprehensive organisation development process. The objective is to put the structural conditions for women interested in assuming management responsibility in the company to the test. An action plan for introducing personnel development measures that promote gender equality is then prepared based on inhouse consultations. Relevant topic areas include the opportunity to reconcile family and career and improving the gender equality competency of employees.

Parallel to this, 75 team managers and female junior managers from 15 CJD facilities throughout Germany as well as from ten other not-for-profit organisations in Mecklenburg-Vorpommern will participate in a modular qualification programme for managers. Four face-to-face and three online learning modules will teach topics such as leadership, understanding of personalities and roles, communication, business administration and marketing.

Action strategies:

- Requirements and gender analysis in ten facilities

- Implementation of a comprehensive organisational consultation at the management level and HR officers on the topics of equal opportunities and joint formulation of operational objectives
- Qualification of 75 female employees as managers (combination of face-to-face phases and online learning modules)

Recommendations:

- In the case of organisational consultation processes, it is extremely important that the facility managers identify the promotion of women as a modern HR management strategy.
- Organisational consultation processes must always address the corporate structures. Management and HR officer questionnaires on the individual corporate structure and the collection of personnel data can be used to ensure that this is the case.
- The results of the gender analysis must be discussed with the decision-makers in the company so that joint and specific recommendations for action can subsequently be identified.

“Despite initial scepticism, thanks to an extensive information campaign we were able to win-over a large number of facility managers on the topic of ‘the promotion of women’.”

Anna Güthler, Project Manager

Practical examples:

Support when taking on management responsibility

The area of responsibility of a manager in kindergartens requires diverse management and leadership competencies – technical educator training does not cover these requirements.

The objective of the “rückenwind” project by Fröbel e. V. is to identify professional advancement opportunities for women and systematically prepare them for this career step. The Fröbel Group is a child and youth welfare organisation with 120 day-care centres in which about 12,000 children are supported by about 2,000 employees. The 18-month trainee programme for managers is aimed at female educators and deputy managers and provides intensive preparation for taking on a management position. The content of the qualification, which is divided into theory and practical phases, includes the basics of business administration, shaping corporate cooperation and quality management as well as personnel management and personnel development.

A key component of the trainee programme is a mentoring programme. Each trainee is assigned a female mentor who provides support, particularly during the practical phases. In the two practical phases, each lasting eight months, the mentor provides advice and support, sets training tasks and holds regular feedback discussions. The combination of the trainee programme and the mentoring programme means that the trainee receives more than just technical knowledge: the young executive also benefits from the mentor’s extensive experience. The result is an intensive and closely supported preparation for the assumption of management responsibility.

Action strategies:

- Development of a trainee and mentoring programme for young executives from day-care centres

- Acquisition of the participants with the aid of an assessment centre
- Implementation of personnel development meetings with all participants with the objective of identifying professional advancement opportunities
- 18 month qualification as part of a trainee programme (six seminars over 25 days)
- All trainees participate in a mentoring programme

Recommendations:

- The training units must align to the participants’ existing competencies. It is essential that these are linked to the biographies of the participants, the educational management requirements and the existing formal professional qualifications.
- For the trainee support by mentors it is important that the meeting frequency and the time frame are specified in advance.

“The concept deliberately combines theory and practice. We want this practical qualification to promote general management and leadership competencies in the social sector.”

Pia Schnadt, Project Manager

Project

Traineeprogramm für Führungskräfte in Kindergärten und Trägerorganisationen

Term

01/07/2010 - 31/12/2012

Region

Berlin

Field

children and youth services

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Practical examples:

Networks to promote advancement

Project

Gleichgestellt in Führung gehen: Schaffung eines gleichberechtigten Zugangs von Frauen und Männern zu Führungspositionen der Caritas

Term

01/07/2012 - 31/12/2014

Region

nationwide

Field

cross-sectoral

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Professional networks as contact and exchange platforms promote opportunities for advancement. Previously, primarily those of men. As their networks function well.

This is where Caritas' "Gleichgestellt in Führung gehen" comes in. The project initiates the establishment of networks between existing and potential female managers in Caritas. The resulting networks are used to exchange experiences and transfer knowledge and are intended to permanently reinforce the management positions of women as well as support other potential managers in their professional development. The overarching goal is to establish the foundations for increasing the number of women in management positions in Caritas.

A scientific analysis on the reasons for the low number of women in management positions is carried out at the start of the project. The examination of the causes is followed by the specification of the organisational and corporate cultural requirements needed to increase the proportion of female managers. These requirements are trialled at five pilot locations and the results and conclusions are published in the form of a best practice guide.

Action strategies:

- Implementation of the study "Women in management positions at Caritas – achievements and challenges" to determine the reasons for the low proportion of women in management positions
- Initiation and establishment of an exchange forum for female managers
- Establishment of a mentoring programme
- Support of five pilot locations in which personnel and organisational development instruments are being trialled
- Publication of the results in a best practice guide and execution of a concluding conference

Recommendations:

- The forms of exchange and networking must align to the target group requirements and topics. The planning, sequence or cycle of networking concepts (exchange forums, networking meetings, etc.) must therefore be jointly determined with the participants.
- The project implementation at five different locations provides a representative cross-section of experience and findings as well as meaningful measures to change corporate structures. These can then be more easily transferred to the various social sector facilities and services.
- The relevant company's management level must be closely integrated into the process of structural and corporate cultural changes in order to promote a shift to a gender-sensitive corporate culture and to question existing role and career patterns.

"The objective is to establish a balanced mix of genders at the management levels, which will change the corporate culture for the better."

Dr Barbara Schramkowski, Project Manager



Practical examples:

Other approaches

Several other projects in the "rückenwind" programme deal with the issue of women in management positions. Below we have listed some interesting approaches for you. Please visit the website of the ESF-Regiestelle (programme managing authority) for further information about projects and latest developments in the "rückenwind" programme: www.bagfw-esf.de.

Project

Frauen on Top

Contact

Deutsche Angestellten-Akademie GmbH
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Enhancing management competencies

The project is aimed at female managers and potential managers in the Catholic day-care centres of the diocese Hildesheim. It offers cross-institutional qualifications in the areas of personnel and organisational development, personnel development instruments, team development and many more. The choice of topics is based on a comprehensive needs analysis and enables participants to meet the changing requirements of management in day-care centres.

For more information: www.daa-nienburg.de

Project

Lernnetzwerk "Personalbindungskonzepte in der stationären Altenpflege"

Contact

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Establishing family-friendly structures

As part of a joint AWO project in the area of aged care, the Bezirksverband Oberbayern is trialling concepts promoting a family-friendly management culture and various measures for re-entry following parental leave. A guide on family-friendly rostering is also being prepared together with other facilities and services. The objective is to establish the framework conditions for the better compatibility of family and career and to provide professional advancement opportunities for employees with family obligations.

For more information: www.awo-informationservice.org/index.php?id=814

Project

LIFT – Qualifizierung von Frauen in & für Führungspositionen

Contact

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Collegial consulting

In addition to a one-year, extra-occupational training course for current and future managers across all areas of social welfare work, the project also focuses on collegial consulting and the establishment of networks. As part of intervision groups, four to five individuals join together to form a regional or business-related group and provide mutual advice on the fulfilment of specific and current management tasks.

For more information: www.diakonie-mitteldeutschland.de

More on the topic

Definitions, data, facts

The Agency for Gender Equality within the ESF was established by the Federal Ministry of Labour and Social Affairs in order to support the implementation of gender mainstreaming in the federal ESF programme. The agency's website provides definitions, studies, instruments and practical tips on the topic of gender mainstreaming.

For more information:

www.esf-gleichstellung.de

Family-friendly personnel policy

berufundfamilie gGmbH, the not-for-profit Hertie foundation presents best practice examples for family-friendly companies and provides solution proposals for companies regarding the introduction of a personnel policy, which improve the compatibility of family and career, as part of an audit. Under the publications heading you will also find numerous publications relating to the topic, including the paper "Vereinbarkeit für Führungskräfte" and the guide "Familienorientierte Personalpolitik" published by the Federal Ministry of Family Affairs, Senior Citizens, Women and Youth.

For more information:

www.beruf-und-familie.de

Network overview

The "Business Ladies" careers magazine website provides an overview of networks, associations and initiatives dedicated to the topics of women and careers. It also provides current articles on the topics such as the wage differentials that exist between women and men, career tips and the compatibility of family and career.

For more information:

www.businessladys.de/service/frauen-netzwerke-initiativen

Site notice

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www.bagfw-esf.de