



Foto Zerù

The Minerva Code

*a model of implementation for the
European Charter and Code for
Researchers*

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the challenge

fairer deal for the best talents in
science recruitment procedures
and career appraisal

Case study 1: *recruitment of researchers at the Swedish Medical Research Council*

Wennerås & Wold, Nature 347, 341-343 (1997)

Result of the analysis of the evaluation reports

- evaluation of the scientific merit dependent on gender
- qualifications of men over evaluated with respect to women's qualifications

Rating of the criteria of evaluation

1. scientific excellence
2. links with evaluators
3. gender male

Fate for the authors of the study

Wennerås and Wold never got a position at the SMRC

2000 ETAN report: good practice

- **use fair selection and recruitment practices:
all posts to be advertised,
job/personal specifications to be provided**
- evolve more transparent methods of assessing merit, quality and productivity
- end the use of patronage to fill posts and jobs tailored to fit particular candidates
- encourage women to apply for research fellowships and senior posts

Case study 2:

Women in the EC Framework Programme

data from FP4 - Programme MAST

Data for co-ordinators

- proposals submitted by of women 12%
- rate of success for women's proposals 80%
- rate of success for men's proposals 25%

but women co-ordinators have lower academic positions

Decisions in Europe

- Communication of the Commission
 - “Women and Science, to mobilize women to enrich the European research”, 1999
- Council resolutions
 - “Women and Science”, 1999
 - “Science and Society” & “Women in Science” 2001
- Parliament resolutions
 - PE 284.656 on the Communication of the Commission
 - PE 297.122 on the Communication of the Commission to the Council

Actions

- structural
 - establishment of the Unit Women and Science in DG Research
- political
 - establishment of the Helsinki Group on Women and Science
- programmatic
 - Science and Society in the 6th Framework Programme

Helsinki Group on Women and Science

First meeting in Helsinki 1999

- Objective: enhance the participation of women
 - in doing research
 - in managing research
 - in planning research policy
- 2 representatives per country
 - to give advice to the EC on actions to reach the objective
 - to collect national data
 - to promote the European initiative at national level
 - to exchange experience and bench-marking

Women in Science, EU 25

EC SHE Figures, 2003

	<i>Women</i>	<i>Men</i>
• Graduates	58%	42%
• PhD	41%	59%
• Level 3 (researcher)	40%	60%
• Level 2 (associate prof /senior researcher)	32%	68%
• Level 1 (full professor/director of research)	14%	86%

2005: European Charter for Researchers & Code of Conduct for the Recruitment of Researchers

“The Code of Conduct for the Recruitment of Researchers aims to improve recruitment, **to make selection procedures fairer and more transparent** and proposes different means of judging merit:

Merit should not just be measured on the number of publications but on a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management and public awareness activities.”

Improve fairness and transparency

Elements

- advertisement of posts
- candidates
- evaluation board
- criteria
- instruments
- environment

evaluation of students

- candidates *students*
- evaluation board *professors*
- criterion *knowledge of the subject*
- instruments *written/oral examination*
- environment *fully open*

Evaluation is transparent for student graduation

58% of graduates are women

evaluation at level 3

- candidates *graduates/ doctorates*
- evaluation board *appointed by the institution*
- criteria *mainly decided by the board*
- instruments *CV, references, written/oral examination*
- environment *partly open*

Evaluation is partly transparent at level 3

40% of recruits are women

evaluation at level 2

- candidates *researchers*
- evaluation board *appointed by the institution*
- criteria *mainly decided by the board*
- instruments *CV, references, oral examination*
- environment *only partly open*

Evaluation is only partly transparent at level 2

32% of recruits are women

evaluation at level 1

- candidates *associates*
- evaluation board *appointed by the institution*
- criteria *decided by the board*
- instruments *CV, references*
- environment *closed*

Evaluation is not transparent at level 1

14% of recruits are women

Case study 3:

post of director of research at Italian National Research Council

Court appeal against CNR, 1999

Process of evaluation

- the evaluation panel defined clear evaluation criteria
- the qualifications of the winner were over-evaluated
- the qualifications of another candidate were under-evaluated

Appeal to court

- for incorrect decision of the evaluation board

Decision of the court

- the evaluation board **must** apply correctly its own criteria

Outcome

- CNR revised their decision, selecting the better qualified candidate
- the rejected but better-qualified candidate is now Director of Research
- she subsequently received the Minerva Award for achievements in science

Improve fairness and transparency

- posts *public & timely advertisement*
- candidates *encourage the best to participate*
- evaluation board *qualified & independent*
- criteria *all known*
- instruments *verifiable*
- environment *open*

a model for attracting and recruiting the best talents:

the Minerva Code

Minerva

“... goddess of handicrafts, the professions, the arts, of wisdom, of righteousness, of military prowess and victory. She represented the intellectual and civilized side of war and the virtues of justice and skill.”

Encyclopædia Britannica

Minerva Code



1. Call to be advertised at least two months in advance
2. All evaluation criteria to be published with the job description
3. CVs of the evaluation board's members to be published
4. CVs of the candidates to be published
5. List of winners and their CVs to be published