

ETH Zurich Executive Board measures on leadership, respect, supervision and gender

Basic tenets:

- A strong institutional anchorage and the commitment of ETH Zurich's Executive Board are central factors for the implementation and effectiveness of diversity balance and equal opportunity policies within ETH Zurich.
- Within the context of various formal selection measures, an increased share of women are key to helping ETH to achieve its Mission and Vision. Whether as students, doctoral candidates, assistant or full professors, or as scientific, technical or administrative staff, they contribute significantly to diversity and success of ETH Zurich.
- **Women are an important asset for ETH Zurich:** women bring different and valuable perspectives; more highly competent, talented and creative women will mean that ETH can be more innovative and successful in the future.
- **Supporting women's career development equitably at all levels is a high priority for ETH Zurich:** the university continuously draws up and implements measures to ensure that women can perform and feel comfortable in their ETH work environment and can develop their full potential.

General measures:

- Expansion of the Executive Board by establishing two new vice presidencies, one being Personnel Development and Leadership (VPPL) and the other one being Knowledge Transfer and Corporate Relations (VPWW): incumbents elected by ETH Board on merit at the end of September 2020. The VPPL took up office 1 November 2020 and the VPWW will take up office on 1 January 2021. The ETH Executive Board will number four women and four men, when including the General Secretary.
- Since 2018: "Fields of action in leadership" project with 7 subprojects and measures implemented.
- Since 2019: Executive Board action plan with implementation of measures on leadership, respect, supervision and gender.

Specific measures:

- **Professorship pool to promote selection of women into leadership roles:** the Executive Board created a pool to fund 10 additional professorships; this has been activated whenever there has been a chance additional to the existing recruitment schedule to attract leading female researchers as professors. The pool provides earmarked resources that have been drawn on only when the opportunity has arisen to recruit talented female professors for ETH.
- **Selection committees – composition and rules:**
 - At least three female professors should be represented on each selection committee; the proportion should be increased where possible to the point where 50 percent of members are women, without overloading the current female professors.
 - At least two competitive female candidates should be invited to interviews and any exception must be justified to the ETH President; the committee's final recommendation (usually a shortlist of three) should include at least one female candidate, otherwise a detailed explanation must be given to the ETH President.
 - One voting member of the committee (usually a male professor from the respective department) assumes the role of Gender and Diversity Advocate. Their task is to support the committee in ensuring that the selection procedure is fair, unprejudiced and transparent, to challenge actions and procedures immediately, if necessary, and to inform the President in a short written report about the male/female balance, the efforts to approach proactively potential female candidates, and the fairness and transparency of the evaluation procedure.

Other measures

- **Unconscious bias training:** targeted training for managers and professors; the Human Resources department offers internal workshops (Leadership for Faculty).
- **Representation of scientific staff and students in the appointment procedure:** greater involvement of a more diverse group of scientific staff and students on panels, with additional interaction opportunities with the leading candidates, and with separate reporting routes to the Selection Advisory Committee.
- **Onboarding for professors:** extensive introductory programme launched and underway.
- **Expansion of leadership programmes:** insight and understanding of leadership is being enhanced through comprehensive leadership programmes; the range of leadership courses and coaching for professors has been expanded since 2019, with more value being accorded to human resources and supervisory work in the academic environment.
- **Revision to Ordinance on Doctoral Studies** (in preparation): improving supervision of doctoral students with changes to be introduced throughout ETH by 2021: including increasing number of supervisors, setting up formal annual progress meetings about a) academic matters b) employment matters with summary written record, providing clear informal and formal routes (with various escalation) steps to resolve issues.
- **Employment of doctoral students** (in consultation phase until end December 2020): requirement for supervisor to fund their doctoral student for period of doctoral research (at least 4 years and up to a maximum of 6 years) after they have achieved the formal matriculation (following successful submission and defence of their research plan) by the end of their 1st year. Requirement for supervisor to fund uplift on top of e.g. international federal scholarships to a minimum wage (the level of the Swiss National Science Foundation basic wage).
- **Recruitment guidelines** (in preparation): Support for professors in clarifying mutual expectations, rights and duties with prospective doctoral students; helping professors to select their doctoral students, who are often the most important members of their group, and especially in the beginning if they are at Assistant professor level.
- **Profiling and development of postdoctoral researchers and senior research and teaching assistants** (in consultation phase until end December 2020): measures to improve supervision, management, development and support of scientific staff.
- **Early identification, monitoring of scientific staff** (from November 2020): regular surveys and interviews with doctoral students, postdoctoral researchers, senior assistants at set points in time to provide feedback on degree of satisfaction with supervision, management, support, development, etc.
- **rETHink project:** ongoing process of cultural, institutional and organisational development, widely supported at all levels throughout the whole institution.
- **Regulations for handling reports of inappropriate behaviour** (brought into force by Executive Board on 01.09.2020): supported throughout ETH; new rules for handling reports and complaints of discrimination, bullying, harassment, threats and violence; effective conflict management with the objective of securing an amicable resolution within six months if possible.
- **Mandate of ombudspersons and external, independent ombudsperson** (since July 2020*): revision of mandate of ombudspersons; election of an external ombudsperson (*Kathrin Teuscher: woman, lawyer, mediator).
- **Conflict management reporting office and specialist** (since January 2020), to come under VPPL: cases coordinated by a specialist (woman, lawyer, mediator); professional handling of conflict situations and conflict parties.
- **“Respect” advice and conciliation service** (since November 2019): external, independent advice and conciliation service provided by specialists in psychology, mediation and law.
- **Mandate of confidants:** three (previously two) qualified ‘persons of trust’ now deal with cases of possible scientific misconduct.
- **Scientific misconduct:** Guidelines for Good Scientific Practice (GSP) and rules of procedure for violations of GSP guidelines are being revised, based on broad consensus, and through a wide-ranging process.

- **Balancing work and family life, family-friendly working environment:**
 - Specific support for ETH staff and professors who have children.
 - Tenure clock of assistant professors is stopped for time taken out to care for young children; primarily for mothers but would also be applied for single parents with sole caring responsibility.
 - Four months' funds from loss of income protection during maternity leave will be transferred to the professor's budget, e.g. to help to finance a postdoctoral researcher to assist with covering the workload.
 - A total of eight day-care centres (ETH Zurich and UZH), flexible crèches and nanny service; rates regulated by the city of Zurich (i.e. fees are regulated by earnings); students pay a low minimum fee, doctoral students and postdoctoral researchers receive financial assistance if their participation at conferences entails additional childcare costs.
 - ETH members enjoy maternity or paternity leave that is more generous than the legal minimum; mothers are entitled to four months' maternity leave when a child is born and receive their full salary during this period, according to their employment level.
 - Fathers are entitled to 10 days' paid leave following the birth of their child; the ongoing revision of the Personnel Ordinance supports a proposal to extend the term of paternity leave to 20 days and to include couples of the same gender.
 - If both partners are employed in the ETH Domain, the four months' of maternity leave can be split between the parents, with the father receiving a maximum period of two months'.
 - Support for flexible working models such as working from home or part-time work.
 - Guidelines for students who become parents on how to balance studies and childcare.
 - ETH accepts and acknowledges that members may need to care for relatives, and supports them in balancing their work or studies at ETH with their care duties.

- **Gender Action Plan (GAP; introduced February 2014)**
 - Implementation is underway in the departments and being regularly evaluated.
 - Please refer to: ETH Zurich's gender strategy on the professorial level of 07.09.2020.