



Central Equality Plan

3. Update of the Central Plan for the Promotion of Women

**The Central Equality Plan was discussed and
adopted by the following bodies:**

Gender Equality Commission on 22/01/2013

Senate on 23/01/2013

Executive Board on 30/01/2013

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Preliminary remarks

TU Braunschweig is committed to promoting equal opportunities for women and men at our university, reducing structural disadvantages for women and making the most of all the skills and talents that men and women bring to their jobs. The aim is to achieve equal representation of men and women at all qualification levels and in all occupation groups. In working towards this, we adhere to the provisions of the Lower Saxony Higher Education Act (Niedersächsisches Hochschulgesetz, NHG) of 26 February 2007 (as published in the Journal of Law and Ordinances for Lower Saxony, Nds. GVBl, 2007, 69), of the Lower Saxony Equal Rights Act (Niedersächsisches Gleichberechtigungsgesetz, NGG) of 9 December 2010 (as published in the Journal of Law and Ordinances for Lower Saxony, Nds. GVBl, 2010, 558) and of the General Equal Treatment Act (Allgemeines Gleichbehandlungsgesetz, AGG) of 14 August 2006, in their respective valid versions. As specified in §42 Sect. 2 NHG and §9 Sect. 5 and §16 Sect. 2 NGG and §5 (Positive Measures) AGG, TU Braunschweig's Equality Plan has been updated.

As part of our overall strategy, the promotion of equal opportunities at our university encompasses all qualification levels and occupation groups. The "Equal Opportunities 2020" concept has been integral to this Equality Plan and to the departmental equality plans newly created in 2012. The name refers to the targets formulated to increase the university's percentages of women by 2020. This timing was chosen to enable significant changes in the area of professorships: comparatively few new appointments are scheduled for the period from 2013 to 2016, but starting in 2017, a larger number of professorial positions will become vacant at TU Braunschweig. The university-wide Equal Opportunities 2020 concept focusses on firmly embedding equality at every level of the university's structure. Three dimensions have been identified as strategic goals:

- Closing the gap of underrepresentation;
- Becoming a family-friendly university;
- Incorporating gender aspects in research, teaching and administration on a lasting basis.

These three dimensions are translated into three programme lines coordinated centrally by the Equal Opportunities Office, and supplemented by department-specific additions. The university's administration is closely involved in all three areas, for an even stronger integration of equality into all organisational activities.

Gender equality is a cross-sectional effort and thus an integral part of each of the university's areas of activity. It follows that, according to §1 Sect. 3 NGG, every person and organisational department, especially those involved in planning and implementing organisational and personnel measures, has a duty to ensure the objectives of this Equality Plan are met.

As this Central Plan for the Promotion of Women is being updated for the third time to become the Central Equality Plan, decentralised equality plans are being introduced for the individual departments at TU Braunschweig. The departmental equality plans define targets as to percentages of women and men, as well as measures to promote equal opportunities

that are tailored to the specific situation of the department in question. The departments will then adopt their decentralised equality plans as their own commitments. In addition to targets for the university as a whole, the Central Equality Plan also specifies TU Braunschweig's future equality concept. Its provisions and the ensuing rights and obligations therefore apply to the entire university and all its members.

A Proportions of women and men by qualification level and targets

Table 1: Proportions of women and men by qualification level

Scientific career level	Current situation in 2012				Target for 2020	
	Number		%		%	
	m	f	m	f	m	f
Entering students	2,239	1,621	58	42	55	45
Current students	10,207	6,090	62.5	37.5	55	45
New graduates						
total	767	664	53.6	46.4	50	50
excluding BA, Teacher Training, Architecture	669	380	63.8	36.2		
Number of doctorates awarded	180	118	60.4	39.6	55	45
Number of habilitations ¹ awarded	7	3	70	30	65	35
Junior professors	10	0	100	0	–	–
Professors (total)	172	37	82.3	17.7	75	25
C4/W3 ² professors	113	19	85.6	14.4	80	20
Managers, mid and upper levels						
Deans	5	1	83.3	16.7	66.7	33.3
Heads of Department	3	3	50	50	50	50
President, Vice Presidents	4	1	80	20	60	40

¹ Translator's note (TN): A habilitation is a post-doctoral qualification and the prerequisite for obtaining a professorship in Germany.

² TN: C3 and W4 are the highest salary grades for university professors.

Table 2: Proportions of women and men in the technical and administrative division

Technical and administrative staff	Current situation in 2012				Target for 2020	
Civil servant pay grade	Number		%		%	
	m	f	m	f	m	f
W 3	2	0	100	0	50	50
A 16	1	1	50	50	50	50
A 15	4	1	80	20	60	40
A 14	4	1	80	20	60	40
A 13	7	1	87.5	12.5	75	25
A 12	3	1	75	25	50	50
A 11	2	5	28.6	71.4	42.9	57.1
A 10	4	11	26.7	73.3	32	68
A 9	2	5	28.6	71.4	34	66
A 8	1	0	100	0	95	5
A 7	0	2	0	100	5	95
A 6	1	0	100	0	95	5
A 5	–	–	–	–	–	–
A 4	–	–	–	–	–	–
A 3	–	–	–	–	–	–
A 2	–	–	–	–	–	–
TV-L pay grades	Number		%		%	
	m	f	m	f	m	f
AT	–	–	–	–	–	–
E 15	8	3	72.7	27.3	54.5	45.5
E 14	12	5	70.6	29.4	58.8	41.2
E 13	30	76	28.3	71.7	34	66
E 12	8	3	72.7	27.3	63.6	36.4
E 11	50	25	66.7	33.3	60	40
E 10	31	12	72.1	27.9	66	34
E 9	132	167	44.2	55.8	50	50
E 8	74	156	32.2	67.8	40	60
E 7	38	3	92.7	7.3	86	14
E 6	33	186	15.1	84.9	20	80
E 5	19	58	24.7	75.3	30	70
E 4	5	1	83.3	16.7	78	22
E 3	24	19	55.8	44.2	50	50
E 2	6	86	6.5	93.5	12	88
Trainees	63	60	51.2	48.8	50	50

B Measures

1. Structural anchoring of equality

Special focus has been placed on anchoring gender equality even more firmly at the management level, intensifying cooperation between the central and decentralised levels and strengthening gender equality throughout the university as a cross-sectional effort.

1.1 Gender equality structures and responsibilities

1.1.1 Management

The responsibility for actively promoting equal opportunities for women and men has been firmly established at the management level. For the entire university and especially for the central area, it sits with the President; the deans are responsible for their respective departments.

Further, gender equality has been incorporated into internal target agreements between the Executive Committee and the departments. Those agreements are based on the department-specific targets for increasing the percentages of women as set forth in the decentralised equality plans.

1.1.2 Equality and Family Working Group and Jour Fixe

To encourage networking, information exchanges and synergy, a permanent working group (Equality and Family Working Group) has been established. Its members³ meet once a year. To improve the interlinking of central and decentralised gender activities at TU Braunschweig, the Equality and Family Working Group and TU Braunschweig's President also meet annually (the "Jour Fixe" meeting).

1.1.3 Gender Equality Commission

The Gender Equality Commission (Kommission für Gleichstellung, KfG), comprising two representatives from each group of TU Braunschweig members, oversees the actual implementation of equality between women and men. It represents all female members of the university and has the special responsibility of nominating the Equal Opportunities Officer, advising and supporting her and accepting her annual report. The Gender Equality Commission is also responsible for the correct application of voting procedures for the Decentralised Equal Opportunities Officers. The members of the Gender Equality Commission are elected by all members of the university.

1.1.4 Full-time Equal Opportunities Officer

³ The members of the Equality and Family Working Group are the deans of the departments, the heads of the administrative departments, the chairperson of the Gender Equality Commission, the chairperson of the TUBSundFamilie e.V. association, the Equal Opportunities Officer, the Family Office Advisor and the Dual Career Service Advisor.

According to §42 Sect. 1 NHG and §25 of the university's Statutes, TU Braunschweig's full-time Equal Opportunities Officer is nominated by the Gender Equality Commission and approved by the Senate for a term of six years (eight years in case of re-election). She is the head of the Equal Opportunities Office (a dedicated office reporting directly to the President), all affiliated projects, and the Family Office. She works towards fulfilling the equality directive as specified in §3 Sect. 3 NHG. This includes her involvement in planning the university's development, as well as in structural and personnel decisions. As a regular advisor, she participates in all committees and other bodies, including the Executive Committee, with the right to speak and make proposals. She is brought in in a timely and comprehensive manner, especially when it comes to personnel-related measures. In fulfilling her duties, the Equal Opportunities Officer is not bound by orders or instructions. She is an active member of the State Conference of Lower Saxon University Women's Representatives (Landeskonferenz Niedersächsischer Hochschulfrauenbeauftragter, LNHF) and in 2012 was elected Vice Chairwoman for a term of two years. She is also active at the national level in the National Conference of Women's Representatives and Equal Opportunities Offices at Universities (Bundeskonzferenz der Frauenbeauftragten und Gleichstellungsbeauftragten an Hochschulen, BuKoF) and is a member of the forthcoming network of TU9 equal opportunities officers.

1.1.5 Decentralised Equal Opportunities Officers

In addition to the full-time (central) Equal Opportunities Officer, TU Braunschweig has Decentralised Equal Opportunities Officers with a term of office of two years (one year if a student). The Gender Equality Assembly, comprising all students, faculty and staff at a department or central facility, nominates the Decentralised Equal Opportunities Officers from amongst the female members of the department or central facility. They are then approved by the Departmental Council or the Senate. Their terms may be renewed. The Decentralised Equal Opportunities Officers are freed up from their everyday duties as needed to fulfil their tasks. They come together in the Council of Decentralised Equal Opportunities Officers which convenes regularly and is chaired by the central Equal Opportunities Officer. As an introduction to their tasks, they receive a manual which is updated regularly by the Equal Opportunities Office. The Equal Opportunities Office also offers them continuous training courses; to allow for their participation, their employers are required to release those interested from their other obligations up to twice per year.

1.1.6 Gender equality as a cross-sectional effort

Gender equality is part of TU Braunschweig's mission statement and strategy process and is continuously being incorporated into quality management processes.

1.2 Equality-oriented personnel management

In staffing and appointment procedures, promotions and salary upgrades, grant and prize awards, and nominations for competitions and grants, TU Braunschweig places a strong emphasis on transparent procedures and compliance with equality-oriented criteria.

1.2.1 Staffing procedures

As set out in §21 Sect. 3 sentence 2 NHG and §13 Sect. 5 NGG, in conjunction with §3 Sect. 3, in the cases of recruitment, promotions and the assignment of activities at a higher level, women with equal qualifications, and taking into account fairness in each individual case, shall be given preference until they reach equal representation in that particular pay grade. In areas where men are underrepresented, this rule is applied accordingly to men. When awarding positions to young scientists, other mid-level positions and grants, the following principle is applied: "In areas where women are strongly underrepresented, all female applicants whose area of work and qualifications correspond to the job advertisement should as a rule be invited for an interview, and at least half the candidates invited for an interview should be women. This provision can be modified in consultation with the Equal Opportunities Officer."⁴ In addition, women are actively promoted when it comes to nominations for competitions and prizes.

All vacancies, including externally-funded positions, are publicly advertised at TU Braunschweig via national print media, the Internet and discipline-specific e-mail distribution lists and newsgroups. Student research assistant and graduate research assistant positions must be advertised within the discipline or department to give all students the chance to apply. Exceptions from this obligation of public advertisement as stipulated in §26 Sect. 1 NHG must be approved by the Equal Opportunities Officer. Public advertisement may be waived in the following cases:

- For research associate positions, if a specific person was agreed upon during professorial appointment negotiations;
- If the Staff Council Representative (as set out in §65 Lower Saxon Staff Representation Act, Nds. PersVG) and the Equal Opportunities Officer agree to waive the public advertisement;
- For externally-funded positions, if the funds were granted for a specific person.

Even if there is no public advertisement of the vacancy, the Equal Opportunities Officer must be fully informed and involved. The application period for vacancies at TU Braunschweig is at least three weeks, except for student research assistants and graduate research assistant positions. The Equal Opportunities Officer is informed in a timely manner so that she can comment on the wording of the advertisement, if she deems that necessary. The advertisement must explicitly address the gender which is underrepresented in the area in question. It must also be stated that the position is eligible for part-time work.

⁴ Recommendations to ensure equal opportunities in staffing procedures (Empfehlungen zur Gewährleistung von Chancengleichheit bei Stellenbesetzungsverfahren), State Ministry for Science and Culture (MWK), 407-38282/5 of 18/10/1996, II. 3.4.

1.2.2 Appointment procedures

Since 2005, TU Braunschweig has had Appointment Guidelines (Berufungsleitfaden) that are applied consistently. The Representative for Appointment Matters is responsible for these procedures, from preparing a Profile Paper for the position to issuing the appointment announcement. In the Profile Paper, a tool consistently used in every appointment procedure, the characteristics of the available professorship are compiled before issuing the call for applications. The Appointment Guidelines state that the number of applications expected from female candidates must be specified, and the efforts made to actively recruit female applicants must be documented. Qualified female candidates are directly encouraged to apply. To facilitate the search for qualified women, databanks of female experts such as FemConsult are used. The Equal Opportunities Office supports everyone involved in the active recruitment of women by providing a guideline, an updated version of which will be published in 2012/13. In addition, the Guidelines for Eliminating Bias (Leitlinien zum Ausschluss von Befangenheiten) have been in force at TU Braunschweig since 2010.

In all appointment procedures, the Equal Opportunities Officer must be involved in a timely and comprehensive manner (even if there is no public advertisement as set out in §26 Sect. 1 NHG). The Equal Opportunities Officer is involved from the outset, beginning with consultations on the position's title and the application for clearance from the ministry. The Equal Opportunities Office provides informational material such as an LNHF brochure on gender issues in appointment procedures and offers gender competency training for appointment committees to ensure that all those involved are aware of their options for promoting equal opportunities. Selection procedures for junior professors are conducted in the same manner as appointment procedures at TU Braunschweig.

1.2.3 Involvement of the Equal Opportunities Officer

The Equal Opportunities Officer must be involved in all staffing and appointment procedures from advertisement to the conclusion of each procedure. The Equal Opportunities Officer must be informed about pre-selections and interviews in a timely manner so that she can be in attendance on the set date. Applications for personnel-related measures must also be signed by her.

If a decision affecting the gender equality directive has been made against the Equal Opportunities Officer's vote, she has two weeks to lodge an objection to demand a revised decision. The new decision must be taken at the earliest one week after the objection was made and only after an attempt to reach an agreement has been made. This attempt will be prepared by an arbitration committee consisting of the Equal Opportunities Officer, a representative nominated by the Staff Council, the hiring manager, and a neutral person designated by the department or central facility. The committee's objective is to try and reach an agreement.

1.2.4 Evaluation of qualifications and non-discrimination rule

When evaluating qualifications, all aspects of a candidate's ability, suitability and academic performance must be acknowledged in detail. This includes social skills, experience and

abilities gained through family activities or voluntary work, flexibility, communication skills and capacity for teamwork, drive, and organisational skills, insofar as they are relevant to the duties in question.

For hiring and promotion decisions, the following criteria must not be held against the candidate:

- Breaks in employment, reduction of working hours or delays in concluding individual stages of education due to caring for children or dependant relatives;
- Age, as long as it does not contradict the profile of the position;
- Income, marital status or the job of the candidate's partner;
- Limited working time to be able to care for children or dependant relatives, or the desire to take advantage of the option of reduced working hours.

Part-time employees must be given the same promotional prospects and training opportunities as full-time employees.

1.2.5 Committee nominations and staffing

In keeping with §16 Sect. 5 and 6 NHG and §32 Sect. 1 and 3 of TU Braunschweig's Statutes, all groups relating to the university must ensure that at least 50% of committee nominees are women. When staffing committees, commissions and other bodies whose members are not elected, at least 40% of the voting members must be women. While we have succeeded in raising the percentage of women on the University Council to 43%, further action is required for many of the other bodies. The aim is to bring the percentage of women in all committees to at least 40%.

1.2.6 Further education

Next to recruiting, the further education of the university's members is an important aspect of both academic and non-academic personnel management. In recent years, considerable efforts have been made in this area at TU Braunschweig, including the expansion of personnel development measures and the introduction of TU Braunschweig's Health Management Office (BGM), Health Promotion Office (BGF) and Reintegration Management Office (BEM). To promote equal opportunities, gender-related issues were incorporated into all training courses (such as the use of gender-neutral language). In addition, there are now training courses on offer that explicitly target women through their content, aims, methods and organisation and that provide them with additional qualifications and preparation for high-grade positions or duties that have changed after restructuring. Special emphasis is placed on training that targets women participants in the field of new information and communication technologies. When developing these courses, the needs of part-time employees are also taken into account.

1.3 Gender monitoring

The creation and structuring of TU Braunschweig's Management Controlling Office has enabled comprehensive monitoring of gender aspects in data collection and reporting.

1.3.1 Reporting

For all of the university's areas, the Management Controlling Office and the individual departments collect people-related data broken down by gender. Those data are to be submitted to the Equal Opportunities Office unprompted at least once a year.

1.3.2 Monitoring

Using the data provided by the Management Controlling Office and the departments, the Equal Opportunities Office monitors all of the university's gender equality activities. This makes it possible to intervene in ongoing processes when needed. Changes to the overall gender equality strategy are decided by the Senate and the Executive Committee at the proposal of the Equal Opportunities Office and with involvement of the Equality and Family Working Group.

1.3.3 Gender Equality Ticker

In addition to these gender monitoring processes, a central Gender Equality Ticker was added to TU Braunschweig's website to provide a quick overview of the current percentages of women at all qualification levels and in management positions, as well as a comparison of the number of female professors in relation to the number of female students in each department.

1.3.4 Threshold analysis of gender parameters

The Management Controlling Office has developed a tool called the "Threshold Analysis of LOM⁵ Gender Parameters". It presents the actual and forecast gains in case of a higher percentage of women at the various levels for each discipline. It has been made available to the departments as an incentive.

1.3.5 Evaluation

At TU Braunschweig, measures that promote equal opportunities for women and men are evaluated, usually every other year, to determine their positive and negative effects. If the length of a programme is less than two years, it is evaluated as it comes to an end. Based on that evaluation, a decision is made as to the programme's continuation, adaptation or replacement with alternative measures. The Equal Opportunities Office is responsible for evaluating central measures. Decentralised measures are evaluated by the departments or central facilities responsible for them. Upon request, the Equal Opportunities Office can provide assistance with evaluations. All evaluation results are submitted to the Equal Opportunities Office.

1.3.6 Certification

TU Braunschweig regularly undergoes external certification processes with an equal

⁵ TN: LOM is the Leistungsorientierte Mittelvergabe des Landes, the performance-based allocation of funds by the state.

opportunities focus, using those processes to monitor its equality situation. The latest example is the application process for the TOTAL E-QUALITY Award, which TU Braunschweig received for the second time running on 24 September 2012. For 2013, further certification is planned as part of the Family-Friendly University Audit, as well as the submission of the university's equal opportunities concept to the Female Professors Programme⁶.

1.4 Gender-oriented financial management

The umbrella term "gender-oriented financial management" refers both to financial incentives and to long-term funding of gender equality structures.

1.4.1 Gender equality in the performance-based allocation of funds

The control parameter of 4% that the State of Lower Saxony's performance-based allocation of funds (LOM) awards for gender equality efforts, is also used when funding is distributed within the university.

1.4.2 Funding for gender and family measures

To assist her in the fulfilment of her duties, the Equal Opportunities Officer is supported by an Equal Opportunities Office which she also runs. The office includes a Research Associate position (66%, pay grade TV-L E13) and an Administrative Employee position (100%, pay grade TV-L E 6), as well as a basic budget. In addition to this, the Equal Opportunities Office receives central funding for fundamental actions in the areas of family-friendliness and closing the gap of underrepresentation (one Advisor position each, 70% pay grade TV-L E 13, as well as funding for childcare and material resources). The Braunschweig Centre of Gender Studies will also be funded for an indefinite period.

So far, the approved budget requests for gender-related activities amount to 2% of the centrally available tuition contribution funds. If tuition contributions continue to be charged in Lower Saxony after 2013, or if the state provides compensatory funds, gender-related measures will have those funds at their disposal.

1.5 Sexual harassment

TU Braunschweig stands up for the dignity of women and men at all levels. It cherishes the positive and trusting cooperation of the university's female and male employees and students.

TU Braunschweig sees it as its duty to increase its members' awareness of the issues of sexual harassment and sexual violence and to ensure that such behaviour is not tolerated. Awareness-raising measures are carried out by the Equal Opportunities Office and the Gender Equality Commission (for example in the form of circulars and flyers on sexual

⁶ TN: The Female Professors Programme (Professorinnenprogramm) is sponsored by the Federal Ministry of Education and Research (BMBF).

harassment and sexist advertising) and by the Workplace Safety and Preventive Healthcare Office in cooperation with the police. Surveys of various groups of TU Braunschweig members help uncover and resolve existing problems in this area. Since the assault on a female TU employee, we have been offering safety and assertiveness training to improve female university members' sense of safety. These training courses have been well received.

Sexual harassment and sexual violence are usually directed against women; whenever men are victims, they are entitled to the same protection as women. According to §12 AGG (Allgemeines Gleichbehandlungsgesetz, General Equal Treatment Act), every university member entrusted with training, educational or managerial duties is obligated to follow up on every concrete indication of sexual harassment in their area of responsibility. The Equal Opportunities Office and/or the Equal Opportunities Officer is to be contacted from the start to provide advice. Victims of sexual harassment or sexual violence can seek advice from the Equal Opportunities Office, the Personnel Department, the Staff Council Representatives, the Social Advisory Service, the Health Management Office and the Psychological Counselling Centre of the Student Services OstNiedersachsen.

In 2013, TU Braunschweig plans to introduce a guideline to combat sexual discrimination and sexual violence and, in cooperation with the Department of Developmental, Personality and Forensic Psychology, the Psychological Counselling Centre, the Equal Opportunities Office, the Social Advisory Service and the Staff Council Representatives, an advice service specialising in sexual harassment and sexual violence.

1.6 Gender-neutral language

As a rule, all documents written or displayed at TU Braunschweig (such as forms, guidelines, identity cards, study and examination regulations, our website, etc.) are formulated in such a way that either both the female and the male linguistic form or gender-neutral language is used. In job advertisements, the position is to be given first in the female, then in the male form.

2. Closing the gap of underrepresentation

The first of the three strategic goals of TU Braunschweig's equal opportunities concept is to close the gap of underrepresentation. In those areas where one gender is underrepresented, measures should be taken to reduce that underrepresentation.

2.1. Offers for female secondary school students

To increase the percentage of women in STEM subjects and the percentage of men in educational sciences, the departments will hold gender-targeted informational events on study possibilities, in particular for degree programmes where one gender is underrepresented. During informational events at secondary schools, female scientists and students are presented as role models for female secondary school students. The same holds true for men in educational sciences. In addition, all departments actively participate in the annual Future Day for Girls and Boys (Zukunftstag für Mädchen und Jungen) and implement targeted measures to promote encounters with secondary school students of the gender that is underrepresented in the discipline or professional field (for example through lab sessions, work placements or mentoring).

The university as a whole offers interdisciplinary and interdepartmental events and programmes for secondary school students. This includes the Future Day for Girls and Boys organised by the Equal Opportunities Office and fleshed out by the departments and the university's central facilities, and the "Mentoring for Female Secondary School Students" (Mentoring für Schülerinnen) and "Niedersachsen-Technikum" programmes organised by the Equal Opportunities Office. Mentoring for Female Secondary School Students targets young women in Years 8-10 (school types Gymnasium and Gesamtschule) and in particular Years 11-13, providing practical insight into STEM degree programmes. Under the Niedersachsen-Technikum sponsored by the State of Lower Saxony, female secondary school graduates who are undecided about what to study have the chance to complete a six-month paid work placement at a technology company and to take taster classes at a university at the same time. In the area of teacher training, TU Braunschweig plans to participate in the University of Hildesheim Foundation's "Men and Primary School Teaching" (Männer und Grundschullehramt) programme as well as in other activities to increase the percentage of men in teacher training programmes.

2.2 Offers for students

In TU Braunschweig's STEM subjects, there is still a pronounced underrepresentation of female students. To make these subjects more attractive to women and to increase their chances of employment, TU Braunschweig promotes women's issues in a lasting way, for example through individual coaching, specific tutorials, seminar groups and small exercise groups. Measures and projects that promote equal study opportunities and contribute to the advancement of women and gender research are financed by central and decentralised funds, as well as tuition contribution funds in accordance with the Allocation Guideline of the Study and Further Education Commission (KSW). Female students receive targeted support in choosing their subject area and specialisation and are counselled throughout their studies. In addition to their regular service, TU Braunschweig's subject-specific

academic advisory services offer advice that is tailored to the specific situation of female students. The departments are currently working on concepts for this. They encourage female students to plan and carry out stays abroad, attend conferences and conventions, and participate in research projects. Lecturers and professors inform gifted female students about the possibilities and job prospects afforded by a scientific career and encourage them to consider that path. All vacant positions for student research assistants and graduate research assistants are advertised throughout the university (including TU Braunschweig's online Job Portal). Female students are explicitly invited to apply and are given preference where their qualifications are the same. In subjects where women are underrepresented, the percentage of female graduate research assistants and student research assistants should at least equal the percentage of female students in that subject. For all other subjects, it should be at least 50%. Female students can benefit from the following programmes:

- **Tailored Career** – Qualifications and Advice for Female Students (Karriere nach Maß – Qualifizierung & Beratung für Studentinnen): This Equal Opportunities Office programme aims to promote women's careers in science and industry by offering a range of additional training courses and advice to female students in all disciplines. Since 2012, "Mentoring for Female Students" (Mentoring für Studentinnen) has also been part of the programme. This university-wide mentoring programme promotes young female talent in science and industry and is one of TU Braunschweig's many cooperation projects with companies in the region. There are also events and workshops with a gender and diversity focus open to all students, female and male.
- **Femtec**: This mentoring programme created by the NTH (Niedersächsische Technische Hochschule), an alliance of TU Braunschweig, TU Clausthal and LU Hannover, supports female technology and natural sciences students in launching a career in industry. In cooperation with top-class partners in science and industry, it offers its participants insights into companies and interdisciplinary qualifications (leadership, soft skills, and entrepreneurial thinking and action) and promotes the young women's careers and networking efforts.
- **fiMINT**: This NTH programme coordinated by TU Braunschweig's Equal Opportunities Office supports female students, new graduates and young scientists in STEM subjects by providing advice, individual coaching sessions, workshops that yield interdisciplinary qualifications, annual forums and other networking opportunities. In addition to this, regular events are held with TU Braunschweig's cooperation partners and companies from the region.

At TU Braunschweig, female students receive information about internal and external grants, competitions and awards, are personally encouraged to apply for them and receive support in doing so. Where direct applications are not accepted, they are nominated as candidates for internal and external prizes and grants at least in the same proportion as there are women in their subject areas. TU Braunschweig plans to introduce a study completion grant for female students in 2013 and supports departments, clubs and companies that offer prizes to female students. In cooperation with the Equal Opportunities Office, for example, the Soroptimist International Prize Braunschweig for dedicated female students will be awarded for the first time in 2013.

Wherever possible, examination boards should include women. If there are not enough female scientists to act as examiners and assessors during oral exams, female students may submit a request to the Examination Office for the Equal Opportunities Officer or a representative of hers to be present during the exam. The degree programme coordinators should actively point out this option.

2.3 Offers for doctoral and habilitation candidates

Suitable new female graduates of all degree levels are actively and personally encouraged to pursue scientific careers, apply for doctorate and habilitation positions and get involved in securing outside funding. By being directly approached, qualified female scientists receive special support in planning and carrying out stays abroad, attending conferences and publishing their work. Female doctoral candidates and other young female scientists receive targeted support, are included in research projects and are explicitly encouraged to apply for junior professor positions, habilitation grants and career-developing positions. The departments are working towards providing tenure-track positions for female junior professors. To increase the percentage of women in science, appointments of female guest professors can be used. However, this should not affect the general target for increasing the percentage of women in established positions. Female doctoral and habilitation candidates receive support in the form of soft skills training, for example at the various graduate schools that also offer gender-sensitive courses. Young female scientists can also take advantage of the following programmes:

- **fiMINT:** This NTH project coordinated by TU Braunschweig's Equal Opportunities Office supports female students, graduates and young scientists in STEM subjects through advice, individual coaching sessions, workshops that yield interdisciplinary qualifications, annual forums and other networking opportunities. A new development is the Competency Team (Kompetenzteam), which combines coaching and peer mentoring: a coach provides six months of guidance to a group of young female scientists for their professional and personal development. Regular exchanges and mutual support are the main focus. In addition to this, regular events are held with TU Braunschweig's cooperation partners and companies from the region. Research alliances can ask fiMINT to take over the organisation of targeted qualification courses to promote young female talent, as well as gender and diversity trainings for young managers.
- **Mentoring for Female Early Career Scientists** (Mentoring für Nachwuchswissenschaftlerinnen): TU Braunschweig plans to offer a mentoring programme for young female scientists under the umbrella of TU9, the alliance of Germany's leading institutes of technology.

At TU Braunschweig, early career female scientists receive information about internal and external grants, competitions and awards, are personally encouraged to apply for them and receive support in doing so. Where direct applications are not accepted, they are nominated as candidates at least in the same proportion as there are women among the people of their qualification level in their subject area. TU Braunschweig plans to introduce a doctorate completion grant for early career female scientists. It also supports departments, clubs and

companies that offer prizes to young female scientists.

2.4 Offers for female professors

To centrally monitor quality management in appointment procedures, there is a Representative for Appointment Matters in the President's Office. His or her tasks include the continuous updating of the Appointment Guidelines, the final review of all appointment procedures, the documentation of all current and planned appointment procedures and the organisation and implementation of information, advice and qualification services for departments and appointment committees. To promote equal opportunities, TU Braunschweig is increasingly active in recruiting women and has the number of applications from female candidates checked by the Executive Committee.

In its efforts to close the gap of underrepresentation of women, especially in STEM subjects and at the management level, TU Braunschweig practices active recruiting when it comes to staffing and appointment procedures. By actively looking for and reaching out to potential female candidates, the pool of female applicants is increased and the best candidates can be selected. The TU9, of which TU Braunschweig is a member, plan to establish a databank of top female talent. Active recruitment includes documentation: documenting the process, in particular actions taken to search for and contact suitable candidates, the acknowledgement of the Equal Opportunities Officer's statement and the efforts made and planned for the future to actively recruit women. The Equal Opportunities Office supports all staff members involved in active recruitment by providing a guideline, the updated version of which will be published in 2013.

In cooperation with the Centre of Excellence in Lower Saxon Higher Education (CELSHE) and TU Braunschweig's Personnel Department, the university's Equal Opportunities Office offers group coaching sessions for female professors on topics such as leadership, conflict resolution and mobbing. The professors also have the option to discuss additional topics during individual coaching sessions.

To ensure the adequate involvement of women in decision-making and in committees and other functions within the university, the NHG (§16 Sect. 5 and 6) and TU Braunschweig's Statutes (§32 Sect. 1 and 3) specify that the percentage of women on committees and other bodies must be at least 40%; and 50% when nominating candidates for committees. In areas where women are underrepresented at the professorial level, these provisions for the university's self-government can place a disproportionate strain on them. To bring relief to female professors who are disproportionately active in the university's academic self-government, the "PROfessorin" programme provides compensation where women are underrepresented. For this, TU Braunschweig has earmarked an initial €50,000.00 annually for 2013 and 2014.

2.5 Offers for technical and administrative staff

In contrast with the scientific division, the non-scientific part of TU Braunschweig is characterised by an overrepresentation of women: 61% of the employees here are female. The technical and administrative section is characterised by vertical segregation: a

shortage of women in higher status groups and in management positions. Measures that promote equal opportunities must therefore have an impact on personnel development, raise awareness amongst HR managers and promote a work-life balance to give female employees the chance to advance professionally and to promote good working conditions for all technical and administrative employees. The following measures have already been implemented or are currently being implemented:

- **Management positions:** Female technical and administrative staff are encouraged to participate in qualification courses such as employee training courses (Angestelltenlehrgang I or II), expert training courses and further studies. They are released from their duties for this and, after successful completion, are given preference over men with equal qualifications when it comes to salary upgrades or filling a position. TU Braunschweig makes an effort to offer these women opportunities for advancement by assigning them higher-ranking tasks as far as the law allows. In addition, measures are being developed to attract women to our management positions. This includes the active recruitment of women, meaning targeted searches for and contacting of suitable female candidates.
- **Peer mentoring for technical and administrative staff:** Similar to the regular meeting of TU Braunschweig's central and decentralised administration, the Equal Opportunities Office's envisioned peer mentoring programme will give new female technical and administrative employees the chance to learn from experienced female colleagues. In contrast with the above regular meeting, this will happen on a smaller, more intimate scale and without supervisors. Peer mentoring is a tool that empowers participants to help themselves and get quick and uncomplicated assistance with work-related issues.
- **Personnel development:** Heeding the needs of female technical and administrative staff when developing the content, aims, methods and organisational framework of further education courses is a primary objective of both TU Braunschweig's personnel development and the supplementary offers provided by Cross-University Further Education (Hochschulübergreifende Weiterbildung, HüW) in Lower Saxony, which are open to all technical and administrative staff at TU Braunschweig.
- **Awareness-raising:** The mission statement of TU Braunschweig's central administration calls for a family-friendly, health-oriented work environment that is free of all discrimination. To create such an environment, we need institutions and people who have expertise in these areas, who actively work towards equal opportunities and who, through their work, contribute to raising awareness among the university's members. At TU Braunschweig, this includes the Equal Opportunities Office and the projects it oversees, the Gender Equality Commission and the Decentralised Equal Opportunities Officers, the Health Management Office and the Health Promotion Office, the Representative for Appointment Matters and the Dual Career Couples Advisor, the Social Counselling Service and the Severely Disabled Employees Representative. It is also important to offer relevant training courses to all members of the university to raise their awareness of gender and diversity issues (see also Section 4).

3. Family-friendly university

To promote a balance between family life and studying, working or pursuing a scientific

career, TU Braunschweig resolutely continues to pursue the Family-Friendly University Audit with all its target agreements. As part of the audit process, TU Braunschweig has defined family as a social network in which people take on long-term social responsibility for others. In addition to the classic nuclear family, this also includes single parents, unmarried and same-sex partnerships with children or relatives in need of care, patchwork and foster families, and grandparents who routinely care for their grandchildren.

3.1 Work schedule

TU Braunschweig provides information in writing and, upon request also in personal conversations, about the possibilities guaranteed by law of reducing hours and requesting leave to meet family responsibilities, including the resulting consequences in terms of civil service law, salary law, collective agreements and benefits, particularly pension provisions. It encourages male employees to make use of these possibilities. TU Braunschweig ensures that there are enough part-time positions for its employees. Management positions should not be excluded from this.

Upon request, and taking into consideration organisational concerns and existing work schedules, men and women are given the chance to organise a work schedule that differs from regular working hours. This applies in particular to women and men with family responsibilities. In addition to the existing option of periodic telecommuting, needs-based work schedules and models (such as trust-based working hours, working time accounts, sabbaticals and job sharing) are being developed and tested in cooperation with the Staff Council to ensure and facilitate a good work-life balance. For the scientific section, a project introducing trust-based working hours will be tested as soon as the Staff Council has given its approval. Additionally, part-time employees must be allowed to participate in further education courses.

All personnel managers and heads of facilities and institutes will be informed about needs-based work schedules and encouraged to let their employees make use of flexible work schedules.

If a child falls ill and the number of absence days guaranteed by law and the relevant collective agreement has already been used, women and men have the option of taking unpaid leave. Committee meetings for the university's self-administration should conclude by 6 p.m. As a rule, workshops and training sessions will take place during working hours and should be organised in a way that is compatible with family responsibilities.

3.2 Employment contracts

At the request of the employee, fixed-term contracts must – within the scope of the law and the relevant collective agreement – be extended by the period of the employee's parental leave or be changed to a part-time contract of a correspondingly longer duration, unless this is barred by budget reasons or organisational concerns. This also applies to student employees. For employees financed by outside funds, this is only possible with the consent of the third party donor.

If an employee has made use of the option of a temporary reduction of working time for family or other reasons, he or she shall be offered an equivalent post once he or she returns to full-time employment.

3.3 Parental and family leave

Employees on parental or other leave must be informed about training offers and suitable job advertisements on a regular basis. Interim jobs for staff who are on vacation or sick leave should first be offered to qualified employees who are on family leave and have shown an interest in assuming such duties. The Personnel Department will regularly inform employees on leave about such offers.

3.4 Academic qualification levels

TU Braunschweig offers targeted support to its students and employees with family responsibilities at all qualification levels.

3.4.1 Study conditions

Study and examination regulations should be designed in such a way that family burdens, for example a pregnancy, being a parent or nursing dependant relatives, do not lead to disadvantages in terms of the person's studies or graduation. By justified request, deviations from the regular timeline and formal structure of studies and examinations should be allowed. For lectures and seminars with a limited number of participants, pregnant students and student parents should have priority as long as they fulfil the required criteria like the rest of the applicants. For parallel lectures and seminars, pregnant students and student parents have priority in choosing their classes.

TU Braunschweig's range of courses should be organised in such a way that allows for part-time studies in accordance with TU Braunschweig's Enrolment Regulations of 8 July 2009, §11 and Appendix IV, to enable students with family responsibilities (raising children or caring for relatives) to successfully complete a degree programme.

TU Braunschweig also plans to introduce grants for students to facilitate their re-entry after a family-related hiatus.

3.4.2 Doctorates

Doctoral students who are partially occupied by family responsibilities should receive adequate consideration. TU Braunschweig makes use of all possibilities and leeway to support doctoral students in balancing family and work. The departments are implementing relevant measures from the Family-Friendly University Audit. TU Braunschweig also plans to introduce grants for scientific staff to facilitate their re-entry after a family-related hiatus.

3.4.3 Habilitations

Junior professors and habilitation candidates with family responsibilities are to receive specific information about their options for balancing family and work. They should also receive special support in their work environment, for example when lectures and seminars are scheduled.

3.4.4 Mobility Grant

The Mobility Grant has been introduced by the Family Office and the Braunschweigischer Hochschulbund for scientific faculty and staff with family responsibilities. In case of a stay abroad, they can apply for funding to help them bring their children along, as well as a family member to look after them.

3.4.5 Dual Career Service

As early as 2007, TU Braunschweig began to build up its Dual Career Service for the partners of newly appointed professors. The affiliated Dual Career Network Südostniedersachsen is due to be integrated into a joint project of Projektregion Braunschweig GmbH and Haus der Wissenschaft Braunschweig GmbH. A full-time network manager will be appointed to manage the network. Plans are in place to increase the number of members and to improve and intensify their cooperation.

3.5 Family services

The following services are offered as part of TU Braunschweig's drive towards a family-friendly university.

3.5.1 Childcare

TU Braunschweig meets its students' and employees' childcare needs with existing facilities. Options for expanding childcare services for children ages 0-6 years are being explored on a regular basis. The existing flexible childcare options and holiday services are being evaluated and, if necessary, will be adapted and expanded in cooperation with the Student Services OstNiedersachsen.

3.5.2 Family Office

TU Braunschweig's Family Office is the central point for help and advice for all students and employees when it comes to balancing family life with work or studies. Comprehensive information for studying and working parents can be found on the Family Office's website and in its flyers, as well as in the office's regular newsletter. Its advice and counselling services are evaluated regularly.

3.5.3 Parent-and-child rooms

To facilitate the balance of family and work, TU Braunschweig's institutes and central

facilities are currently evaluating the need for parent-and-child rooms to bridge temporary gaps in childcare. If needed, appropriate rooms will be established where possible. All TU Braunschweig members can continue to use the existing central parent-and-child room.

3.5.4 Events and workshops

TU Braunschweig will continue to offer targeted workshops (e.g. for fathers) and informational events (e.g. for care-giving relatives). The university helps the parents among its students and employees to build up networks at various levels (meetings, online advice, etc.).

- Mentoring system (to stay in touch while out for family reasons) and information packet
- Concept and event on nursing care for relatives
- Concept, advice and other services for fathers (Fathers Programme, Väterprogramm)
- TUBSundFamilie e.V. association
- Final Report on the DFG⁷'s Research-Oriented Standards on Gender Equality: Fund for Returning to Work Grants
- Grants for student parents to complete their degree programme

3.5.5 Technical and administrative staff

In the technical and administrative division, justified requests to reduce working hours or take a leave of absence are compensated by creating flexible interim positions. Within the scope of budgetary and economic possibilities, stand-ins for employees on maternity leave will be 100% financed by central funds.

4. Incorporating gender aspects into research, teaching and administration

Step by step, gender aspects will be incorporated into all areas of the university – research, teaching and administration.

4.1 Research

The Braunschweig Centre of Gender Studies, together with TU Braunschweig and Ostfalia University of Applied Science, submitted an application to the Ministry of Science and Culture (MWK) for a Maria-Goeppert Mayer Professorship entitled “Gender, Technology and Mobility” (Gender, Technik und Mobilität) and has received a positive response. This W2 professorship is limited to four years to begin with, and is being co-financed by the two universities. The MWK will establish the professorship in TU Braunschweig’s Department of Mechanical Engineering, along with a 75% Research Associate position. The aim of the professorship is to conduct research that promotes: 1) a theoretical foundation for the interrelationship of gender and diversity, 2) gender-sensitive mobility research, and 3) an interdisciplinary reflection on the current state of technology, intensifying cooperation among the technical institutes and departments of the two universities in the process. The professorship is expected to provide valuable impulses for teaching. Both universities are looking into the possibility of removing the professorship’s time limit.

⁷ TN: The DFG (Deutsche Forschungsgesellschaft) is the central self-governing research funding organisation in Germany (source: http://www.dfg.de/en/dfg_profile/index.html).

Funding for the Braunschweig Centre of Gender Studies will come to an end after 2013. To ensure gender is incorporated into research and teaching, in 2012 TU Braunschweig decided to continue funding the centre from 2014 onwards for an indefinite period of time, with an annual budget of €63,400.00 (70%, pay grade TV-L E 13 for a Research Associate and material resources, including for events).

As part of a cooperative project between TU Braunschweig, Ostfalia University of Applied Sciences and the Braunschweig University of Art, the Braunschweig Centre of Gender Studies promotes and strengthens interuniversity collaboration in the area of gender studies and the interlinking of natural sciences, technology, engineering sciences, humanities, social, cultural and media sciences and aesthetics through joint (guest) professorships, seminars, research and research support, conferences, guest lectures and other events, advice services, cooperation projects, networking and various other services. The Centre has also created a national impetus by being a founding member of the Fachgesellschaft GeschlechterStudien/Gender Studies Association e.V. and by establishing the Lower Saxony Interdisciplinary Doctoral Candidate Day in Gender Studies (Interdisziplinärer Niedersächsischer DoktorandInnentag Gender Studies) in cooperation with the State Working Group of Women and Gender Studies Institutes in Lower Saxony (Landesarbeitsgemeinschaft der Einrichtungen für Frauen- und Geschlechterforschung in Niedersachsen, LAGEN). A significant drive internal to the university was generated by a gender colloquium in 2010/2011, gender forums in 2009 and 2012, by expanding the research topics “Gender and TechnoScience” (MGM professorship for Gender, Technology and Mobility) and “Gender and School”, and by implementing the Gender Researcher in Residence Programme. For 2013, the Centre plans to publish a textbook for addressing gender topics in school, based on the aforementioned conference and on contributions made during a seminar series.

Another important activity relating to research was the introduction of a Gender Consulting Service by TU Braunschweig’s Equal Opportunities Office. As part of this service, an EU-sponsored training course entitled “Gender in Research” was held for researchers and yielded a very positive response.

4.2 Teaching

In 2009, the Braunschweig Centre for Gender Studies established a position to coordinate gender studies-related teaching. The position will be financed beyond the autumn of 2013. Once a year, the Centre organises an interdisciplinary seminar series with the active involvement of university lecturers from various disciplines. It helps to match lecturers with gender-related lectureships (most recently at TU Braunschweig in Departments 2, 3, and 6).

For 2013, TU Braunschweig plans to increase its number of gender-related courses and make them a permanent fixture. In the Bachelor’s programme on Integrated Social Sciences (Integrierte Sozialwissenschaften), the “Think Gender” seminar has been implemented as an elective module and, since the 2012/2013 winter semester, the “Gender & Diversity” elective module has been given regularly and is open to all students wishing to earn academic credits towards interdisciplinary qualifications. Also starting in 2013, a teacher training course that

will be given regularly will allow students to explore “Doing Gender in School”, entailing critical thinking about their own actions. All of the TU’s departments are currently looking to see which gender-related research findings can be incorporated into their course catalogue to make their methods and contents a natural component of teaching and research. The departments also support interdisciplinary cooperation in gender studies to give these topics more visibility, and they authorise relevant lectureships and deputy professorships as well as guest professorships with a focus on gender.

In 2013, as per the 2011 Recommendations of the Joint Science Conference (Gemeinsame Wissenschaftskonferenz, GWK)⁸, TU Braunschweig plans to review the structure and contents of its STEM programmes with regard to their attractiveness to female students.

4.3 Administration

When it comes to incorporating gender issues into the university’s administration, managers and anyone making personnel decisions have a special responsibility, firstly because of §1 Sect. 3 NGG and secondly because TU Braunschweig is convinced that the promotion of equal opportunities is a cross-sectional effort involving all members of the university. As explained in Section 2.5, this target group is offered special training to raise their awareness of this topic. Gender-sensitive language (see Section 1.6) and adherence to the provisions for equality-oriented personnel management (see Sect. 1.2.6) and for preventing sexual harassment (see Section 1.5) are also a matter of course.

4.4 Gender competency offers

The range of gender-related training courses is being expanded. They will be available to all students, current and future managers. Diversity may also be incorporated into gender-related training courses.

4.5 Library of the Equal Opportunities Office

By securing study contribution funds, the Equal Opportunities Office was able to considerably expand its literature on gender research and equality policies over the past few years. At present, more than 1,000 publications are available and accessible by the public. All of the books have been included in the University Library’s central catalogue. Further expansion of this literature base is planned for the future.

C Validity and updates

According to §§15 and following NGG, Equality Plans are evaluated and updated every three years. Due to structural reasons, TU Braunschweig is forced to partially deviate from this provision, setting personnel targets not for a period of three years (2015), but through 2020.

⁸ Joint Science Conference, 2011: “Women in STEM Subjects. Balancing Activities in Higher Education” (Frauen in MINT-Fächern. Bilanzierung der Aktivitäten im hochschulischen Bereich), Bonn (available in German only).

Accordingly, the equality plans will be evaluated in 2015 and 2018. The first comprehensive evaluation of the equality plans will take place in 2020 and will be repeated every three years thereafter. If the evaluation shows that one or several targets were not met, an explanation must be provided.

D Inception

The present equality plan will come into force after its adoption by the Executive Committee and its approval by the Staff Council.