Interreg
Austria–Hungary
European Union – European Regional Development Fund
WomEn-Puls
DAFF nowa
NEUES ERREICHEN.

T1.2
National Report
Summary

"Regional analysis of the current state in the project area "

Results of the survey as part of the project WomEn-Puls

Austria

created by

nowa Training Consulting Project Management

and

DAFF - Umbrella association of counselling centres for women, girls and families in Burgenland

December 2019

Content

Methodology

Desktop Research

The research made use of the following data sources:

Federal government

Personnel Report 2018 [1]

Province of Burgenland
AMS Database
Chamber of Labour - Brochure [2]

City of Graz
Personnel in figures – 2018 [3]
Personnel Report House Graz 2018 [4]

In order to ensure the comparability of the data, data from 2018 which was available in all areas, was used.

Online questionnaires

Female employees from the public sector

209 women in the public sector answered the online questionnaire.

The online questionnaires were developed using Google Drive, the link was sent to the respondents, the greatest possible anonymity was guaranteed by online answers without attribution.

In the selection of the respondents, great attention was paid to a diverse composition of the target group, it tried to address all relevant areas of the public sector - labour market, business, education, justice, health, politics and interest groups. The questionnaires were distributed by multipliers in the organizations and institutions (see list).

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[1] https://www.oeffentlicherdienst.gv.at/fakten/publikationen/PJB_2019_Daten_und_Fakten.pdf?79nlig
[2] https://bgld.arbeiterkammer.at/service/broschuerenundratgeber/akstudien/Das_Burgenland_in_Zahlen_2018_020919.pdf
[3] Stadt Graz, Magistratsdirektion-Strategische Organisationsentwicklung Personal in Zahlen - 2018
[4] https://www.graz.at/cms/dokumente/10269025_7748776/e8d0327d/Personalbericht%20Haus%20Graz.pdf

Individual interviews

Executives (decision makers / employers) from public and private sector

27 individual interviews with 28 people

In the selection of interviewees, great attention was paid to the widest possible composition, addressing all relevant sectors of the public sector - labour market, economy, education, health, politics and interest groups.

Furthermore, 7 private companies from very different areas (Social Entrepreneur, Health and Tourism, IT, Technical Office, Timber Construction, Plant Engineering, Production) and different sizes were surveyed.

Thanks to many years of existing and very active networks, a wide range of experts has been reached.

7 companies from the private sector
20 organizations from the public sector

Focus group interviews

Female employees from the public sector

Executives from the public sector

8 focus groups: Interviews with 57 participants were conducted.

In the selection of interviewees, the Austrian Associated Strategic Partners, Community Representatives Association GVV and Province of Burgenland as well as the City of Graz and the Province of Styria were included.

4 interviews with 27 employed women in the public sector:
15.10.2019 Female profession center /Women's Counselling Center Oberpullendorf
05.11.2019 City of Graz

21.11.2019 Province of Styria

15.11.2019 Socio-economic enterprise "Weiberwirtschaft"

4 interviews with 30 executives (decision makers / employers) from the public sector:

05.11.2019 Socioeconomic enterprise "Weiberwirtschaft"

13.11.2019 GISA / FEMININA - Women's Health in Burgenland

19.11.2019 City of Graz

20.11.2019 Province of Styria

Results

Desktop research at national and regional level

Employees

In Austria, 352,426 persons are employed in the Public Sector, 42.1% of whom are women (cf. Personnel Report Bund 2018, Page 11+80).
Of these, 134,569 are employed at federal level, 143,205 at regional level and 74,652 at municipal level.
In the Province of Burgenland 3,824 persons are employed excl. employees in outsourced facilities but incl. teachers, the number of state employees in outsourced facilities amounts to 1,856 (cf. Federal Personnel Report 2018, Page 13).
In the Province of Styria 15,523 persons are employed excl. employees in outsourced facilities but incl. teachers, the number of state employees in outsourced facilities amounts to 15,376 (cf. Personnel Report Federal Government 2018, Page 13).
City of Graz employs 3,548 people, 70% of them are women (cf. City of Graz Personnel in Figures - 2018, Page 2+17).

Part-time

A total of 17.7% of all employees at federal level work part-time, the part-time rate for women is 32,6% and for men 6.8% (cf. Federal Personnel Report 2018, Page 78+82).

Telework
Around 1.100 persons at federal level work telework, women almost twice as often as men (cf. Federal Personnel Report 2018, Page 86/87).

Classification/management positions
56,6% of the employed academics in the federal government are female, in the highest salary classifications (A1) the percentage varies between 30% and 39.6% (cf. Federal Personnel Report 2018, Page 80+83).
The development of the proportion of women at the federal level in the highest salary classifications (A1) in the period 2006-2018 is positive, 12% increased (cf. Federal Personnel Report 2018, Page 84).

Gender Pay Gap
In 2017, the income difference between women and men in the federal service is 11% and varies between 3.4% (school supervision) and 28.4% (military service) according to occupational group (cf. Federal Personnel Report 2018, S88-90).
It can be stated that the gender pay gap in federal service is lower than in the private sector.

Online questionnaires

Female employees from the public sector

209 women employed in the public sector responded to the online questionnaire.

Motivation of employees

The results of the survey show a strong motivation of women due to a varied and interesting job, good compatibility of work and family and meaningful work that fulfils a social purpose. Furthermore, the salary and benefits package, work environment, stability and the opportunity for further education were important to the women.

From our point of view, the classification of career opportunities as the least valued motivational factor lies in the lack of transparency in decision-making processes, job replacements and salary as well as in internal communication. Equality is not always experienced in salary and in the allocation of work, especially here women feel disadvantaged.

Equality in the organization

Slightly more than half of the women rated equality in the organization as positive. Opinions differ on equal opportunities, with 14.25% disagreeing, only 37.8% of respondents perceive management's aspirations for diversity within the organization. Interestingly, 26.1% of women do not believe that performance crucially affects their career opportunities in the organization. This contrasts with 63.5% of women who see the opportunity to develop further, but mainly in terms of work-life balance.

Career opportunities

As the biggest obstacle to careers, women see childcare barriers (27.7%). Although 23% of respondents cite a lack of self-confidence as a career obstacle, our point of view is that this self-awareness is shaped by socially anchored roles and attributions, which women also adopt and practice without reflection.

This is also reflected in the fact that women's self-reliance has been rated as the highest in terms of becoming active in terms of career opportunities, followed by economics / business and politics.

Recommendations for career promotion

At the **strategic level** it is in addition to special programs for women and career support, to new approaches to work and gender-sensitive evaluation and remuneration of labour, quotas for women and an anchoring of equality in education.

At the **structural level**, women mentioned building networks and changing structural frameworks in terms of working time, measures and regulations.

On a **cultural level**, breaking up attributions, orientation to role models, awareness and transparency are important. Equality as a cross-cutting issue in education is essential.

Qualification requirements

There is a high level of willingness for further education (85%), and around 80% of women can also envisage participating in an e-learning program.

In terms of skill needs, female employees rank highest in Leadership Skills Management (72.5%), followed by Leadership Skills - Social (71.8%) and Personal Skills (64.2%). In the field of IT skills, the focus is on 67% IT basics followed by 56% presentation. In the English-speaking languages, 57.27% is more in the middle range.

Framework conditions

The training should take place in the district capital or in the province. About half of the respondents are in favour of 5 -10 units in 2-4 meetings. The preferred days are Monday to Thursday, with a large proportion of respondents voting for execution during working hours. Childcare is not mentioned as a basic requirement by a majority.

Individual interviews

Executives (decision makers / employers) from public and private sector

27 individual interviews with 28 people
20 organizations from the public sector
7 companies from the private sector

General

In principle, it can be stated that the higher the management level, the lower the proportion of women.

In public organizations, the proportion of female employees is higher, but in top management this is not reflected. In the private sector, the proportion of male employees predominates (except in the thermal spa); in top management, there is 1 woman out of 17 executives.

Equality and career opportunities in the organization

Career relates to an activity that gives pleasure, makes sense and for which there is appreciation and recognition. Career is associated with achievement and commitment, responsibility, additional tasks and higher income. It is seen as a development at vertical (hierarchical) and horizontal (professional) level. In the public sector, however, professional careers are not considered to be possible, in the private sector, leadership is often the result of a specialist career, i.e. qualification-related upgrades within the professional activity.

It is widely agreed that there is no reason not to promote women's careers. The diversity of society must be reflected in the organization, and 50% of the potential cannot be waived. Heterogeneous teams lead to diversity, broader perspectives, different values and perspectives, more diverse problem-solving methods and approaches. This makes them more successful and increases the attractiveness of the employers.

The experience of women in leadership positions varies between the public and private sectors, except for the fact that there are few women in leadership positions. Women are generally credited with positive leadership skills, they are often better qualified than men, need to be very flexible and often deliver more than 100% to be recognized as equal.

There is a consensus that women and men lead differently, but that women in leadership positions often have masculine connotations in order to accommodate societal attributions and role models. Female executives do not automatically lead to equality-oriented approaches, what is important is the gender understanding of the individual.

Public-sector respondents perceive that women solve problems and challenges in a different way. They are more likely to be managers, men more likely to lead. The interviewees in the private sector conclude that women are more strategic and men more emotional.

Although anchored in the strategies, there are few or no career development opportunities specifically for women in the public sector except AMS (labour market service). Even in the private sector, there are no special offers for women, in the organization and personnel development, no strategies are officially implemented, needs are expressed.

Equality in relation to women and careers is often argued about the reconciliation of work and family, which leads to a continuation and consolidation of societal attributions and roles on an organizational level.

Women are good everywhere, there are no differences and only to a very limited extent, areas where it makes sense to have a woman or a man as a leader. Qualification is essential for career opportunities, the applicability depends on both the person and the environment. Women have a harder time in male-dominated jobs, conversely, it's not a problem. Specialist careers are possible part-time.

Women are seen particularly suitable for the areas of personnel, purchasing/sales, and societal attributions are carried forward without reflection.

Part-time career / leadership is seen as problematic as presence is required, e.g. due to futures, business travel, project requirements. Again, these are attributions that assume that the above-mentioned requirements cannot be met part-time. In some interviews, it became clear that leadership must be planned differently (e.g. shared or joint leadership) and attributions must be broken up.

Reasons for the low number of women in management positions
At **strategic level**, no relevant areas were mentioned in both sectors.
At the **structural level**, social, organizational structures and basic conditions as well as male-dominated hierarchical systems were mentioned. Lack of networks for women and structural disadvantages in the labour market are also in need of change.
On the **cultural level**, male-dominated hierarchical systems are limiting women in addition to attributions / (gender) roles/socialization and their own "gender understanding".

Career opportunities

In terms of accountability, the leaders of politics, business / industry and women balance each other, with politics and women rated as equal.

Recommendations for career promotion

At a **strategic level**, the public sector is concerned with equality and women's advancement plans, career development models, women's quotas and new access to work and leadership. Wage levels in female connoted professions need to be raised to the same level as their male counterparts. An anchoring of equality as a cross-cutting issue in the education system is required. The private sector also needs to think about the development of mentoring programs and the orientation towards social models from northern Europe.

At the **structural level**, the organizations mentioned the change in structural framework conditions in terms of working time, measures and regulations as well as the consideration of different gender roles in access to careers and leadership. Here, too, attention was drawn to the importance of structural changes in the education system / equality as a cross-cutting issue.

At the **cultural level**, breaking up attributions, raising awareness, and actively encouraging women and considering different gender roles is important. Equality as a cross-cutting issue in education is essential.

Leadership positions in our society today are difficult or very difficult to reconcile with a balanced family life. New models of work and leadership must lead to more flexibility in the workplace. At the same time, attributions and roles have to be called into question, and the attitude must shift away from motherhood and towards parenthood, especially in an organizational or company context.

Qualification requirements

2/3 of respondents consider e-learning programs to be an effective method, e.g. in the field of languages and IT skills.

In terms of skill needs, managers rank highest in leadership skills management (92%), followed by leadership skills - social (87%) and personal skills (80%).

In the area of IT skills, social media is at the forefront with 57%.

English-Proficiency is rated 64% higher in languages.

Framework conditions

About one third of respondents are in favour of 5 units, 20% for 20 units. The units should be divided into 2 - 5 meetings. Childcare is not mentioned as a basic requirement by a large majority.

Focus groups interviews

Female employees from the public sector

Executives from the public sector

8 Focus Groups Interviews with 57 participants were conducted

4 interviews with 27 employed women in the public sector:
15.10.2019 Female profession center /Women's Counselling Center Oberpullendorf
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20.11.2019 Province of Styria

Female Employees

General

Despite an open attitude to the topic of women and careers it became apparent that there had been little discussion of the topic so far. Organizational and personal awareness of gender equality varies. When it comes to vision, the participants are not very creative - "administration vs. innovation".

Resignations prevail because of the lack of career opportunities for women e.g. due to age structure in the public sector are only theoretically available.

Equality and career opportunities in the organization

Female employees associate career to a large extent to achieve personal goals and to participate in an enjoyable activity. In third place is pay for work.

The strongest motivation to work in the public sector is job security as well as social and other benefits.

Although women are satisfied with their career so far and appreciate the benefits and flexibility in the organization, they find a high inequality with men in terms of performance and salary assessment. The professional career or career opportunities are very dependent on executives. Career is possible, but very difficult – a woman has to be in the right place at the right time.

From the point of view of the interviewees, no special measures are offered in the organizations to promote the careers of women. Often measures to promote reconciliation of work and family life are seen as career promotion measures, this leads to a continuation and consolidation of societal attributions and roles on an organizational level. Seminars explicitly for women are often not in the context of career advancement.

Reasons for the low number of women in management positions

At the **strategic level**, the lack of clear political will in the public sector was identified as a key factor.

At the **structural level**, social, organizational structures and basic conditions as well as male-dominated hierarchical systems were mentioned. Lack of networks for women and structural disadvantages in the labour market are also in need of change.

At the **cultural level**, male dominated hierarchical informal systems and behaviours are limiting women in addition to traditional gender roles and lack of informal structures / (political) networks.

Recommendations for career promotion

On a **strategic level**, it is about implementing existing concepts and impact goals, new approaches to work and leadership should lead to the active involvement of female employees. A change in the remuneration system (recognition of additional training) is encouraged.

An anchoring of equality as a cross-cutting issue in all areas and at all levels of the organization is required.

At the **structural level**, women mentioned measures to promote women, changes in the structural framework and the formation of women's networks.

At the **cultural level**, the consideration of different gender roles, awareness raising and networking meetings for women is a priority.

Qualification requirements

The focus regarding training contents lies in the area of Personal Skills / Leadership Skills. The areas of management, gender competence with a focus on economics and knowledge of legal regulations and framework conditions were also considered important.

Specifically, the following has been proposed:

- Gender equality basics for employees (female and male)
- Offers for career advancement for women
- Exchange at the same level, across departments or organizations as part of the toolkit

- Information regarding parental leave and part-time work, effects and conditions

Executives

General

There was an open and honest atmosphere and lively exchange. The participation of women and men was valuable. The reality regarding women and career opportunities was noticed for the first time by some respondents as was awareness about how little progress has been achieved. In the end, the idea was to act together instead of differentiating between men and women, to get feedback from women's perspective and thus to have a window to new / different perspectives. Resignation prevailed over the fact that the topic had been in the works for a long time, over its dependence on political circumstances and over structural framework conditions, some of which had been the result of unsuccessful structural changes. Equality is anchored in the strategies and goals but is often not brought to practical work. There are few career opportunities in the classical sense (hierarchical).

Equality and career opportunities in the organization

Executives define careers to a high degree through development opportunities, independence and involvement in decision-making, followed by satisfaction, responsibility and design opportunities.

It can be stated that there are very good experiences with women in management positions. They are found primarily in female connoted areas such as social affairs, personnel development, etc., which leads to an updating of social attributions and stereotypes. Acceptance is a topic, often by one's own gender. Female executives are asked questions about quotas, qualifications, etc. Men as executives no longer act openly misogynistically, they express themselves to the outside as understanding, but often react in the situation according to traditional old role models.

Businesses and organizations reflect reality and reflect society. The public service has a responsibility to set an example here.
Women can act as managers in all areas, there are no restrictions.

There are no special qualification opportunities for career advancement of women.

Gender equality is anchored in the strategies, the structures are lagging and there are no objectification guidelines.

Reasons for the low number of women in management positions

At a **strategic level**, it was pointed out that measures for women often only serve as reassurance.

At the **structural level** social, organizational structures and framework conditions as well as male-dominated hierarchical systems were mentioned. Lack of networks for women and structural disadvantages in the labour market are also in need of change.

At the **cultural level**, male-dominated hierarchical informal systems and behaviours as well as attributions, (traditional gender) roles and socialization are limiting. It is also observed that women behave differently because of their gender roles in terms of careers.

Recommendations for career promotion

At a **strategic level**, it is about developing strategies and programs for early succession planning and a quota zipper system, and for depoliticizing the system. New approaches to work and leadership, especially in the tendering of management positions, are necessary. Equality must be anchored as a cross-cutting issue in all areas and at all levels of the organization.

At the **structural level**, networks for women, the change of structural conditions as well as transparency and objectivity in personnel selection, personnel development and performance evaluation are required.
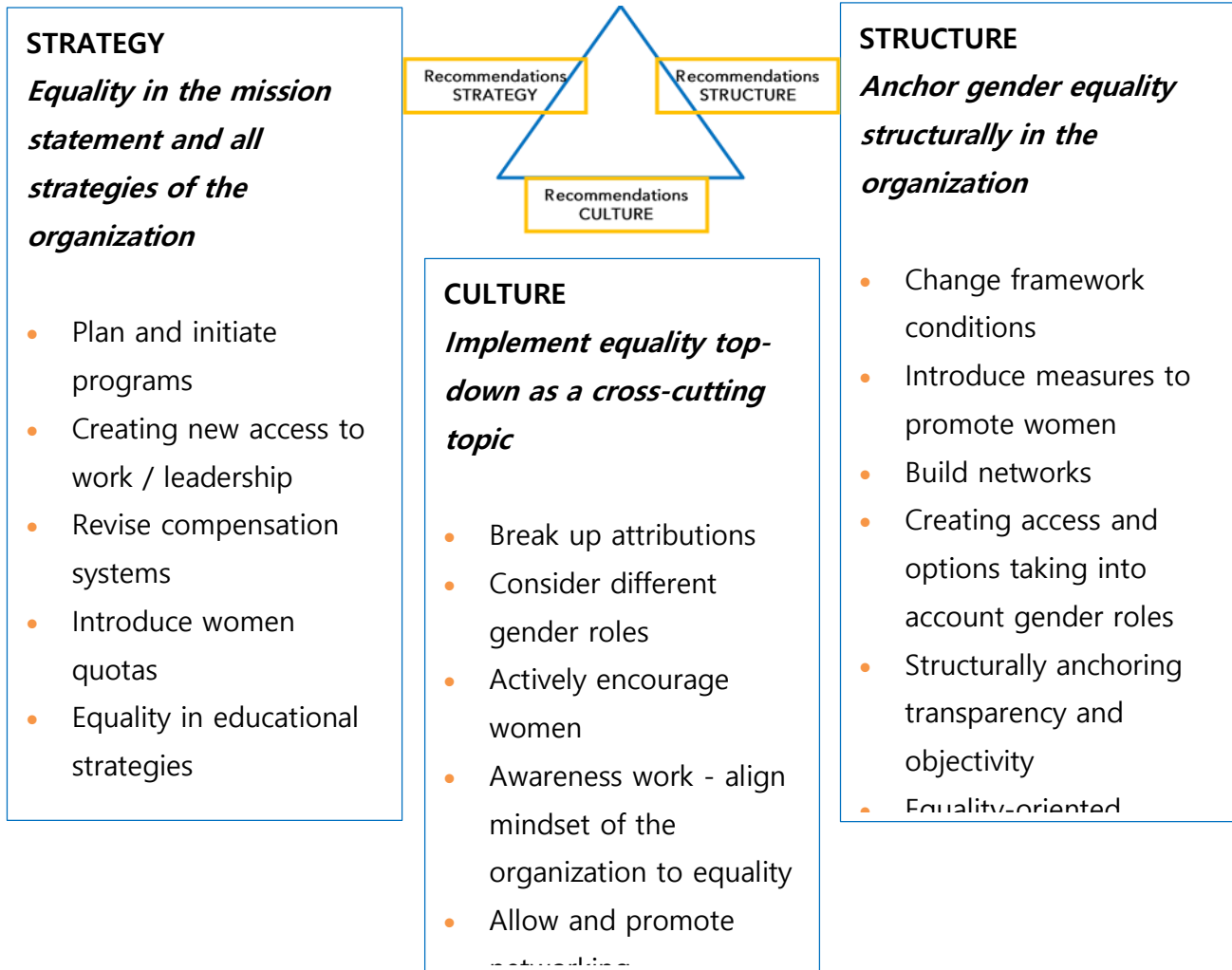
At the **cultural level**, it is about considering different gender roles, awareness / mind-set in the organization, and transparency in corporate culture and communication. Targeted actions for women seeking career development are needed in the context of human resource development, active encouragement and support for women's networks are key concerns.

Qualification requirements

Specifically, the following has been proposed:

- Gender equality basics for executives
- Offers of career advancement for women
- Do not use the term sensitization in consciousness work - female connotation
- Discourse workshop at the meta level with male and female executives of the same level, possibly across departments or organizations on equality and the importance for the organization

Summary of key findings at national level

STRATEGY

Equality in the mission statement and all strategies of the organization

- Plan and initiate programs
- Creating new access to work / leadership
- Revise compensation systems
- Introduce women quotas
- Equality in educational strategies

Recommendations STRATEGY

Recommendations STRUCTURE

Recommendations CULTURE

CULTURE

Implement equality top-down as a cross-cutting topic

- Break up attributions
- Consider different gender roles
- Actively encourage women
- Awareness work - align mindset of the organization to equality
- Allow and promote networking

STRUCTURE

Anchor gender equality structurally in the organization

- Change framework conditions
- Introduce measures to promote women
- Build networks
- Creating access and options taking into account gender roles
- Structurally anchoring transparency and objectivity
- Equality-oriented

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Recommendations for the development of the toolkit

**Gender Equality Basics
for executives and employers**

**Gender Equality Basics
for employees**

**Discourse Workshops at meta level with
female and male executives and employees**

Module 1

Personal Skills for female employees

Module 2

**Leadership Skills – Management
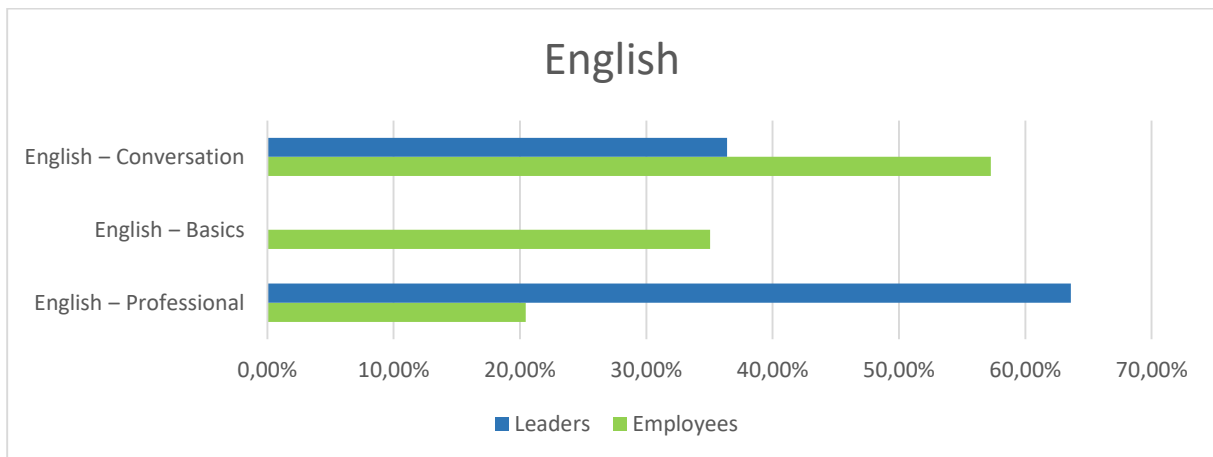for female employees**

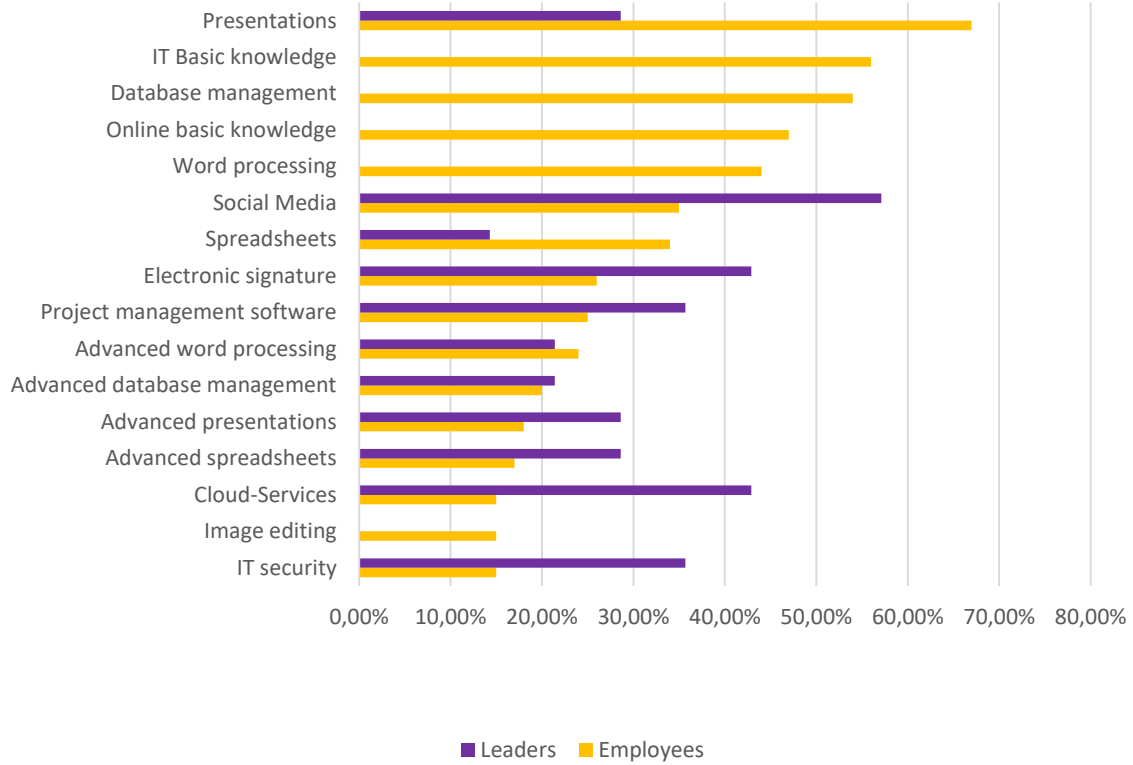**Module 3**

**Leadership Skills- Social
for female employees**

Module 4

**Workshop Online Learning
for female employees**

Qualification requirements as a basis for the toolkit

IT-Skills

Presentations — Leaders / Employees
IT Basic knowledge — Employees
Database management — Employees
Online basic knowledge — Employees
Word processing — Employees
Social Media — Leaders / Employees
Spreadsheets — Leaders / Employees
Electronic signature — Leaders / Employees
Project management software — Leaders / Employees
Advanced word processing — Leaders / Employees
Advanced database management — Leaders / Employees
Advanced presentations — Leaders / Employees
Advanced spreadsheets — Leaders / Employees
Cloud-Services — Leaders / Employees
Image editing — Employees
IT security — Leaders / Employees

0,00% 10,00% 20,00% 30,00% 40,00% 50,00% 60,00% 70,00% 80,00%

■ Leaders ■ Employees

Personal Skills

Increasing self-awareness, efficiency, motivation — Leaders / Employees
Networking — Leaders / Employees
Realistic assessment of one's own — Leaders / Employees
Dealing with employees — Leaders / Employees
Developing self-confidence — Leaders / Employees
Resilience — Leaders / Employees
Developing behavioral adaptability — Leaders / Employees
Clear principles, values, ethics — Leaders / Employees

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■ Leaders ■ Employees

Leadership Skills - Management

Leadership Skills - Social Skills

Category	
Conflict management	
Recognize, demand and promote employee potential	
Communication	
Feedback	
Employee motivation/employee retention	
Perceive and assess employee needs	
Improving cooperation and teamwork	
To be a role model	

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■ Leaders ■ Employees

INTERREG V-A Austria-Hungary Programme

ATHU116 – WomEn-Puls
(Project Title "Women Enhancing Public Sector")

NATIONAL REPORT – HUNGARY
VAS COUNTY AND ZALA COUNTY

EXECUTIVE SUMMARY

"Regional Analysis of Current Status in the Project Area"

Prepared by:

Kell Egy Csapat Élmény KFT

13 December 2019

NATIONAL REPORT – HUNGARY
VAS COUNTY AND ZALA COUNTY

EXECUTIVE SUMMARY

"Regional Analysis of Current Status in the Project Area"

Customer:

Municipal Office of Vas County

Prepared by:

Kell Egy Csapat Élmény KFT

Done in Szombathely, 13 December 2019

TABLE OF CONTENTS

1. Summary of Key National Level Results - Executive Summary

The attractive side of public administration

- Good atmosphere, teamwork
- Family-friendly operation
- Stable, predictable workplace
- Supportive, open leadership
- Service of the common good
- Positive employee experience (employees have good relationship with their superiors, the community matters, communication with the staff and the manager is appropriate, colleagues are open and accepting with each other and work with clear goals and expectations)

Challenges in the light of surveys and environmental trends

- Gender-neutral staffing approach
- Wages that are not commensurate with the quality of work and individual workload
- Performance is not a determining factor of promotion
- Insufficient cooperation and communication
- Systemic weaknesses of individual career planning and personal career development
- Unfavourable working conditions
- Lower commitment
- Shortage of labour, wage problems
- Need for introducing modern management knowledge and methods
- Needs for developing a flexible work organisation
- Promotion of female managers
- Lack of striving for diversity
- Bureaucracy-centeredness
- Mental and professional support throughout the integration phase and the complete employment cycle
- Shortcomings in standardising good solutions

Training needs

For co-workers
• communication, conflict management, burnout prevention / management trainings
• team building and collaboration trainings

For managers
• communication, conflict management, stress management, problem solving, time management, change management trainings
• training related to executing leadership functions within the employee experience programme (motivation, delegation, feedback, recognition, assertive communication, providing a work environment that suits individual needs, providing the right people in the right place)
• Special self-awareness, self-confidence building, emotional intelligence development, leadership skills development trainings to support female leaders

Language training
• advanced English and German courses

IT training
• spreadsheets, word processing, basic user knowledge

1.1. Course, Process and Methodology of Research

Following the foundation methodological workshop on 8 July 2019, the research was conducted in parallel in the two counties concerned. The surveys were conducted between August and November 2019, with the involvement of external contractors in Vas and Zala Counties, with the active and helpful involvement of project partners (Municipal Offices of Vas and Zala County), Government Offices and other partners.

Four main methods were used in the research, each of which is included in the national report as a separate working part of the research, and finally this **executive summary aims to summarise and synthesise all these:**

1) **The secondary research** used the following public sources:
- Equal Opportunity Plan of the Government Office of Vas County, 2014-2019
- Equal Opportunity Plan of the Government Office of Zala County, 2017-2022
- Public Administration and Public Service Development Strategy, 2014-2020
- Good State Report, 2018
- Act CXXV of 2003 on Equal Treatment and Promotion of Equal Opportunities
- Official data of KSH (Hungarian Central Statistical Office)

2) In the **questionnaire survey**, 79 people responded in Vas County and 282 in Zala County; that is survey results were obtained based on opinions of **361** people. Participants in the survey mostly included people from the age group of 38-54, holding a college degree, who are in an employee status, employed full time; and approx. 67% of them have been employed at the same workplace for more than 5 years.

3) In **one-to-one interviews**, 9 women and 3 men were interviewed in Zala County; 11 women and 1 man in Vas. A total of 24 individual interviews were conducted with 20 women and 4 men. 23 in person, 1 online.

4) During the **focus group interviews**, 24 people were interviewed in Vas in 3 groups, and 33 in 4 groups in Zala. In terms of gender, the ratio was 28/5 in Zala and 22/2 in Vas, both outnumbered by women, with **a total of 57 interviews; 50 women and 7 men**.

Throughout the implementation, we always found a cooperative attitude from the ones involved and also from the participating partners. This made the job easier.

1.2. Professional summary, conclusions

An attractive side of public administration in the light of surveys

Good atmosphere, team

Respondents rate their workplaces basically as one with **good atmosphere**, with a **good team**, where are **leaders supportive and helpful** and the **team is accepting and cohesive**, people accept each other, there are good employee relations, helpfulness and inclusive culture.

Family-friendly operation

Employees consider **predictability and family-friendly operation** as a great advantage, maximum consideration of family status, matching working hours and flexibility, and the possibility to balance work and private life. For this reason, especially for parents with small children, public administration has a clear competitive advantage over the market sector.

Stable, predictable workplace

Stability, security**, clean and secure monthly payments and benefits are also attractive (despite recent changes).**

Supportive, open leadership

Supportive, open leadership **is also a workforce retention factor.** A significant number of those involved see organisations as fair, professionally trained, one with humane leadership that support employees and communicate appropriately.

Service of the common good

One of the core values of working in public administrative, its main motivation, is the **interesting work that generates social benefits** (customer feedback, helping people in need). This is the reason why many people choose this career path, which ensures professional growth as well. Combined with a **sense of vocation**, it represents an enormous amount of retention and attraction for employees.

Opportunity for individual development

In Zala County**, individual development as favourable experience was more prominent on the positive side.** Opportunity to gain experience, increase in self-confidence, sense of importance, achieving individual happiness, development of the knowledge of human character and empathy, professional growth and development of knowledge. In Vas County, however, opposing views emerged and one of the biggest shortcomings was the lack of personal development and vision.

Positive employee experiences

Employee experience development **is gaining popularity in the market sector, but we are already seeing encouraging endeavours in the public sector.** Competition for jobs has been replaced by competition for workers in an increasing number of sectors and regions, and jobs have become products to be sold. Value of existing employees have been raised and employers have already been paying more attention on their retention. Due to the changed labour market situation and also in terms of attracting and retaining employees, it is becoming increasingly important to consciously focus on supporting our employees' path in the workplace (e.g. mentoring, continuous feedback, outlining clear career paths) throughout the complete employment cycle (from entry to exit and even beyond).

As an innovative element, we include an **employee experience survey** block that validated the expectations and became one of the most valuable parts of the overall research with highly

exploitable results. As part of this, participants could express their satisfaction on a scale of 1 to 5 based on a variety of criteria. In the organisations involved, employees have good relationship with their superiors, the community matters, communication with the staff and the manager is appropriate, colleagues are open and accepting with each other and work with clear goals and expectations. **The level of trust is also quite high.**

Challenges in the light of surveys and environmental trends

Confirmed results from previous national surveys

The negative results of the engagement survey of the ÁROP (State Reform Operational Programme) 2.2.17 project are in line with our findings, which means that many solutions have not yet been found, there is a lot to do. According to a national survey 6 years ago, public administration performed at its weakest in 2013 in terms of **providing work equipment, salaries, benefits,** career opportunities, employer credibility and people-centeredness (values below 50%). Regarding the first three, there is a wide gulf compared to the competitive sector. The **levels of commitment (would you recommend your workplace to others?) and satisfaction (how satisfied are you with your workplace?) fell below that of the competitive sector between 2011 and 2013, and** the perception of the **work environment** also deteriorated. With changes in 2019, satisfaction with benefits is likely to have further deteriorated, but no related research findings are available.

Gender-neutral staffing approach

Personnel issues (human resource management) **that emerge in the pursuit of the organisation's goals** are addressed in a gender-neutral way. In many cases, they indicated that the question was "irrelevant" or it could not be interpreted as gender specific. However, this gender neutrality is often inconsistent due to social practices and stereotypes. More respondents report characteristics related to female leaders (precise, caring) that suggest the presence of stereotypes (caring because she is a mother; more careful because she also has to look after her family as a woman).

Leadership statements that explicitly consider parenting (up to the age of 1) as a female / maternal task are harmonious with today's social expectations. The organisation would give a strange look at male workers who would take advantage of opportunities for parents with children.

However, it should be noted that **the use of career opportunities** in public administration **and the ability to seize it are not fundamentally determined by gender. How we can grasp the opportunities that arise, how we can adapt to things, what we need, what we are able to do, to take on, how we use the knowledge we have acquired are all up to the individual's personality and not their gender.** Nonetheless, the negative perceptions that sometimes occur of mothers with small children should be eliminated at selection of leaders. **Everyone's an individual and works in a unique style of behaviour, based on different motivations;** ask for the candidate's opinion on how they think about balancing managerial and family responsibilities before making a decision about selecting a leader.

Wages that are not commensurate with the quality of work and individual workload

Both in the employee experience survey (respondents gave the lowest value for this aspect: 2.75 in Vas, 3.06 in Zala; 2.99 is the regional average) and in the interviews and questionnaires, the fact that **there is no clear correlation between the quality of work, performance and recognition** (not only financial but also moral) was identified as the most serious problem. Well-performing ones do the lion's share of work, and their material and moral recognition is not markedly different from those providing less added value.

Performance is not a determining factor of promotion

Another major negative factor was that **performance is not clearly related to promotion.** These can cause a severe motivational crisis at the level of individual employees, and therefore senior management and middle managers must use every means to respond to these needs to the extent possible. They should explore ways of solving this challenge in terms of finances, division of labour, moral and professional recognition, and communication.

Insufficient cooperation and communication

Negative experiences of **communication and collaboration problems** were also prominent, such as inadequate communication and cooperation between groups and peer departments, lack of teamwork, lack of meetings, lack of regularity, lack of team building and lack of conflict management. Mention was also made of the insecurity caused by excessive reorganisation, the negative perception of expressing emotions, less patience for beginners and shortcomings in training. There was a great need to **develop communication channels within the organisation to improve interdepartmental collaboration.**

Individual departments or organisational units **do not or hardly use team building methods** to strengthen their internal relationships. Contact with colleagues is reduced to exchanging work-related information due to the volume of tasks involved; although multiple feedback is built into the communication. There are no separate training programmes to support the development of collaborative skills and the identification of roles within the group.

Systemic weaknesses of individual career planning and personal career development

Lack of vision, individual career planning was also mentioned by many during the survey. This does not seem to be emphasised in the staffing of the organisations, but appears to be a painful shortage, especially for the ambitious and younger generation of employees. Generation Z, which is increasingly entering the labour market, attaches great importance to personal development in addition to partnership, which is why it is necessary to address this issue vigorously in the organisations involved.

Unfavourable working conditions

Insufficient office infrastructure **is mentioned as a problem (e.g. lack of air conditioning, inadequate furniture, outdated IT equipment, condition of dining room, social rooms, mouldy walls, etc.).**

Lower commitment

The main indicator of **employee commitment** is whether they would recommend their workplace to friends, relatives, and others. Approx. 50% of the survey participants would recommend their workplace (who gave a 4 or a 5), which is below the results of the 2013 national survey (63%) and steps should be taken to improve it.

Shortage of labour, wage problems

In the first twenty years following the transition to democracy, there was an oversupply in the labour market; employers were able to cherry-pick among candidates (including "unloved" workplaces), there was competition for jobs; companies had no major problem replacing outgoing employees. Starting in 2010 (the same year when HVG Publishing published the first Hungarian-language employer branding literature: "Brand for Talent" by Mark Schumann and Libby Sartain), regardless of the development of the regions, **the shortage of skilled labour became increasingly intensive**; for which representatives of the corporate, education or labour sector were also unprepared.

Public administration is also finding it increasingly difficult to locate workers with the right qualifications and experience, and the growing wage gap compared to the market sector is also increasingly challenging.

A direct consequence of this is overwork of existing employees due to a reduction in capacities, which causes a great deal of stress and dissatisfaction among co-workers. This particularly affects the well-performing ones, who are frustrated because they carry a disproportionate burden but are not recognised. **The work that needs to be done is often monotonous, which** often causes symptoms of burnout. That is why they would require some variety, and **they would welcome** different trainings **because of mental health aspects, ability / skills development.**

At a national level, the gross monthly and net average earnings of those working in the budgetary sphere are significantly lower than those in the competitive sector in the vast

majority of counties. Vas and Zala Counties are lagging behind also compared to the national average in terms of wages (gross wages in Vas County are 91% of the national average, 79% in Zala County). In Vas County, in terms of net wages of white-collar workers, **employees of the budgetary sector have a disadvantage of approx. HUF 80,000 compared to the competitive sector.** In Zala, wages in the budgetary sector are higher due to low competition market wages. This may create a more favourable position for attracting employees in Zala County. In Vas, however, the opposite is true; it will be extremely challenging to ensure labour supply in the future, and it will be important to **maintain conscious employer branding by emphasising fringe benefits.**

Need for introducing modern management knowledge and methods

Sooner or later, the slower responders will be encouraged by the changed labour market situation to break with old routines, outdated methods and approaches in HR and management. Future workplaces **implement organisation** and business policy **centred around employees**, as examples of successful companies show that caring for employees also translates into business benefits. **Appreciated, motivated employees perform their work to a much higher standard and with greater efficiency.** These people do their job **in the workplace they love**, even when a storm rages around them and the solution seems almost impossible, and they are happy to mobilise extra energy.

In the SME sector, which employs approx. 70% of the Hungarian workforce, but also among employers in the public sector and the civil society with approx. one million employees, there is much to be done in the creation of modern human resource management, which would result in significant efficiency gains.

During the survey, employees reported **inconsistent managerial decisions, favouritism, bias, lack of feedback and recognition, and poor work organisation.**

Needs for developing a flexible work organisation

Atypical, flexible forms of employment**, which can create new opportunities for the well-educated, but also require a much higher level of awareness and preparedness from employees and employers, will also be increasingly important.** Due to rapid changes and the constant need for renewal, **employers will have a much greater role to play in developing and training their employees** if they are to remain competitive and retain their values. They will need it as competition for labour will be increasing due to a shrinking labour supply. In this competition, companies will also need to operate an **employer brand** system covering the complete employee lifecycle.

Atypical, flexible form of employment is still scarcely used in public administration and our survey shows that the organisations involved **do not have an elaborate strategy, standards, procedures, guidelines in place on this topic,** solutions are the result of individual management-employee negotiations, but possibilities are not equally available at different workplaces.

The positives included evidence of a family-friendly workplace, but further attention, development, standardisation is needed, as many noted that the work **organisation** was **inflexible**, working hours were not family-friendly, part-time jobs were unavailable (only through individual negotiations, too often ending with the promise "We try to solve everything.").

Due to labour market changes, labour shortages and also the emergence of Generation X, **public administration must move towards flexible forms of work organisation** and place greater emphasis on employee experience and developing team chemistry (which may offset lower wages compared to the market).

Promotion of female managers

Although **the proportion of female employees in public administration is exceptionally high** and only one in four administrators is a man, **management positions are more often filled by men, with one in three being male.** Despite the predominance of women in public administration, only 23-24% of respondents were dissatisfied with gender balance. It is likely that the majority accept the female dominance of the sector. The majority of respondents (59%) were more positive about their **career development experiences.**

Asked about **female leaders**, subordinates and middle managers interviewed spoke **contrary to** existing social beliefs and **stereotypes**. Most of them were of the opinion that collaboration, day-to-day work and communication often required more effort than with male leaders. Mothers who bring their careers to the fore are easily stigmatised to be **careerists**. Addressing this is a key management task; it is important to accept a staff member who does not settle for personal fulfilment at home, but also has key professional goals.

Based on this, it may be worthwhile to **participate in sensitisation sessions** that point out that **it is not gender** but **personality features** of managers and employees that **determine leadership principles**, keeping in contact and communication.

Due to the **more closed management career paths**, supporting professional development is a priority of the organisation. Women becoming leaders are more constrained by few and infrequent managerial vacations, rather than by discrimination in selection of managers. In addition, it was mentioned that **the status of women with children or those planning to have a child may have a negative impact on their choices to be selected as leaders.**

In terms of women's career development, increasing **consciousness, efficiency and motivation** is seen as the most important factor in both counties. This is followed by **respect and appreciation in the treatment of people** at all levels of leadership, organisational roles and contexts, and third, **the need to increase self-confidence.**

Setting objectives, **making decisions, planning, and achieving goals** are ranked first among the classical leadership skills. Motivating and retaining employees **is a priority in both counties and regions.** This is followed by **giving and receiving feedback.** The lack of the latter was also mentioned among the problems and needs to be addressed in the toolkit.

Leadership trainings, and increasing the level of consciousness, self-awareness and self-confidence **are seen as most important for women's career development, and also the development of childcare facilities locally or in the care area through the development of the institutional system via the creation of a child-friendly workplace.**

Women's career development is mostly hindered by childcare, limited mobility, lack of skills and insufficient consciousness.

Responding women think that **they, themselves, can do most to advance;** they are the ones to take responsibility. This is followed by politicians and the workplace leadership.

It is recommended that organisations collect and disseminate best practices and solutions for career development and promotion of women, **as they are currently applied ad hoc, based on the attitudes and experience of individual managers, or not applied within the organisations.**

Lack of striving for diversity

Research experience has shown that workplaces that have a diverse community based on all aspects (education, origin, worldview, gender, age, interest, etc.) are the ones that perform best and make good decisions. Respondents in the survey believe that their leaders do not consciously strive for this during the selection process.

Bureaucracy-centeredness

Many also complained about **bureaucracy.** Slowness, unnecessary steps of the workflow, many non-professional tasks (more time for statistics than for the client).

<u>Mental and professional support throughout the integration phase and the complete employment cycle</u>

The organisations involved in the research do not have a human resources core document that outlines **the tools to be used when a new employee enters (e.g. induction programme, orientation training, mentoring),** and there are no mentors to help with entry / commencing employment. There is no assistant / coach at any level of management with whom the person in charge of management can discuss problems and personal tensions related to their job.

Based on the interviews and institutional experience, we consider it appropriate to introduce a set of measures in the field of human resource management that will facilitate **the integration of the new employee** into the existing system (no organised programme available at present), support founding a work carrier and help promotion, and, in the case of people in managing positions, **ensures continuous improvement of leadership skills, and mental management of** work-related **tensions.**

As part of the integration programme, **an induction programme and orientation training** should be implemented for each new entrant or returning employee.

All of them would require a **mentoring programme** in the organisation, especially for new employees who are to start an internship or transit from the competitive sector. Increasing knowledge about mentoring could encourage its introduction and also managerial support. It was stated that they would be happy to see the development of a system that would facilitate the situation of those returning to work after being absent for any reason. This would require the development of a contact system that would enable regular, professional and human development. As part of the integration programme, **an induction programme and orientation training** should be implemented for each new entrant or returning employee.

<u>Shortcomings in standardising good solutions</u>

The good practices and examples listed do not automatically follow from the operation of an organisation. In many cases, they are manager-dependent and result from existing customary law rather than being a result of written policies / operating procedures. It is important to note that many good leadership practices have been mentioned, often noted as being dependent on leadership abilities and the result of good communication and trust between the manager and the subordinate.

1.3. Recommendations for the objective of the work package "Developing a Training Programme Toolkit in the Topic of Gender".

Our proposals have been formulated in three areas according to the structure of the system triangle:

1) STRATEGY (OBJECTIVES, EXAMPLES)
2) SYSTEMS (PROCESSES)
3) CULTURE (BEHAVIOUR, KNOW HOW)

System Triangle
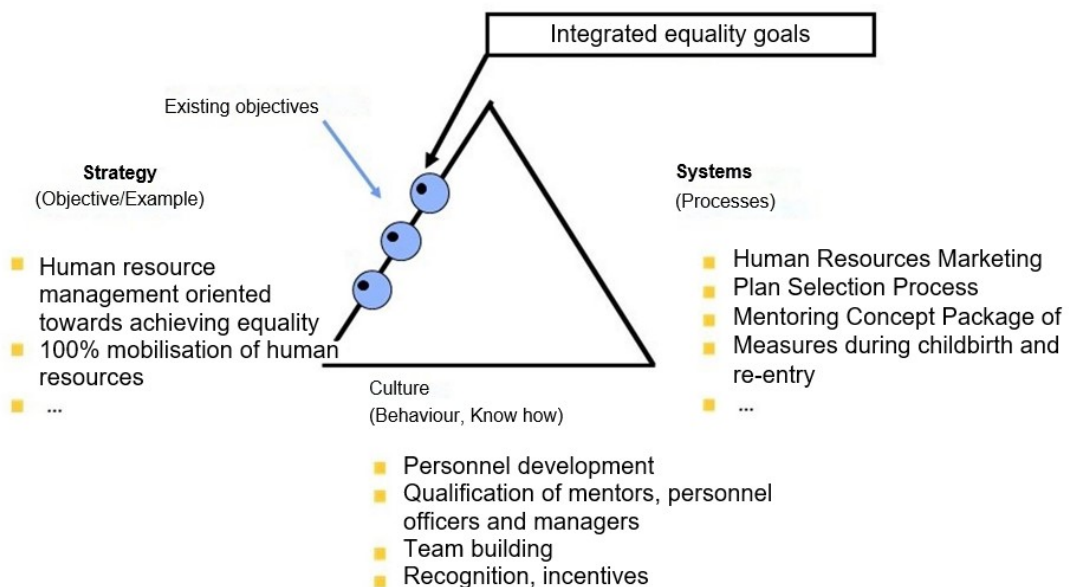
Strategy

There is a high proportion of female employees among civil servants, which implies the overwhelming need to **develop and implement strategies, methodologies, procedures and services that facilitate and support** women's return to work, career development, becoming a leader and work-life balance. **The strategic level needs to be strengthened.**

Counselling services related to women's roles (mental health, family breakdowns, work-life balance) are of particular importance in addition to childcare services (e.g. family day care, day nursery, nursery school, summer childcare), and also integrating **mentoring, coaching and training programmes** into the organisational Equality Opportunities Plans valid from 2020 onwards.

They consider it important for women to make their own career choices, not to be disadvantaged because of their children in any executive appointment (it is not for the manager to decide whether or not they can undertake a position). Ask them about their motivations, assess their needs, and have individual career plans. The extent is smaller, but **unequal pay** is still present in public administration; this needs to be investigated and eliminated. It would be helpful for women with young children to take on leadership roles if the **managerial and organisational competences acquired through family responsibilities** were taken into account when selecting leaders, not just the potential disadvantages (family focus that does not prevent everyone from taking on leadership roles or missed work due to illness of a child).

Introducing an **employee experience development programme** is recommended to implement **conscious employer branding** (to create a credible, attractive employer image for current and prospective employees) and programmes supporting employee commitment and to **create a position responsible for employee experience development.**

Strengthening the strategic level**, along with** sensitising and training executives, **could result in executives meeting organisational expectations, being provided with tools, and not deciding on gender issues in their own leadership roles.** It is an important strategic task to

create the opportunity for communication between the employee and the organisational unit where they previously worked in the case of maternity/paternity leave. It is worth reviewing the Equal Opportunities Plan of the Government Office of Vas County, which expires on 31 December 2019, setting goals and including parents bringing up children alone among the target groups.

System

We recommend a set of measures to be developed that facilitate **integration of a new employee, monitoring their career progression, and development of a mentoring programme.** As part of the integration programme, the content of **an induction programme and orientation training** should be developed.

It would be appropriate to **organise training programmes / individual counselling where appropriate,** where senior management can develop their leadership skills, abilities and theoretical knowledge based on their existing practical experience.

In this context, there should be opportunities to conduct awareness-raising programmes that present the gender situation in a given organisation and seek common solutions to overcome stereotypes or prejudices that have been identified. **It is also necessary to encourage men to take up family responsibilities and to take advantage of discounts / allowances** and to develop an organisational culture that supports this.

It is an important task for the organisations involved to **gather, standardise** and provide information to managers on existing work organisation and human resource management **solutions.** For example presenting, promoting and popularising exemplary solutions in the fields of career management and harmonisation of work and private life.

Work organisation forms need to be made flexible, not only to harmonise work and private life, but also to attract and retain new generations, for whom this is a priority. In order to ensure continuity of work, alternative forms of work should be made available that are currently unknown to the system. (The lack of atypical employment does not stem from the fact that it

has been tried and not worked, but from the fact that it is presumed not to work in the first place.) There are internal tasks (not client-related services) also in public administration that could be done efficiently physically away from the institution with the help of ICT (even if it only applies for certain tasks). All opportunities need to be considered to increase organisational flexibility (examining the use of atypical forms of employment in a targeted organisational audit, then implementing it uniformly across the whole institutional system, and managing the needs of individual employees appropriately).

In addition to fears of managers, the lack of remote working may also result from employees' lack of IT skills or lack of partial knowledge that could support this. In order to make employment more flexible, it would be necessary to organise **specific IT training courses** that could result in the introduction of alternative forms of work.

It is recommended to explore the **possibilities of developing childcare services** within the employer's competence (workplace day nursery, nursery school, childcare during school and nursery school breaks) and beyond (involving institutions in the care area).

In the event of a long absence from work (having children), it is justified to **establish a contact system / procedure** to assist the parent with the young child in returning to work, provide them with regular information, increase the need for return and reduce missed work. **A contact and return protocol must be established for those who are absent due to childbirth or permanent illness.**

Due to the structure of the administration, promotion opportunities are limited (both in terms of salary and position) and in many cases take a very long time. The organisations investigated do not have an official i.e. binding / recommended document that would prescribe / describe the **career development opportunities**, the expectations of each stage and the forms of workplace support that facilitate it. This poses a particular challenge to public administration in terms of recruitment for ambitious employees, especially regarding **the younger Y and the growing generation Z in the labour market.** The issue of career advancement, career paths,

and maximising the opportunities for professional development besides a vertical career path with limited opportunities need to be reconsidered.

Based on this, it is recommended to develop a **personal development plan**, especially for identified talent and future leaders. As part of conscious HR management, new methods (e.g. programmed retirement and recruitment plans) are also required **in supply planning** due to the existing workforce shortage and expected mass retirements.

And it is exactly because of the above why it is extremely important to introduce **gender-neutral leadership selection** in practice, not only as a theoretical option.

It is necessary to ensure the objectivity of the **employee appraisal system** (it should be redesigned so that it relates to the activities that can actually be measured and meets the scientific criteria). Evaluations could be made interactive, thus ensuring the stages and consequences of development / stagnation / regression and also the frequency and intervals of the evaluation. Based on the above, the development of a set of measures to implement the above is proposed.

An important aspect could be the design and **development of a competency library** that would identify the competencies needed to fill each job (competency dictionary) and would allow for measuring individual levels of development; identify existing competencies and facilitate measuring growth during and after development. This would create the opportunity to provide feedback to participants and leaders at the level of the individual, combined with performance review.

Culture

Maintaining and developing a culture within the system is inconceivable **without the continuous preparation and training** of those working within. In the public administration, the workplace also obliges employees to do so. At the same time, besides specialist trainings, there is a lack of general work efficiency trainings and occupational programmes that would

increase work motivation, facilitate group-level care for employees and provide managers with the individual incentives needed to break the "monotony" in public administration.

The **employees** themselves formulated the need for trainings, precisely to be able to get to know the "human" side of their co-workers, not only the professional one, because there is very little opportunity to do so. In this context, they identified the need for **communication, conflict management, burnout prevention / management, and team building and collaboration trainings** (which can improve relationships within and between departments and bring staff from different departments closer together.)

During the study, **middle and senior executives** demanded the introduction of regular training programmes in the areas of **communication, conflict management, stress management, problem solving, time management and change management.**

Executing leadership functions within the employee experience programme **(motivation, delegation, feedback, recognition, assertive communication, providing a work environment that suits individual needs, providing the right people in the right place) becomes a priority area in** workforce retention.

In order to support **female leaders,** special **self-awareness, self-confidence building, emotional intelligence development, leadership skills development trainings** are also required.

Organising trainings tailored to the needs of organisational units and making them regular is recommended. There is also a need for **empathy trainings** that would enable individual organisations to become familiar with employing different genders, learn about the similarities and differences in their career paths, and recognise the consequences of prejudice and stereotypes.

For some (albeit a limited number of) departments, **language training** would be particularly important, **as** co-workers are unable to participate professionally in many application projects, and communication with foreign partners may be hampered by the lack of language skills.

Respondents clearly identified **advanced English and German language skills** as the level of language proficiency needed for their advancement. Before embarking on a training course, it is necessary to examine who needs language skills for their career development and organisational interests, and to provide them with learning opportunities where possible.

Some organisational units also expressed a **need for IT trainings,** which would enable them to acquire basic programmes (basic knowledge, Word, Excel, Power Point) used in everyday work. Among the ECDL modules, **spreadsheets, word processing and basic user knowledge** were the preferred areas in the questionnaire. Basic knowledge of online skills is considered much more important by respondents in Zala than in Vas. Of the social media sites, employees clearly wish to improve their use of **facebook**.

Willingness to participate in future **training courses** is approx. 70%. They would like to see the trainings conducted in the county seat but not in the official premises of their organisation; most people would prefer max. 20-hour training sessions of 2-4 occasions taking place from Monday to Thursday during working hours (approx. 25% would require childcare in the case of trainings outside working hours). 58% of them would be happy to attend an online training course and would direct their personal development and language training to the online space.