

Programme INTERREG V-A Austria-Hungary
ATHU116 – WomEn-Puls
Women Enhancing Public Sector

Development of a joint training program
(toolkit) on the gender topic

VERSION 3



Based on the common bilateral analysis of the actual state in the project area

elaborated by
nowa Training Counseling Projectmanagement

in cooperations with
DAFF
ZMÖ
VMÖNKH

The WomEn-Puls project (reg. No. ATHU116) is implemented within the
Programme INTERREG V-A Austria-Hungary.
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Background

Because of their gender roles, women face particular professional challenges in the different phases of life. The WomEn-Puls project addresses these challenges with the aim of improving the career opportunities of women in the public sector and in private companies. In addition to women and their framework conditions, the focus is also on the strategies, structures and culture of organizations and companies.

Excerpt from the Transnational Report

The aim of the WomEn-Puls project is to improve the labor market situation and equal opportunities for women in the public sector in the project area (Burgenland and Styria in Austria, Vas and Zala county in Hungary) and to establish a cross-border strategic institutional cooperation by concluding a cooperation agreement and sustaining the results obtained.

Direct aim is the bilateral development of a "Toolkit" (methodology package) to promote equal opportunities for women and men and strengthen gender perspective in the implementation of a joint vocational training program for employees, employers and decision makers.

From the Austrian side, nowa and DAFF, from the Hungarian side, the Vas County Council and the Zala County Council are partners in the project.

From the researches conducted in the framework of the project (document analysis, online questionnaire, individual and focus group interviews, study tours) conclusions have been drawn / recommendations were developed which are the starting points for the development of common gender training programs.

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Online questionnaire

In Austria, 209 women in the public sector filled out an online questionnaire. During the selection of the participants, big attention was paid to the involvement of the target group working in different areas of the public sector (e.g. education, justice, health, etc.).

In Hungary, 361 women, primarily in public administration completed the questionnaire. In both cases, the response was anonymous and voluntary.

In Austria, all interviewed employees were from Styria and Burgenland, and they all work for organizations that operate mainly at the regional and local levels. Most of the respondents are from Generation X (38-54 years old) and have college or university degrees. About 2/3 of them work full time and about half of them have been with the organization for more than 10 years.

In Hungary, all respondents were employees of Vas and Zala County and they are working for local or county public administration organizations. Mostly 38-54 years olds (Generation X), who have college or university degrees and are in full-time employee status. Approximately 54% have worked in public administration for more than 10 years.

Thus, the criteria of the persons involved in the research are the same in both countries.

Results /Recommendations

According to questionnaires, women consider childcare to be the biggest obstacle to career development in both countries. A huge part of the respondents sees the lack of self-awareness, stereotypes, socialization and traditional role models as the main problem. They unconsciously adopt it into their lives and live according to this. This is also illustrated by the fact that women have first and foremost emphasized their responsibility for career opportunities, followed by socioeconomic and environmental factors.

From a strategic point of view, not only special programs to support women's careers are needed but also new approaches to work and management. There is also a need for an equal pay model, the introduction of women's quotas in certain areas and the inclusion of women's equality in the education system.

It is also important to build women's networks at an organizational level (especially in Austria) and to change the framework conditions (working hours and regulations).

At the cultural level, it would be necessary to dissolve traditional roles and stereotypes, to present positive role models and best practices and to orientate on them.

Individual interviews

In Austria, 27 individual interviews were conducted with 28 people (20 organizations from the public sector, 7 from the private sector).

In Hungary, 24 individual interviews were conducted, of which 20 were conducted at various levels of the public sector and 4 at municipal-owned companies. (20 women and 4 men)

Results/Recommendations

Discussions have shown that in today's society, leadership is difficult to reconcile with balanced family life.

In Austria 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. It is important to raise the level of wages in women's occupations to reach the same level as for men. On the Hungarian side, a strategic change would be the integration of women's work-life balance, women's leadership development services, mentoring, coaching and training programs into the organizational equal opportunity plans from 2020.

At the structural level, the change in the structural framework of working time, measures and regulations as well as the consideration of different gender roles in access to careers and leadership is the most important in Austria.

It is important to emphasize equality in the education system. Work organization forms need to be made flexible, not only to reconcile work and private life, but also to attract and retain young generations.

In Hungary, it would be beneficial to organize training programs/individual counseling where senior management skills, abilities, and theoretical knowledge can be developed on the basis of their existing practical experience. In this context, there should be opportunities to conduct outreach programs that present the gender situation in a given organization and seek common solutions to overcome stereotypes or prejudices.

At the cultural level eradication of the bad routines, raising awareness and active support for women is important, of course taking into account the different gender roles.

Focus group interview

In Austria in total 8 focus group interviews took place, 4 interviews with 27 women (female employees) and 4 interviews with 30 managers (decision-makers / employers) were carried out. 24 of the managers interviewed were female, 6 were male.

In Hungary, 7 focus group interviews were conducted (4 in Zala county, 3 in Vas county), with a total of 57 participants. In Zala county employees and executives of the government departments, employees of the Zalaegerszeg MJV office, and executives and employees of the social institutions of „Szociális és Gyermekvédelmi Főigazgatóság”(Directorate-General for Social Affairs and Child Protection) participated. In Vas county, the interviewed organizations came from the central county and the district organization departments of „Vas Megyei Kormányhivatal” (Vas County Government Office)

So, in Austria and Hungarian various fields of public administration were involved. The distribution of subordinates and executives was similar in Austrian and Hungary.

Results / Recommendations

In both countries, it has been found that women’s career building is an unresolved problem a long time ago and women's career opportunities are only existent on a theory level.

In Austria and Hungary, in the public/government sector the strongest motivating factor for working is job stability and social benefits.

In Hungary, the public sector career development and related remuneration are regulated strictly (managers can control that), while respondents in Austria ask for more transparency. Women are satisfied and appreciate the flexibility and social security services provided by the system, however they consider that their position is unequal compare to men in fields of performance and salary.

Existing concepts and objectives must be implemented at the strategic level (on the Hungarian side, the activities necessary to achieve the goals set out in the equality plans must be integrated into the workplace systems). Equal opportunities at all levels and in all departments of the organization should be handle as a central concern.

At the system level, gender equality should be a central issue at all levels (workplace / institutional organization level as well). The importance of women's networks, gender-sensitive/-reflected human resource selection and human resource development, as well as transparency and objectivity in performance appraisal is high.

At the cultural level, it is necessary to strengthen the acceptance and awareness for different gender roles and to ensure organizational awareness / thinking, and transparency in corporate culture and communication. Targeted measures are needed for women in career development, with active promotion and support of women's networks.

Suggestions for modular training programs

Gender Equality Basics
for executives and employers

Gender Equality Basics
for employees

Workshops for female and male executives and employees

Topic 1 – IT-skills development

Including:

- acquisition of basic IT-skills
- user-level knowledge of office packages (spreadsheets, etc.)
- social media
- cloud services
- electronic signature
- presentation, etc.

Topic 2 - Development of communication and language skills

Including:

- acquisition and deepening of English and German (on the Hungarian side) at different levels
- communicational, conflict management skills, acquisition of rhetorical skills and feedback to increase employee efficiency

Topic 3 - Development of personal skills

Including:

- development of **employee's personal skills** (self-confidence, self-esteem, effectiveness, motivation, emotional intelligence development, communication, conflict management, burnout prevention/management; team building and collaboration etc.)

Topic 4 - Development of personal skills

Including:

- development of leadership skills (time management, decision-making, change management, stress management, problem solving, assertive communication, etc.)
- development of social skills (strengthening teamwork/collaboration, using the potential of employees, motivating employees)

Toolkit (joint training program)

Cooperation partners

- County administration Zala - lead partner
- Self-Government Office of Vas County
- Federation of women, girls and family advice centers Burgenland (DAFF)
- nowa training counselling project management

Expected results and effects of the Toolkit

The overall objectives of the toolkit, which is developed based on the results of the transnational report, are to improve career opportunities for women in the public sector and in private companies and to reduce vertical de-segregation.

This is to be achieved by

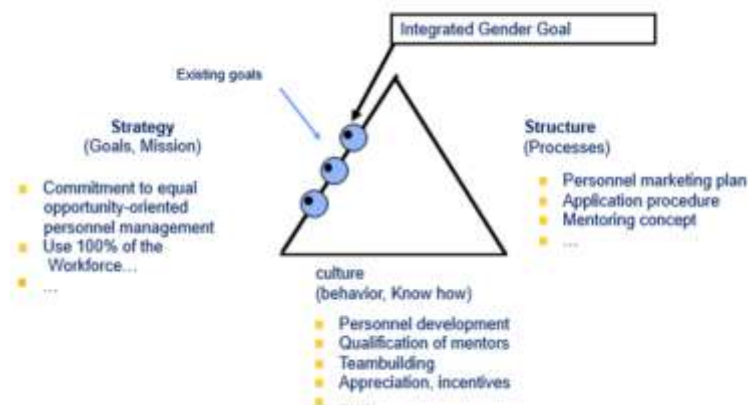
- making aware employers, employees, managers and decision-makers of the topic of equality between men and women with a special focus on management positions
- subsequently, making available resources in form of experts and mentors in organizations and companies in order to open the eyes of women and to strengthen them in planning, reflecting and implementing their career paths apart from traditionally known and gender-specific roles
- supporting women in the training and development of professional, personal and management skills in order to gain access to leading positions through empowerment
- creating offers for women, which support them in better assessing their knowledge, skills and potential, using networks, (re)presenting more confidently and converting them more effectively into professional success

Conceptual approach

- ➔ The toolkit is a basis that is continuously being developed. As part of the practical testing in the pilot activities (AP T2), the toolkit is continuously updated and adapted in accordance with the results.
- ➔ Contents, framework conditions and number of participants can vary in details according to the survey results in the partner regions / countries.
- ➔ The indicators listed are minimum requirements, further workshops can be offered if required and resources are available.
- ➔ The toolkit is structured in such a way that, depending on the target group and associated activity, the use of selected or all modules is possible.
- ➔ Face to face workshops and e-learning are used methodically, the duration is module-specific and not less than 45 minutes / unit.

Our conceptual approach focuses not only on women and their framework conditions, but also on the level of organizations and companies, their strategies, structures and culture.

Systemic Triangle



T2.1 - Training program for female employees

Development and implementation of a training program to promote equality between women and men in the public sector and in companies to increase women in management positions at all organizational levels.

The training program aims to encourage and empower women to participate in all functions and at all levels of the public and private sector. The training program is an active offer for women to support them in better assessing, expanding and presenting their knowledge, skills and potential, and successfully integrating them into their workplace or work environment. It will support women to develop professional and management skills and encourage them to get involved in all relevant areas.

This boosts the expand of innovation capacity and leads to sustainable integration of women at all organizational levels.

The integration of this training program into the overall corporate concept of personnel and organizational development is an important success factor.

A 3- plus 1-(optional) modular training course is planned, which supports women in creating their place in the company, reflecting on their own careers and successfully using their professional, mental and communication skills. This gives women the opportunity to work out their own path for their professional future. With the awareness of the rules of career, the recognition of one's own strengths and the development of the personally optimal leadership style, the participants are encouraged to strive for a leadership position and to work in a network.

The training program is structured in a way that, depending on the target group and connected activity, the use of selected or all modules is possible. Individual parts of the program are adapted to the specific (identified) conditions in each region / country involved in the project. The number of participants can vary.

Module 1

Training for the development of language skills
Leadership Skills - Social Skills for female employees

Module 2

Training for the development of digital skills
Self-organized E- Learning for female employees

Module 3

Training to develop additional soft skills for self-empowerment and leadership positions
Personal Skills for female employees

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Module 4

Training to develop additional soft skills for self-empowerment and leadership positions
Leadership Skills - Management for female employees

T2.1.1 - Module 1

Training for the development of language skills *Leadership Skills – Social skills for female employees*

AUSTRIA

The ability to communicate clearly, an authentic rhetoric and the solution-oriented handling of conflicts are part of every manager's tools. In this module, the participants acquire basic knowledge about communication and conflict management. They reflect on their own style, expand their rhetorical skills and learn to give and take appreciative feedback in order to recognize and use employee potential.

The following contents can be part of module 1:

- the levels of the communication process
- analysis of one's own communication and conflict behavior
- basics of conflict development and management
- give and take feedback

Possible learning goals:

Female employees

- ➔ acquire basic knowledge of communication, rhetoric, conflicts and feedback
- ➔ are able to approach conflicts in a solution-oriented manner
- ➔ can give and take effective and appreciative feedback in order to recognize and use the potential of employees

Duration: 1 series consisted of minimum 3 units
Method: Training in face to face workshop
Participants: 8-10 persons

HUNGARY

Main aim is to establish and continuously develop foreign languages (English and/or German) and communication skills of the participants.

The following contents can be part of module 1:

Communication skills:

- development of effective communication and conflict management capabilities
- development of feedback
- individual techniques of stress management,
- coping techniques
- change management
- getting to know different communication styles,
- assertive communication, assertiveness
- conflict management methods

Language skills (German and/or English):

- text comprehension – post-hearing comprehension, reading
- speaking – conversation and continuous speech
- improving writing skills

Possible learning goals concerning language skills:

Female employees

- ➔ acquire basic language skills for daily and work-related tasks
- ➔ are able to ask and answer questions that are specific to expressing daily life and needs.
- ➔ can present their work and tasks with simple expressions and sentences.
- ➔ can fill out simple forms

Female employees involved in international projects

- ➔ acquire language skills relevant to the day-to-day and work-related tasks involved in project implementation
- ➔ are able to ask and answer any questions needed to implement the proposals.
- ➔ can present their work and tasks with terms and sentences related to a specific project
- ➔ are able to fill out project-related forms

Possible learning goals concerning communication skills:

- ➔ receive feedback on their own specific ways of communicating.
- ➔ development of the participants' conflict management style,
- ➔ learn how to deal effectively with conflicts.

Duration: 1 series consisted of minimum 3 units
 Method: Training in face to face workshop
 Participants: 15-20 persons

T2.1.2 - Module 2

Training for the development of digital skills

Self-organized e-learning for female employees

AUSTRIA

The focus of this module is on the acquisition of self-learning strategies in the context of e-learning.

Due to the limited time resources, it is not possible to offer training courses on detailed professional content in the field of IT or different languages. It has to be taken into account that the levels of the participating women can vary widely and that organizations and companies place different and diverse demands on female employees.

The knowledge imparted in this workshop enables women to expand their knowledge and skills independently using digital resources in accordance with their individual needs and the requirements of organizations and companies.

The following contents can be part of module 2:

- creation of common basic starting conditions for successful learning with digital media
- efficient use of search engines
- use of digital learning platforms (IT and languages)
- use of learning programs and apps (IT and languages)
- getting to know video portals (educational videos)
- reflection on one's own professional needs and development of an individual learning plan

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Possible learning goals:

Female employees

- ➔ acquire a basic understanding of e-learning
- ➔ are able to use search engines efficiently and specifically
- ➔ know different possibilities of digital learning and can use them according to their needs
- ➔ create a learning plan tailored to their needs and the requirements of the organization / company
- ➔ are able to implement this learning plan independently

Duration: 1 series consisted of minimum 3 units

Method: Training in face to face workshop

Participants: 8-10 persons

HUNGARY

Developing digital (IT) competences, aiming at spreading IT literacy and enabling more people (women) to become full members of the information society.

Knowledge transferred through training enables women to develop their knowledge and skills independently, using digital resources, to meet the needs of the individual and the workplace.

Modules: spreadsheets, word processing and basic user knowledge are decisive as well a successful application of presentation.

The following contents can be part of module 2:

- creating common basic conditions for successful learning
- **reflecting on one's own professional needs and developing an individual learning plan** (if necessary)
- basic elements of an office package
- use basic functions
- create and edit short files that can be shared and forwarded
- create a document containing tables, pictures and drawn objects
- create and get practice in presentations

Possible learning goals:

Female employees

- ➔ are able to use office software / presentation software efficiently and concretely
- ➔ are aware of the various opportunities for digital learning and can use them to meet the needs

Duration: 1 series consisted of minimum 3 units

Method: Training in face to face workshop

Participants: 15-20 persons

T2.1.3 - Module 3
Training to develop additional soft skills for self-empowerment
and leadership positions
Personal skills for female employees

AUSTRIA

Successful leadership / management begins with ourselves. Only those who know and can lead themselves can credibly lead others. In this module, the participants have the opportunity to discover their own leadership personality. Based on a position determination in the sense of a realistic self-assessment, they deal with self-confidence, efficiency and motivation. With the knowledge of different leadership styles, they can develop their own leadership style, motivate themselves and others and network profitably.

The following contents can be part of module 3:

- basics of leadership
- personal position determination and self-assessment
- leadership styles
- networking

Possible learning goals:

Female employees

- ➔ acquire basic knowledge of leadership, personality and motivation
- ➔ sharpen their self- and external-perception
- ➔ discover and develop their own leadership style
- ➔ know about the importance and handling of networks for their professional success

Duration: 1 series consisted of minimum 3 units
Method: Training in face to face workshop
Participants: 8-10 persons

HUNGARY

The purpose of the training is to raise the often instinctive skills of female employees to a conscious level. They learn practical solutions that can be used immediately in daily work to increase their efficiency and confidence.

The following contents can be part of module 3:

- leadership basics and theories
- leadership styles and techniques
- personal position determination and self-assessment
- manage stress and resolve conflicts
- collaboration with others – teamwork, teambuilding
- individual techniques of stress management
- change management
- time management
- management communication
- increase decision efficiency

Possible learning goals:

Female employees

- ➔ acquire basic knowledge of leadership, personality and motivation
- ➔ discover and develop their own leadership style
- ➔ increase their self-assessment
- ➔ develop communication techniques in a team
- ➔ increase their stress tolerance

Duration: 1 series consisted of minimum 3 units
Method: Training in face to face workshop
Participants: 15-20 persons

Optional - Module 4
Training to develop additional soft skills for self-empowerment
and leadership positions
Leadership skills – Management skills for female employees

AUSTRIA/ HUNGARY

The professional management or leadership of individuals, teams and project groups requires a broad range of skills. In this module, the participants acquire knowledge about the dimensions of leadership. They will get to know the management cycle and deepen existing knowledge in the three management tasks "make decisions", "planning" and "set and achieve goals". They deal intensively with the topic of leadership, gain clarity of goals and roles.

Trainings are more practical and have a strong motivating effect.

The following contents can part of module 4:

- definition and dimensions of leadership
- management cycle model
- principles of effective leadership
- planning
- SMART goals (AT)
- performance management model and performance evaluation (HU)
- time management (HU)

Possible learning goals:

Female employees

- ➔ consider leadership in the area of tension between different expectations
- ➔ develop goal and role clarity
- ➔ sharpen their knowledge of the tasks of a manager and learn to plan courses of action, make decisions and achieve goals
- ➔ become familiar with the basics of a coaching style of leadership
- ➔ are able to perform management tasks

Duration: 1 series consisted of minimum 3 units

Method: Training in face to face workshop

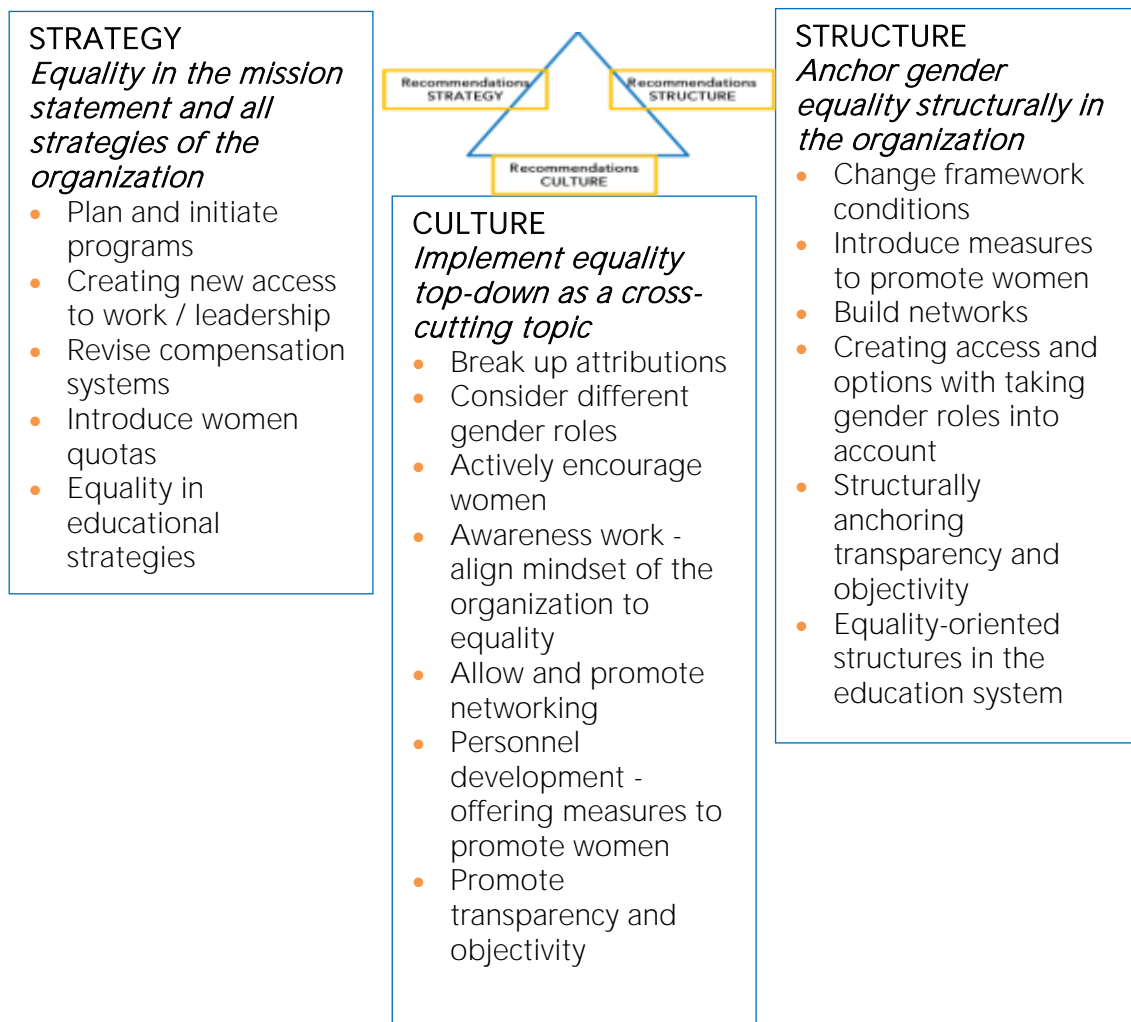
Participants: 8-10 persons on the Austrian side
15-20 persons on the Hungarian side

T2.2– Raising Awareness

Raising awareness among managers, decision-makers and employees from the public sector and companies regarding equality between women and men at their workplace.

- raising awareness of equality-oriented personnel development and organizational development; special focus on terms and structural framework such as working hours, meeting structures, etc.
- joint development of possible structural changes and alternative solutions incorporating best practices

Initial situation according to the survey



Raising awareness among employees about the actual situation of women in the workplace
Gender Equality Basics for employees/male and female

Raising awareness among managers and decision-makers about the actual situation of women in the workplace
Gender Equality Basics for executives, employers and decision makers

T2.2.1
Raising awareness among employees about the actual situation
of women in the workplace
Gender Equality Basics for employees/male and female

AUSTRIA/ HUNGARY

Creating an inclusive environment is essential for women's career development. It is necessary to sensitize employees, increase their receptivity and empathic skills in order to achieve this goal. Collaboration development by mapping conflict situations is important.

The focus of this workshop is on the strategies, structures and culture of the respective organizations and companies, and above all on terminology and structural conditions. The participants should understand the meaning of gender equality in the context of work and career, and act as team players and multipliers for innovative approaches in the public and private sector. The successful equal inclusion of women in the context of career and leadership requires the understanding that different socialization in areas dominated by men needs different approaches and offers.

The own professional practice is reflected with regard to re-construction or de-construction of stereotypes and gender roles.

The workshop can cover the following contents:

- clarification and definition of terminology (equal treatment vs. equality, gender vs. sex, diversity vs. intercultural competence, private life concepts vs. professional equality orientation)
- intervention concept and approach of gender mainstreaming; diversity approach in the context of gender mainstreaming
- data and facts about the economic and social situation of women and men; socio-political and economic consequences of discrimination in the labor market
- management of prejudices,
- values of a workplace free of discrimination
- information on the legal framework of the topic (discrimination and equal opportunities, equal treatment law)
- Good practices on gender mainstreaming in the workplace

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Possible learning goals

Employees/male and female

- ➔ acquire a basic understanding of "gender equality" and the socio-political and economic consequences of discrimination
- ➔ reflect their personal attitude on the topic of equality
- ➔ deal with the advantages of gender equality in their own organization / company

Duration: 1 series consisted of minimum 3 units
Method: Training in face to face workshop
Participants: 15-20 persons on the Austrian side
8-10 persons on the Hungarian side

T2.2.2/T2.2.3

Raising awareness among managers and decision-makers about the actual situation of women in the workplace

Gender Equality Basics for executives, employers and decision makers

AUSTRIA/ HUNGARY

Successful and equal integration of women into careers and management requires an understanding of the need for different approaches and offers for different socialization in men's defined areas. Goal is to achieve awareness raising of managers and decision makers, to enhance their approach to the topic in the framework of this training and to improve cooperation by mapping conflict situations. In case of decision-makers, awareness raising aims to open up the (interest) groups to each other, bringing them closer to each other, and recognizing and being aware of stereotypes and prejudices, being able to handle them by deconstruction and reconstruction in everyday situations.

The focus of this workshop is on the strategies, structures and culture of the respective organizations and companies, and above all on terminology and structural conditions. The participants should understand the meaning of gender equality and gender-reflecting personnel development and methodology and act as multipliers for innovative approaches in the public and private sector. The successful equal inclusion of women in the context of career and leadership requires the understanding that different socialization in areas dominated by men needs different approaches and offers.

The own professional practice is reflected with regard to re-construction or de-construction of stereotypes and gender roles.

The workshop can cover the following contents:

- clarification and definition of terminology (equal treatment vs. equality, gender vs. sex, diversity vs. intercultural competence, private life concepts vs. professional equality orientation)
- intervention concept and approach of gender mainstreaming; diversity approach in the context of gender mainstreaming
- data and facts about the economic and social situation of women and men; socio-political and economic consequences of discrimination in the labor market
- definition of equality-oriented personnel development
- design and content of documents (wording, images, exercises, etc.)
- consulting approaches (questions, competence analyzes, application procedures, job descriptions etc.)
- the concept of equal opportunities
- management of prejudices
- values of a workplace free of discrimination
- information on the legal framework of the topic (discrimination and equal opportunities, equal treatment law)
- good practices on gender mainstreaming in the workplace

Possible learning goals:

Executives, employers and decision makers

- ➔ acquire a basic understanding of “gender equality” and “equality-oriented personnel development”
- ➔ reflect their personal attitude on the topic of equality
- ➔ deal with the design of documents and consulting approaches

Duration: 1 series consisted of minimum 3 units

Method: Training in face to face workshop

Participants: 15-20 persons on the Austrian side

8-10 persons on the Hungarian side

Organizational framework

According to the results of the survey, the training sessions will take place near the participants' place of work on working days. If possible, the training should take place during working hours.

The number of participants in each course organized within the framework of a training module/workshop is at least 5 persons. The minimum number of participants in the training module/workshop depends on the description in the application form (details see below).

T2.1: Implementation of the training program for female employees

According to the application form

- T2.1.1 – Module 1
Training for the development of language skills
Leadership skills – Social skills for female employees
1 face to face-workshop/partner, minimum 3 units
Participants: 8-10 persons on the Austrian side
15-20 persons on the Hungarian side
- T2.1.2 – Module 2
Training for the development of digital skills
Self-organized e-learning for female employees to develop language and digital skills
1 face to face-workshop/partner, minimum 3 units
Participants: 8-10 persons on the Austrian side
15-20 persons on the Hungarian side
- T2.1.3 – Module 3
Training to develop additional soft skills for self-empowerment and leadership positions
Personal skills for female employees
1 face to face-workshop/partner, minimum 3 units
Participants: 8-10 persons on the Austrian side |
15-20 persons on the Hungarian side

Optional:

- Module 4
Training to develop additional soft skills for self-empowerment and leadership positions
Leadership skills – Management skills for female employees
face to face-workshop, minimum 3 units
Participants: 8-10 persons on the Austrian side
15-20 persons on the Hungarian side

T2.2: Raising awareness on equal opportunities for women and men

According to the application form

- T2.2.1
Raising awareness among employees about the actual situation of women in the workplace
Gender Equality Workshop for employees
1 face to face-workshop/partner, minimum 3 units
Participants: 15-20 persons on the Austrian side
8-10 persons on the Hungarian side

- T2.2.2
Raising awareness among managers about the actual situation of women in the workplace
Gender Equality Workshop for executives and employers
1 face to face-workshop/partner, minimum 3 units
Participants: 15-20 persons on the Austrian side
8-10 persons on the Hungarian side

- T2.2.3 Raising awareness among decision-makers about the actual situation of women in the workplace
Gender Equality Workshop for decision makers
1 face to face-workshop/partner, minimum 3 units
Participants: 15-20 persons on the Austrian side
8-10 persons on the Hungarian side

Workplan

		Activity	2020												2021												Responsible partner
			FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC		
T2 AUSTRIA	T2.1	Adaptation of the modules and workshops																							DAFF NOWA		
	T2.2	Acquisition of participants																									
	T2.2	Preparation for implementation																									
	T2.1	Training program for female employees																									
	T2.2	Awareness raising on equal opportunities for employees, executives and decision makers																									
T2 ZalaHU	T2.1	Adaptation of the modules and workshops																							ZMÖ		
	T2.2	Acquisition of participants																									
	T2.2	Preparation for implementation																									
	T2.1	Training program for female employees																									
	T2.2	Awareness raising on equal opportunities for employees, executives and decision makers																									
T2 VasHU	T2.1	Adaptation of the modules and workshops																							VMÖH		
	T2.2	Acquisition of participants																									
	T2.2	Preparation for implementation																									
	T2.1	Development of female employees' competencies Training program for female employees (language / IT / soft competencies)																									
	T2.2	Awareness raising on equal opportunities for employees, executives and decision makers																									