

Programme INTERREG V-A Austria-Hungary
ATHU116 –WomEn-Puls
Women Enhancing Public Sector
Extension of a joint training program (toolkit)
along with the gender theory

VERSION 4



Based on the project extension, it was developed by the partnership of the
WomEn-Puls project

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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Information for expanded content

The original training program was expanded between September 2021 and March 2022 with an additional subject area. Attitudinal training is being developed that focuses on the changes in work and private life caused by COVID-19 and their impact on women. The project partnership has analyzed several recent domestic and international published surveys, studies, opinion polls, reports, and the focus topics have been identified based on the results of the research. In addition, different national aspects (between Austria / Hungary) were taken into account when preparing the training offer. All relevant information can be found in the section on "Reconciling work and private life" in the newly inserted "joint training program" (pages 30-39). All other content that has already been developed and implemented remains unchanged, except for the chapters "organizational framework" and "work plan" where additional content has been included.

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 private companies. In addition to women and their framework conditions, the focus is also on the strategies, structures and culture of organizations and companies.

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Excerpt from the Transnational Report

The WomEn-Puls project aims to improve the labour 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.

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

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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 counselling 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 compared 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 handled 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

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

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 trainingprogram)

Cooperation partners

- County administration Zala - lead partner
- Self-Government Office of Vas County
- Federation of women, girls and family advice centres 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 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.

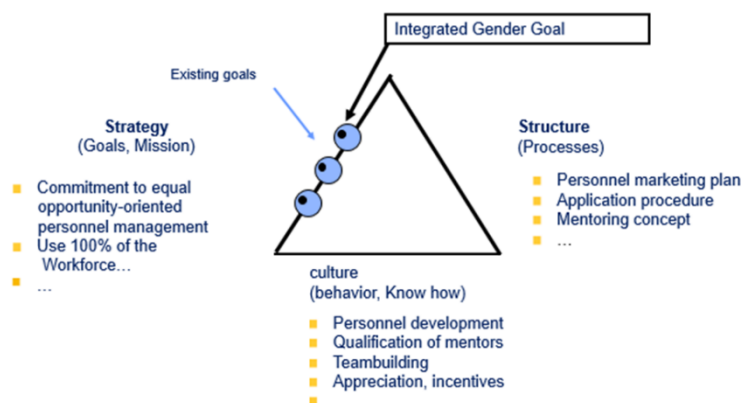
Conceptual approach

- ➔ 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 the number of participants can vary in detail 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.

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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 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 sectors. 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 expansion 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

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 behaviour
- basics of conflict development and management
- give and take feedback

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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 a minimum of 3 units

Method: Training in a face-to-face workshop

Participants: 8-10 persons

HUNGARY

The main aim is to establish and continuously develop foreign languages (English and/or German) and the 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

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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 a minimum of 3 units
Method: Training in a 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 a minimum of 3 units
Method: Training in a face-to-face workshop
Participants: 8-10 persons

HUNGARY

Developing digital (IT) competencies, 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

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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 a minimum of 3 units

Method: Training in a 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 personalities. 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

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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 a minimum of 3 units

Method: Training in a 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

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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 a minimum of 3 units
Method: Training in a 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 be 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)

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Possible learning goals:

Female employees

- ➔ consider leadership in the area of tension between different expectations
- ➔ develop a 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 a minimum of 3 units

Method: Training in a face-to-face workshop

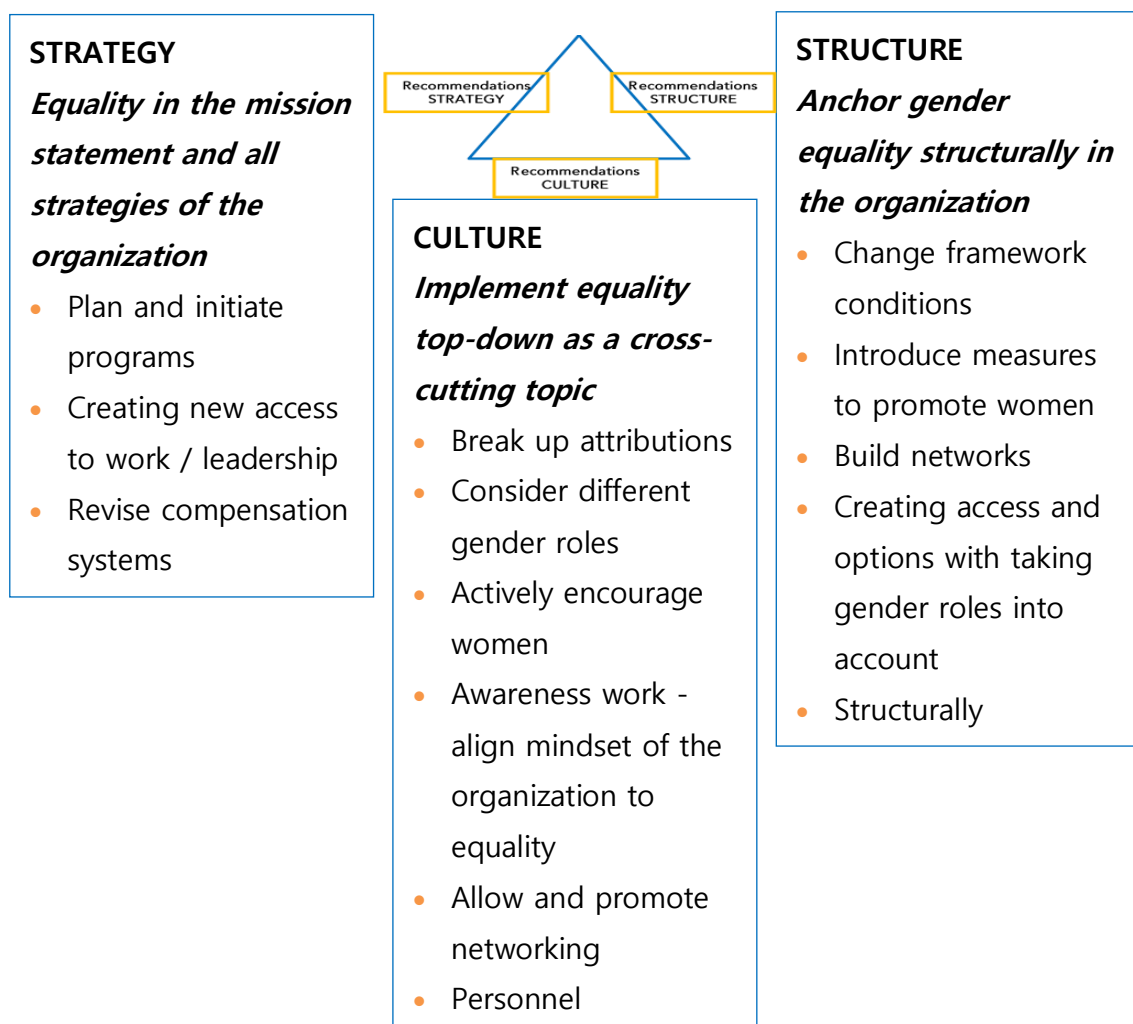
Participants: 8-10 persons on the Austrian side
15-20 persons on the Hungarian side

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 the re-construction or de-construction of stereotypes and gender roles.

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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 labour 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

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 of 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. The 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 the 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 the 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 labour market

- definition of equality-oriented personnel development
- design and content of documents (wording, images, exercises, etc.)
- consulting approaches (questions, competence analyses, 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 of 3 units

Method: Training in face-to-face workshop

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

Joint training program on "reconciling work and private life"

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T4.1 - Reconciling work and private life

T4.1.1 - Extended training program

Sensitization of leaders and managers at the workplace (Sensitization of employees)

"Reconciling work and private life"

Women continue to do most of their unpaid work –domestic work, raising children and looking after relatives in need of care– at home. They work significantly more than men (even if they are part-time employees) and have less free time and rest time. This is supported by most time balance studies.

This situation was exacerbated during the pandemic period as women worked EVEN MORE. These take the form of additional home study (with children), home office and, in the case of illness, caring for relatives.

In the home environment, women have also increasingly taken over the task of caring for relatives. In Austria, access to social benefits was limited, with some of the home help (mobile care) and signalling services (0-24 hours) being cancelled. In Hungary, the availability of both social and health services has also narrowed. Activities that could not be carried out with external help (which fell to women or were poorly paid) were or are performed by women within the family without remuneration.

In addition, the grandparents could not take care of the children either, so it was always the direct responsibility of the mothers. According to a study by the Vienna University of Economics and Business, single mothers worked almost 15 hours, of which 9 hours were unpaid child-rearing and housework. Two-parent households with children show very similar figures: mothers living in two-parent households worked 14 ¼ hours - 9 1/2 of them without pay, fathers almost 13 ¾ hours and almost 7 without pay. These relationships can also be found in households with children under the age of 15, where both parents worked in a home office during the period of curfew.

<https://www.wu.ac.at/vw3/forschung/laufende-projekte/genderspezifischeeffektevoncovid-19>

In Hungary, a nationwide representative survey on the development of inequalities was conducted in May 2020.

The survey found that there was no difference between men and women in terms of how fair the division of labour was considered during the epidemic. However, 38 percent of women said it would be better for their partner to help them do more with their children. For men, the rate was only 15 percent.

It turned out that women spent much more time helping their school children than men. As a result of the epidemic, mothers reported an average increase of more than 11 hours in time spent on their children within 1 week, compared with only 7 hours for fathers. Eighty-five percent of female graduates, while less-educated women are about sixty-five percent felt that they had to spend much more time helping their children study during the virus. For men, the proportions ranged from 56 to 40 percent, depending on educational attainment.

Managers in the workplace are responsible for their employees, for achieving the organisation's goals and for keeping the organisation competitive. They play an important role, they are the defining shapers of a changed and changing world of work.

A home office means more than just moving your work location into your own home. The spatial and temporal boundaries between "company" work, housework, leisure and educational tasks have been blurred. To work effectively in a home office, you need a framework that allows for a productive work environment, structures, targeted preparation, and organization.

As part of the training package, we will look at how reconciling work and private life can be carried out when working from home.

What can we do to strike a balance? What do we need to consider if we want to be professional online? What organizational structures and tools are needed? What are the personal attitudes, both on the part of managers and employees, that provide positive support?

In order for leaders and managers to be able to adapt to the changed working conditions, they need to see the current situation and apply it accordingly at different levels of their organization or business.

At the same time, they need to have the practical skills to act as a multiplier and to properly assess the challenges that workers face.

To work effectively from home, workers must also have the skills, knowledge and methodologies that are essential to work effectively.

The training program focuses on two areas:

<p>Activities and suggestions for the successful implementation of home work models</p> <ul style="list-style-type: none"> • Opportunities and challenges of the home office work models • Assistive and disabling structures and framework conditions • Organization of employees in the home office work models (work schedule, management tools, resources, communication, ...) • Monitoring and evaluation in home office work models • Strategies and preventive activities for successful day-to-day work in home office work models <p><i>Possible learning goals:</i></p> <p><u>For workplace managers to</u></p> <ul style="list-style-type: none"> • understand the different aspects of work-life balance and their gendered implications • understand the challenges of home work models from an equality perspective • deal with organizing employees in home office work models • define starting points for practical implementation according to their own areas of activity 	<p>Knowledge for successfully working from home:</p> <ul style="list-style-type: none"> • Basics of telecommuting and home office • Modern forms of communication (applications and tools) • Acquisition of knowledge and skills necessary for the proper management of work-life balance • Intranet (if applicable) • acquiring knowledge and skills to properly manage work-life balance at home <p><i>Possible learning goals:</i></p> <p><u>For workplace managers and employees to</u></p> <ul style="list-style-type: none"> • Familiarize yourself with the basics of home office work models • be able to appear and do the job online professionally • become familiar with the various communication and management tools that can be integrated into your daily work from home • create a work-life balance between
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AUSTRIA

Implementation of a minimum of 1 series according to a theme compiled according to the needs of the target group (which may differ from country/province to activities implemented in the T1, T2 and T3 work packages / or based on their experience)

Duration: min. 1 series. It consists of 3 teaching units
 Method: online or in-person workshop
 Participants: 10 - 15 people / Series

HUNGARY

Implementation of a minimum of 1 series according to a theme compiled according to the needs of the target group (which may differ from country/province to activities implemented in the T1, T2 and T3 work packages / or based on their experience)

Duration: min.1 series. It consists of 3 teaching units
 Method: online or in-person workshop
 Participants: 10 - 15 people / Series

Link collection

Special challenges for women in the world of work

- Women in Work Index 2021 (Women in the field of work –records of the surveys in 2021)
<https://www.pwc.at/de/presse/2021/pwc-women-in-work-index-2021.html>
<https://www.pwc.co.uk/economic-services/WIWI/women-in-work-2021-executive-summary.pdf>
- Women in leadership positions have a positive impact on the success of the company
https://www.ilo.org/berlin/presseinformationen/WCMS_703609/lang--de/index.htm
- Advancement of women in business and management
<https://www.youtube.com/watch?v=vdczEMCWtGc&t=15s>
- Principles of women's participation, a tool for analyzing the gender gap
https://www.youtube.com/watch?v=_0PGrh1YyIQ
- WEP, a gender gap analysis tool from principles to practice
<https://weps-gapanalysis.org/>
- The role of companies in supporting the economic development of women
<https://www.uschamberfoundation.org/sites/default/files/Path%20to%20Empowerment%20Report%20Final.pdf>

FIGURE 1: THE ROLE OF CORPORATIONS IN SUPPORTING WOMEN'S ECONOMIC EMPOWERMENT **AN AGENDA FOR ACTION**

INTEGRATE GENDER PRIORITIES INTO CORPORATE STRATEGY, LEADERSHIP and GOVERNANCE STRUCTURES	
1	Take a holistic approach to developing a gender strategy: Identify the specific gender-related risks, responsibilities and opportunities that the company faces throughout its business activities and areas of influence (core business operations; value chain; communities; and policy dialogue) and develop an overarching strategic plan that leverages all of the company's assets to address these in a comprehensive and integrated manner.
2	Embed the corporate responsibility to respect women's rights into relevant policies and standards: At a minimum, aim to 'do no harm'. Implement policies and undertake due diligence to identify, prevent, mitigate and remediate human rights risks and formal discrimination against women in the company's business operations and value chain.
3	Establish goals, incentives and programs to actively promote women's opportunities: Aim explicitly to create shared value through actively empowering women. Identify a small number of priority goals to increase women's participation and progress at all levels of the company's business operations, value chain, communities and policy dialogue and establish time-based targets, incentives and programs to drive performance and culture change.
4	Create cross-functional leadership structures and champions for women's empowerment: Too often, gender is addressed in corporate silos. Human resources focuses on workplace inclusion and diversity; procurement on supplier diversity; community relations on community initiatives, etc. While functional specialization is needed, this limits synergies and shared learning between different parts of the business. Create senior corporate-level or operational-level Women's Leadership Councils and/or identify some of the most respected female and male executives across the company to act as champions for women's advancement, both internally and externally.
5	Ensure senior executive leadership: Having cross-functional leadership structures and champions for women's empowerment throughout the company is necessary but not sufficient to drive culture change and transformation. The Chief Executive Office (CEO) and senior executives must take the lead. Their role is essential to move gender diversity beyond a compliance-driven approach to a more aspirational and transformational agenda—one that is aligned with corporate strategy, organizational excellence and competitiveness. This is especially important when they are predominantly male, as most executive teams still are. They must lead in terms of being visible role models and vocal champions as well as holding their managers to account for performance.
6	Keep gender on the board agenda: Ensure that the full Board of Directors and relevant Board Committees are kept regularly informed on the company's gender strategy and how it is performing against its own policies, goals and targets, as well as its competitors. Also, set gender targets for board membership.
7	Measure and communicate results: Once priority goals and time-based targets are established, commit to assess the company's performance against these and to take part in independent evaluations and case studies to share lessons and good practice.
8	Participate in industry-wide collective action: Support precompetitive alliances and cross-sector partnerships to tackle systemic obstacles to women's progress in the industry and in key countries of operation. This could include sharing corporate policies, guidelines and project evaluations and lessons learned; creating shared databases of vetted women suppliers and community partners; working together on specific projects; and exploring common communications and policy messages to promote women's empowerment.

Hungarian webpage collection:

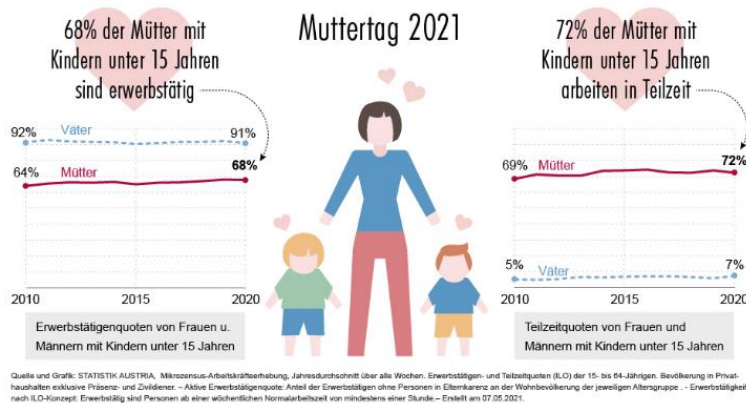
- HUNGARIAN WOMEN'S ADVOCACY ASSOCIATION
<http://noierdek.hu/>
- <https://unicef.hu/igy-segitunk/hireink/kettos-elvaras-varja-a-kisgyermekes-anyakat-a-munka-vilagaban>
- György Csepeli: Man 2.0 The economic and social effects of artificial intelligence
- <https://www.noionmegvalositas.hu/a-nok-karrierlehetosegei-es-kihivasai/>
- <https://www.ksh.hu/docs/hun/xftp/idoszaki/koronavirus-tavmunka/index.html>
- <https://hszi.bme.hu/page/932/> (Home office pro- and contra)
- <https://magnetfaktor.hu/beszeljunk-a-home-officerol/> (Let's talk about the home office! Challenges and opportunities.)
- <https://www.portfolio.hu/gazdasag/20210818/milyen-jovo-var-a-home-office-ra-a-pandemia-utan-496722> (What is the future of home office after the pandemic?)
- <https://news.microsoft.com/hu-hu/2021/03/24/a-tobbseg-a-jarvany-utan-is-otthonrol-dolgozna/>
- <https://24.hu/belfold/2020/03/22/koronavirus-tarsadalom-szociologia-gender-otthoni-apolas-ferfiak-nok-nagyszulok/>

- <https://www.shiwaforce.com/8-uj-szabaly-amit-erdemes-bevezetni-a-hatekony-otthoni-munkavegzeshez/>
- <https://www.training360.com/hirek/magyarorszag-otthonrol-dolgozik-10-reszes-home-office-video-sorozat>
- <https://otthonimunka.online/author/kereszttyen-zsolt/>
- <https://noivalto.hu/ezvan/a-no-a-vilag-jarvany-rabszolgaja/>

Women in senior positions

- Achieving an equal(er) future in the world of COVID-19
<https://www.weps.org/resource/women-leadership-achieving-equal-future-covid-19-world>
- WORKING HOURS AND WORK ORGANIZATION
file:///C:/Users/Ester/Downloads/arbeitszeit_und_arbeitsorganisation_-_ausgabe_april_2019_.pdf
- EARNINGS POSITION ERWERBSSTATUS UND LIVING STANDARD
file:///C:/Users/Ester/Downloads/erwerbsstatus_und_lebensqualitaet_-_ausgabe_maerz_2019_.pdf
- A COVID-19 effects specifically on gender
<https://www.wu.ac.at/vw3/forschung/laufende-projekte/genderspezifischeeffektevoncovid-19>
- Time spent by family (couples) household under COVID-19
<https://www.wu.ac.at/vw3/forschung/laufende-projekte/genderspezifischeeffektevoncovid-19/1blog>
- Women in the world of work - opportunities for employment models that support women and gender equality
https://www.oif.ac.at/fileadmin/user_upload/p_oif/Forschungsberichte/fb_32_frauen_in_der_arbeitswelt.pdf
- Female health and COVID
<https://www.wien.gv.at/gesundheit/beratung-vorsorge/frauen/frauengesundheit/pdf/frauengesundheit-corona.pdf>

- COVID-19: Economic effects on women
https://www.wifo.ac.at/jart/prj3/wifo/resources/person_dokument/person_dokument.jart?publikationsid=65897&mime_type=application/pdf
- Childcare during COVID-19: a guide for workers
<https://www.ifc.org/wps/wcm/connect/2e12d33a-ce55-46b2-aae5-ee8304a6506a/202004-Childcare-COVID-19-Guide-for-Employers+B.pdf?MOD=AJPERES&CVID=ncQxRT9>



Hungarian webpage collection:

- https://ec.europa.eu/hungary/events/women_in_time_of_covid_hu
- <https://www.portfolio.hu/uzlet/20210413/evek-munkajat-rombolta-le-a-koronavirus-sok-no-esett-ki-a-munkahelyerol-478164>
- <https://home.kpmg/hu/hu/home/media/press-releases/2021/03/kpmg-kutatas-noi-felsovezetok-koreben-a-covid-idoszak-meg-egetobbe-teszi-az-eselyegyenloseg-ugyet.html>
- <https://www.napi.hu/magyar-vallalatok/ep-2021-noi-vezetok-kariko-katalin-maria-rosaria-capobianchi-susana-solis-perez-europai-parlament.724356.html>

The basics of telework and home office

- HOME OFFICE, ANSWERS TO IMPORTANT QUESTIONS AROUND THE TOPIC OF THE WORKPLACE AT HOME

https://wien.arbeiterkammer.at/service/broschueren/Arbeitnehmerschutz/broschueren/Homeoffice_rg_bf.pdf

- Home office: Why does it burden women more?
<https://www.news.at/a/homeoffice-kosten-11924840>
- Secular overview of work: Home office from the beginning of the Coronavirus epidemic; Part 2 (COVID-19 seit Beginn der Corona-Pandemie; Teil 2 (COVID-19 Prevalencia-study)
file:///C:/Users/Ester/Downloads/arbeitsituation_homeoffice_aktuell_november_2020.pdf
- How COVID-19 affects our daily lives: the virus has pushed the home office hard
<https://www2.deloitte.com/content/dam/Deloitte/ch/Documents/about-deloitte/deloitte-ch-covid-f%C3%BChrt-zu-mehr-home-office-medienmitteilung.pdf>

Hungarian webpage collection:

- <https://kivulbelulboldogsag.hu/home-office-tippek-gyakorlott-otthonrol-dolgozoktol>
- <https://futuremanagement.hu/igy-dolgozz-otthonrol-20-home-office-tipp/>
- <https://hellobiznisz.hu/10-tipp-a-home-office-kialakitasahoz/>
- <https://femina.hu/otthon/home-office-tippek/>
- <https://www.easyproject.hu/rolunk/projektmenedzsment-konnyeden-blog-tippek-informaciok/4-praktikus-tipp-hogy-a-legtobbet-hozhassuk-ki-a-home-office-bol>

40

Duration vs. outcome-based considerations in management

- Do women and men benefit equally from the home office?
<https://www.sueddeutsche.de/wirtschaft/home-office-umfrage-gleichberechtigung-1.5400425>
- Bridging the Gap
https://www.weps.org/sites/default/files/2020-12/Bridging_the_Gap_UN_Women_IFC_1.pdf
- Flexible work

https://www.weps.org/sites/default/files/2021-02/WEPS_Flexible_Work_Policy_Template.pdf

- Family-conscious working hours
<https://www.bmfsfj.de/resource/blob/93754/a8a5b1857507181ec5409751ac589c75/familienbewusste-arbeitszeiten-leitfaden-data.pdf>
- Supporting female employees through flexible working models and restart management
http://www.competentia.nrw.de/kompetenzzentren/kompetenzzentrum_Koeln/interessantes/publikationen/Web_Competentia_flexible_Arbeitszeitmodelle_Wiedereinstiegmanagement_2018.pdf

Hungarian webpage collection:

- <https://www.shiwaforce.com/10-tenyezo-amin-all-vagy-bukik-a-home-office/>
- <https://otthonimunka.online/home-office-tanacsok-vezetoknek/>
- <https://novekedes.hu/hr/a-kontrollfuggo-vezetok-es-a-pszichesen-belassult-dolgozok-miatt-nem-porog-a-home-office>
- <https://menedzserek.hu/noi-vezetok-a-tarsadalomert-home-office-pro-es-kontra/>
- <https://boomonline.hu/content/noi-vezetok-sokarcu-sokkaru-shivak>
- <https://www.penzcentrum.hu/karrier/20200608/remesen-kontrollmanias-a-legtobb-magyar-fonok-itt-a-nagy-home-office-kutatas-1097106>

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Modern forms of communication (intranet, applications, software)

- GALLUP-study: Poor internal communication has a crippling effect on the business
<https://www.agentur-jungesherz.de/blog/gallup-studie-schlechte-interne-kommunikation-laehmt-unternehmen/>
- 2021 Modern Intranet - Strategy, Requirements and Implementation
<https://staffbase.com/blog-de/das-moderne-intranet-alles-wichtige-zu-strategie-einfuehrung-und-management/>
- Then work online now! Tools and software to get you started

https://www.youtube.com/watch?v=Alg-V-Fwy5w&ab_channel=KrissMicus%7COnlineUnternehmerin

- Home Office: 5 things for internal communication in a state of emergency
<https://staffbase.com/blog-de/home-office-5-massnahmen-fuer-die-interne-kommunikation-in-der-krise/>
- Home office guide for coronavirus
https://media.t3n.de/redaktion/homeofficeguide/t3n_Homeoffice_Guide.pdf
- Finding the best employee recruitment - through these 8 questions
<https://staffbase.com/blog-de/eine-app-fur-mitarbeiter-8-fragen-und-antworten-aus-der-praxis/>
- Improving internal communication - the 13 most important questions and answers
<https://staffbase.com/blog-de/interne-kommunikation-verbessern/>
<https://staffbase.com/blog-de/interne-kommunikation-instrumente/>

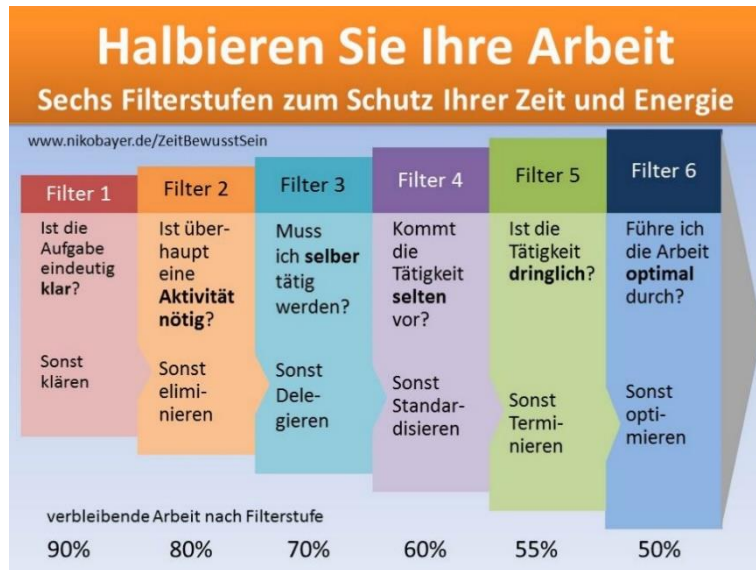
Hungarian webpage collection:

- <https://marketingeszkozok.hu/home-office-eszkozok/>
- <https://cegarculat.hu/home-office-programok-megoldasok-arra-hogy-hatekonyan-tudj-dolgozni-eszkozok-szoftverek-applikaciok-csoportmunkara/>
- <https://www.bechtle.com/hu/it-megoldasok/modern-workplace/communication-collaboration>

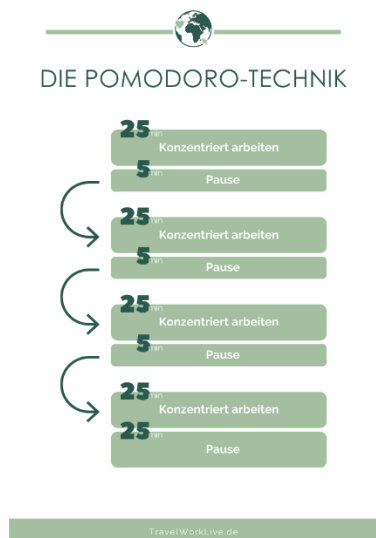
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Time management (work schedule, management tools, resources, balance)

- Working as a mother in small moments - the "plagues" of my work at home
https://www.youtube.com/watch?v=ZQbhS1RqcS8&ab_channel=KrissMicus%7COnlineUnternehmerin
- Why is a routine gained from working from home vital
https://reposit.haw-hamburg.de/bitstream/20.500.12738/11161/1/2021_Staudt_Routine_im_Homeoffice.pdf
- 10 TIME MANAGEMENT METHODS AND TIPS TO MAKE YOU MORE EFFICIENT
<https://www.oncampus.de/blog/2019/06/11/10-zeitmanagement-tipps-und-methoden-mit-denen-du-produktiver-wirst/>



<https://nikobayer.de/ZeitBewusstSein/>



<https://travelworklive.de/arbeiten-zuhause-home-office-tipps/>

Hungarian webpage collection:

- <https://erdelyiboroka.hu/home-office-online-trening/>
- <https://thebrightacademy.com/idogazdalkodas-trening/>
- <https://turizmus.com/szabalyozas-orszagmarketing/vezetesi-strategiak-home-office-ban-feladat-idogazdalkodas-1169727>
- <https://www.justdoo.hu/blog/tavmunka-home-office-hogyan/>

Tips and tricks for professional work outside the office

- Work from home - getting dressed in HOME OFFICE | Appearance in front of camera
https://www.youtube.com/watch?v=Hvw8_mjGQxM&ab_channel=Daswei%C3%9FeReh
- "Get out of the trap of mental strain - how to deal with a fair division of labour in the family"
https://www.youtube.com/watch?v=5dHJovt0gWY&ab_channel=RuthTheuermann-Bernhardt
- Home office survival guide
<https://www.amazon.de/dp/3950472630?tag=travelworkliv-21&linkCode=ogi&th=1&psc=1>
- Health promotion work planning in the home office in the context of the COVID-19 pandemic
<https://link.springer.com/article/10.1007/s40664-020-00419-1>

Hungarian webpage collection:

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- <https://www.shopalike.hu/inspiraciok/stilusvilag/home-office-ruhatar/>
- <https://nlc.hu/csalad/20200215/csalad-otthon-munka/>
- <https://hal.mefi.be/munka-otthonrol/home-office-tippek-a-hatekony-es-egeszseges-otthoni-munkavegzeshez>
- <https://www.nivea.hu/tippek-es-tanacsok/életmod/home-office>
- <https://momsandkids.hu/szuperanyu/home-office-gyerekkel/>

Organizational framework

In accordance with the results of the research and the content defined in the project extension (holdings: the literature research of the partnership), the training will be held on working days near the place of work of the participating employees. If possible, further training is held during working hours.

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

T4.1: Reconciling work and private life

According to the application

- T4.1.1 / 1

Activities and suggestions for successful work from home

online or personal workshop/partner, min. 3 teaching units in duration

Participants: 10-15 people / Series (AT) (HU)

- T4.1.1 / 2

Knowledge for successfully working from home

online or personal workshop/partner, min. 3 teaching units in duration

Participants: 10-15 people / Series (AT) (HU)

Workplan 2020-2022

MCS		Activities	2020												2021												2022												Responsible partner	
			FEB	MAR	APR	MAJ	JUN	JUL	AUG	SEP	T	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAJ	JUN	JUL	AUG	SEP	T	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAJ	JUN	JUL	AUG	SEP	T	OCT		NOV
T1	T1.4	First version of the joint training program - Toolkit																																						NOWA
		Feedback from the partners																																						
		Development of a joint training program - Toolkit related to the subject topic																																						
		Final checkup done by the partners																																						
		Translation of the final version																																						
		Sending out the final version of the toolkit to the partners																																						
T2 Austria	T2.1	Adaptation of the modules and workshop																																					DAFF NOWA	
	T2.2	Acquisition of partipants																																						
		Preparation for implementation																																						
	T2.1	Training program for female employees																																						
	T2.2	Awareness raising on equal oportunities for employees executives and decision makers																																						
T2 Zala/HU	T2.1	Adaptation of the modules and workshop																																				ZMÖ		
	T2.2	Acquisition of partipants																																						
		Preparation for implementation																																						
	T2.1	Training program for female employees																																						
	T2.2	Awareness raising on equal oportunities for employees executives and decision makers																																						
T2 Vas/HU	T2.1	Adaptation of the modules and workshop																																				VMÖH		
	T2.2	Acquisition of partipants																																						
		Preparation for implementation																																						
	T2.1	Development of female employees' competencies																																						
	T2.1	Training proram for female employees (Language/IT/soft competencies)																																						
	T2.2	Awareness raising on equal oportunities for employees executives and decision makers																																						
T4 Austria/Hungary	T4.1	Upgraded Toolkit version 4. (development)																																				All PP		
	T4.2	Workshops for workplace leaders a on reconciling work and private life																																						