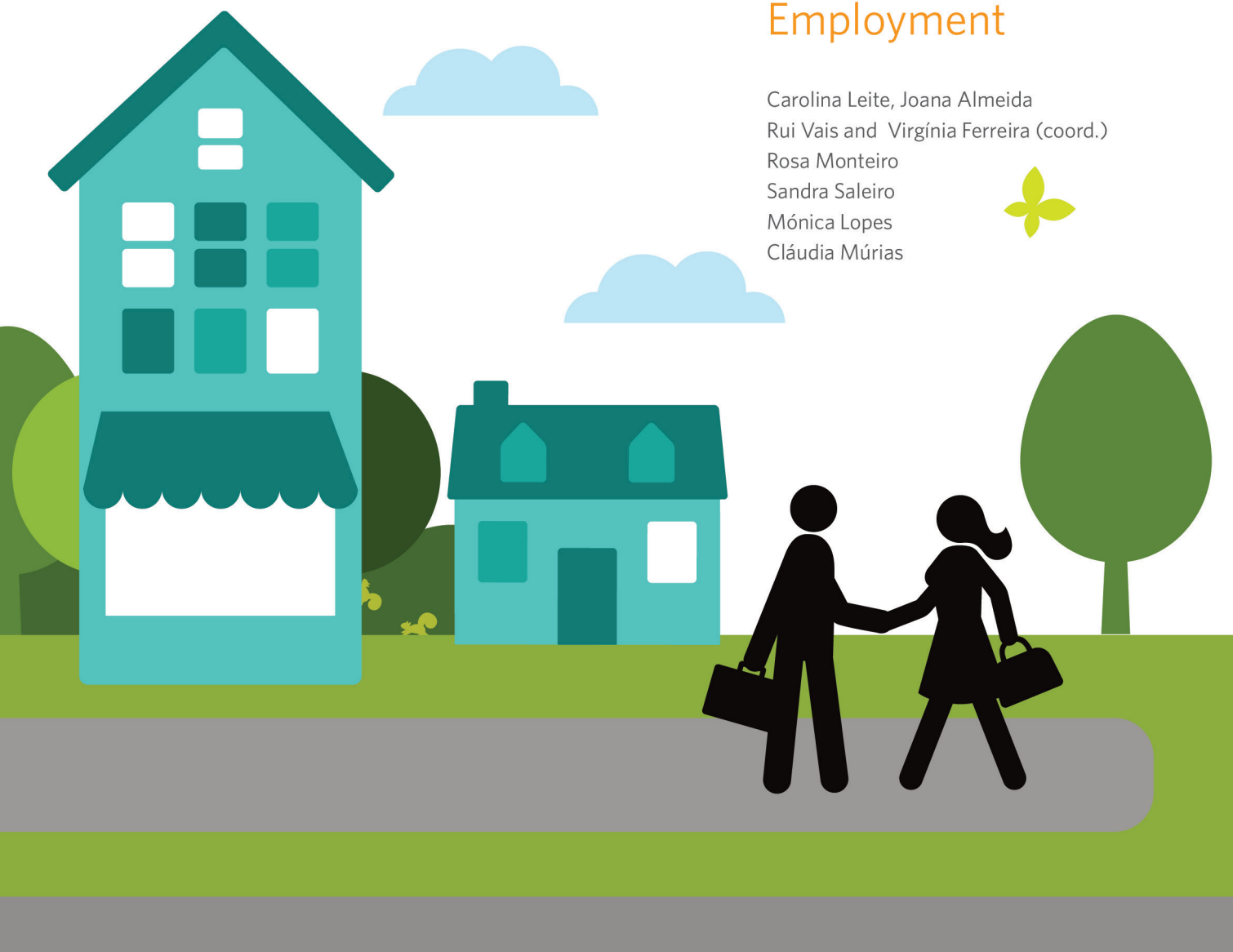




Guide for the integration of the gender  
perspective at the local level in

## People Management, Training and Employment

Carolina Leite, Joana Almeida  
Rui Vais and Virgínia Ferreira (coord.)  
Rosa Monteiro  
Sandra Saleiro  
Mónica Lopes  
Cláudia Múrias



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## Title

Guide for the integration of the gender perspective at the local level in  
People Management, Training and Employment

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My Municipality  
for Equality.

Locally We Build a Better  
Life for Women and Men.






# Groundings the motifs?

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- › In the last 30 years, Portugal has seen an increase of the female activity ratio. This evolution reflects the modern societies' dynamics in which women are growingly present at the labour world, and accompanies the European and worldwide tendencies.
- › However, the women's insertion in the labour market has been made in moulds which gave continuity to the differentiation and ranking lines that have since always marked the segregation in virtue of sex in the labour markets.
- › The slight tendency to temper the inequalities hasn't been capable of changing the labour market's structures deeply enough. Thus, women continue being concentrated in more devalued sectors, professions and categories, being more affected by all types of unemployment and gaining inferior remunerations.
- › Acker (1989, 1992 and 2009) sustains that the organizations are "sexualized" because they present "inequality regimes". The author justifies those "inequality regimes" departing from several symbolic level and norms' processes, organizational practices and daily interaction levels, in which gender social relations produce a series of divisions according to sex in the labour world and in the organizations. Among the more evident expressions of those divisions are the different modalities of segregation in virtue of sex. Those divisions also result in better wages and better employment and career perspectives for the men.
- › As acknowledged by the International Labour Organization (ILO), these processes continue moulding and inhibiting the labour market opportunities and the incentives for women and men (ILO, 2016).



**MALE AND FEMALE PROFESSION**

Surveys about the labour market in Portugal evidenciate horizontal and sectorial - as well as vertical and transversal - strong segregation elements in virtue of sex.

**Horizontal and sectorial segregation** (*glass wall*) - women continue to exert professions in areas which greatly represent an extension of their traditional competences developed in domestic context. Areas such as Education, Health and interpersonal services aggregate considerable volume of the female working force, in professions from which men tendentially retreat, in the inverse ratio of the women's presence.

**Transversal segregation** - independently of the activity sector where they exert a profession, women are overrepresented in the fixed-term contracts and, in general, in the most precarious employment modalities; female unemployment ratios are superior to those of male unemployment and the remunerations earned by women are inferior to those of their male counterparts, with a very significant wage gap remaining. Women also tend, in bigger proportion, to work in smaller dimension companies with less profitability.

**Vertical segregation** (*glass ceiling*) - even if women are more qualified than men, they occupy fewer leadership posts than these and have minority presence in the top hierarchies of the diverse organizations where they exert activity.

Source: Ferreira (2004)

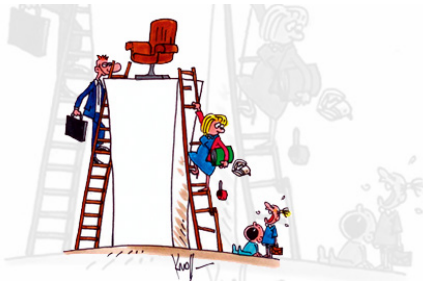


Image taken from EC (2016a)

› In the European Pact for Equality Between Men and Women (2011-2020), approved on the 7th of March 2011, the Council of the European Union reinforces its commitment with «putting and end to the disparities between men and women in employment and social protection, including the wage disparities between men and women, bearing in mind the fulfilment of the “Europe 2020” Strategy’s objectives, especially in three domains of great importance for the equality between men and women, namely employment, education and the promotion of social integration, in particular through poverty decrease, in this way contributing for the growing potential of the European working force» (Council of the European Union, 2011: 12).

› The 5th National Plan for Gender Equality, Citizenship and Non Discrimination (V Plano Nacional para a Igualdade de Género, Cidadania e Não Discriminação), of December 31, 2013 (PCM: 2013), envisages the territorialisation of the gender equality dimension in the different policy areas of the local administration (through measures such as the capacitation of local Public Administration agents, through initial and continuous training or the appointment of local counsellors for equality) beyond the promotion of favourable conditions for treatment and opportunities’ equality in the labour market as well as for the reconciling between the professional sphere and the family and personal life, while also promoting female entrepreneurship.



### Female Entrepreneurship

The data of the Global Entrepreneurship Monitor 2013, the annual study about entrepreneurship activity, suggests that Portugal is well positioned when compared to the European average concerning entrepreneurship. The percentage of new businesses created by women in Europe during 2013 is 33.3% and 35% in Portugal.

Source: Sociedade Portuguesa de Inovação (SPI, 2013)

› Regarding entrepreneurship, the ratio of female entrepreneurship in Portugal reveals itself inferior to the male ratio (SPI, 2013).

› The existing data regarding the characterization of the population covered by the measures of the Institute of Employment and Professional Training (Instituto do Emprego e da Formação Profissional - IEFP) shows that, in the Intervention/Measures for Employment and Professional Training areas, the big majority of the covered persons is of female sex. Inversely, in the Intervention/Measures for Vocational Rehabilitation areas, mostly persons of the male sex were covered (IEFP, 2016: 16).



## Structure of Employment

It is apparent from the situation in the profession that men are the main self-employed, while women make up the majority of workers in the “unpaid family” category.

Situation in the profession	Men (%)	Women (%)	Feminization rate
On behalf of others	40,05%	41,83%	51,08%
On its own as isolated	8,01%	4,93%	38,13%
Self-employed as an employer	3,32%	1,40%	29,63%
Unpaid family	0,18%	0,28%	60,48%

Source: INE (2016)

### Horizontal Segregation

The participation of women at the labour market continues to predominate in activity sectors considered less valued, like personal and social services due to being considered traditionally feminine activities.

The percentage of women employed in public administration and defence, social security, education, health and social support activities is 68.35%.

Source: INE (2016)

- › The access to higher education reveals a segregation regarding the education and training areas. One realizes that the education, health and social protection areas constitute typically feminine areas, with a high feminization rate. On the other hand, the engineering, manufacturing industries and building areas continue being typically male (POR-DATA, 2015).
- › The underevaluation of paid or unpaid work in the area of care perpetuates the women’s bad working conditions. They constitute the majority of the workforce employed in care providing, in particular, domestic labour, education and early childhood care, continued care and nursing.
- › Migrant women mainly perform works typically considered as female, with more precarious labour conditions and legal protection (Malleiros, Padilla and Rodrigues, 2010).
- › The analysis of the employed population with complete scholary levels reveals that men represent the majority of the employed in almost every scholary level, except at the level referring to higher education (Statistics Portugal, 2016).

› In what concerns the unemployed population with higher education habilitations, the percentage of unemployed women is superior (Statistics Portugal, 2016).

› Even if women possess higher habilitation levels, the professional categories corresponding to a lower qualification present a higher feminization ratio (CITE, 2015: 31).



Image taken from EC (2016b)

› Women have little representativity at top and decision leadership posts, corresponding to around 33% of the representatives of legislative power and board, leaderships, directors and executive managers. This vertical segregation also helps explaining a part of the wage differentials (Statistics Portugal, 2016).

› At the local power organs, and in spite of the parity law, one still verifies a large underrepresentation of women in the presidency posts.

**Women rule only 23 of 308 municipalities in Portugal**

The percentage of women elected to rule the municipal executive team is 7.46% in total.

According to the study from the Direção Geral de Administração Interna about the 2009 local elections, only 14% of women were in ruling positions, distributed according to the following: 21.5% in the Parish Assemblies and 10.2% in the Municipal Assemblies. In what concerns the executive team, 7.7% in the municipality and 7.6% in the parish where ruled by women.

Fonseca (2013)

- › There is a mismatch between the level of women's habilitations and their professional evolution. The women have been worst hit by the labour relation precarity, which constitutes an obstacle to the career progression and to the professional situation improvement.
  
- › The working schedules' reality has implication in the daily life of the workers of both sexes, placing serious challenges at the personal, family and professional life reconciling level. According to ILO (2016), this is one of the aspects generating greater labour dissatisfaction. The possibility of taking one or two hours during the regular working period to take care of family or personal matters is superior for working men (around 42%) than for working women (around 37.7%). Nonetheless, women spend more time than men in tasks concerning the educational accompaniment of children or grandchildren (EIGE, 2015). In this sense, there's a greater probability that women work less hours in a payed activity than men due to the differences in the unpaid house work distribution, and the same in the providing of care to family members.
  
- › When payed work and unpaid work are considered, women continue working more daily hours than men (ILO, 2016).
  
- › Women interrupt more frequently a professional career for family reasons (such as care providing to younger children and elders) or related pregnancy/parental leave use motives, often being penalized when returning to work, not only at the functions' level, but also in the career perspective.
  
- › There are more women than men in part-time work, characterized by low wages and limited training, career development/progression opportunities (Council of the European Union, 2010).
  
- › The systematic use of selection criteria and performance assessment benefiting the male sex persists. Some examples are the effort, the fatigue, physical hardship or the readiness to work more hours and in different schedules, placing women in disadvantage situations in front of their family compromises and responsibilities.

In the General Labour Law in Public Administration, the description of the careers does not use inclusive language. The names of professional categories use the male grammatical gender.

AR (2014)

- › Difficulties occur resulting from the inexistence of an objective working posts' and work value evaluation system in the civil service free of any criterion associated with gender, which instantly causes some inconsistency in the definition of the hiring requisites for new male or female workers and in the functions' definition.



Image taken from EC (2016c)

: Regarding the differences between private and public sector, the 2014 data reveals that greater wage disparity exists between men and women in most of the EU countries' private sector. An explanation given by EUROSTAT centres on the fact that, in most of the countries' public sectors, male or female workers are protected by the labour collective bargainings or by other similar instruments. In Portugal, the disparity in the public sector is of 12.5%. In the private sector, in turn, the disparity is more than the double, 27.3% in 2014.

EUROSTAT (2016)

- › The greater participation of the women in the professional activity should supposedly enhance the accomplishment of the legally consecrated right to equality of retribution for equal or of equal value work. However, the wage differences persist and, in spite of the existence of national and European regulation on the matter, the inversion of this inequality didn't take place. When analysed the tendencies regarding the wage inequalities between sexes, one may verify that they're bigger when considering the gain, and not only the base remuneration.

According to the ILO (2015), wage inequality is a problem which affects all women in the public and private sectors, with or without children. However, when dealing with women who were already mothers, “the remuneration’s difference related with maternity increases with the number of children”. ILO also highlights that, at the actual rhythm and without an oriented action, wage equity between women and men will only be reachable in 2086.

› It’s pertinent to enhance that the wage differential between men and women is directly proportional to the qualification levels, meaning that the remuneration’s inequality increases as the qualification level also increases.

› In Europe, the citizens’ awareness regarding the importance of eliminating the inequalities in virtue of sex is growing. Around nine in each ten (91%) declared in a survey for the Special Eurobarometer 428 (EC, 2015), that eliminating these inequalities between men and women is necessary to establish a fairer society.

# Principles and methodologies

## How to proceed?

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### External Field



The European Commission follows a double strategy in gender equality promotion: enabling specific initiatives and gender mainstreaming (CE, 2016d).

In this sense, in its website, the European Commission provides a guide dedicated to gender mainstreaming in the employment policies (CE, 2008), approaching its four stages:

1. **Start organized.** This first step's central focus is in the organization and development of the theme's relevance perception, as well as its appropriation.
2. **Learn about gender differences.** The second step's objective is describing gender inequality concerning participation, resources, norms, values and rights, and evaluating the tendencies without intervention policy.
3. **Assess the policy's impact.** The third step is analyzing the policy's potential impact.
4. **Redesign policies.** The fourth step is identifying forms through which policies may be redesigned in the sense of the gender equality promotion.

- › Promote the external diffusion of the measures initiated in favour of the diversity's management in order to disseminate ethical behaviours and attitudes.
  
- › Promote public reunions or debate sessions and articulate with local partnership networks, in particular with the Social Network (Rede Social), promoting oriented discussions.
  
- › Promote, in partnership with corporate associations or training centres which work for the labour market's unsegregation, employment and training clubs.
  
- › Implement a set of positive action measures aimed at the municipality's families, such as: support services to the families which complement the children's schedule prolongation, leisure activities, extended schedules in the municipal libraries or at the sports facilities, providing resources' databases of school, sporting and musical material, among other.
  
- › Develop sensitization campaigns for the sharing of the family tasks in the sense of promoting a fairer men/women responsibilities' division at the unpaid work level, and disseminate information to citizens of both sexes on the father, mother, grandparents and grandmothers' rights, promoting the enjoyment of the parental leave and of the assistance rights.
  
- › Foster communication campaigns promoting professional unsegregation and providing informations and training to employing entities and their human resources' management teams.
  
- › Promote the creation of recognition for employing entities which promote the gender equality principles at the persons' management level.
  
- › Make available information spaces, where male and female workers of the municipalities may find answers to questions on the rights and duties' venue in the gender equality in employment domain. These cabinets may yet foresee support services to male or female collaborators who were victims of discrimination at the workplace.

- › In the professional insertion cabinets (Gabinetes de Inserção Profissional - GIP) promoted by local autarchies, there should exist norms or incentives for hiring persons of the underrepresented sex for the function at stake.
  
- › In the development of new entrepreneurial parks, the autarchies must take into account the needs of male and female workers in what concerns families' support services.
  
- › In partnership with the Employment and Professional Training Institutes, promote financial supports' accretion dispositions in diverse employment measures in the case of professions significantly characterized by segregation in virtue of sex.
  
- › Promote local employment to family initiatives, with the objective of stimulating the emerging of new working posts' creator entities in the frame of family support services, such as, for instance, entrepreneurial projects in the areas of the support to elder persons, as well as to persons with handicap or children.
  
- › Introduce, in their supplier's qualification, criteria items referring to the respect for the gender equality principles, thus promoting socially responsible acquisitions.



## Internal Field

- › The gender mainstreaming must be undertaken by the autarchies as a strategy for the integration of the gender perspective in the organizational development, through the performing of organizational diagnosis with the gender perspective, as well as training actions and information and sensitization campaigns for the service's staff.
- › A gender perspective should be integrated in the strategy, policies, procedures and practices of the persons' management in the autarchies.

**Positive Actions** - measures destined to a specific group, intending the elimination and prevention of discrimination or compensating the disadvantages decurring of attitudes, behaviours and existing structures.

Source: CIG (2009)

- › The autarchies should guarantee the implementation of the legislation aimed at gender equality promotion and/or positive action, such as goals, objectives or quotas' definition.

### The autarchies should...

### How?



Define a set of norms which ensure the respect for gender equality and for men and women's dignity at the workplace.

Develop codes of ethics, conduct norms and monitoring mechanisms of the defined requisites' fulfillment.



Listen and involve male and female collaborators in the diagnosis and monitoring of the satisfaction regarding the promotion of gender equality.

Develop focus group sessions or inquiries. Include, among the satisfaction assessment mechanisms (social and organizational climate), questions in terms of Gender Equality and of Conciliation.

The autarchies should...

How?



Promote a gender equality culture.

Promote training and sensitization actions to everyone, with priority to the human resources' management functions and with leadership responsibilities.

Implement mentoring, *coaching* or leadership skills' development programs.



Promote clear and transparent recruitment and selection processes which ensure the working force's diversity.

Adopt positive action measures in favour of the underrepresented sex.

In the selection process, use unbiased tests which emphasize the demanded requisites for the function.



Guarantee equal remuneration for equal or of equal value work.

Analyse the wage disparities, identifying the direct and indirect discrimination causes. Adopt measures in the organization which reduce the wage disparities between women and men.



Promote personal, family and professional life reconciling.

Provide information about the use of the parental leave and other assistance rights to ascendants and descendents. Provide informations about assistance services to children or dependent elders.

Face the implementation of new forms of organizing the working time, opting for one of the working schedule modalities provided in the legislation (flexible schedule, rigid schedule, lag schedule, continuous journey, part-time or shift work).



Conceed benefits to male and female workers and family members.

Provide financial supports, health services, well-being and stress management or promote protocols with services in these areas.

Provide - to male and female collaborators and families - benefits in their services, for instance, at the level of transports or sports facilities' use.

The autarchies should...

How?



Promote an equilibrated representation of men and women in the diverse professional categories, namely in the management cadres.

Perform internal audits to the “glass-ceiling effect”.

# Instruments

## Which resources?

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- › At the diagnosis level it's considered fundamental applying some instruments next to the leaderships and management staff, with a view to promoting self reflection about the entity's practices.
- › Concerning the human resource processes, the teams responsible for the human resources' management must reflect on integrating of the gender perspective in the organization's practices:

### › Recruitment and Selection

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- ✓ Does the employing entity enumerates the (objective and transparent) criteria in the selection?
  - ✓ Is the information maintained and treated by sex?
  - ✓ Are the applications and the selection of persons the underrepresented sex in the function encouraged?
  - ✓ At the selection team, is there an equilibrated representation of women and men?
  - ✓ Are the requisites for the function's performing exempt of any gender association?
  - ✓ When sorting to outsourcing, are the gender equality principles verified?
- 

### › Description and Function's Evaluation

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- ✓ Is the function defined and described with inclusive and neutral language?
  - ✓ Does the entity assess the functions' value through objective criteria, exempt of sex associated characteristics?
-

### › Training and Skills' Development

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- ✓ Does the entity integrate, in the provided training, some module related with the equality between women and men's theme?

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  - ✓ Does the employing entity allow career interruption for studies or training?

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  - ✓ Does the entity prioritise the participation of men or of women in training actions directed to professions/functions in which one of the sexes is underrepresented?

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  - ✓ Do Female/male workers have the same training opportunities, with competences being recognized in equal manner at the time of the promotion and career progression processes?

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  - ✓ Does the entity perform the treatment by sex of the training related data?
- 

### › Careers' Management

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- ✓ Are there horizontal and vertical mobility criteria defined, ensuring career opportunities' equality between men and women?

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  - ✓ Are the career progression criteria associated with male or female workers' availability or family responsibilities excluded?

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  - ✓ Are equal progression opportunities envisaged for predominantly female or male professions?
- 

### › Performance Evaluation (SIADAP) and Rewards

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- ✓ Are there guaranteed procedures striving for the decrease of sex-based discrimination subjective elements in performance evaluation processes?

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  - ✓ Does the performance evaluation resort to objective criteria not based on sex?

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  - ✓ Do the evaluaters receive training in order to avoid gender associating bias errors in the performance evaluation?

---

  - ✓ Are there objective criteria defined, independently of sex, for rewards' attribution (recognitions and/or prizes)?

---

  - ✓ Are the leaves enjoyed in the legal terms considered as effective work in the context of the Performance Evaluation?

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  - ✓ Are the performance objectives equally attainable for predominantly female and male functions?
-

› Remunerations

- ✓ Does the employing entity have a remunerations' table defined, containing the allocated pay by function?

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- ✓ Are there objective criteria, independent of sex, which justify eventual differences in the remunerations' attribution?

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- ✓ Does the employing entity have a remunerations' table defined, containing the allocated additional benefits allocated by function, independently of sex?

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- ✓ Does the employing entity make sure that there are no differences regarding the remuneration averages between traditionally male and female functions?

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- ✓ Is the calculation of the wage disparities made, identifying potential direct or indirect discrimination occurrences?

› Personal, family and professional life Conciliation

Aiming at personal, family and professional life conciliation, an entity:

- ✓ Encourages suggestions' presentation and assesses the male and female workers' satisfaction in this domain?

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- ✓ Provides direct benefits to male and female workers?

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- ✓ Owns workers' children support equipments (e.g., nursery school, kindergarten, leisure time occupation, holiday camps, or others)?

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- ✓ Enables work from home?

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- ✓ Enables teleworking?

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- ✓ Concedes flexible working schedules?

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- ✓ Enables the weekly working time's adaptation, concentrating or extending the daily work schedule?

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- ✓ Considers conciliation needs in the scheduling of rotating shifts or others?

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- ✓ Concedes part-time work to male/female workers?

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- ✓ Envisages working post sharing?

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- ✓ Enables the option for flexible schedules during the breastfeeding/suckling period?

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- ✓ Stimulates men to enjoy the legally envisaged 10 days of optional parental leave?

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- ✓ Concedes leaves with superior length to that which is legally envisaged for accompaniment of younger/ with handicap children?

› Personal, family and professional life Conciliation

Aiming at personal, family and professional life conciliation, an entity:

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- ✓ Concedes adoption leave with superior length to that which is legally established?

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- ✓ Proceeds to hirings to substitute male and female workers' enjoying maternity, paternity and parental leave?

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- ✓ Concedes to male and female workers monetary - or in cash money - benefits beyond those legally envisaged for maternity/paternity?

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Inspired in Pernas, Fernandes and Guerreiro (2008), Social Dialogue and Equality in Enterprises Project Development Partnership (Parceria de Desenvolvimento do Projecto Diálogo Social e Igualdade nas Empresas - 2008a, 2008b), and CITE (s/d.a.)

- › A fundamental part of the diagnosis process concerns the production of direct information through inquiries' application and/or the performing of (individual and focus group) interviews to the organization's persons. According to Monteiro and Ferreira (2013), the questionnaires or the interviews should be designed in order to obtain informations in three key domains: Literacy and use of maternity and paternity associated rights; Professional, personal and family life Conciliation; Stereotyping, attitudes and gender values.
  
- › The inquiries or questionnaires are aimed at knowing the conceptions, practices and gender (in)equality situations of the totality or of an extensive representative sample of the organization's persons (Monteiro and Ferreira, 2013). Next, examples of questions for stereotype evaluation are presente.

› Sexual roles in the family and identity centralities of men and women

	TOTALLY DISAGREE	PARTIALLY DISAGREE	PARTIALLY AGREE	TOTALLY AGREE
1. If a son or a daughter gets sick, it should be the mother - and not the father - to be absent from work to take care of him/her				
2. The man must help at home only when the woman is really impeded				
3. It is likely (until going to school) that a young child suffers if the mother works outside of the household				
4. It's very important that the children's father starts having more parental leave time				
5. Men don't undertake family responsibilities because their main concern must be with work				
6. The big spendings must come from the man's wage				
7. A childless woman is selfish				
8. Raising children is more compensating for a woman than having a successful career				
9. A man shouldn't reduce his professional obligations for the fact of having a child				
10. A man isn't as affectionate as a woman, therefore has less need of having children for personal fulfillment				
11. After all, a family's life is harmed when a woman works fulltime outside of the household				

› Perceptions and acknowledgment of sex-based discrimination in society in general

	TOTALLY DISAGREE	PARTIALLY DISAGREE	PARTIALLY AGREE	TOTALLY AGREE
1. In practice, women already have the same opportunities as men, whether in professionally or in politics				
2. Women have less training and career opportunities because they have to undertake their family responsibilities				
3. It's more difficult for women to get a job because they can get pregnant				
4. Men are usually the preferred in an employment seeking situation				
5. In average, women earn less than men in the same professions				
6. A boss may pay more to a man than to a woman doing the same work				
7. Women are not in leadership posts because they prefer dedicating to family				
8. Saying "Man" automatically means Man and Woman, and this is ok				



› Egalitarian values

	TOTALLY DISAGREE	PARTIALLY DISAGREE	PARTIALLY AGREE	TOTALLY AGREE
1. It's important having women in important political and decision posts				
2. A man may help at home, but domestic work and childcare must mostly be women's work				
3. It's preferable having a man than a woman as head				
4. Some equality in the couple is good but, in general, the final decision power should be the man's				

› Opinions regarding sexual roles and labour's sexual division

	TOTALLY DISAGREE	PARTIALLY DISAGREE	PARTIALLY AGREE	TOTALLY AGREE
1. Girls should be more encouraged than boys to be ambitious and independent in the career, because they have fewer opportunities				
2. A man's profession is more important than a woman's profession				
3. Women working outside of the household are, in general, more interesting than those doing unpaid domestic work				
4. The companies benefit in having more men than women working, because they are less absent				
5. Women should be discouraged to enter a profession traditionally occupied by men				
6. It's wrong for men to undertake a female profession				
7. In a scarce employments' crisis situation, men should have preferential access to the labour market				

› Perceptions and acknowledgment of sex-based discrimination in the organization

	TOTALLY DISAGREE	PARTIALLY DISAGREE	PARTIALLY AGREE	TOTALLY AGREE
1. In the organization where I work all workers are provided an equilibrium between professional and family life				
2. In my organization, women have the same opportunities of being promoted than men				
3. In my organization, some works that must only be made by men, and others only by women				

Inspired by: Agostinho (2013).

› In the studies of organizational climate it is relevant integrating questions for monitoring the male and female workers' satisfaction in the frame of Gender Equality and personal, family and professional life Conciliation issues. The employing entities aiming at being socially responsible, with gender equality practices, prioritize dialogue with the male and female workers and/or their representative organizations, apart from their participation in the definition and implementation of measures promoting equality between women and men. Next, examples of questions to contemplate in the climate inquiries are presented.

› Questions to contemplate in the climate inquiries

	TOTALLY DISAGREE	PARTIALLY DISAGREE	PARTIALLY AGREE	TOTALLY AGREE
1. In case of need, I am free to flexibilize my working schedule.				
2. We are encouraged to pursue the reconciling of personal and professional life.				
3. I consider that my company promotes practices which allow maintaining the equilibrium between the life inside and outside the firm.				
4. In my company, persons with diverse characteristics (age differences, education, sexual orientation, gender, ethnicity, working style, cultural, etc.) are treated with respect and their contribution is valued.				

› By performing *focus group*, the goal is deepening the knowledge of those items, providing to the organization's key-actors a reflexivity exercise about these matters which may address specific problematics in greater depth (Monteiro and Ferreira, 2013).

### Focus group

The *focus group* consists in a qualitative information gathering method, with in-depth answers obtaining capacity about what persons think and how they feel. Next, some suggestions are presented which may integrate the focus group guide with the autarchies' male and female workers, directed to the surveying of perceptions in the frame of the gender equality and personal, family and professional life conciliation in the employment and training context.

In the constitution of these groups, male and female workers should be included, guaranteeing the diversity in sociodemographic terms.

### EMPLOYMENT

1. What personal, family and professional life conciliation measures exist in the autarchy?
2. Which of the existing practices are more valued?
3. Which practices or measures could be implemented to enhance/promote a better reconciling between personal, family and professional life?
4. To which tools does the autarchy resort to in order to promote and sensitize for equality in the family and domestic responsibilities' distribution?
5. Which forms are used by your autarchy directed at promoting maternity and paternity protection?
6. Which improvement actions could be implemented concerning maternity and paternity conditions?
7. We now ask you to describe the mechanisms used by the municipality to inform and publicise the parentality and equality related aspects.
8. The information obtained through the referred mechanisms efficiently transmits - to the workers of both sexes - the maternity and paternity associated rights? Which other tools could be used in order to improve the male and female workers' knowledge on this theme?
9. We would like you to share the main difficulties felt in the enjoyment of the maternity and paternity policies by the male and female workers.
10. At last, we would like to know which stereotypes exist regarding the sexual roles (examples: there's specific men's work and specific women's work; domestic labour is the women's entire responsibility; it's normal that men earn more).

### TRAINING

1. In which way is the equality between men and women guaranteed in the training and professional development area?
2. What practices and policies exist aiming to guarantee the equality between women and men?
3. Which improvements could be implemented in the diagnosis of formative needs and in elaborating training plans in order to promote equality between women and men?
4. What professional development promotion policies exist enabling the equality between men and women in lifelong learning processes?
5. Which are the usual training actions directed at professions/functions in which one of the sexes is underrepresented?
6. Which improvements could be implemented in the career development system in order to guarantee the equality between women and men?
7. Regarding the training data, notably in the identification of training needs and in the training reports, which changes could be implemented in order to guarantee equality between women and men?

- › The GWD Calculator (made available by the CITE (s/d.b) is a diagnosis and monitoring tool aimed at the wage disparities' level.



The Equality at Work and Employment Commission (Comissão para a Igualdade no Trabalho e no Emprego - CITE) understands as fundamental promoting the reflection about wage disparity between men and women.

In this sense, it developed two reflection and wage disparity analysis instruments, inviting the employing entities to try:

- \_ Wage equality between men and women in the enterprises Exercise (Support Guide to the Self- Wage Equality between men and women in the Enterprises' Assessment Questionnaire);
- \_ GWD (Gender Wage Disparity) Calculator (Calculadora DSG - Disparidade Social de Género).

This methodology allows identifying causes in the origin of wage disparities between men and women, allowing the strategies' definition at the persons' management level in the sense of correcting the identified inequality situations.

### Wage Equality between men and women in the enterprises' Self-Assessment Exercise

The Wage equality between men and women in the Enterprises' Self-Assessment Exercise is a tool built with the purpose of evaluating the existence of some organization practices which potentially generate wage inequalities. The tool is meant for enterprises and other employing entities, whatever their nature and dimension, and its filling should be of the human resource department's responsibility or, in its absence, of the administration or management's person(s) responsible for this sector.

Running through the several questions composing this questionnaire, the company/employing entity is induced to reflect about some internal practices or procedures adopted in the frame of five Human Resource Management domains - Recruitment and Selection; Functions' Description and Evaluation; Skills' Development and Career Management; Performance Evaluation and Rewards; and Remunerations - as a way to rule out situations which may constitute a potential cause of treatment inequality between men and women with effects at the wage level, and enable the awareness for the need of proceeding to its correction. To facilitate the understanding of each one of these domains and respective questions, consult the Support Guide to the Wage Equality between Men and Women in the Enterprises' Self-Assessment Questionnaire (CITE, s/d.a).

Not being a questionnaire about the company/employing entity's performance regarding the general application of the Gender equality fundamental principles, the included questions are strictly related with wage equality, not replacing the adoption of other more comprehensive diagnosis tools in this domain.

In the end, the company/employing entity obtains its performance in each one of the evaluated domains, enabling a reflection about some practices which present a high discriminatory potential, as a departure point for implementing an improvement plan.

### GWD (Gender Wage Disparity) Calculator

The GWD Calculator is a tool created by CITE enabling the enterprises and other employing entities to perform a self-assessment exercise about the wage equality between men and women. The used methodology is based on a statistical regression analysis which considers a set of variables linked to the skills required for the function's exercise and to the workers' labour post evaluation factors in order to assess their influence in the base pay and in the wage earning. "Sex" appears as an additional independent variable, since all the other variables are directly related with it.

Beyond this analysis, the companies/employing entities also obtain a set of statistical information about the variation of the base pay and wage gain between men and women in all the considered variables.

The tool may be used by any company or other employing entity located in Portugal and regulated by the National Laws.

Source: CITE (s/d.b)

› The indicators' monitoring allows a greater awareness on the state-of-the-art in terms of equality between men and women in the employment and professional training areas, enabling the detection of possible detours regarding the consecration of the equality principle. For the municipal analysis, statistical data allowing the characterization, for instance, of the working force, must be gathered. In the following Table, the main indicators to be analysed based on these information sources are presented. The statistical indicators' analysis also allows the autarchies to make the comparison between the national indicators and those existing at the municipality's level.

› Table 1 – Gender indicators in the employment area, in the external field

Area	Indicator	Source
Unemployment	Activity ratio by sex, according to the census	Statistics Portugal, PORDATA
	Unemployment rate by sex, according to the census	Statistics Portugal, PORDATA
	Unemployed Population, by type of unemployment (seeking 1.st employment/seeking new employment) and by sex, according to the census	Statistics Portugal, PORDATA
	Unemployment rate by complete scholarship degree and by sex, according to the census	Statistics Portugal, PORDATA
	Number of unemployed inscribed at the employment and professional training centres, by sex (annual average)	IEFP/MTSSS, PORDATA
	Number of male and female unemployed registered, by sex (situation by the end of the month)	IEFP, Registered Unemployment by Municipality. Monthly Statistics.
	Number of male and female unemployed inscribed by sex (monthly movement)	IEFP, Registered Unemployment by Municipality. Monthly Statistics.
	Number of male and female unemployed inscribed placed by sex (monthly movement)	IEFP, Registered Unemployment by Municipality. Monthly Statistics.
	Number of male/female beneficiaries of the Social Security's unemployment subsidy, by sex	II/MTSSS, PORDATA
	Number of beneficiaries of the Social Security's unemployment subsidy, by sex	II/MTSSS, PORDATA
	Number of male/female beneficiaries of the Social Security's unemployment subsidy, according to the inscription time (new beneficiaries) and sex	Statistics Portugal - Regional Statistical Yearbooks
	Number of male/female beneficiaries of the Social Security's unemployment subsidy, according to sex and age	Statistics Portugal - Regional Statistical Yearbooks
Values of Social Security's unemployment subsidies, by sex (in thousands of euros)	Statistics Portugal - Regional Statistical Yearbooks	
Average number of Social Security's unemployment subsidy days, by sex	Statistics Portugal - Regional Statistical Yearbooks	

› Table 1 – Gender indicators in the employment area, in the external field

Area	Indicator	Source
Inactivity	Inactivity rate by sex, according to the census	Statistics Portugal, PORDATA
	Inactive population, by condition before work and by sex, according to the census	Statistics Portugal, PORDATA
Employment	Employment rate by sex, according to the census	Statistics Portugal, PORDATA
	Employed population by economic activity sector and sex, according to the census	Statistics Portugal, PORDATA
	Employed female sex population in % of the employed population, according to the census	Statistics Portugal, PORDATA
	Employed female sex population by situation in the main profession in % of the employed population, according to the census	Statistics Portugal, PORDATA
	Staff at the enterprises' service, by sex	GEE/ME, PORDATA
	Staff at the enterprises' service, by situation in the main profession and sex	GEE/ME, PORDATA
	Staff at the enterprises' service, by situation in the main profession and sex	GEE/ME, PORDATA
	Male/Female dependent workers by working time regime and sex	GEE/ME, PORDATA
Temporary work	Workers of the female sex in % of dependent workers by working time regime	GEE/ME, PORDATA
	Dependent male/female workers by type of contract and sex	GEE/ME, PORDATA
	Workers of the female sex in % of dependent workers by type of contract	GEE/ME, PORDATA
	Number of male/female workers with temporary work contract by sex	GEE/ME, PORDATA
	Temporary work – women in % of total	GEE/ME, PORDATA

› Table 1 – Gender indicators in the employment area, in the external field

Area	Indicator	Source
Remuneration and gain	Average monthly gain of the male/female dependent workers by sex	GEE/ME, PORDATA
	Average monthly gain of the male/female dependent workers by sector of economic activity and sex	GEE/ME, PORDATA
	Average monthly gain of the male/female dependent workers by scholarship degree and sex	GEE/ME, PORDATA
	Average monthly gain of the male/female dependent workers by qualification level and sex	GEE/ME, PORDATA
	Average monthly base pay of male/female workers in dependent employment by sex	GEE/ME, PORDATA
	Average monthly base pay of male/female workers in dependent employment, by economic activity sector and sex	GEE/ME, PORDATA
	Average monthly base pay of male/female workers in dependent employment, by qualification and sex	GEE/ME, PORDATA
	Average monthly gain disparity (between sexes - %) of the employed population in dependent employment	GEE/ME, PORDATA
	Average monthly gain disparity (between sexes - %) of the employed population in dependent employment in the less qualified professions (non qualified professionals)	GEE/ME, PORDATA
	Average monthly gain disparity (between sexes - k%) of the employed population in dependent employment in the more qualified professions (superior cadres)	GEE/ME, PORDATA
	Average monthly gain disparity (between sexes - %) of the employed population in dependent employment with habilitations equal or inferior to the basic school's 3.rd cycle	GEE/ME, PORDATA
	Average monthly gain disparity (between sexes - %) of the employed population in dependent employment with habilitations corresponding to higher education	GEE/ME, PORDATA

› The following indicators concern the education and training and are grouped in three distinct areas: higher education, lifelong learning and informal learning.

› Table 2 – Gender Indicators referent to higher education, in the external field

Area	Indicator	Source
Attendance	Early withdrawal from education and training rate, by sex	School clusters
	Number of students enrolled in higher education, by sex	DGEEC/ME - MCTES, PORDATA
	Number of students enrolled in higher education, by schooling type (university and polytechnic) and sex	DGEEC/ME - MCTES, PORDATA
Male/female graduated	Number of male and female graduated in higher education, by sex	DGEEC/ME - MCTES, PORDATA
	Female sex graduated in percentage of graduated of higher education	DGEEC/ME - MCTES, PORDATA

› Table 3 – Gender Indicators referent to higher education, in the external field

Area	Indicator	Source
Lifelong learning (formal and informal education)	Number of men and women who attended professional training actions	Professional Insertion Cabinet, IEFP's Regional Delegation
	Number of men and women who attended professional training actions, by course, duration, qualification/ certification level and sex	Professional Insertion Cabinet, IEFP's Regional Delegation



- › For the organization's analysis and characterization it is fundamental gathering internal information in documental medium such as the social balance sheets, regulations, staff databases, reports, among other documents to be provided by the organization.

› Table 4 - Gender Indicators in the employment area, in the internal field

Area	Indicator	Source
Human resources' characterization	Average seniority, by sex	Autarchy
	Total number of male and female workers by type of working contract, post/career and sex	Autarchy, Social Balance
	Number of female and male workers on full-time and part-time contract, by sex	Autarchy
	Effectives' distribution according to seniority levels, post/career and sex	Autarchy, Social Balance
	Percentage of women and men by age group and post/career	Autarchy, Social Balance
	Feminization rate, by profession	Autarchy
	Average age of male/female workers, by sex	Autarchy
	Unionization rate, by sex	Autarchy
	Absenteeism rate, by sex	Autarchy, Social Balance
	Number of male/female services' providers (individual persons), by service providing modality and sex	Autarchy, Social Balance
	Distribution of men and women by post/career, scholarity degree and sex	Autarchy, Social Balance
	Distribution of male/female foreign workers by professional category, according to nationality and sex	Autarchy, Social Balance
	Number of working accidents and lost working days on sickness leave, by sex	Autarchy, Social Balance

› Table 4 – Gender Indicators in the employment area, in the internal field

Area	Indicator	Source
Performance Evaluation and Career Management	Performance Evaluation results, by sex	Autarchy
	Percentage of male/female workers regularly receiving performance and career development analysis, by sex and post/career	Autarchy, Performance Evaluation Commission's minutes
	Internal mobility rate, by sex	Autarchy, Social Balance
	Number of promotions, disaggregated, by sex and post/career	Autarchy, Social Balance
	Average monthly remuneration, by post/career and sex, and wage difference	Autarchy
Conciliação vida profissional, familiar e pessoal	Post-parental leave return to work and retention rates, by sex	Autarchy, Social Balance
	Parental leave enjoyment rate, by sex	Autarchy
	Percentage of working time dismissed to take care of personal or family matters, by sex	Autarchy
	Absenteeism days, absenteeism causes and distribution by post/career by sex	Autarchy, Social Balance
	Number of hours of normal and extraordinary nocturnal work, by sex	Autarchy, Social Balance
	Number of hours of daily and nocturnal extraordinary work, by sex	Autarchy, Social Balance
	Number of extraordinary work hours in weekly resting days and holidays, by sex	Autarchy, Social Balance
Recrutamento e turnover	Number of admissions, by bond type and sex	Autarchy, Social Balance
	Number of exits by motive, post/career and sex	Autarchy, Social Balance
	Number of recruited persons sorting to employment centres, by sex	Autarchy
	Number of received applications, by sex	Autarchy

› Table 4 – Gender Indicators in the employment area, in the internal field

Area	Indicator	Source
Local Power	Women percentage composing the highest governance body, by sex	Autarchy
	Percentage of members of the local power assemblies, by sex	Autarchy

› Table 5 – Gender Indicators regarding training and learning in the internal field

Area	Indicator	Source
Training and learning	Annual average training hours, by sex	Autarchy
	Participation rate in training, by education and training areas and sex	Autarchy
	Participation rate in training, by profession and sex	Autarchy, Professional Training Report
	Participation rate in training, by working time regime and sex	Autarchy
	Participation rate in training, by complete scholarity level and sex	Autarchy
	Participation rate in learning activities, by sex	Autarchy
Sensitization	Number of participants in sensitization actions, according to sex	Autarchy
	Number of hours of sensitization actions attended, according to sex	Autarchy
	Participation rate in sensitization actions, by profession and sex	Autarchy

- › The Breastfeeding/Suckling Calculator available at the CITE’s web-site is a useful tool in providing information to collaborators.

**Article 47.th -Breastfeeding or suckling working hours daily reduction**

1. The breastfeeding mother is entitled to work working hours daily reduction for that purpose, during the time breastfeeding takes.
2. In the case that there is no breastfeeding, since both parents exert professional activity, any of them or both – according to joint decision – are entitled to suckling working hours daily reduction, until the child reaches one year of age.
3. Daily breastfeeding or suckling working hours daily reduction is enjoyed in two distinct periods, with the maximum duration of one hour each, except if another regime is agreed with the employer.
4. In the case of multiple births, an extra 30 minutes are added to the working hours daily reduction referred in the previous number for each twin beyond the first.
5. If any of the parents works part-time, the daily breastfeeding or suckling working hours daily reduction is reduced in the proportion of the respective normal working period, but never to less than 30 minutes.
6. In the situation referred in the previous number, the daily working hours daily reduction is enjoyed in an equal or inferior to one hour period and, if necessary, in a second period with the remnant duration, except if another regime is agreed with the employer.
7. Violating the established in this article constitutes a severe misdemeanor.

Labour Code (AR, 2009: 937)

Tempo completo de trabalho diário (minutos)  Ex: 480  
 (8h/dia = 480 minutos; ou 7h/dia = 420 minutos; ou 7h30/dia = 450 minutos)

Tempo parcial de trabalho diário (minutos)  Ex: 360



**Daily Breastfeeding/Suckling Calculator Dismissal in case of part-time**

Know which is the daily breastfeeding/suckling working hours daily reduction, calculated in minutes, to which you are entitled to for each working day, to be enjoyed in period not superior to one hour and, if necessary, in a second period with the remnant duration.

Source: CITE (s/d.c)

- › In good practices' implementation at the recruitment level, some norms should be followed in the advertisement's elaboration:

#### Employment offer advertisements x Gender Equality (CITE)

##### **How to compose an employment offers'/professional training advertisement?**

To avoid discrimination and fulfil what's established by law, the employment offer or professional training advertisements' drafting, should:

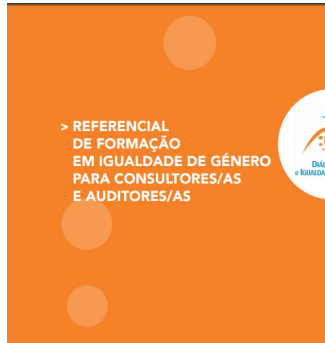
- \_ always comprehend, unequivocally and explicitly, receivers of both sexes;
- \_ the professions must be jointly designated in the masculine and in the feminine, as for instance: Director (m/f); Nurse (m/f); Judge (m/f);
- \_ in the case of professions which designation comprehends both genders, the (M/F) abbreviation must be added to the respective profession, meaning Masculin/Feminin, to explicit the opportunities' equality in employment and professional training access for male/female workers and/or candidates of both sexes, as for instance: Economist (M/F), Analyst (M/F) or Journalist (M/F); the same should occur when indicated with abbreviation, example: kitchen assist. (M/F); hairdresser assist. (M/F).

##### **What an employment offer or professional training advertisement must not contain:**

- \_ barely visible (or lost in the text) M/F indication (when applicable);
- \_ elements clearly indicting preference for one of the sexes;
- \_ characterizing elements predominantly attributed to one of the sexes when in fact they're not linked to the functional content to be exerted;
- \_ mention to elements of the personal life of the wanted worker (p. ex.: marital status; family situation).

Source: CITE (s/d.e)

- › The gender equality training benchmark for male/female consultants and auditors (referencial de formação em igualdade de género para consultores/as e auditores/as), of the Social Dialogue and Equality in the Enterprises' Project Development Partnership (Parceria de Desenvolvimento do Projecto Diálogo Social e Igualdade nas Empresas. 2008c) assumes itself as a fundamental instrument in gender equality training, aiming at the socioeconomic actors' attitudes and behavioural change promotion in order to prevent and eliminate the gender inequalities in domains such as employment/professional progression access and workplace.



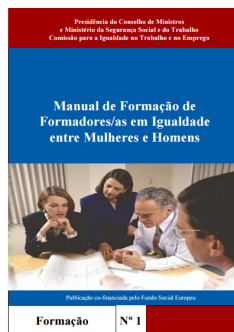
This Benchmark includes the formative itinerary in two essential components: Gender Equality base training and specific training on Gender Equality Mainstreaming in the Enterprises.

The first formative block is centred in gender equality key-competences' acquisition, thus assuming itself as a base training. In turn, the second block, aims deepening the compe-

tences inherent to the equality plans' elaboration. The objectives and contents are presented for each formative block, as well as the most adequate methodology, also providing support documentation in order to uphold the formative process. Apart from the pedagogical itinerary, this Benchmark describes the pursued profile, identifying the specific skills to be acquired throughout the training.

Source: Parceria de Desenvolvimento do Projecto Diálogo Social e Igualdade nas Empresas (2008c)

- › The Equality between Women and Men Instructor's Training Manual (Manual de Formação de Formadores/as em Igualdade entre Mulheres e Homens - CITE, 2003) has a character of support to instructors' training in equality between men and women, containing the developed program considered indispensable for the function's exercise.



This manual congregates an organized resources' set in themes, contents and suggestions for the future trainers.

The manual's structure is divided in two great parts. The first integrates the theoretical framing and is constituted by three chapters referent (1) to the objectives - knowing the situation, (2) reflection on the reality, and (3) intervention for change.

In turn, the second part comprehends the methodologies and operationalization suggestions, including the methodological suppositions regarding each one of the three chapters, well-tried examples of Training Session Plans as well as of exercises, suggestions for the trainer, support texts' references, and indication of usable videos and web links, when known.

Source: CITE (2003)

- › The Wage Equality between Men and Women Training Benchmark (Referencial de Formação em Igualdade Salarial entre Homens e Mulheres) aims at providing information and instruments to promote remuneration equality between men and women according to the “equal wage for equal or of equal value work” principle.



This Benchmark is organized in autonomous subunits, enabling greater use flexibility. Beyond the general and specific objectives, it also describes the Training Model/Methodology to be adopted, lists the potential receivers (entry profile), describes the skills to be acquired (meaning, the exit profile), apart from the curricular plan constituting it.

In this aspect, it is relevant referring its constitutive training components. With the total length of 25 hours, this benchmark contains the following components:

(1) “welcoming, integration and action framing” (1 hour), (2) “What is wage equality” (4 hours), (3) how to identify wage discrimination (3 hours), (4) wage equality between men and women promotion mechanisms and legislation (4 hours), (5) gender bias’ exempt evaluation methodology of the work’s value (12 hours) and (6) evaluation and closing (1 hour). The general and specific objectives, programatic contents, methodological indications, activities (when applicable) and respective activities’ sheets are described for each subunit.

Source: CGTP-IN/ARESP/OIT (2008)

# With who?

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- › Human Resources Division
- › Legal Department
- › Collaborators
- › Representatives of the different functional areas
- › Top / Executive Management
- › Internal Team for Equality Promotion
- › Council/Advocacy for Equality Promotion
- › Stakeholders representing the non-profit sector and non-governmental organizations
- › Community organizations, local, regional, national public bodies
- › Women's organizations and promotion of gender equality
- › General population, and it is important to ensure a diverse representation - people with disabilities, elderly people, young immigrants, homosexuals, etc.
- › Representatives of trade unions
- › ACT - Authority for Working Conditions
- › CITE - Committee on Equality in Labour and Employment
- › CIG - Committee on Gender Equality
- › Educational establishments - Researchers and academics
- › National, regional and local media
- › Local / regional IEFP
- › Local Authorities or Intermunicipal Networks
- › GIP - Professional Insertion Cabinet
- › Business associations.



# Good practices

## What examples?



### Information gathering and data production

› **Codes of Ethics and Practice** – several autarchies elaborated Codes of Ethics and/or of Practice which incorporate principles and norms regarding Gender Equality. The Codes of Ethics are principles' declarations establishing ethical nature goals which rule the actuation of the collaborators of both sexes. While the Codes of Practice define action guiding requisites and norms, containing articles such as:

- \_ In their mutual action, the male/female collaborators and other parties must scrupulously respect the treatment equality and non discrimination principle.
  
- \_ The collaborators must fairly, objectively and impartially treat all citizens acting under rigorous exemption principles, not privileging, benefiting or harming them based on origin, gender, sexual orientation or social condition.
  
- \_ The organization promotes the respect for opportunities' equality for all its male/female collaborators and all practice and labour procedures are oriented in the sense of preventing discrimination and differentiated treatment in virtue of gender.

Examples of autarchies which implemented this best practice are Faro, Lagoa and Póvoa de Lanhoso. In Lagoa’s autarchy there’s also an Ethics’ Commission with the aim of enforcing the respective Code of Ethics and Practice, while a mechanism for gathering suggestions or reclamations in this context is also in place.

Source: Lagoa’s Autarchy (2016)

The image shows two pages from Lagoa's municipal website. On the left is a form titled 'Sugestões e/ou Reclamações' (Suggestions and/or Complaints) with fields for Name, Telephone, Email, Subject, and Message. On the right is the 'Código de Ética' (Code of Ethics) page, which includes sections for 'O que é?' (What is it?), 'São linhas de orientação que se consubstanciam em:' (It is lines of orientation that materialize in:), 'Missão' (Mission), 'Valores' (Values), 'Articular a ação da administração com parâmetros locais com o objetivo de incentivar o desenvolvimento:' (Articulate the action of the administration with local parameters with the objective of encouraging development:), and 'Princípios gerais' (General principles).

Source: Póvoa de Lanhoso’s Autarchy (2016)

The image shows the cover of the 'Código de Conduta' (Code of Conduct) for the Câmara Municipal da Póvoa de Lanhoso, dated 20 de Março de 2012. The cover is green with white text. Below the cover is a photograph of the town hall building in Póvoa de Lanhoso, featuring a prominent stone tower and a set of stone steps leading up to the entrance.

*“É com palavras que se pensa.  
É com palavras que se existe. Ou não.  
E as palavras ocultam-nos, excluem-nos,  
ou tornam-nos visíveis,  
e fazem-nos existir.”<sup>1</sup>*



**“Communicating with neutral language: promoting equality between men and women” (“Comunicar com linguagem neutra: promovendo a igualdade entre homens e mulheres”) Manual**

Valongo’s autarchy published the “Communicating with neutral language: promoting equality between men and women” Manual. This manual emerges in the context of the project Making Waves (Fazer Ondas) and has as its central target audience the organization’s male/female workers. The document explores the definition of concepts such as gender mainstreaming, sex, gender, gender

stereotypes. It also systematizes suggestions for the application of inclusive language, namely neutral language use techniques, communications, forms, posters and brochures’ elaboration, the power of image, among others.

Source: Valongo’s Autarchy (2013)

### **Advocacy, awareness and community mobilization**

#### **Family Responsibilities’ Sharing between Men and Women’s Sensitization Campaign**



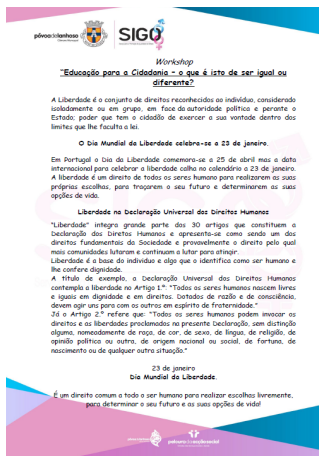
Source: Vizela’s Autarchy (2016)

In partnership with the Entrepreneur Women’s Humanitarian Association (Associação Humanitária de Mulheres Empreendedoras – AHME), Vizela’s autarchy promoted the campaign “Are you a present father?” (“É um Pai Presente?”). This initiative consisted in diffusing posters and leaflets informing on parental rights, namely those established in the labour law.



## Sensitization Actions to mark ephemerides

Póvoa de Lanhoso's autarchy celebrates the Municipal Equality Day and the International Equality Day. At these dates, external practices are performed aimed at the community (such as leaflets' distribution and sensitization actions for these themes' importance) as well as internal practices (commemorative informative bulletin, instructive brochures on the theme and intranet diffusion).



Póvoa de Lanhoso's autarchy annually marks several ephemerides. The Service for the promotion of Gender equality (Serviço para a Promoção da Igualdade de Género - SIGO) diffuses diverse flyers aimed at increasing the awareness for these thematics, while promoting sensitization and intervention actions in different areas, namely, gender equality and opportunities, human beings' traffic, female genital mutilation, Bullying and CyberBullying and discrimination (racial and of sexual orientation).

## Campaigns "Giving Twice the Love" ("Dar Amor a Dobrar") and "Father Since the First Day" ("Pai desde o Primeiro Dia") CITE



The Equality in Work and Employment Commision (Comissão para a Igualdade no Trabalho e Emprego) developed campaigns with the intent of promoting the parental responsibilities' sharing between fathers and mothers.

These videos may be diffused by the autarchies next to the communities and partners in order to promote a larger parent's participation in the family sphere.

Source: CITE (s/d.e).

## Women empowerment and strategic partnerships' creation

### Strategic Partnerships' Creation in the Gender Equality and Personal, Family and Professional Life Conciliation frame

In the sense of promoting gender equality, the implementing, by the autarchies, of relations with entities which foster and promote the Gender Perspective is fulcral in order to establish links allowing to consolidate synergies in the gender equality dissemination.

Thus, partnership work and establishing solid relations contributing for the effective consolidation of the gender dimension are fundamental. Based on the importance of creating strategic partnerships, some implemented practices in diverse autarchies are presented below.

Through a set of partnerships, Póvoa de Lanhoso's autarchy supports the performing of parental training actions. In these actions, themes such as "time management and personal organization", "conflict and problems' resolution", "affectivity and communication", "relation with enlarged family and friends" and "selfestime" are approached. Apart from these, parental training actions are also performed where the themes of "parental styles and educational practices", "child development and stimulation", "affections' management and communication", "school/family interaction" and "preparation for birth" are approached. These trainings are usually destined to all the municipality's families, with some specific themes existing, however, destined to families identified by CPCJ and RSI. Annually, an informal group is also promoted which - biweekly and throughout around three monthes - gathers with domestic violence victims.



### Participation in Networks promoting the equality and diversity thematic

The autarchies of Amadora, Loures and Oliveira de Azeméis, are members of the Organizations' Social Responsibility National Network (RSO PT - Rede Nacional de Responsabilidade Social das Organizações) and since their adherence guide their action according to the consigned and accepted principles.

One of the accepted principles concerns Diversity and Equality, presupposing the respect and valuing of differences as a fundamental condition for the existence of an ethical and humanity developing relation, seeking to stimulate the promotion of cultural social and ethnic diversity as a positive development differential of the organization’s mission, not tolerating discrimination under any pretext.

It is also an objective of the RSO PT members to promote positive action practices which encourage the opportunities, treatment and results’ equality, as well as the promotion of access conditions for persons with handicap.




**Ermesinde and Valongo’s Immediate Child Spaces (Espaços Infantis Imediatos)**

In partnership with Ermesinde and Valongo’s Immediate Child Spaces, Valongo’s autarchy provides a weekly five hours’ credit for male/female educators to leave their pupils under the care of male/female specialized professionals, while they’re taking care of unavoidable matters. This measure came out of the need of supporting fathers, mothers and other persons with parental responsibilities in terms of time management.

In an optic of community awareness and of best practices dissemination in the frame of personal, family and professional life conciliation, a video with the practice was edited, watchable in the hyperlink below.


Source: Valongo’s Autarchy (s/d)



**“Equal Rights & Equal Duties” Project**

The “Equal Rights & Equal Duties” project, promoted by Vizela’s autarchy in partnership with the Entrepreneurial Women’s Humanitarian Association (AHME), intends to develop the knowledge and sensitize citizens of both sexes for gender equality and the combat to gender violence in the most diverse social spheres. Among the several approached themes in school context is, for instance, the issue of professional segregation.

Source: AHME (2012)





### **Project FrauenUNTERNEHMEN Green Economy – Green Economy**

*The most part of the businesses lead by women in Germany are small businesses or microcompanies. Nowadays, these businesses and start-ups tend to play an important role in the life of women managers who have to deal with the family responsibilities simultaneously with the day-to-day of a business life. Many of these women still want to run their businesses in a sustainable way and saving resources, while not always knowing how to do so, due to the reduced time available to dedicate to this theme and to available resources' limitations. Other women effectively manage to do it, but not in an ideal, structured way or effectively communicated to clients. What all these women have in common is a genuine and considerable interest about the green economy theme, orienting their economical activities in a socially responsible manner. All of them feel the need of experience, action models, orientations and best practices' exchange.*

*It was in this sense – and by identifying this need – that the FrauenUNTERNEHMEN Green Economy project arised.*

*Some of the produced results in this project's frame concern the creation of counselling groups; debates with the intent of exchanging experiences and best practices; dissemination videos of the project and of the gender equality in the green economy concept; and an integrated approach manual of the environmental perspective and gender equality in small companies and start-ups.*

*Fonte: Gena.Net (s/d)*



## Training in the Women’s Employability and Mentoring Programs Area

The following practices concerning women’s employability and empowerment as well as the reinforcement of women’s participation in the entrepreneurial world, intend to promote female entrepreneurship and increase these women’s qualification level.

One of the best practices performed in the frame of the women employability promotion/stimulation consists in executing Employability training actions for short/long-term unemployed women.

This best practice was performed in several autarchies, notably Oliveira de Azeméis’, which is an example for having implemented this positive action measure in its Municipal Gender Equality Plan’s action plan.

### Mentoring Programs for Women

The mentoring projects for women allow leveraging female entrepreneurship, aknowledge and support the distinct nature of feminine start-ups and ensure the businesses’ sustainability.

“The Female Entrepreneurs’ Mentoring Programme” originated in Ireland, was a women’s mentoring program considered a best practice by EIGE - European Institute for Gender Equality. This program was implemented by a network of 5 commerce chambers, coordinated by Galway’s Chamber of Commerce, with partners in Dublin, Cork, Waterford and Sligo. This contact network allowed guiding and orienting these women, providing them with competences, overcoming many of the challenges met as entrepreneurs.

Source: EIGE (2013)





A Dessegregação Profissional  
no Combate à Pobreza



### Training/sensitization actions promoting professional unsegregation

One of the possible practices in the context of professional unsegregation consists in the performing of sensitization and training actions and oriented to entities which promote the sectorial and labour market professional unsegregation in virtue of gender.

In this sense, the “Professional Unsegregation in the Combat Against Poverty” (“Dessegregação Profissional no Combate à Pobreza”) project was developed with several partner entities (CITE - Comissão para a Igualdade no Trabalho e no Emprego; CH Consulting; NERCA B - Castelo Branco Region’s Entrepreneurial Association (Associação Empresarial da Região de Castelo Branco); a Coolabora CRL - Consultance and Social Intervention; Association for Competences’ Development (Associação para o Desenvolvimento das Competências - ADC), which objective consisted in contributing to diminish poverty and the social exclusion of unemployed - or at risk of unemployment - women and men in Castelo Branco’s Municipality.

Several sensitization and best practices’ demonstration actions were performed aimed at employing entities, entrepreneurial associations, public employment services and representative workers’ organizations which promote the sectorial and labour market professional unsegregation in function of gender, integrating the Social Responsibility Principles.


### Programs which promote and facilitate Personal, family and professional life Conciliation through partnerships with public and private companies



The Andalusia Concilia Program is an initiative of the Women’s Foundation financed by the Economy, Innovation, Science and Employment Council, by the Junta of Andalusia and by the European Social Fund. The project’s goal consists in the support to andalusian companies so that these may improve their knowledge, practices and promotion/implementation of improvement strategies regarding themes such as personal, family and professional life conciliation.

This project is aimed at public or private companies located in Andalusia, providing services such as updated information and materials about personal, family and professional life conciliation, doubt answering and consultation; selfdiagnosis tools, conciliation policies’ development specialized consulting; among others.

Source: Adapted from Andalusia Concilia(s.d.)



**Programa Pactos Locales por la Conciliación**

**Local Pacts for Conciliation**

Navarra's government fosters a Local Pacts for Conciliation Program. This program intends to facilitate the reconciling of personal, family and professional life, under the frame of the men and women equality of opportunities' policies promoted by the Woman Institute of Navarra following the 1st Navarra's Equality Plan.

This local pact proposes a joint effort to the local entities in the sense of promoting and facilitating the citizenship and personal, family and professional life conciliation. The participating entities have a fundamental role in the building and development of this Pact, since they know their own needs better than no-one, enabling the objectives and concrete actions' establishment.

**Protocols with diverse entities**

Diverse autarchies possess a set of protocols with public and private external entities in order to provide preferential conditions to the autarchy's male and female workers and respective household.

Pombal's autarchy holds a set of protocols with external entities covering several services, such as optics, commercial stores and health and well-being services.

The staff association (associação de funcionários) of the Póvoa de Lanhoso's autarchy possesses protocols with diverse health entities and others, establishing preferential conditions to the male/female staff and respective households.

In Mangualde's autarchy there are diverse protocols with public and private institutions with preferential conditions for the workers of both sexes. These protocols cover diverse areas, such as health and education and training.

## Strategic agents' capacitation

### Performing of Sensitization and training actions to autarchy and community strategic agents

The autarchies have the possibility of promoting training/sensitization actions and workshops in the context of the Gender equality and personal, family and professional life conciliation. These actions may be aimed to several local power agents, such as the autarchies' male/female workers, or those of other entities of the municipality, as well to other strategic actors, such as educators, entrepreneurs, associations' leaders involved with the community. These actions intend to develop and deepen the competences in the gender equality domain, sensitizing and simultaneously capacitating to the application in the personal and professional practices. As well as integrating the gender equality principles in the organizational culture, sensitizing and capacitating the human resources on this matter. Many autarchies already resort to several types of incentives and programs supporting in this sense.

One of the examples of this practice concerns Póvoa de Lanhoso's autarchy, which has been performing training on the gender equality thematic, in schools as well as in the Social Solidarity Institutions (IPSS).

Internally, also in Póvoa de Lanhoso's autarchy, training was provided for the board, intermediate leaderships and the team responsible for gender equality.



“ Gender Impact Assessment training in the city of Vantaa ”

### Training for Gender Impact Assessment Vantaa – Finland

Considered a best practice by the EIGE - European Institute for Gender Equality, the city of Vantaa in Finland provides its collaborators of both sexes (directors, specialists, among others), training in the gender equality frame since 2015. This training was also delivered to male/female collaborators with services’ providing functions, being one of the goals to develop a larger sensitivity for the gender issue.

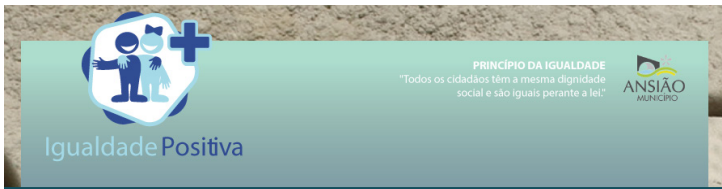
Source: EIGE (2014)



In the frame of the implementation of its Equality Plan, Mangualde’s autarchy promoted equality and Gender training and sensitization actions directed to male and female collaborators of the autarchy, sensitizing and technically capacitating the leaderships and technicians of both sexes for this perspective’s inclusion in their

work.

Pombal’s autarchy fostered training actions in the frame of “Women and Men Opportunities’ Equality” and “Opportunities’ Equality” aimed at male/female collaborators of the autarchy. Among the male/female participants were school auxiliary professionals who applied the knowledges acquired working with children of the kindergartens.



### Positive Equality

In its gender equality plan, Ansião’s autarchy created a project called “Positive Equality”, consisting in the undertaking of training actions having as target audience technicians of Ansião’s Autarchy and male/female collaborators of the project’s partner entities. These training actions were aimed at contributing for the development of new skills in the Gender Equality domain, so that the male/female participants became facilitators of a socially responsible organizational culture, which incorporates gender equality in its policies, procedures and practices.

At the end of the project, the Positive Equality Portal was built. This portal constitutes a work tool while promoting gender equality. In it, it’s possible to obtain useful informations on Gender Equality and Best Practices.

Source: Ansião’s Autarchy (2013)





**Felgueiras performs training to promote gender equality**

Felgueiras' Autarchy and the Psychology and Education Sciences' College (Faculdade de Psicologia e Ciências da Education da Universidade do Porto - FPCEUP) promoted a training destined to

the autarchy's male and female collaborators.

The main theme was the development of instruments and methods to promote gender equality in the enterprises. The autarchy considers necessary and important performing training on such thematic, as well as gender equality in the mentalities' change and consequently in the organizational practices' change. The autarchy also fostered a Cooperation Agreement with the FPCEUP, in the frame of the Working Generation, at work and in life Project. This agreement allows providing training actions, directed at the development of Gender Equality promotion instruments and methods at the enterprises, to the autarchy's collaborators of both sexes.

Source: Teixeira (2016)

**25 de Novembro**  
**Dia Mundial para a Eliminação da Violência Contra as Mulheres**

**Participa com:**

- Carzoes
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- Vídeos
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- Ou através de outras formas de comunicar!

**As melhores ideias serão depois utilizadas pela Autarquia nas sensibilizações para a promoção da igualdade e combate à violência de género**

**Podes participar individualmente ou em grupo!**

**Entrega de trabalhos:** até ao dia 19 de Novembro de 2015, no SCSO de Gabinete de Comunicação e Relações Públicas emoi na sede da Associação de Municípios.

**Exposição de trabalhos:** a partir de 25 de Novembro de 2015, nos Paços do Concelho.

**Destinatários:** funcionários e funcionárias da Câmara Municipal da Póvoa de Lanhoso

**Organização:** SCSO - Serviço para a Promoção da Igualdade de Género e Gabinete de Comunicação e Relações Públicas.

**Colaboração:** Associação de Municípios da Câmara Municipal da Póvoa de Lanhoso.

**Mais informações através de:** s3podmuni@povoalanhoso.pt | comarca@ajp@povoalanhoso.pt | 217026000-960077

**PARTICIPA**

**25 de Novembro**  
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**Ajudá-nos a assinalar esta data e revela a tua criatividade**  
Contribui para esboçar as diferenças, promover a igualdade de género e combater a violência

In the context of the project LocalDiguais, Póvoa de Lanhoso's autarchy promoted an ideas' contest for the promotion of equality and gender violence combat, aimed at the autarchy's male and female staff.

This initiative was inserted in the celebration of the International Day for the Elimination of Violence Against Women.

## Integration of Gender equality in the autarchy's Internal Practices and in the services' providing to the Community

### Services's providing by the Autarchy to the Community

As social development promoting institutions, and considering the fundamental role of the local public administration in the combat against inequalities, the autarchies should advance an integrated policy of gender equality promotion, contributing to develop an organizational culture change, considering the needs, expectations and aspirations of men and women, adjusting the provided answers and transversally integrating the gender equality promotion objective.

In this sense, the autarchies developed several answers to their communities by providing them services such as the referenced and described below.



#### Employment and Training Club

The Employment and Training Clubs are great examples of services to be provided to the community by the autarchies. These clubs' objective implies supporting the professional reintegration of local citizens seeking better conditions for personal, family and professional life conciliation, organizing/supporting the performing of training actions of professional and/or personal valorization nature. Valongo is one of the autarchies possessing such a service in favour of the community.

Source: Valongo's Autarchy website



#### Gender Equality Desk (Balcão de Igualdade de Género - BIG)

This service of Oeiras' autarchy is one of the best practices' examples in the context of services' providing to the community in the Gender Equality thematic.

The Gender Equality Desk (BIG) guarantees the attendance, counselling and forwarding of victims and aggressors. This service is promoted by the Portuguese Solidarity Association (Associação Portuguesa de Solidariedade - APSD). This desk provides psychological, social and legal supports (personalized, confidential and free of charge) and also a therapeutic space appropriate for Group Therapy directed to victims and aggressors.

Source: Oeiras' Autarchy (s/d)



One of these program's examples is the Viver + Program, fostered by Póvoa de Lanhoso's autarchy, which enables the promotion and the occupation of persons seeking their 1.st employment and/or in long-term unemployment, with age equal or superior to 26 years old and that are not benefiting of any type of support and/or subsidy.

Programs aiming at providing labour market contact opportunities and envisage the attribution of a monetary compensation, important for the families

**Promotion of Gender equality through the Employment and Professional Training Institute (Instituto do Emprego e Formação Profissional - IEFP).**

The Professional Insertion Cabinets enable conceding supports and incentives to the labour market. One of the services provided by this Cabinet in the Gender Equality promotion frame consists in supports to hiring through the Employment and Professional Training Institute (IEFP).

This measure consists in a financial support to the employing entities which contract unemployed persons inscribed at the employment centres and part of the underrepresented sex in certain professions, promoting the unsegregation in the labour market. In such cases, a support accretion is attributed in this measure's context. The main receivers are employment services' inscribed unemployed hired in the frame of the Stimulus/Employment (Estímulo Emprego) measure and part of the underrepresented gender in a profession, meaning, that with an inferior to 33,3% representativity.

It matters emphasizing that this was a practice referenced by Póvoa de Lanhoso's autarchy, constituting only a practical example of this measure's execution, while it's possible that other autarchies support and incentivate this stimulus.





**Klokkegården Kindergarten, nursery school located in Drammen's municipality**

This kindergarten is part of the development project of a training program for young boys to work, in afterschool schedule - in a kindergarten. It's a positive action hiring measure in an area which is traditionally and almost hegemonically occupied by one of the genders, in this case, women. The double objective increasing the male sex elements' number in childcare institutions (where they are,

also in Norway, clearly minority) and increasing the skills and the experience of men as care providers.

It's relevant emphasizing the fact that the social value of the profession has grown with a larger presence of the male sex in the educative sector, traditionally considered as feminine.



**Services provided by the autarchies for the promotion of professional and family life conciliation**

In Moura's autarchy, in the frame of the promotion of the professional and family life conciliation, a set of positive action measures was implemented aimed at families, such as:

- \_ families' support service, contemplating the supplying of lunch and the extension of the children's kindergarten schedule (measure directed to all the children whose parents are working);
- \_ meals' supply for the children in the 1.st cycle;
- \_ free transportation of the kindergarten and 1.st cycle children to the canteens and animators to support the service;
- \_ leisure time occupation ateliers for children between 6 and 16 years old during the monthes of July and August;
- \_ extended schedules of the municipal playroom and Library during the summer monthes (services much used by the working parents and mothers to leave their children).



### **Time Bank as promotor and facilitator of the personal, family and professional life conciliation**

The Time Bank is a social support network at the local level constituted by infrastructures which promote the confluence of offer and demand of services provided by their members, based on the management and organization of time through an indirect reciprocity principle. It works like a bank, but with time, not money: each person deposits (or gives) time or availability to provide a set of services, measured in terms of time units (hours, minutes), which are withdrawn (received, under different forms, when necessary).

The Time Bank Agencies are born of partnerships between the Graal (Central Bank) and one or more entities which at the local level gather the necessary resources for its constitution. At the present date, there are 28 agencies, Parish Councils, Autarchy, Associations, Foundations, Schools, Social Solidarity Institutions, Social Communication Organs, etc.

Autarchy already possessing this service:

- Valongo-Ermesinde
- Póvoa de Lanhoso
- Abrantes

The Time Bank's objectives are:

- a) Supporting the family and the professional and family life conciliation through offering day-to-day life practical solutions;
- b) Reforcing the social support networks, diminishing solitude and promoting the community and vicinity sense;
- c) Promoting the collaboration between persons of different generations and origins;
- d) Contributing for the building of a solidarity culture, for the establishment of more human and egalitarian social relations;
- e) Valuing the time and the care for others;
- f) Stimulating the talents and promoting the recognition of each person's capacities.

Source: Time Bank (s/d)

## **Integration of the Gender Equality Thematic and of Personal, family and professional life Conciliation in the Autarchies' Internal Practices**

Biweekly and free of charge, the Póvoa de Lanhoso's municipality provides the presence of a male or female doctor at the autarchy's facilities. This practice aims to provide a better conciliation between personal, family and professional life.

Aknowledging the gender equality principle's importance, the autarchies should undertake a significant route aiming at defining and implementing an integrated strategy in this domain, and establishing positive action measures and best practices in this sense.

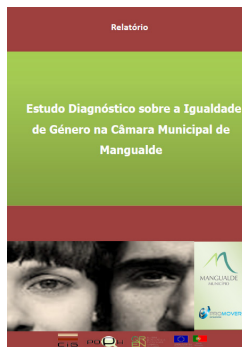


### Including the Gender Equality principles Public Administration Integrated Performance Evaluation System (Sistema Integrado de Avaliação do Desempenho da Administração Pública – SIADAP)

In the sense of including the Gender Equality principles in careers and remunerations' management, the Oliveira de Azeméis' autarchy seeks preventing discrimination in the performance assessment of male/female workers with descendents or other dependent family members through the development of orientations for the Evaluation Coordination Council (Conselho Coordenador de Avaliação – CCA).

Objectives for 2013 were contracted for the SIADAP of male/female Counsellors for Equality and interdepartmental teams' members in the gender equality promotion area, with the following objectives:

- \_ Promoting training on gender equality, citizenship and non discrimination in the frame of the courses for Public Administration leaders by including a module about this matter in its initial and continuous training;
- \_ Integrating the gender equality dimension in a transversal manner in any provided training offered by the Public Function Workers' Qualification General Direction (Direção Geral da Qualificação dos Trabalhadores em Funções Públicas – INA).



### Gender Equality Diagnosis Surveys

Mangualde's autarchy performed a diagnosis survey on Gender Equality in the Autarchy. This study contemplated raising and analysing indicators in a Gender Perspective. Some of the analysed diagnosis indicators were the righth's literacy, the enjoyment and sharing of parental leaves, the reasons of non enjoyment of parental leaves, main fears when returning from leave, frequency of domestic and family work performing, difficulty ratio felt in the professional/personal/family life reconciling and facilitating/difficulting factors of such conciliation and, finally, sexual roles' perception.

A "More Equality More Citizenship" Commission (Comissão "Mais Igualdade Mais Cidadania") exists at Póvoa de Lanhoso's autarchy, composed by male/female collaborators of diverse municipality areas. It aims at promoting equality within the autarchy and in society at large. Since its constitution, several initiatives were performed in the Equality and Citizenship frame, such as photographic contests and information and sensitization actions.

In Mangualde's autarchy, the possibility of enjoying of a flexible work schedule is fomented, as established in the Law 35/2014, of the 20th of June (AR, 2014), article 111.st – Flexible Schedule. Even if legislated, the male/female workers' opportunity of adhesion to this schedule modality is still considered a promotion best practice for the autarchies.

Póvoa de Lanhoso’s autarchy concedes the birthday as one more vacation day, adding to those each male or female worker is entitled to in the terms of the existing legislation (to be enjoyed, forcibly, on the very day).

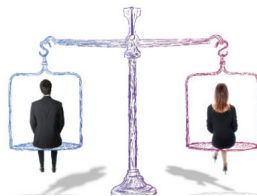
Regarding the absences due to family, spouse – or equivalent – or ascendants’ assistance, the Póvoa de Lanhoso’s autarchy confers male/ female workers a family assistance subsidy worth 65% of the wage, paid by the Municipality, independently of the social security contribution regime (Social Security or CGA), up to a limit of 15 days per year. This benefit adds to the already legally established collaborators’ rights.



In the frame of its Equality Plan (LocalDiguais Program), the Póvoa de Lanhoso’s autarchy implemented a stoppage on Friday afternoons to promote work and family/personal life conciliation.

In Pombal’s autarchy, work and family/personal life conciliation measures were implemented through the promotion and publicitation of the Law 35/2014, of the 20th of June (AR, 2014), article 111st – Flexible Schedule. Another existing autarchy measure concerns the exemption of the work afternoon in specific situations, such as:

1. The anniversary day of children under 15 years old or the workers’ own birthday, for those who are not in that situation;
2. The first day of classes of children under 15 years old.



**Reinforcement of the hiring of persons of the underrepresented sex**

In Mangualde’s autarchy, the hiring of persons of the underrepresented sex was reinforced in order to promote labour market unsegregation. This positive action measure consisted in hiring men for schooling posts/functions, traditionally considered

as feminine. Beyond education, also in sports (traditionally male area) the hiring of female sex (underrepresented sex) elements was promoted and motivated, in order to combat segregation in the labour market.

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