

Gender Equality Plan at LMU University Hospital



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In this document, generic feminine and masculine forms are used for reasons of better readability. Any gender identities are expressly included insofar as this is necessary for the statement.

1. Introduction

The University Hospital of Munich (LMU Klinikum) is one of the largest university hospitals in Germany and Europe. Every year, 11,000 employees in approx. 50 specialist clinics, institutes and departments treat 500,000 patients with competence, care and commitment. Outstanding facilities at LMU University Hospital include the leading oncological centre CCC-M and Bavaria's largest transplant centre TXM. LMU University Hospital is the only hospital involved in all German Centres for Health Research. The Faculty of Medicine and LMU University Hospital make a significant contribution to the excellence strategy of Ludwig Maximilian University of Munich.

Management of LMU University Hospital is based on ethical, social, ecological, economical and socially responsible principles. The aim is to support each individual patient and society as a whole in their pursuit of health and quality of life in the best possible way. This is ensured by an outstanding level of research, teaching and patient care. The following provides an insight into the guidelines of the respective priorities.

Medical research, together with teaching, is the core mission of university medicine. The hospital provides an ideal environment for international top-level research and scientific excellence. This is particularly evident in the research results, which are highly regarded by the scientific community. The research results range from publications to new methods in diagnostics and therapy. The nature and manner of research is also worth mentioning, in which innovation plays a significant role. Making these innovations available to all patients is an important cornerstone of research at LMU University Hospital.

The modular medical studies at the LMU Munich (MeCUMLMU) are characterised by their practical relevance and interdisciplinary nature. On this basis, all graduates are prepared for the professional world with regard to their specialist knowledge and their clinical-practical ability to act. An extensive network with constant knowledge transfer on a national and international level ensures the continuous further development of the courses offered and ensures excellent opportunities for the promotion of young scientists and researchers in medical, dental and master's programs.

The health of the patients who place their trust in LMU University Hospital is the Mecum most valuable and important objective. It goes without saying that patients benefit from medical advances and innovations. This is characterised by a professional and ethical quality medicine with international standards and individual orientation. Personal care is just as important as continuous and comprehensible information. LMU University Hospital is a reliable partner that acts according to transparent and sustainable principles.

As persons of trust, all employees assume responsibility for their actions, which requires technical expertise, reliability and commitment. Respectful interaction with each other shapes the internal climate; all employees are challenged and encouraged in a transparent and communicative atmosphere. Continuous development and the opportunity for professional and individual development guarantee the highest level of qualification and motivation. As an employer, we attach great importance to the reconciliation of work and family life. Each individual is part of the hospital and contributes actively and independently to the progress and to the design of a positive and success-oriented working environment.

The quality objectives outlined above are an integral part of the policy of LMU University Hospital. With this Gender Equality Plan (GEP) 2022-2027, LMU University Hospital shows how equality and diversity are put into practice in the hospital environment. First, a classification of structural and organisational nature takes place. Based on this, the objective data on the current status at the hospital can be analysed and evaluated. At the same time, the existing measures are reflected on with regard to future strategies, objectives and concrete measures to achieve them. The elaboration of the present work was centralised in the Human Resources Department of LMU University Hospital. Due to a comprehensive and long-term wealth of experience through diverse projects with the aim of a better reconciliation of work and family life as well as a focus on work life balance, the management support unit for working time has overall responsibility for it.

2. General Conditions

In the following, the relationship between gender equality in terms of general conditions and organisational structures of LMU University Hospital is elaborated. For this purpose, the legal bases are first outlined, and then implementation in public service is presented as an example. Subsequently, the structural conditions of LMU University Hospital are explained.

2.1 Legal aspects

Article 3 of the German Constitution stipulates the equality of all people: "(2) Men and women are equal. The state promotes the actual enforcement of equal rights for women and men and works towards the elimination of existing disadvantages." In addition, there is the Act on Equality between Women and Men in the Federal Administration and in the Courts of the Federation (Federal Equal Opportunities Act [BGleIG]). This specifies the objective of achieving equality between women and men.

For example, it states that all employees, implying both women and men, are given opportunities to facilitate the performance of family duties in addition to the profession. This is framed by the priority of the service issues. The Federal Ministry for Family Affairs, Senior Citizens, Women and Youth published an application framework to promote the compatibility of family and employment in the federal administration, companies and courts (BGleIG) in its memorandum to the Federal Equality Law (DGleIG). „These include the working time models and forms of work referred to in § 16, i.e. part-time employment, attendance time regulations, leave of absence, teleworking and mobile work or special measures such as long-term accounts or a sabbatical year" (Federal Ministry for Family Affairs, Senior Citizens, Women and Youth BFSFJ, 2017). However, it is not only the specifications in the federal administration that are characteristic. In addition, for example, the German Civil Code (BGB) prescribes a leave of absence and continued payment of wages in the event of special family events, the Code of Social Law V (SGB V) prescribes the exemption and continued payment of wages in the event of illness of children for 10 working days per year, and the Maternity Protection Act prescribes the paid maternity leave before and after birth, employment/dismissal protection and working hours/holiday entitlement (cf. Backes-Gellner et al., 2003). The Bavarian Equal Opportunities Act (BayGIG) also states in Article 2:

„The realisation of equality between women and men in the public service in Bavaria is promoted in accordance with the provisions of this Act, while respecting the priority of aptitude, competence and professional achievement (Art. 94 para. 2 of the Constitution). 2The aim of the support is, in particular, to increase the proportion of women in areas where they are employed in a significantly lower number than men to achieve a balanced participation of women,

- to ensure equal opportunities for women and men,

- to work towards a better reconciliation of family and employment for women and men."

The Equal Opportunities Act 1996 was limited to ten years by the Bavarian State Parliament. With the Act amending the Bavarian Equal Opportunities Act of 23/05/2006, the Bavarian Equal Opportunities Act has been in force indefinitely since 01/07/2006. The following measures have been taken to achieve the main objectives:

1. Preparation of an equal opportunities concept at intervals of five years by the department in cooperation with the equal opportunities officer in accordance with their competence under service or employment law.
2. Appointment of an Equal Opportunity Officer for a period of three years.

The objective of equality between women and men contained in the Bavarian Equal Opportunities Act was also taken up by the federal legislature with the entry into force of the General Equal Opportunities Act (AGG) on 18 August 1996. According to the AGG, employees may no longer be disadvantaged because of gender or sexual orientation, among other things.

2.2 Organisational structures

The governing body of LMU University Hospital is the Board of Directors. The members of the Board of Directors include, on the one hand, the Medical Director, who also holds the office of Chairperson of the Board of Directors. In addition, the Commercial Director and the Nursing Director are represented on the Board. The dean is also on the Board and represents the Faculty of Medicine.

In addition to the Board of Directors, the Supervisory Board of LMU University Hospital is another important body. In total, the Supervisory Board comprises seven members and one deputy Chairperson of the Supervisory Board.

Due to the entry into force of the Bavarian Equal Opportunities Act on 01/07/1996, equality between women and men was also legally established in the public sector and implemented for future measures to achieve equality.

Among many other necessary measures, this has resulted in a clear awareness of the need to reconcile work and family life in order to promote equality between women and men. This applies in particular to an alignment of career opportunities and professional development measures between women and men.

Although the idea of equality has progressed in society within the last few years, some goals have not yet been fully achieved.

As provided for by the general conditions, both the position of the Equal Opportunities Officer and the head of the German Anti-Discrimination Act (AGG) Complaints Office are reappointed every three years to realise and implement the associated tasks and areas of responsibility for the qualified term of office. Both positions were newly filled at LMU University Hospital as of 15/06/2021.

An equal opportunities officer is a person employed in an organisation or company who is involved in promoting and enforcing equality and equality between women and men (see Annex). The office is usually held by a woman to represent the interests arising in this area accordingly. She participates in all possible measures of her department concerning equality between women and men, the reconciliation of family and work, and protection against sexual harassment in the workplace. She is also involved in important personnel measures (e.g. attitudes) to involve organisational and social matters at an early stage and to integrate them. She also acts as a kind of “counselling centre” for women who want or need support and assistance in their professional development to achieve their professional goals and the desired career path. The Equal Opportunities Officer usually also deals with various cases of discrimination within an organisation. In addition to these tasks, the equality concept is also partly written and initiated by the Equal Opportunities Officer. She has the right to participate in all joint monthly meetings between the department and the staff council in an advisory capacity (Article 16 para. sentence 2 of the Bavarian Equal Opportunities Act [BayGIG]). The involvement in negotiations of employment agreements is also relevant for the Equal Opportunities Officer in order to represent her expertise and subject areas accordingly for the employees of an organisation.

3. Preparation based on Quantitative Data

In the following, the mediation of a work-life balance within the context of the organisational culture of LMU University Hospital is shown. Gender distribution is examined in different key positions. For this purpose, current numbers are first sketched based on evaluations, and then selected fields are presented as examples.

3.1 Work-life balance and organisational culture

LMU University Hospital was certified by the „audit berufundfamilie“ („career and family audit“) from 2012 to 2015. The aim of this certification was basically to improve the balance between work and family life. As part of this, many measures could be initiated and implemented further, which were firmly anchored in the corresponding personnel policy. Due to the associated restriction of flexibility, LMU University Hospital no longer participates in the listed audit. Nevertheless, the goals and measures developed in this context along eight fields of action continue to be the focus of family- and life-phase-conscious personnel policy. Specifically, the fields of action are the areas of working time, work organisation, place of work, information and communication, leadership, personnel development, components of remuneration and monetary benefits as well as service for families. The orientation to the „audit berufundfamilie“ helped to improve the compatibility of family and work of all employees at LMU University Hospital and to subject them to a continuous adaptation process.

Examples of improvement measures that can be derived from the aforementioned fields of action and have been stipulated in a service agreement are an expansion program for childcare, the promotion of family-conscious work organisation and communication, and the introduction of alternating teleworking. The majority of the measures already existed before the introduction of the „audits berufundfamilie“ in various forms. However, these have been steadily expanded, promoted and further developed over the years.

The attractiveness of an employer is largely defined by the offer and the corresponding measures in the context of the reconciliation of work and family life. Over time, the measures have become increasingly important in companies for employees with family responsibilities. The connection between the family and the professional situation often represents a considerable barrier for families. In particular, mothers who want to return to work after parental leave are faced with high demands. For the most part, parenting work is still primarily performed by the mother, which can result in greater restrictions in professional life.

Due to this fact, politicians and employers are enormously challenged to create the necessary general conditions to avoid impairment of professional development. In the wake of this, various family benefits constitute a certain basic guarantee for compatibility. As a result of the new legislation on parental leave and parental allowance, it can also be seen that men are taking occupational leave in the form of parental leave. Furthermore, it can be assumed that employees in our constantly aging society will increasingly use a leave of absence or part-time work in the future to care for relatives. The Nursing and Family Care Time Act, which came into force on 1 January 2015, created the legal framework conditions that were to be integrated into the company's organisational structure. To this end, the legal regulations were integrated into the previous processes at LMU University Hospital to provide employees with the best possible support in the demanding time of caring for a close relative. Successful re-entry into professional life following a possible parental leave or care period requires a personnel policy geared to family needs. For the employees of LMU University Hospital, an information website was set up within the intranet to provide helpful and relevant information and offers on the topic of reconciling work and family life.

A corresponding service agreement, which contributes to the promotion of measures to improve the compatibility of care, family and work, is compiled and concluded annually in cooperation with the staff council.

Childcare facilities at the hospital

Reliable and secure childcare is an essential prerequisite for the participation of both parents in working life. Even though the childcare system has been progressively expanded in recent years, there are still a lack of childcare options. In particular, the demand for care options for children aged eight months to three years can hardly be covered. Especially within the Bavarian state capital Munich, there is a shortage of these care facilities. This is one of the reasons why the hospital, as a large local employer, is committed to counteracting this problem. Fundamental measures were already taken a few years ago to create care opportunities for employees. The „Kinderwelt“ nursery opened in 2003 at the Grosshadern site and currently provides full-day childcare for 48 children from the age of three months until they start kindergarten. Since the demand for childcare options close to the workplace has steadily increased, a second “Kinderstern” nursery was established at the Grosshadern site in April 2015. It can also provide 48 nursery places with full occupancy. In 2020, both nurseries additionally joined the funding concept of the „Munich Funding Formula” of the City of Munich. The aim of this was to achieve substantial income-based contribution relief for the parents. A total of 75 contingent places for employees of LMU University Hospital are provided for the care of children between the ages of three and six years at the “Heiglhofstrasse” daycare centre in Grosshadern.

Other childcare options are also provided at the downtown location. The kindergarten „Affenbande”, in cooperation with the Bavarian Red Cross District Association Munich, provides a total of 25 kindergarten places for the various locations of the clinics on the downtown campus of LMU University Hospital. Of these, LMU University Hospital is entitled to a total of 12 care places as part of the cooperation. In 2016, a cooperation agreement was concluded with Sira Munich gGmbH for the care of children under the age of three. This means that 10 places are available in the „Siralinis” mini-daycare centre for employees’ children. Furthermore, this cooperation with Sira Munich gGmbH also exists for the „Siramaxis” facility, in which children from the age of approx. three years up to the transition to primary school are cared for. Ten places are also available for staff children there. A cooperation agreement with the „Stadtigel” daycare centre for another care facility was concluded in 2021. “Stadtigel” provide childcare places for children of employees of the hospital up to the age of three. As a result, LMU University Hospital can provide four additional care places for the demand-intensive age group until entry into kindergarten.

The following overview shows an example of the occupancy situation in 2022:

Facility	Max. occupancy capacity	Actual used capacity
Large daycare Stadtigel (IN)	10 places	8 places
Kinderstern nursery (GH)	48 nursery places	29 places
Kinderwelt nursery (GH)	48 nursery places	36 places
Heiglhofstr. Daycare Centre 68 (GH)	75 Belegplätze von 100 Kindergar- tenplätze	77 Plätze
Affenbande Kindergarten (IN)	12 places of 25 kindergarten	7 Plätze
Siralinis mini-daycare centre (IN)	10 nursery places	4 places
iramaxis mini-daycare centre (IN)	10 kindergarten places	8 places
Total	213	169

An appropriate care ratio is observed in the facilities. Due to open vacancies in the care facilities, not all places can be allocated. In addition, major construction work is currently taking place in the vicinity of the nurseries. This also means that no more autumn places can be allocated.

To be able to guarantee childcare in emergency situations, a cooperative agreement was reached with pme family service in February 2008, which further supports the reconciliation of work and family. This can include childcare in an emergency, childcare during the holidays or even in the event of a child’s illness. On behalf of LMU University Hospital, employees are supported by consultants of pme family service in finding the right childcare. The costs for the consulting and placement services are borne by LMU University Hospital, whereby the care costs are borne by the parents. Emergency care is also provided with „back-up days”. In total, these can be used free of charge for up to 20 days per family per year. The back-up days are facility-related support in exceptional situations.

Furthermore, general consideration is given to parents of school-age children in the planning of work organisa- tion and the associated holiday planning according to § 7 of the Federal Holiday Act. In the years from 2015 to 2019, LMU University Hospital supported employed parents with childcare on the non-teaching Day of Prayer and Repentance by organising a „Children's Day”. School children aged between six and 12 years can be cared for at the hospital on this day and get to know their parents’ employer better. A colourful supporting programme gives the par- ticipating children an insight behind the scenes of everyday hospital life. Unfortunately, the „Children's Day” had to be cancelled in the last three years due to the current corona pandemic and the associated numerous regulations for hospitals. To enable care especially during the holiday season, an in-house holiday program was offered for the first time at Campus Grosshadern in the summer of 2021, which could be implemented in 2021 and also in 2022 despite the prevailing corona pandemic. During the summer holidays, a two-week holiday program for employee children of the age group from six to ten years could be offered in the premises and in the garden of the company nursery „Kinderstern”. AWO Kreisverband München-Land e.V. was the cooperation partner for holiday care. Ten children participated in the first week of the holiday games. The second week was used by thirteen families as a supportive care measure during the summer holidays. An extension of this internal care option to holiday or closing times of schools, daycare centres, kindergartens, etc., is aimed at supporting employees.

Leaving a job before maternity leave, parental leave or leave of absence

Since 2014, the hospital has provided expecting parents with a parents’ package, which contains all the important information on pregnancy, parental allowance, maternity leave and parental leave. The brochure „Guidelines for Expecting Parents” prepared by the hospital informs employees of all relevant key data that must be observed, for example, when reporting a pregnancy or applying for parental leave or parental allowance. Of course, employees can also receive comprehensive advice in the Human Resources Department.

The aim is to provide employees with a complete package of legal guidelines as well as the internal „Guide for Expecting Parents” to support them. To simplify a temporary leave of absence from professional life before mater- nity leave, parental leave or leave of absence for the care of a close relative, it is sensible to share ideas with the managers at an early stage. To provide a structured framework for this leave of absence discussion, including all aspects to be taken into account (e.g. legal consequences, mutual expectations, measures to maintain contact, further training measures), the preparation form for an event-related employee interview provides appropriate assistance for managers and employees. This can be used as a guide for conducting discussions and for documen- ting them.

Starting work again after parental leave

Going back to work after a family break will be even more important in the future. This can be a decisive factor, especially in times of a shortage of skilled workers in some occupational fields in the health sector. Within the last few years, it has already been noticed that more and more women want to combine work and childcare. This can mainly be attributed to changed general conditions in relation to family and professional life. Demographic developments, changed family structures, the desire for financial independence and professional self-realisation as well as higher qualifications play an important role here. It is therefore of great importance for LMU University Hospital to facilitate employees' return to work by supporting them in exercising their legal options to take parental leave and return to work. For several years now, various measures have been offered at LMU University Hospital that enable employees to return to their desired professional life as quickly and smoothly as possible. Flexible working hours, part-time jobs or mobile work are suitable and widely used measures in this context. Employees are thus given the opportunity to return to working life quickly and to reconcile this with childcare. In addition, employees have the opportunity to take part in various training and further education measures to promote their professional qualifications and personal development. With these measures, both the motivation and commitment as well as the skills of the employees can be increased. Ultimately, the measures mentioned can be identified as a positive factor for the success of the company, as they act as a key competence.

Caring for a close relative

The amendments to the Care and Family Care Leave Act as of 1 January 2015 created new general conditions for those affected in relation to the care of close relatives. LMU University Hospital has implemented the legal new regulations and integrated them into existing processes. Caring for relatives takes a lot of time and is also a major organisational challenge. For this reason, LMU University Hospital wants to provide the best possible support to employees who are in a nursing situation. All relevant information on caring for a relative is already listed on the internal website under the topic of work and family. Affected persons can thus find the appropriate leave of absence or part-time employment within the context of the Nursing or Family Nursing Time Act. It is possible at any time for those affected to receive advice from the HR department and to obtain appropriate information material as support. This is provided and handed over at any time by the service centre for work and family. In addition, a guide to the care of a close relative was created to summarise all available options for employees as well as the prerequisites and general conditions.

Alternating telework / mobile work

An important prerequisite for the compatibility of career and family is a suitable job and suitable working hours. In March 2016, a service agreement on teleworking was concluded at the hospital.

This agreement gives the employees of LMU University Hospital the opportunity to do part of their work at home to ensure a better work-life balance. In principle, all employees of the hospital are allowed to participate in telework. This does not apply to employees whose duties require a continuous personal presence within the department. The existence of family or social reasons is an important prerequisite for a teleworking position. These reasons are in particular: The care of a child under the age of 16, the care of a family member in need of care, rehabilitation / reintegration, a severe disability, equality according to § 2 para. 3 of the Code of Social Law IX (SGB IX) or a reduction in performance recognised by official medical opinion or pregnancy.

Employees who participate in the telework described above can perform up to 60% of the weekly working time at their home workplace. This means that in the case of a full-time employee with a weekly work performance, performed on five days, a maximum of three days per week can be performed at said teleworking place. This approach is aimed on the one hand at family-friendly and flexible working and on the other hand at avoiding social exclusion from the company environment.

Due to the emergence of the Corona pandemic in 2020, the hospital took precautions to protect the health of its employees. Employees who do not need to be present in the hospital and who do not work in patient care or only with activities that can be carried out from home without restrictions could apply for mobile work. The decision was basically the responsibility of the respective manager. Social criteria continued to be crucial for access to mobile work. A comprehensive, documented and verifiable overall concept by the respective head of the unit to determine the work to be performed by the employee during mobile work and with a documented process for evaluating the work performed were required. Due to the pandemic development, the department decided to revise the service agreement. The adjustments to temporary mobile working were to be included in the new service agreement. The purpose of this service agreement is to better reconcile work, leisure and family. By concluding the service agreement for mobile work, LMU University Hospital can position itself as a flexible and attractive employer on the employee market.

Part-time employment

There are various possibilities of modern work organisation that can be used to create a balance between personal needs and operational requirements. One of these is part-time work, which means shorter working hours per week compared to full-time workers. Personnel managers and executives always try to align the part-time applications according to the individual needs of the employees. Requests for an increase in working hours are taken into account within the scope of official or operational possibilities. Equal treatment for part-time and full-time employees is of great importance for LMU University Hospital. This means that part-time employees are not disadvantaged in terms of their career opportunities, but are equally taken into account in their professional advancement. In addition, they receive the same collective bargaining benefits as full-time employees on a pro-rata basis of their contractually agreed working hours.

Flexible working hours

There are currently various types of time recording at LMU University Hospital. Since December 2004, the „Working Hours in the Hospital“ service agreement has been in place, which is intended to give employees greater freedom with regard to their scheduling within the context of a flexitime scheme. The aim is to reconcile the needs of employees as well as service requirements to the greatest extent possible. Presence and break times, the flexitime framework and the handling of fixed working hours are recorded within the employment agreement. This means that the employees have the opportunity, within the given time limits, to organise the start and end of their shift as well as the location of their lunch break. A service agreement for scheduling rosters has been in place since 2017. LMU University Hospital is a member of the Association of German University Hospitals and is committed to an exchange of current topics relating to working hours with other university hospitals in Germany. By interacting with them, new insights can be gained in the organisation of working hours and a transfer into the operational process of LMU University Hospital can be checked. A meeting of members is held in spring and autumn of each year.

Sabbatical

The sabbatical year model represents a special form of part-time employment. Working time is saved over a certain period of time in order to use it for a longer leave from work. This form of flexibilisation of working time may be of interest to employees for various reasons, for example, to devote themselves to the raising of children or to caring for people, for health reasons or to reach earlier retirement. The sabbatical year can be implemented in various forms, about which the HR department provides information. The sabbatical year model can be used on request, provided that no official or operational reasons are contrary (i.e. smooth operation of the service can be ensured even during the release period).

3.2 Recruitment

Recruitment usually begins with an expressed need. This need is specified with the help of a job advertisement. It is imperative to clarify in advance organisational and personnel management aspects to prepare a job advertisement.

Job advertisements are published at LMU University Hospital in principle in accordance with Article 33 para. 2 of the German Constitution: „Every German has equal access to every public office based on his suitability, qualifications and professional performance.“ This is done on the intranet or on the internet, depending on the need. The job advertisements made correspond to the requirements of the Bavarian Equal Opportunities Act (BayGIG) and the General Equal Treatment Act (AGG), which has now come into force. Special importance is attributed here to gender-equitable language.

When deciding on certain candidates, the principle of best selection in accordance with Article 33 para. 2 of the German Constitution is taken into account: „Every German has equal access to every public office based on his suitability, qualifications and professional performance.“ For employees who have interrupted their professional activities to fulfil family tasks, qualifications and experience from care and care tasks are also taken into account.

In the area of the commercial management, junior managers have been supported in the context of trainee programs since 2010. The aim is to prepare university graduates for taking on specialist and management positions in hospital management at the hospital. The trainees are deployed in the most important areas of the commercial and nursing management, whereby project-related tasks with a gradual increase in responsibility are also part of the programme in addition to the mediation of routine activities. There are currently three female and one male trainee in the hospital.

3.3 Gender balance in management and decision-making

Faculty Council

In addition to the deans, the Faculty Council is the central body of the faculty. It is responsible for all faculty matters for which the dean or another body of the faculty is not responsible. The Faculty Council advises on matters of fundamental importance.

The faculty works to ensure that there is adequate representation of women and men on the Faculty Council. In the current term of office from 1Octobe 2022, 13 of the 54 members of the Faculty Council are female (24%). The women’s representative of the faculty and her permanent representative belong to the Faculty Council.

Research Commission

Within the framework of academic self-government, the Research Commission is an important steering instrument of the faculty. It contributes to the development of the research profile and research strategy, the promotion of young scientists and the performance-related distribution of funds. Among other things, it advises the dean

with regard to the formation of research priorities, the establishment of research networks, the establishment and distribution of central research areas, the establishment and monitoring of competence and service units, the development of quality criteria for the scientific quality of doctorates and postdoctoral qualifications, public relations and the promotion and equality of women in research.

In the current term of office from 1/10/2022 until 30/09/2025, 11 of the 38 members of the Faculty Council are female (29%).

The faculty works to ensure that there is adequate representation of women and men on the Research Commission. When reappointing members, women are given preference, taking into account the priority of aptitude and ability. In recent years, this has resulted in a steady increase in both the total number and proportion of women:

	2007	2010	2016	2019	2022
Number of females	0	7 ↑	7 →	8 ↑	11 ↑
Number of males	16	38	27	30	27
% female	0%	16% ↑	21% ↑	21% →	29% ↑

In addition, the Women’s Representative is a permanent guest of the Research Commission ex officio.

3.4 Gender balance in research and teaching

Cascade model

The university actively promotes the increase in the proportion of women in all subject groups and at all levels where women are underrepresented. On the basis of the cascade model, the proportion of women in science and art is to be further increased. The aim is the equal participation of women and men (parity). In agreement with the Faculty Council, the university management sets a target for the proportion of women for all levels, including the scientific qualification positions, for a maximum of four years for the respective subject groups. The reference quota for the target is the proportion of women in the qualification level directly below it. The university strives to achieve at least the proportion of women in the respective target group when filling scientific qualification positions and professorships in the individual subject groups. (Bavarian Higher Education Innovation Act [BayHIG] Art. 23)

The status quo at LMU University Hospital is as follows:

	University Students	Doctorates	Postdoctoral qualifications	C3/W2	C4/W3
	Summer Semester 2022*	2021	2021	1.5.2022	1.5.2022
Number of females	2.148	297	20	25	6
Number of males	1.106	182	36	67	33
% female	66%	62%	36%	27%	15%

* Medicine Clinic State Exam plus Dentistry State Exam

There is already an overhang of female students and female doctoral candidates, but the parity goal is missed in the qualification levels relevant for a research career starting with postdoctoral qualification and especially among the professors and chair holders.

In the new appointments from 2016 to 2020, the cascade target of 27% was clearly missed in the W3 area with a female share of 18%. Likewise, the cascade target of 36% was clearly missed in the W2 area with a female share of 22%.

Promotion of women from budgetary resources

LMU University Hospital supports female C3/W2 professors with budget funds from the state allocation for research and teaching with an amount of 50,000 euros per professor and year, totalling 1.3 million euros per year.

Promotion of women in the context of performance-oriented funding (LOM)

As part of the performance-oriented and workload-oriented allocation of funds in university medicine, 12 million allocated annually in the Free State of Bavaria Euro are used for the promotion of women, as measured by the total number of female postdoctoral degree candidates and professors.

In 2021, LMU University Hospital ranked on the same level as the University Hospital of Munich Technical University (TUM) (31%) and ahead of Regensburg (15%), Würzburg (13%) and Erlangen (11%), with a share of 31% of all women in postdoctoral degree programs in the Bavaria.

A total of 32 professorships were held by women at LMU University Hospital as of 1 October 2021, including 6 C4/W3 and 26 C3/W2 (tenured W2 or W3 professorships). In the performance-oriented allocation of funds of the Free State of Bavaria with double-weighted C4/W3, LMU University Hospital ranks ahead of Würzburg (27%), TUM (19%), Erlangen (18%), and Regensburg (8%) with 28% of all professors appointed in Bavaria.

3.5 Anti-discrimination concept

A service agreement on the prevention of bullying, harassment and sexual harassment has been in force at LMU University Hospital since 2011. The service agreement was drawn up in cooperation between the department and the staff council. The aim of this service agreement is to raise awareness among all employees, managers and officials and to ensure that cases of bullying, discrimination and harassment are punished and that a dignified coexistence in the workplace cannot be sustainably destroyed. Central terms are initially fundamentally defined to achieve a better understanding of this topic. A distinction is made between bullying, chicanery and sexual harassment. Bullying represents the systematic hostility, chicanery or discrimination of employees among themselves or by superiors. Chicanery is an act done with the sole purpose of harming another. On the other hand, sexual harassment is unwelcome, sexually-determined behaviour, including unwelcome sexual acts and solicitation, sexually-determined physical touching, comments of a sexual nature, and unwelcome display and visible posting of pornographic images. Sexual harassment is intended or has the effect of violating the dignity of the person concerned, in particular if an environment characterised by intimidation, hostility, humiliation, degradation or insult is created.

As part of the service agreement, a set of rules was created on how to deal with any incidents according to the definitions shown above. In a first initiative step, the manager conducts a conversation with all suspected parties if there is a reasonable suspicion that there is bullying, chicanery or harassment between employees. In a second step, which is declared as a solution approach, specific measures are defined, which should include a concrete timetable. The third step involves monitoring the previously defined measures. The fourth step evaluates whether the solution approaches could be successfully put into practice. If this is not the case, the next higher-level manager must be informed of the situation. Finally, this manager tries to solve the problem. If this approach does not achieve the desired result, it is the responsibility of the employee concerned to inform the hospital board. This procedure involves the staff council as well as company conflict management.

The procedure for sexual harassment stipulates that if there is sufficient suspicion of a breach of duty, the head of the employment law team in the Human Resources department must be informed immediately. Appropriate measures are taken within this area of responsibility.

The explanations presented above show that LMU University Hospital has already made considerable efforts to create a working atmosphere that is characterised by cooperative behaviour at the workplace. Precisely because of the current relevance, the visibility of such concepts should be given a higher priority. On one hand, these include guidelines for behaviour, which are provided in the form of a flyer against aggression, violence and sexual assault in the workplace, and a variety of contact points, such as the advisory centre for employees and the conflict management department of LMU University Hospital. Another important aspect is the development of skills and lifelong learning. In this context, LMU University Hospital offers training courses on further training in social skills, intercultural communication and de-escalation management.

4. Measures and implementation at LMU University Hospital

If we now look at the results described above and classify them against the background of the general conditions, the following findings can be summarised. In the detailed chapter on the general conditions, it was stated that equality at LMU University Hospital is basically regulated by legislation. Particularly worth mentioning again in this regard is the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth, which publishes an application framework to promote the compatibility of family and employment in the federal administration, companies and courts (BGleiG) in its memorandum to the Federal Equality Law (DGLiG). „These include the working time models and forms of work referred to in § 16, i.e. part-time employment, attendance time regulations, leave of absence, teleworking and mobile work or special measures such as long-term accounts or a sabbatical year“ (Federal Ministry for Family Affairs, Senior Citizens, Women and Youth BFSFJ, 2017). Many of the issues of the application framework are specified by service agreements. These are drawn up in cooperation between the department and the staff council. The described procedure is based on the right of employee representation. This stipulates that service agreements are also permissible for regulations for the implementation of § 167 para. 2 of the Code of Social Law IX (SGB IX), occupational health management and for regulations according to §§ 7 and 12 of the Working Hours Act, insofar as a collective agreement provides for this. The conclusion of a service agreement can be expedient because the considerations and ideas of both partners on the implementation of the matter can be collected and discussed and incorporated into the agreement in this way. This ensures that both official necessities and personnel interests are taken into account. Service agreements that include gender equality topics are the following at LMU University Hospital:

- Service agreement on holiday planning
- Service agreement on working hours
- Service agreement on the prevention of bullying, chicanery and sexual harassment
- Service agreement for rostering arrangements
- Service agreement to promote measures to improve the balance between care, family and work
- Service agreement for mobile work

Another fixed measure is the gender equality concept. With the entry into force of the Bavarian Equal Opportunities Act on 01/07/1996, awareness of equality between women and men was raised in the public sector. This has resulted in clear awareness of the need to reconcile work and family life. The concept pursued by LMU University Hospital with regard to the Equal Opportunities Act presents not only current personnel statistics but also the measures implemented and future goals. Coordination is carried out by the Equal Opportunities Officers. The gender equality concept has been drawn up for a period of five years.

The gender equality concept currently applies for the period from 2021 to 2026. The legal mandate for the creation of the gender equality concept is to:

- Describe the situation of female workers compared to male workers;
- Present the existing differences in the employment situation;
- Develop measures to implement human and organisational improvements;
- Create initiatives to ensure equal opportunities for women and men and the reconciliation of work and family life.

The gender equality concept of 2021 includes an inventory of the current situation of employment of women and men. It formulates targets for increasing the proportion of women in areas where they are underrepresented and for improving the compatibility of work and family. In the future update of the gender equality concept 2021-2026, goals will be defined and measures for achieving them specified. The focus of this gender equality concept is on the reconciliation of work and family.

5. Reflection, Conclusion and Signatures

The central results are summarised and discussed in this final section of the present GEP of LMU University Hospital. A critical analysis of the measures is then to be created. The aim is to be able to uncover possible gaps during processing and, for example, to make them available for further work in the field of error prevention. Furthermore, this critical reflection should also serve to evaluate the value of the results.

From the previously detailed evaluation and the subsequent discussion of these research results, the previously defined topics could be dealt with satisfactorily. The answer to the question of what can be improved in terms of equality is best based on how things have been done so far and what problems may have arisen. In the previous chapter, the measures and implementation were described in detail. During the research and preparation of the various topics, it became apparent that a large number of concrete measures were implemented. Particularly noteworthy are the measures to reconcile work and family life. This makes an important contribution to giving women and men equal access to working life after parental leave. In general, equal rights are clearly written in the form of different service agreements at LMU University Hospital. However, the presentation of the current i.e., situation shows that equal participation in certain positions has not yet been fully implemented in practice. This is particularly visible in the current failure to meet the cascade target. Such deficits have already been discussed in connection with the creation of the GEP, including relevant interfaces. The writing of the GEP is seen at LMU University Hospital as an opportunity to uncover any shortcomings and to resolve them responsibly in change processes.

The visibility and awareness of these actions must be brought even more to the fore in times of social change. Sufficient deliberations and reflections on this will guide the implementation process over the next three years.

Munich, 15 December 2022



Prof. Dr. Markus M. Lerch
Medical Director
and Chairperson of the Board



Herr Markus Zendler
Commercial Director



Herr Alfred Holderied
Nursing Director (comm.)



Prof. Dr. Thomas Gudermann
Dean of the Faculty of Medicine

6. Annex

Tasks, legal status and access to office of the Equal Opportunities Officer pursuant to Art. 15 et seq. of the Bavarian Equal Opportunities Act (BayGIG) compared to the Women’s Representative pursuant to Art. 4 of the Bavarian Colleges and Universities Law (BayHSchG)

	Women’s Representative pursuant to Art. 4 of the Bavarian Colleges and Universities Law	Equal Opportunities Officers pursuant to Art. 15 ff. of the Bavarian Colleges and Universities Law
Responsibilities	<p>Art. 4 para. 2 sentence 1 of the Bavarian Colleges and Universities Law (BayHSchG) Women’s representatives pay attention to the avoidance of disadvantages for female scientists, female teachers and students; they support the university in the performance of its task in accordance with Article 4 para. 1. Bavarian Colleges and Universities Law (BayHSchG) (Art. 4 para. 1 of the Bavarian Colleges and Universities Law (BayHSchG) In carrying out their tasks, universities promote the effective enforcement of equality between women and men and take this into account as a guiding principle; they aim to eliminate existing disadvantages. To enforce equal rights for women and men, women are promoted, taking into account the priority of suitability, qualification and professional performance (Art. 33 para. 2 of the German Constitution). The aim of the promotion is to increase the proportion of women at all levels of science.)</p>	<p>Art. 17 of the Bavarian Equal Opportunities Act (BayGIG): (1) The Equal Opportunities Officers shall promote and monitor the implementation of this Act and the Equal Opportunities Concept as well as support its implementation. The Equal Opportunities Officers also promote the implementation of this law and the improvement of the situation of women as well as the reconciliation of family and work for women and men through their own initiatives.</p> <p>(2) Within the scope of their responsibilities, the Equal Opportunities Officers are involved in all matters relating to the business area that may be of fundamental importance for the equality of women and men, the compatibility of family and work and the safeguarding of equal opportunities. (3) The duties of the Equal Opportunities Officers also include advising on equality issues and support for employees in individual cases. Employees can contact the Equal Opportunities Officers directly.</p>
Legal status	<p>Art. 4 para. 2 sentence 2 ff of the Bavarian Colleges and Universities Law (BayHSchG):</p> <p>Women’s representatives elected for the university belong to the extended university management and the Senate; women’s representatives elected for the faculties belong to the Faculty Council and the appointment committees (Art. 18 para. 4 sentence 2 BayHSchPG) as members with voting rights. In addition, the basic regulations regulate the participation of women’s representatives in other bodies; they can stipulate that deputy women’s representatives are appointed for women’s representatives.</p> <p>Art. 4 para. 3 of the Bavarian Colleges and Universities Law (BayHSchG) The university provides the women’s representatives of the university and the faculties with appropriate resources for the effective fulfilment of their tasks. Women’s representatives are to be relieved of other official duties for the duration of their work, taking into account the scope of their duties.</p>	<p>Art. 16 of the Bavarian Equal Opportunities Act (BayGIG):</p> <p>(1) The Equal Opportunities Officers are, in principle, directly subordinated to department management or its permanent representative. In the case of the highest state authorities and med-level authorities, assignment to the management of the administration or human resources department is also possible, and in the case of universities, assignment of non-scientific staff to the management of the university administration or to the management of the human resources department is possible.</p> <p>(2) The Equal Opportunities Officers, the personnel representatives and the departments work together in close cooperation. The equal opportunities officers take part in the regular meetings between the department and the staff representation.</p> <p>(3) The Equal Opportunities Officers are free of instructions in the performance of their duties. An official assessment of the activity is only carried out at the request of the Equal Opportunities Officer.</p>

		<p>(4) The Equal Opportunities Officers may contact other Equal Opportunities Officers and the Women’s Representatives of the State Government without observing the official channels, consult with them and exchange information unless personal data are transmitted without the consent of the affected persons.</p> <p>(5) The Equal Opportunities Officers must not be hindered, disadvantaged or favoured; this also applies to professional development. They have the same personal legal status, in particular the same protection against dismissal, transfer and secondment as a member of the staff council, regardless of the different tasks.</p> <p>(6) The equal opportunities officers shall be exempted from their other professional activities if and to the extent that it is necessary for the proper performance of their duties according to the nature and scope of the department. This also includes participation in further training events, insofar as these impart knowledge that is necessary for their work; in doing so, the interests of the service are to be adequately taken into account. A change in the amount of the remuneration or the remuneration is not associated with the exemptions according to sentences 1 and 2.</p> <p>(7) The Equal Opportunities Officers are to be equipped with the necessary and appropriate human and material resources for the performance of their tasks. This also includes representation in the position of equal opportunities officer.</p>
Office	Election according to Art. 4 para. 2	Appointment in accordance with Art. 15 BayGIG
Miscellaneous	See the activity in the appointment committee Art. 18 para. 4 sentence 2 BayHSchPG	Rights and obligations according to Art. 18 BayGIG and Right to object according to Art. 19 BayGIG

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