

12 April 2022

## Eawag's portfolio of measures to achieve gender diversity

Eawag is committed to promoting gender diversity with the understanding that: increasing diversity provides access to a broader talent pool; having more diverse teams (in all functions) brings a wider range of experiences and capacities to bear and tends to increase flexibility of thinking and creativity; and increased diversity (especially among the scientific staff) provides female and male students at all levels with role models for women in positions of scientific leadership and thus supports Eawag's mandate in education.

With this understanding, Eawag has implemented the following portfolio of measures:

### *Monitoring*

- Monitoring and reporting of women's participation in Eawag's workforce as required by the ETH Domain. Statistics are reported to the ETH Board and published in Eawag's Annual Report.
- An external analysis of salaries in the ETH Domain conducted in 2021 concluded that there are no discrepancies between salaries of men and women at Eawag. This analysis will be repeated by the ETH Domain at regular intervals.

### *Hiring and dual career support*

- Guidelines for search committees on increasing diversity (Policy Directive 21-07).
- Policy for target-of-opportunity hiring, which is applicable for dual career hires.
- Re-entry grant: the grant provides support for partners of Eawag tenure-track or tenured researchers whose scientific careers have been disrupted due to family obligations. Eligible individuals can apply for financial support to re-engage in research at a Swiss institution of higher education (Policy Directive 19-02)

### *Protection against discrimination*

- Policy Directive 18-08 directly addresses protection from sexual harassment, stalking, mobbing and discrimination at the workplace.
- Confidential support is offered by Eawag's Ombudspersons.
- Respect campaign launched in Spring 2019 and re-launched in 2022.

### *Support for parents, especially mothers*

- On-site childcare (joint with Empa) or financial support for off-site childcare in Kastanienbaum.
- For tenure-track scientists, the tenure evaluation period is automatically extended for maternity leave plus 2 months.
- Flexible, part-time employment can be accommodated.
- Mothers on the scientific track (including doctoral students and researchers holding doctoral degrees) can request targeted support when they return to work after maternity leave (Policy Directive 17-03).

### *Mentoring, coaching, career development*

- Participation in the Fix the Leaky Pipeline and CONNECT program in the ETH Domain with support from the Eawag Directorate.
- Four lessons module on equal opportunity, diversity and unconscious bias within the 6 days management training CAS Leadership in Science. The training is mandatory for all new managers of Eawag.

### *Platform for identification of issues and new measures and diversity staff support*

- Eawag internal Committee on Gender Equity and Equal Opportunity with representation from all levels of the institution.<sup>1</sup> [Note: additional information available through Eawag's Intranet.]
- Together with PSI and Empa, Eawag employs a part-time staff member to support diversity activities<sup>2</sup>

Through these measures, Eawag has achieved the following representation of women:

- ⇒ Overall 49% women (2021)
- ⇒ Senior staff (FS9-15) 36% women (2021)
- ⇒ Tenure-track and tenured scientific staff above 30% at all levels including the Heads of the Research Departments (FS9-12) and above 40% at the level of the Directorate.

**Eawag does not have a Gender Action Plan; Eawag has Gender Action.**

<sup>1</sup> <https://www.internal.eawag.ch/en/departments-commissions/fachkommissionen/equal-opportunity-committee/>

<sup>2</sup> Melina Spycher, [melina.spycher@eawag.ch](mailto:melina.spycher@eawag.ch)

Dübendorf, 17 March 2021

## **GUIDELINES FOR SEARCH COMMITTEES: INCREASING DIVERSITY**

### **Motivation**

Eawag, like all institutions, can benefit from increasing the diversity of its workforce, particularly for the research staff. At the Ph.D. level, the representation of women among earned doctorates has increased dramatically over the last decade. When the representation of women in the workforce does not keep pace with this, it is likely that opportunities to engage highly qualified researchers are being lost.

### **Issues and Challenges**

Increasing diversity in the research workforce is a complicated issue, which poses a number of challenges:

- Efforts to recruit, retain, and promote women have produced slow and uneven results.
- Women in academic science are tenured and promoted more slowly and earn less on average than men (controlling for productivity)
- The relative lack of women at the level of faculty or senior researcher is not exclusively a “pipeline problem”. Women are not represented in tenure track positions at the level that would be expected based on the proportion of doctorates that they receive, independent of the representation of women among earned doctorates in various fields.
- Dual career issues disproportionately affect women, who are more likely than their male peers to have partners who are also academics or researchers.

### **Recruitment Practices**

Meeting these challenges will clearly involve more than the improvement of recruitment practices. However, this is an important first step in the process. Hiring is one of the single most important tasks of any institution. Successes and failures in the process of recruitment and hiring have profound impacts for the future of institutions on both the short- and long-term.

Hiring for academic and research positions has not traditionally been a proactive process. Positions are advertised, but it is rare (except in the case of senior appointments) that promising candidates are identified and actively recruited. A more proactive process of recruitment and hiring offers the opportunity not only to identify and recruit talented women researchers and/or faculty but to ensure that the candidate pool for positions at Eawag is internationally competitive. It should be the goal of search committees, particularly for tenured and tenure-track positions, to **generate a pool of outstanding candidates** rather than merely tapping the available pool.

The responsibility for implementing proactive recruiting strategies must rest with the search committee. The process must, however, incorporate accountability and adaptive management (i.e., improvement in the process during searches). This requires a mechanism for interaction between the Directorate and the search committee.

The following tasks, which are targeted at increasing diversity, are the responsibility of the Chair of the search committee. **These guidelines are mandatory for all searches for tenured and tenure-track positions; in the case of joint searches with another institution, any conflict of these guidelines with the regulations of the partner institution should be resolved on an ad hoc basis.** A serious commitment to the performance of these tasks, and to the development of a strong and diverse applicant pool, is a requirement for the successful completion of searches.

1. Recruitment committees are gender balanced and include cross-departmental members
2. Active identification of promising candidates. When the search is initiated, the search committee should develop a list of promising candidates (including female candidates) for the position.
3. Advertising the position. The position should be advertised in a manner that encourages broad response, including but not limited to:
  - a) the position should be advertised for at least 30 days before the deadline
  - b) Include only qualifications that are vital for the position. Research shows that women apply for jobs if they meet 7 of 10 listed qualifications; men apply if they meet 4 of 10.<sup>1</sup>
  - c) the position should be advertised through electronic job-posting services, including those targeted to women, see list [here](https://www.internal.eawag.ch/fileadmin/intranet/intranet/inst/fachkommissionen/chancen/projekte/2020/insertionskanaele_diversity.xls) ([https://www.internal.eawag.ch/fileadmin/intranet/intranet/inst/fachkommissionen/chancen/projekte/2020/insertionskanaele\\_diversity.xls](https://www.internal.eawag.ch/fileadmin/intranet/intranet/inst/fachkommissionen/chancen/projekte/2020/insertionskanaele_diversity.xls))
  - d) the advertisement should include language that encourages women to apply. Be aware that men are typically described with individual and authoritative words whereas women are often described with communal words.
  - e) for senior positions (e.g., faculty or Department Heads), the advertisement should state that Eawag is responsive to the needs of dual career couples
4. Solicitation of applications from promising candidates. Promising candidates (especially women) should be encouraged to apply for the position. Applications should be solicited only from promising candidates, and it should be made clear that such solicitation is based on merit.
5. Assessment of the applicant pool. When the closing date for the position has passed, the applicant pool must be assessed for its diversity. To avoid bias regarding the academic age, control the assessment pool for academic age or work percentage since PhD. The representation of women in the applicant pool should be compared with the proportion of women earning doctorates in the relevant field(s). **This information must be transmitted to the Directorate.** If the diversity of the applicant pool does not reflect the proportion of women among earned doctorates, further active measures must be taken to increase the diversity of the applicant pool (see Task 3).
6. Assessment of the short list. The diversity of the short list (i.e., candidates to be invited for interviews) must be critically assessed. If possible, avoid solo status of women on the short

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<sup>1</sup> Pearn Kandola (2014) Workshop on gender bias at MNF. 8 September 2014, in: UZH Recruiting for Excellence, <https://www.mnf.uzh.ch/en/mnf-gleichstellung/counteractingBias.html>, 07.12.2020.

list: Research shows that if there is only one candidate who differs from the others in some aspect such as gender, ethnicity, or age, chances to be hired decrease for this candidate.<sup>2</sup> If there are no women included on the short list, the Chair of the search committee must make a report to the Directorate that includes the following information:

- a) a list of proposed candidates for the short list with relevant professional information
- b) a list of women who could be candidates for the short list (regardless of whether or not they have applied for the position)
- c) for women who did apply for the position, a specific explanation of why they are not being proposed for the short list
- d) for women who did not apply, a description of attempts that were made to solicit their applications and the reasons that they chose not to apply (if known)

**On the basis of this information, the Directorate will decide whether the search process can continue to the interview stage. Failure to provide this information in a timely manner will be considered grounds for stopping the search process.**

7. Questions to be asked to the candidates on the short list in the interview: Write a set of core questions before the interviews which are asked to each candidate under the same circumstances.
8. Explanation of the recommendation for hiring. If women are interviewed but not selected as the top candidate for the position, the Chair of the search committee must prepare a written report to the Directorate that provides a specific justification for this recommendation. **No offer will be approved by the Directorate without this information.**

### Dual Career Issues

Dual career hires pose a challenge to institutions but also offer opportunities. In general, Eawag is too small to coordinate dual career hires entirely within the institution. In some cases, however, Eawag can exercise flexibility with regard to either timing or area to accommodate a dual career hire. In addition, the Eawag Directorate may be able to assist in identifying and realizing opportunities for dual career hires.

If dual career issues are anticipated or identified in the context of a specific search, the Chair of the search committee should bring this to the attention of the Directorate as soon as possible. Accommodating dual career needs generally takes a substantial amount of time and effort; these efforts need to proceed in parallel with the search process.

### Selected Resources

- Recruiting for Excellence, Faculty of Science, University of Zurich, 2018.
- ADVANCE Handbook for Faculty Searches and Hiring, University of Michigan, 2007-2008.
- Faculty Recruitment Toolkit, University of Washington, 2007.

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<sup>2</sup> Johnson et al. (2016): If there is Only One Woman in Your Candidate Pool, There is Statistically No Chance She'll Be Hired. Harvard Business Review April 26, 2016, <https://hbr.org/2016/04/if-theres-only-one-woman-in-your-candidate-pool-theres-statistically-no-chance-shell-be-hired>, 07.12.2020.

- Recruiting and Retaining Minority and Female Faculty: Some Suggested Best Practices, Faculty Diversity Committee, Northwestern University, May, 2004
- To Recruit and Advance: Women Students and Faculty in Science and Engineering, National Research Council, National Academy Press, 2006.

Eawag



Janet G. Hering  
Director

Dübendorf, 07 January 2019

## **RE-ENTRY GRANTS (Ad Hoc): PROPOSAL SOLICITATION**

**Deadlines: proposals will be considered on an *ad hoc* basis and must be submitted at least 10 WORKING DAYS before a Directorate meeting (see schedule on the intranet). Late submissions will be considered at a subsequent meeting. NO EXCEPTIONS WILL BE MADE.**

Please submit proposals by e-mail to M. Okle <mailto:monika.okle@eawag.ch>

Approximate total amount of funding available for the program: not specified but funding granted on an *ad hoc* basis will be included in the overall budget for the annual DF solicitation

Maximum funding level per proposal: CHF 260K

Maximum duration of project funding: 36 months

Funding decisions will be announced on an *ad hoc* basis

Eawag recognizes that the transition back to the working environment after geographic dislocation or an extended career interruption can pose substantial challenges to professionals pursuing an academic career. The purpose of the Re-Entry grants is to provide support for partners of Eawag tenure-track or tenured researchers whose scientific careers have been disrupted due to family obligations. Eligible individuals can apply for financial support to re-engage in research at a Swiss institution of higher education or research institution.

### **Eligibility**

Eligibility to submit proposals for Re-Entry Grants is limited to partners of Eawag tenured or tenure-track researchers in cases where both the Eawag researcher and his/her partner<sup>1</sup> have relocated to Switzerland to allow the Eawag researcher to take up his/her position. Partners of externally-employed academic guests are not eligible.

### **Special conditions**

Re-Entry Grants are intended to provide support that allows recipients to re-engage in research and to build a strong professional network in the Swiss academic environment (i.e., institutions of higher education and/or research institutes). The ultimate goal is that the Re-Entry grant recipients will be well-positioned to find long-term employment in Switzerland. If an application is submitted to support work at Eawag, applicants should be aware that long-term employment for researchers at Eawag is generally restricted to individuals hired on a tenure-track position. The Re-Entry grants are not intended as an alternative to Eawag's established hiring procedures.

Funding requests will be considered for salary support for the applicant. The maximum salary allowed (subject to the applicant's qualifications) is 2 years of support at FS 8 (with 3 years of experience). This salary can be allocated over a period of 3 years, but employment must be at least 50% in any given year. Additionally, CHF 10K per year (pro-rated for part-time employment) can be requested for consumables and research-related expenses<sup>2</sup> and up to CHF 1 K per year for conference travel or other professional development.

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<sup>1</sup> "Partner" is defined here as a spouse or registered domestic partner.

<sup>2</sup> Costs associated with hybrid open access publishing are not allowed.

## Project Evaluation and Evaluation Criteria

Proposals will be evaluated by the Directorate based primarily on how well they meet the goals stated above, on the applicant's proposed research and record of professional accomplishments and on the recommendation of the applicant's proposed academic host and his/her willingness to provide the access to space and facilities needed by the applicant (see also below).

## Proposal Format

Proposals must be written in English and submitted with a Proposal Tracking Form ([http://www.internal.eawag.ch/kc/wsg/2009/proposal\\_tracking\\_form.pdf](http://www.internal.eawag.ch/kc/wsg/2009/proposal_tracking_form.pdf)). The body of the proposal is limited to four pages (not including references and required appendices). Text must be not less than 10 point Ariel font (or equivalent) with at least 2.5 cm margins.

The body of the proposal must include the following information: (1) a brief description of the research that the applicant intends to pursue, (2) a statement of the applicant's background and expertise relevant to the proposed research, and (3) a description of steps that the applicant intends to take to build a professional network in Switzerland. (No abstract is required.) As required appendices, the proposal must include: (i) a 2-page CV of the applicant including a maximum of 10 relevant publications and (ii) a memo from the applicant's proposed host that the applicant will be provided with an employment contract, working space and access to laboratory facilities (as applicable). The budget for the request funding must be prepared using the budget tool. Note that, for employment outside Eawag, the budgeted expenses should correspond to the regulations of the host institution. Funds will be transferred based on receipt of invoices.

## Initiation of Projects

The expected start date for Re-Entry projects should be clearly stated in the proposal. Budgets should be planned based on this start date. Funds must be expended within 3 years from the start of the project (unspent funds must be returned to the Directorate or, for external employment, to Eawag).

## Reporting Requirements

At the conclusion of the funding period, a short (maximum 2 pages) report must be submitted to the Directorate. This report should briefly describe the applicant's progress in research and in building a professional network in Switzerland. Suggestions for improvements to the program would be welcome. Instructions regarding financial reporting will be provided by the Finance Department.

Eawag



Janet G. Hering  
Director

## Directive No. 18-08

(replaces the regulation integrated into the Information Dossier of march 2003, 13-08)

Dübendorf, 1 April 2018

### Directive concerning protection from sexual harassment, stalking, mobbing and discrimination at the workplace

#### 1. Basic principle

Sexual harassment, stalking, mobbing and discrimination at the workplace are forbidden because they constitute a significant infringement of the right of the affected person to live his/her own life and of his/her right to sexual self-determination, and thereby violate the respective contract of employment and the corresponding legal standards of the Swiss Confederation and/or our Personnel Law. They should be prevented by means of the measures and sanctions outlined in this directive.

Furthermore, it is generally accepted that sexual harassment, stalking, mobbing and discrimination at the workplace as well as social misbehavior, unresolved conflicts and lack of respect for people with different views, as well as for persons belonging to other nations or religious communities, have a negative effect on the working climate, lead to disturbances of the operational processes and can impair the quality of the results of work.

The Eawag will take all measures necessary to eliminate any of the above-mentioned social misbehaviors at the workplace and is determined to create and maintain a non-discriminating atmosphere. The prevention of sexual and sexist harassment at the workplace is regarded as an important contribution to the safeguarding of equal rights.

#### 2. Legal foundations

This directive is based on Art. 9, Art. 10, and Art. 58a of the Personnel Regulation for the area of the Swiss Federal Technical Universities<sup>1</sup> as well as the ETH-Law<sup>2</sup>, Art.37, Art. 37a and the Federal Law on Equality between Women and Men (Equality Law, GIG).

#### 3. Area of validity

This directive applies to all employees of the Eawag.

#### 4. Prohibition

Sexual and sexist harassment, stalking, mobbing and discrimination at the workplace are forbidden at the Eawag. Sanctions will be applied in any such cases.

#### 5. Definition

##### Sexual harassment

Sexual harassment is defined as any behavior with a sexual reference that impairs the dignity of men or women and that is undesirable to the person concerned. Sexual harassment can occur in different forms. This can include insinuating or embarrassing remarks, obscene language, whistling, obtrusive glances, gestures, noises, sexist sayings and jokes, exhibitionism, the display or distribution of sexist, especially pornographic material, undesired bodily contact and insinuating behavior (including approaching too close to a person), repeated ambiguous invitations, advances linked with the prospect of advantages or disadvantages.

Extortion or enforcement of sexual relationships, physical abuses, assaults and rape fall under the Swiss Penal Code (see Appendix 1).

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<sup>1</sup> SR 172.220.113

<sup>2</sup> SR 414.110



**Stalking**

Stalking is referred to when a person persecutes, harasses or even threatens and attacks another person over a longer period of time. Typical examples of such types of actions include: exerting pressure by verbal means, verbal threats, phone calls, letters, cards, emails, text messages, sprayings, gifts, flowers, declarations of love, spying, pressing charges, rumors and false reports, physical threats, threats with weapons, damage to properties or assault.

**Mobbing**

Mobbing takes place if someone is being systematically harassed, pestered or excluded in the workplace. It impairs the development of personality, the feeling of self-esteem, as well as the freedom of action and decision making of the person concerned, as well as damaging his/her dignity and social standing. Mobbing prevents the affected person from contributing his/her capabilities and from carrying out his/her special duties in a meaningful manner. Typical actions that could represent mobbing if they are systematically applied are: the avoidance of contact, isolation, reducing or withholding information, refusing conversation, aggressive or impolite behavior, factually unjustified accusations, disadvantaging at or non-invitation to group events, the spreading of detrimental and/or negative rumors, exposure, making someone look ridiculous, humiliation, slander, defamation, pestering or threats.

**Discrimination**

Discrimination is placing someone at a disadvantage due to personal characteristics, without being factually justified by any connection with the work itself. Discrimination violates the dignity of the affected person, as well as his/her basic rights. Typical examples are disparagement due to a disability, origin, skin color, religion, political opinion or sexual identity.

**6. Responsibility****6.1. Responsibility of the employer**

As the employer, the Eawag disapproves of any form of sexual harassment, stalking, mobbing and discrimination at the workplace. It regards itself as being obliged to do everything possible in order to protect its employees from this. The Eawag commits itself to proceed against persons who offend against this regulation in agreement with the person affected. The Eawag must ensure that no disadvantages arise for the complainant as the result of the report of incorrect behavior.

**6.2. Responsibility of the supervisors**

Through their behavior, superiors must contribute towards a working climate in which the personal integrity and self-respect of all employees are respected. They must point out the fundamental principles of behavior to their employees, and make corrective interventions where necessary.

They bear the responsibility for ensuring that any indications of sexual harassment, stalking, mobbing or discrimination in their work area will be immediately looked into.

Superiors who do not consistently take action against sexual harassment, stalking, mobbing or discrimination are to be reminded of their responsibility. In the case of a repetition, the introduction of sanctions is advised.

**6.3. Responsibility of the employees**

The Eawag requires that all employees should deal with one another with consideration, and respect the personal boundaries to which their female colleagues lay claim in their interpersonal contacts.

Woman employees who feel themselves being sexually harassed, stalked, mobbed or discriminated against are asked to make it unmistakably clear to the harassing persons that they do not accept their behavior.

Employees who notice that colleagues are being sexually harassed, stalked, mobbed or discriminated against are asked to support the person concerned.

**7. Prevention**

The Eawag upholds a work environment that does not permit sexual harassment, stalking, mobbing and discrimination by implementing appropriate measures (e.g., information sessions, instructions, training of staff with management responsibilities).

## 8. Procedure

### 8.1. Guidance

Employees who feel exposed to sexual harassment, stalking, mobbing or discrimination at the work place have the right – with no sanction or negative consequences for their professional career applying – to turn to the following contacts:

Internal contacts:

- ▶ Office of the Ombudsman of the Eawag

The contacts are counselors who are subject to confidentiality.

External contacts:

- ▶ Notification Office of the ETH Domain, Guido Toivanen, Telephone 079 810 14 81
- ▶ Cantonal Board of Arbitration in accordance with the Equality Act
- ▶ Cantonal Office of the Ombudsman

#### 8.1.1. Duties of the internal and external contacts

- ▶ Personal hearing
- ▶ Counseling with regard to possible ways of proceeding and their consequences
- ▶ Advisory support during the process
- ▶ Mediation of external experts
- ▶ Advice on further/next steps

If the initial consultations lead to the recommendation that formal steps be taken, then we recommend in the strongest terms that such measures be taken.

### 8.2. Formal procedure

Any person affected by inappropriate behavior has a right to help and support. In order to make it possible for Eawag to live up to their responsibilities in this respect, it is imperative that they have knowledge of such behavior. This chapter describes the procedures to be followed in such cases:

Any person affected by inappropriate behavior as well as the person accused of such behavior has the right to launch an official investigation into the matter. The affected person is to make contact with his/her superior and/or the Human Resources Department of the Eawag.

#### 8.2.1. Responsibilities of immediate superiors

- a) Immediate provision of information to the Human Resources Department
- b) Measures in accordance with point 8.2.3. «First step of action» in consultation with the Human Resources Department.

#### 8.2.2. Responsibilities of the Human Resources Department

- a) Immediate provision of information to all participants, the directorate as well as the superiors of both parties.
- b) Examination of all relevant information collected
- c) Ensure flow of information with the Directorate.
- d) Initiate the first steps of action in accordance with chapter 8.2.3

#### 8.2.3. Initial steps of action

In consultation with the person seeking assistance and the Human Resources Department steps are to be taken which serve to put an end to the inappropriate behavior. Insofar as possible a mutual agreement is to be pursued.

- a) Should superiors receive knowledge of or have a well-founded suspicion of inappropriate behavior in their area of responsibility, they are required to inform the Human Resources Department immediately.
- b) Efforts will be made in consultations involving the Human Resources Department to conduct interviews with the participants on an individual basis

- c) After the details of the matter have been conveyed by the disadvantaged person and any demands for clarification on the part of the superiors have been met both parties - in consultation with the Human Resources Department - undertake to find solutions and propose measures to settle the matter. This can, for example, include :
  - Advisory or arbitration consultations of all participants
  - Changes or improvements to the working conditions
  - Organizational measures
  - Information concerning internal or external advisory bodies
- d) If the consultations with the superior and the Human Resources Department as well as the resulting proposals and measures undertaken to resolve the conflict are not felt to have been successful by the disadvantaged person or the superior, then a **meeting of the Disciplinary Board is to be convened** (see point 8.2.6.)
- e) In clear and obvious cases the immediate convening of the Disciplinary Board is mandatory.

#### **8.2.4. Responsibilities of the Directorate**

- a) Appointing of the Disciplinary Board in coordination with the Human Resources Department
- b) Decisions concerning necessary or suggested measures
- c) Enactment of regulations

#### **8.2.5. Party representation**

Both parties have the right to support from a person of their choice in all consultations.

#### **8.2.6. Disciplinary Board**

The directorate together with the Human Resources Department appoint three people to investigate the case. These three people make up the Disciplinary Board.

In choosing the members of the board, the concrete circumstances of the case are to be taken into consideration. If the case in question involves accusations of sexual harassment or stalking, then two of three of the persons appointed to the board must belong to the same gender as the person lodging the formal complaint. Should circumstances require it, an external expert or body may be consulted or the investigation may be passed on to that expert or body.

The presumption of innocence applies to all investigations.

#### **8.2.7. Investigation Procedure**

The members of the disciplinary board question both the complaining and the accused parties, any potential witnesses as well as involved confidants and /or points of contact and gather the evidence. The individual discussions are to be recorded and the investigative procedure documented in writing. Members of the disciplinary board are to be given any information requested and guaranteed access to all documents pertinent to investigating the accusations made. They are expected to exercise great discretion when carrying out the investigation and are subject to confidentiality insofar as the proceedings do not justify exceptions themselves.

#### **8.3. Investigation results**

The disciplinary board draws up a report of the results of the investigation and submits an application of proposed measures for the attention of both the Human Resources Department and the Directorate. They forward the report together with all pertinent files to the Human Resources Department, which in turn forwards the results to the Directorate.

#### **8.4. Urgent measures**

If the concrete circumstances demand that urgent measures be taken during the procedure, corresponding requests will be made to the Human Resources Department, which will consult with the Directorate.

#### **8.5. Sanctions**

The Human Resources Department is informed about the results of the investigation by the Disciplinary Board and provides orientation to the Directorate. It strives to provide an amicable settlement

between the parties involved. The directorate decides on the forwarded application of proposed measures and, where applicable, imposes appropriate sanctions in the form of a formal decision. Depending on the seriousness of the incident and the extent of culpability, the following sanctions or measures may be initiated or adopted:

- ▶ Written apology to the affected person
- ▶ Caution
- ▶ Note in the personnel documents regarding the type of incident and the outcome of the procedure
- ▶ Change of the area of duties
- ▶ Change of the working hours; transfer to a new department
- ▶ Wage reduction of up to 10% for a maximum period of one year
- ▶ Written threat of dismissal
- ▶ Ordinary dismissal
- ▶ Dismissal with immediate effect

The directorate informs the complaining and accused parties, their superiors and the staff of its decision in a suitable manner.

#### **8.6. Rights of the persons involved in the procedure**

Both the person affected and the accused person have the right to inspect all documents. They may also be accompanied by a person of their choice during the questioning sessions. Both parties are entitled to be present during the questioning of the other party and the examination of witnesses, and to submit additional questions. The affected person, however, also has the right to refuse the presence of the accused person during her questioning; in this case, the accused party may be represented by a person of his/her choice, and may later place auxiliary written questions based on the minutes of the questioning.

#### **9. Lodging appeals**

The person effected or the accused person can appeal to the ETH Council (ETH-Law<sup>1</sup>, Chapter 7, Art. 37<sup>59</sup> and Art. 37a<sup>62</sup>) against the order within a period of 30 days.

#### **10. Further legal steps**

The right to take steps under criminal, administrative and civil law is reserved. The Eawag can award financial support to injured parties for any civil or criminal law procedure and can also take over costs that are in direct or indirect connection with the harassment experienced (e.g. legal or psychological counseling).

It is left open to the persons concerned (perpetrator and/or victim) as to whether they wish to be transferred internally where possible.

No vocational disadvantages shall result for the person bringing the complaint, the persons carrying out the investigation or the witnesses. In particular, they may neither be later transferred against their will nor be dismissed, either during the procedure or in the following six months. Cases in which a transfer or notice is justified for other important reasons or because of abuse of the complaint right remain reserved.

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<sup>1</sup> SR 414.110

**11. False accusations**

Anyone who willfully accuses an innocent person against his/her better knowledge must expect sanctions according to chapter 8.5 of this directive.

An accused person who feels himself to be innocent or is unaware of any dubious behavior can approach one of the confidential counselors and contacts to request an examination of the state of affairs, and, where necessary, to demand a rectification.

**12. Harassment by external parties**

If employees are sexually harassed, stalked, mobbed or discriminated against at the place of work by external persons (guests, officials, suppliers, etc.), Eawag will use all legal means to put an immediate end to such behavior and to prevent the same in the future.

**13. Concluding Provisions****13.1 Repeal of Previous Directives**

The „Regulations for the protection from sexual harassment, mobbing and discrimination at the workplace“, integrated into the Eawag Information Dossier of March 2013 shall be replaced by this directive

**13.2 Entry into force**

This directive comes into effect on 1 April 2018.

For the Directorate



Janet Hering  
Director

Dübendorf, 19 January 2017

## **TAILWIND GRANTS (Ad Hoc): PROPOSAL SOLICITATION**

**Deadlines: proposals will be considered on an *ad hoc* basis and must be submitted at least 10 WORKING DAYS before a Directorate meeting (see schedule on the Intranet). Late submissions will be considered at a subsequent meeting. NO EXCEPTIONS WILL BE MADE.**

Please submit proposals by e-mail to M. Okle <mailto:monika.okle@eawag.ch>

Approximate amount of funding available: not specified but funding granted on an *ad hoc* basis will be included in the overall budget for the annual DF solicitation

Maximum funding level per proposal: 22,000 CHF

Maximum duration of project funding: 6 months

Funding decisions will be announced on an *ad hoc* basis

Eawag recognizes that the transition back to the working environment after maternity leave can pose substantial challenges to new mothers. The purpose of the Tailwind grants is to provide short-term support that allows a rapid re-entry into scientific work.<sup>1</sup>

### **Eligibility**

Eligibility to submit proposals for the Tailwind Grants is limited to female doctoral students and scientists holding a doctoral degree who are returning to work at Eawag after maternity leave. This includes both individuals employed at Eawag and externally-employed<sup>2</sup> academic guests with their primary working place (and a minimum stay of 24 months) at Eawag.

### **Special conditions**

Tailwind Grants are intended to provide support that allows mothers returning to work after maternity to focus their attention fully on their research and professional development by freeing them from routine work that can be delegated to others.

In general, funding requests will be considered mainly for short-term, part-time personnel support for a research assistant or technician. The maximum appointment level for new appointments is Pauschalohn Wiss. Assistant 3; current Eawag employees who are working part-time may also be engaged on a temporary basis. In special cases, funding may be granted for short-term, part-time administrative support or for specific outsourcing needs as an alternative.

It is expected that proposals for Tailwind support will be submitted before the third trimester of the applicant's pregnancy. Funds must be expended within 1 year after the return from maternity leave (unspent funds must be returned to the Directorate).

### **Project Evaluation and Evaluation Criteria**

Proposals will be evaluated by the Directorate based primarily on how well they meet the goals stated above, on the specific justification provided for the requested funds and on the recommendation of the individual's supervisor.

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<sup>1</sup> This program is adapted from the "stay on track" program of the University of Basel (<http://qoo.gl/CQhX7x>)

<sup>2</sup> Externally-employed academic guests are not eligible if their employer provides comparable support.

### **Proposal Format**

Proposals must be written in English and submitted with a Proposal Tracking Form ([fileadmin/intranet/finanzen/proposal/proposal\\_tracking\\_form.pdf](#)). The body of the proposal is limited to two pages (not including references and required appendices). Text must be not less than 10 point Ariel font (or equivalent) with at least 2.5 cm margins.

The body of the proposal must include the following information: (1) the benefit that the applicant expects to gain from the requested funding and (2) a specific justification for how the requested funds would be used. (No abstract is required.) As required appendices, the proposal must include: (i) a 2-page CV of the applicant(s) including a maximum of 10 relevant publications and (ii) a memo from the applicant's direct supervisor endorsing the proposal and providing the supervisor's perspective on how the proposed funding would benefit the applicant after her return from maternity leave. The budget for the request funding must be prepared using the budget tool.

### **Initiation of Projects**

The expected start date for Tailwind projects should be clearly stated in the proposal and should generally coincide with the end of the applicant's maternity leave. Budgets should be planned based on this start date. Funds must be expended within 1 year after the return from maternity leave (unspent funds must be returned to the Directorate).

### **Reporting Requirements**

At the conclusion of the funding period, a short (maximum 1 page) report must be submitted to the Directorate. This report should briefly describe how the funds were expended and the benefits to the applicant. Suggestions for improvements to the program would be welcome. Instructions regarding financial reporting will be provided by the Finance Department.

Eawag



Janet G. Hering  
Director