



REPUBLIC OF SLOVENIA  
**MINISTRY OF LABOUR, FAMILY,  
SOCIAL AFFAIRS AND EQUAL OPPORTUNITIES**

EQUAL OPPORTUNITIES DEPARTMENT

## **Transparency in recruitment and nomination procedures – the gender perspective**

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## **Partners:**

Ministry of Labour, Family, Social  
Affairs, and Equal Opportunities

The Managers' Association of  
Slovenia

Commission for the Prevention of  
Corruption

Research: Gender Equality  
in Decision-Making  
Positions – Significance of  
Transparent Staffing

# **Unbalanced participation of women and men in managerial positions – what are we talking about?**



**The question  
of democracy**

**The business  
case**

**Transparency  
issue**

# THE SITUATION in SLOVENIA

## Population

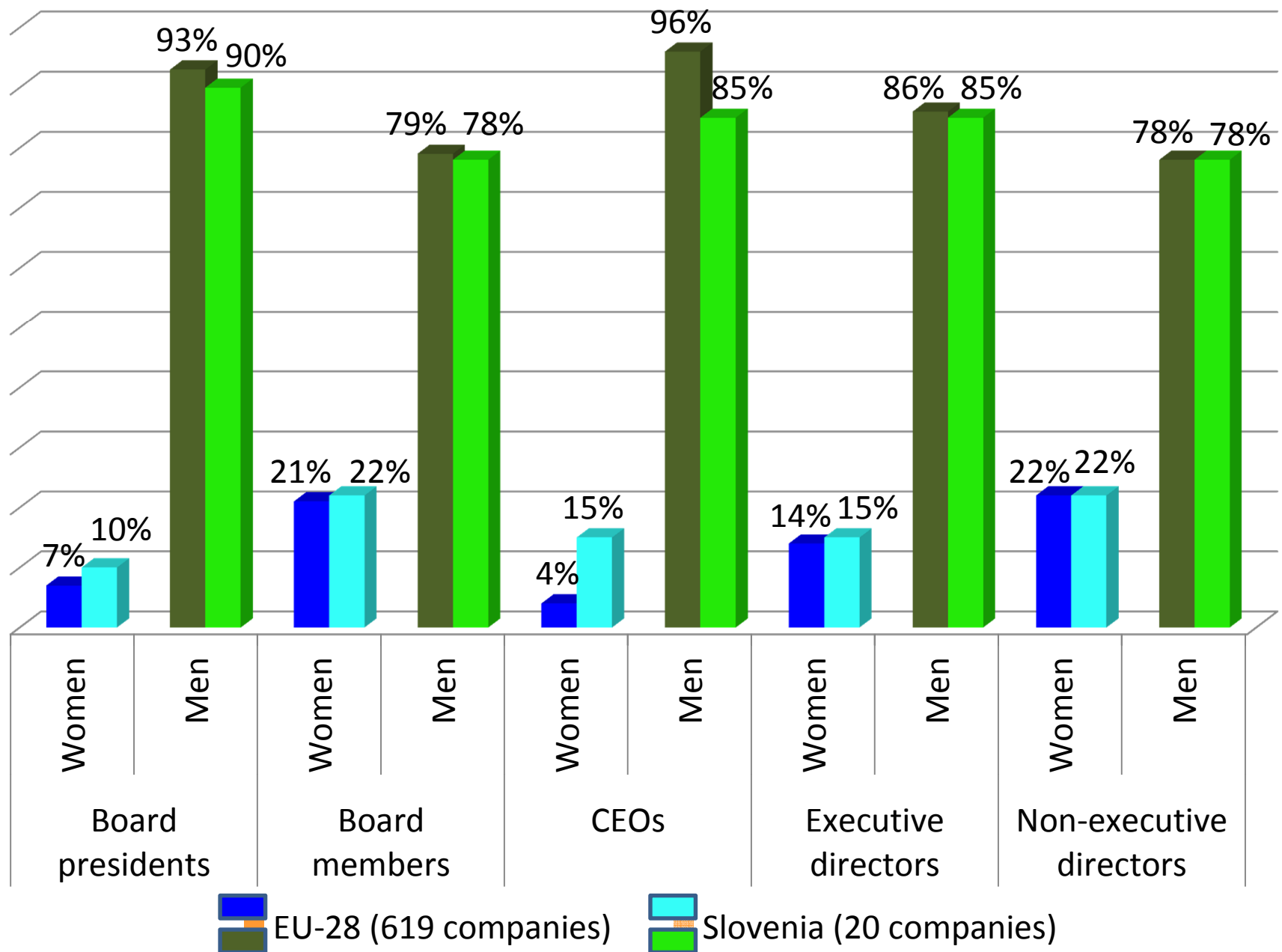
- Women: 50 %
- Men: 50 %

## Employment rate

- Women: 63 %
- Men: 71 %

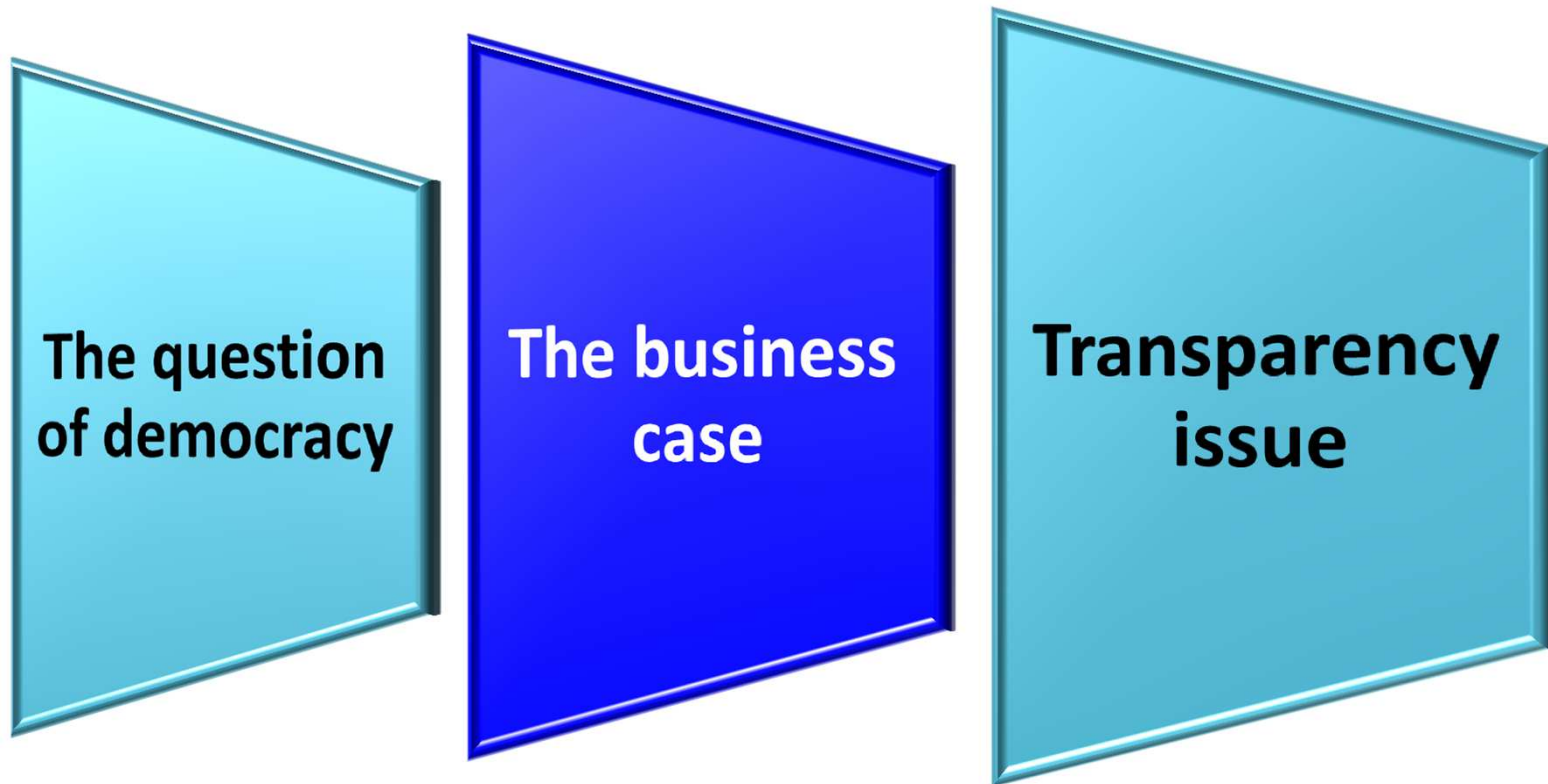
## Diploma – tertiary education (30 – 34 y.o.)

- Women: 53 %
- Men: 31 %



Source: European Commission, Database on women and men in decision-making (data from April 2015)

# **Unbalanced participation of women and men in managerial positions – what are we talking about?**



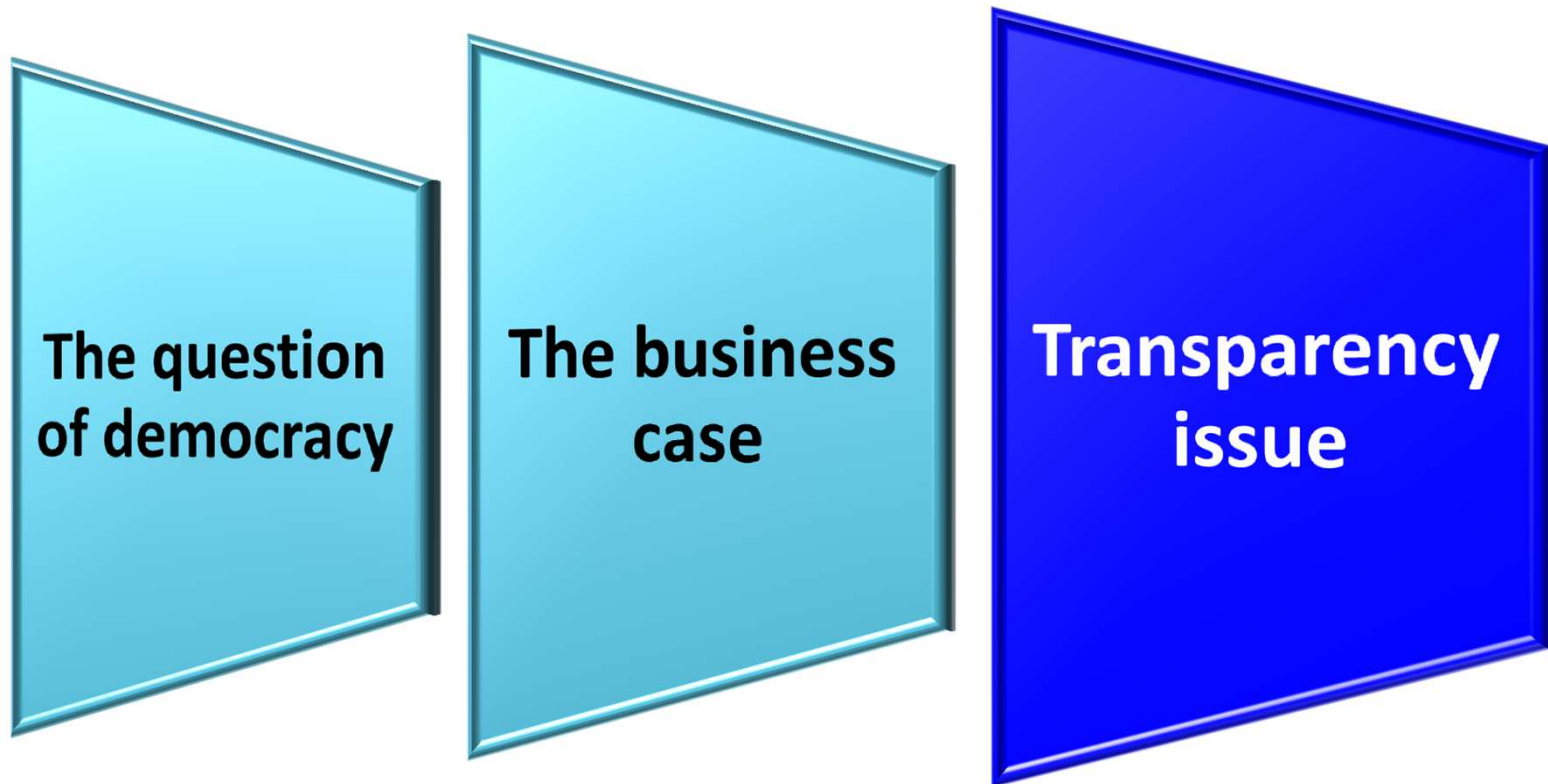
Diversity in management boards brings better results.

Profile of an average male VS female manager.

Who are the consumers?

Full use of educational capital.

## **Unbalanced participation of women and men in managerial positions – what are we talking about?**





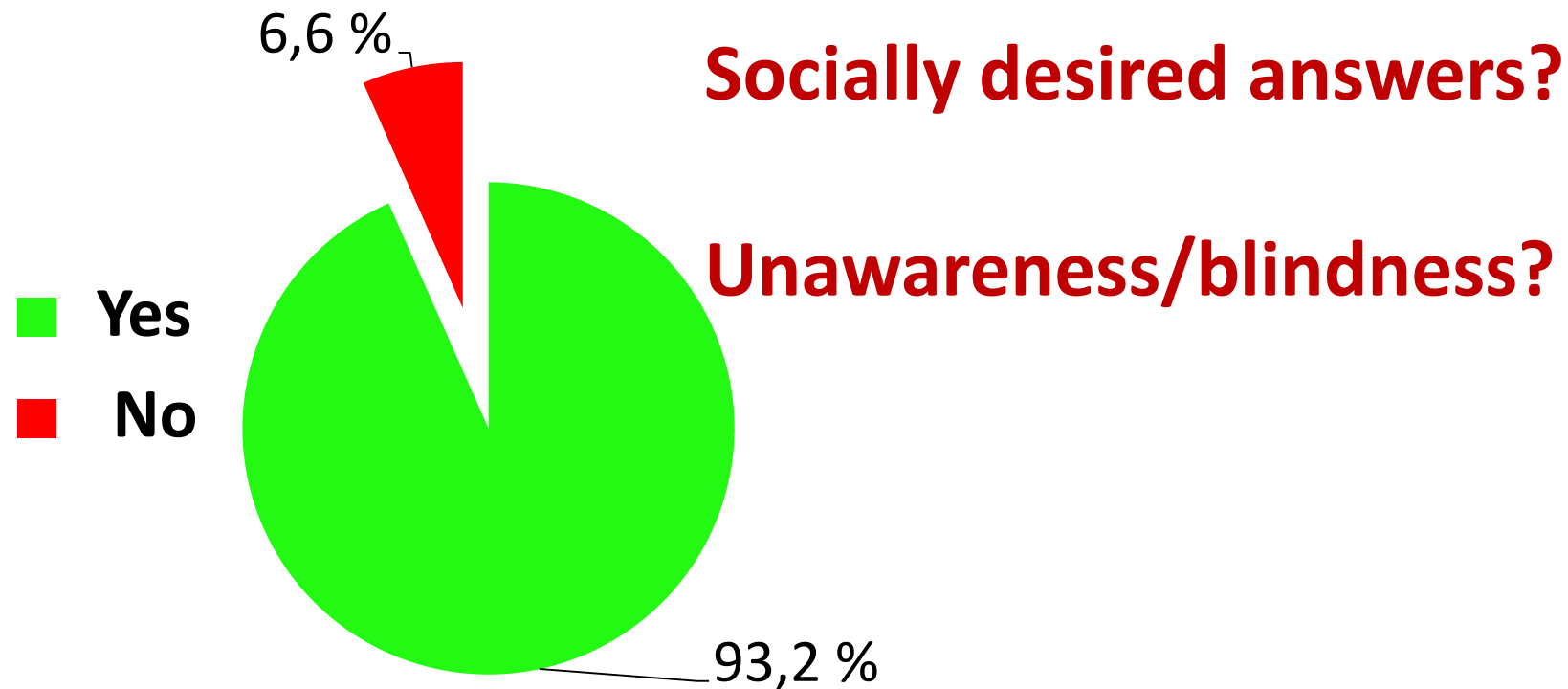
**Research: Gender Equality in Decision-Making Positions – Significance of Transparent Staffing**

## Sample

- 543 organizations - 21 % private sector, 16 % state administration, 10 % local communities, 50 % public institutions

Woman in the highest decision-making position in the organization	At any time in the history	At the time being
	No	No
Public limited companies	76,0%	92,0%
Limited liability companies	60,3%	79,4%
State administration	15,1%	34,9%
Public institutes	14,8%	38,4%

Transparency means clear, evident, public or unhidden action of an organization. **In general, would you say that recruitment procedures in your organization are transparent?**



## The Head of the Department X will be ...

### Maria

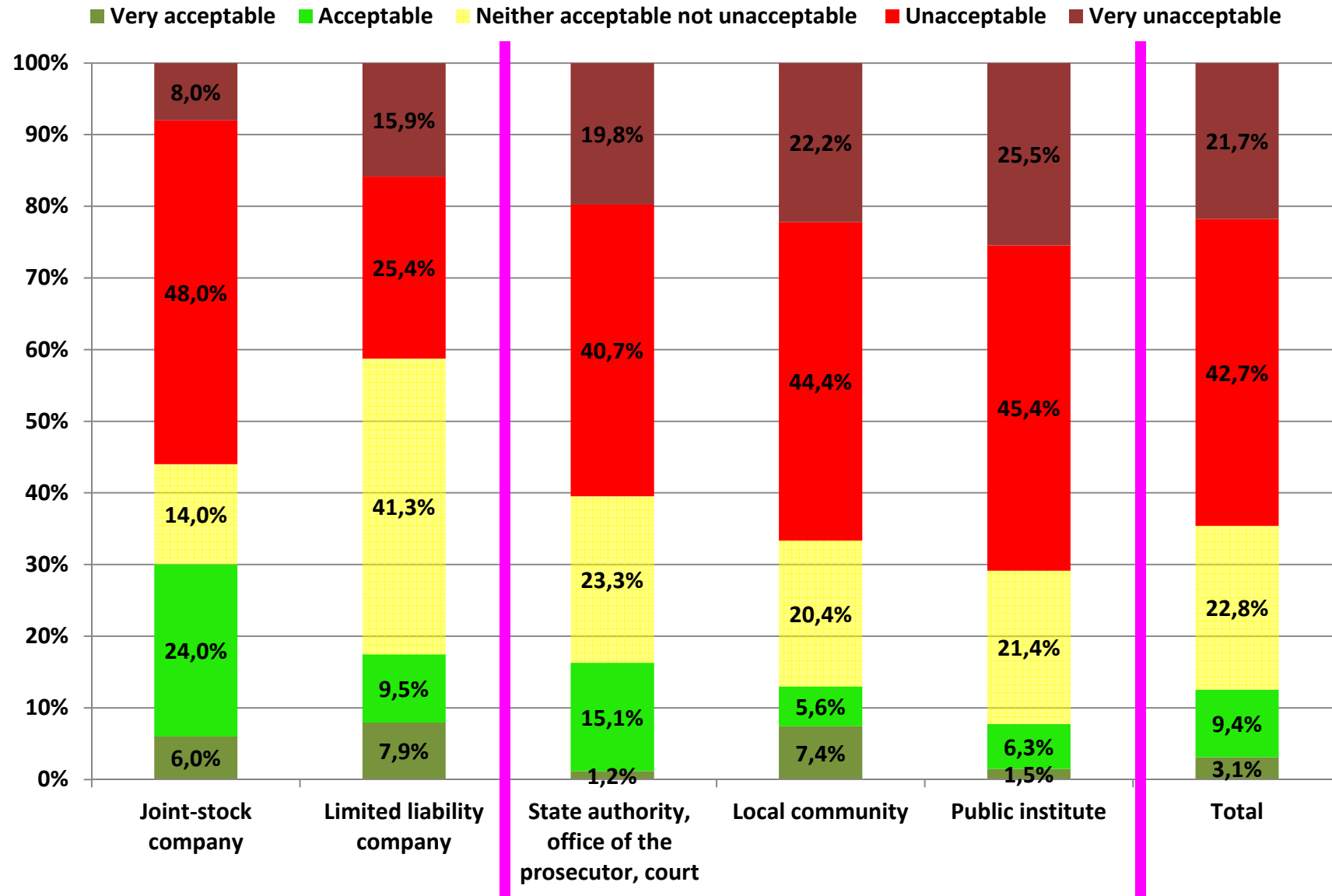
- M.Phil.
- Excellent work performance evaluation
- Test: above average (better than Marc)
- Greater support of the team
- Private life: 33 y.o., 3-y.o. child, wants more children, married
- Ambitious

### Marc

- University degree
- Excellent work performance evaluation
- Test: above average (worse than Maria)
- Smaller support of the team
- Private life: 45 y.o., two adult children, married
- Sports

The Head of Office chooses Marc and supports the decision with the statement that Maria will not be so devoted to work as she will leave for her parental leave anyway.

In general, people in your organization would consider such nomination as ...



## The post in our department goes to ...

**Jane**

- The best in all phases of the selection procedure
- Informs the committee of being pregnant

**James**

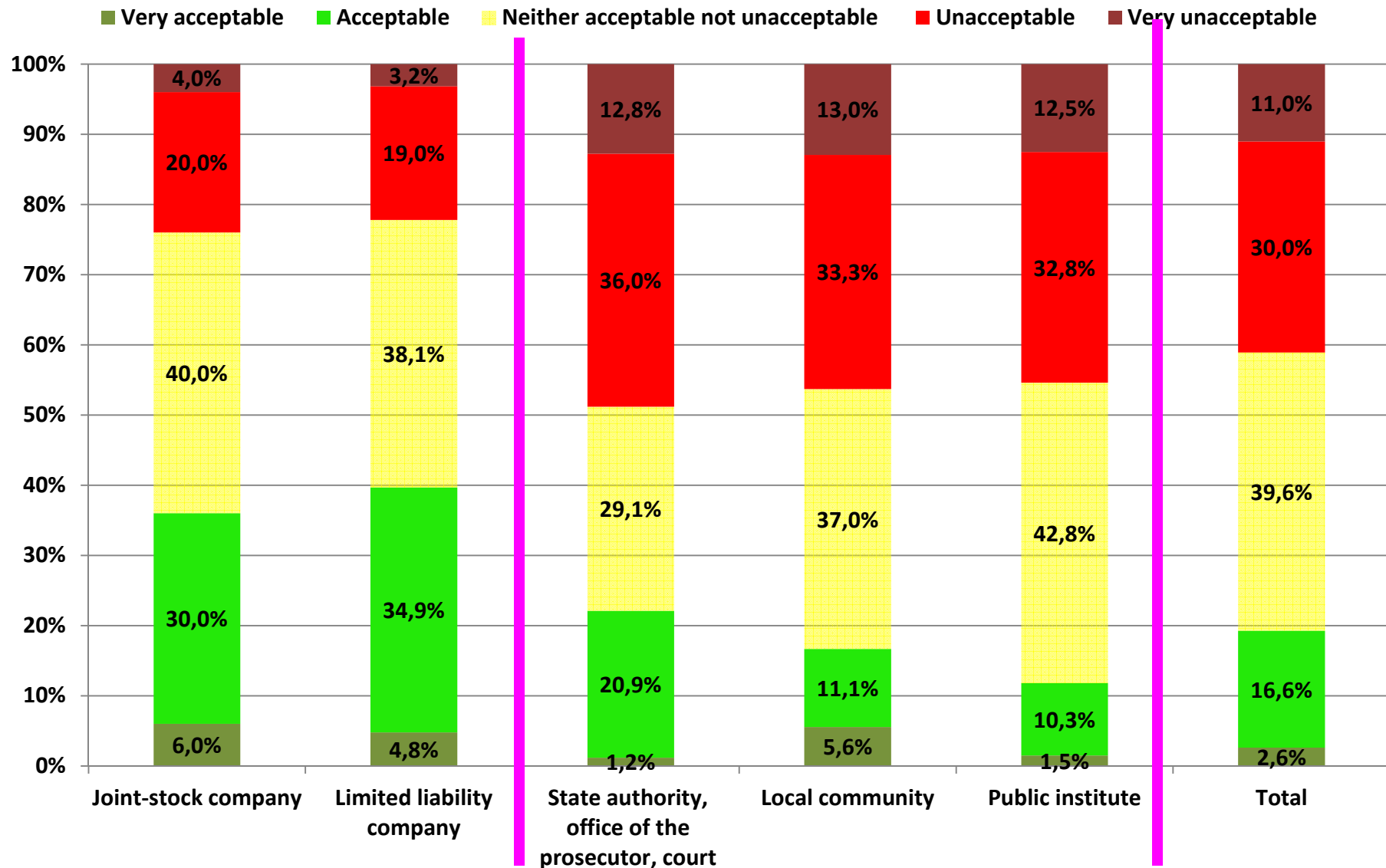
- Second best in all phases

Committee selects Jane, suggests the management to employ her. The management invites both, Jane and James, to be interviewed. Unofficially due to Jane's pregnancy, officially to have a selection possibility among more persons.

In recently carried out selection procedure only one candidate was proposed to the management, management conducted only one interview and concluded employment relationship.

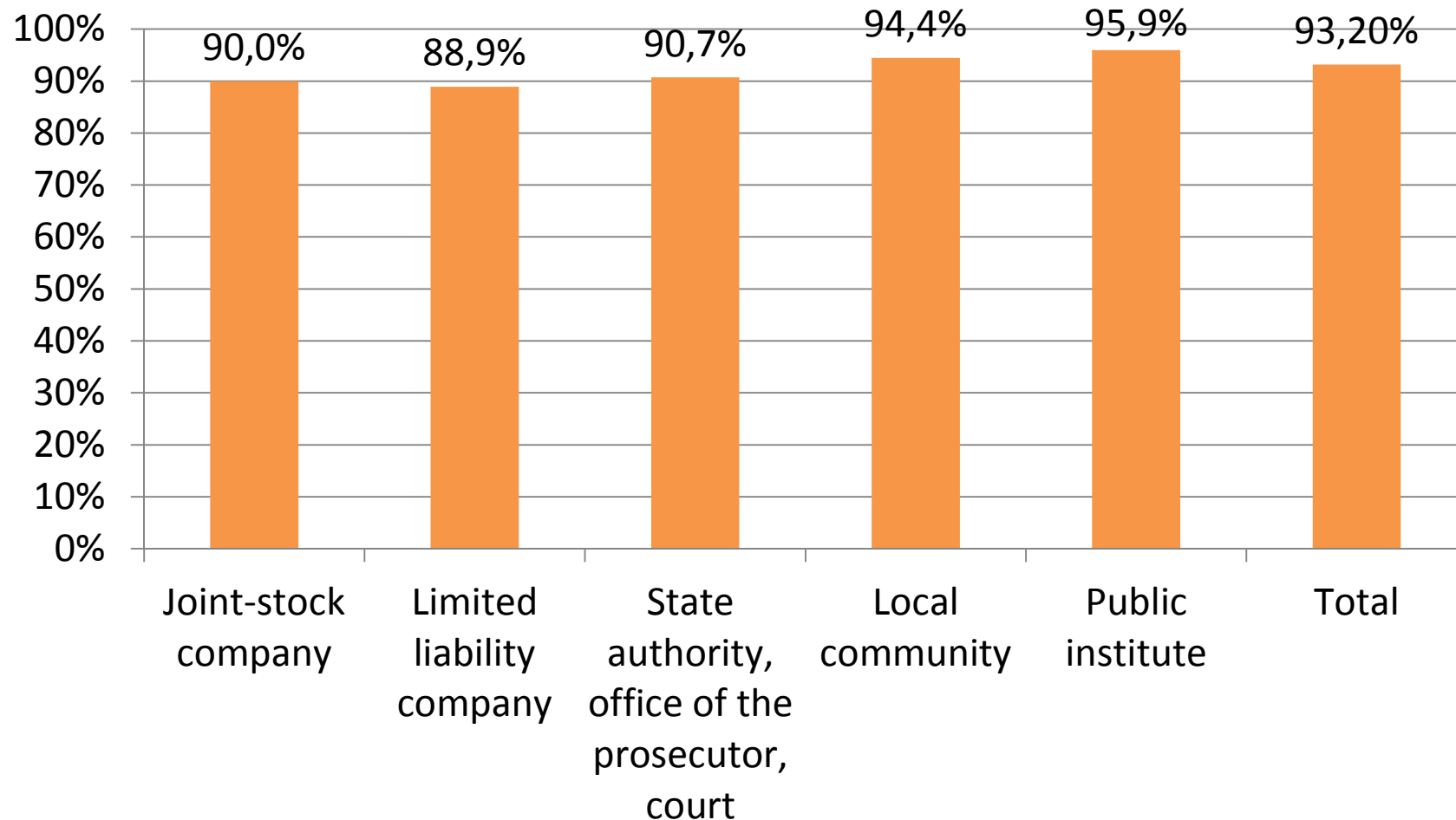
The decision regarding Jane and James is not known yet.

In general, people in your organization would consider such nomination as ...



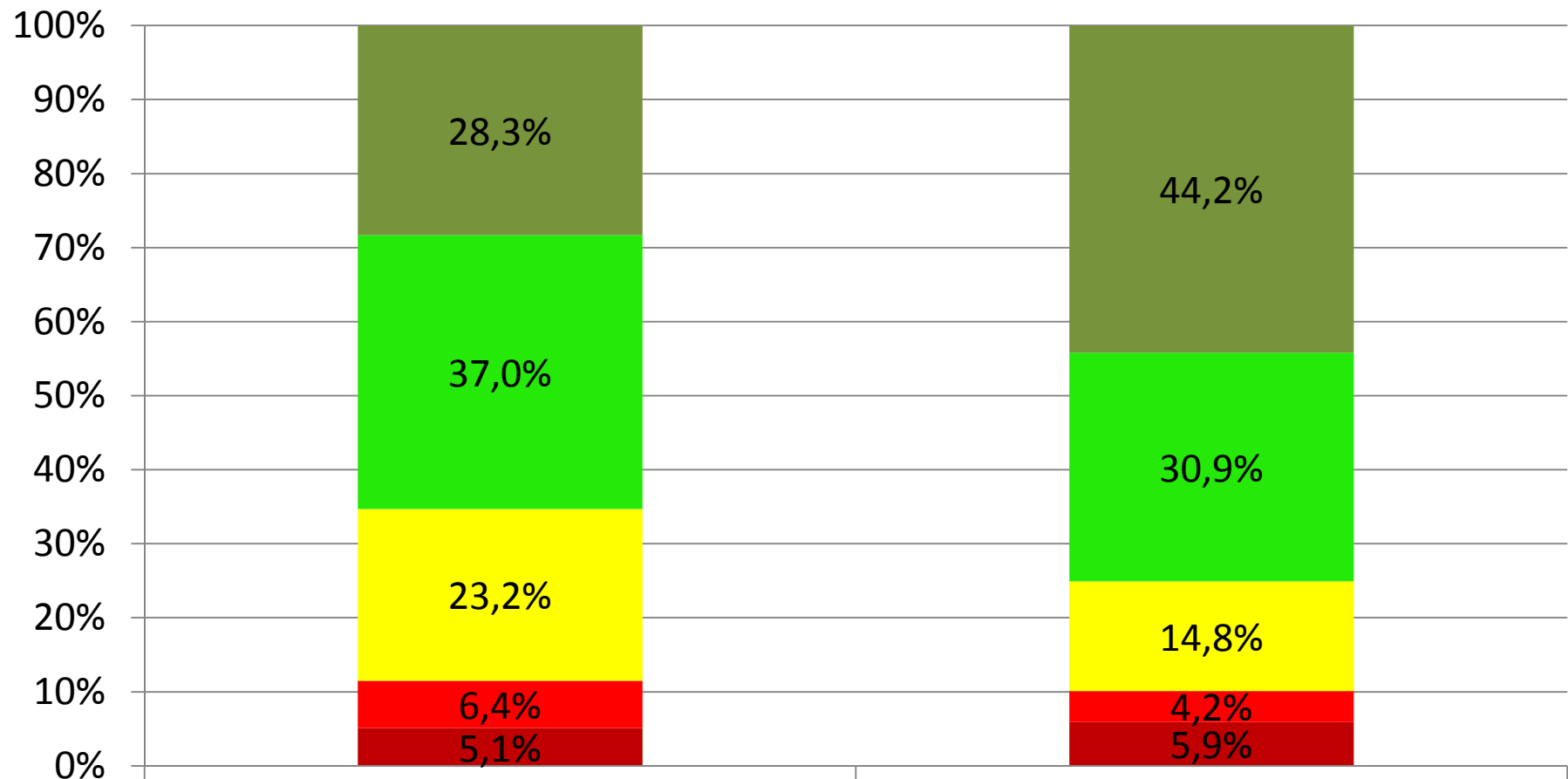
# What about transparency issues?

Yes, for my organisation I would, in general, say that the staffing procedures are transparent.



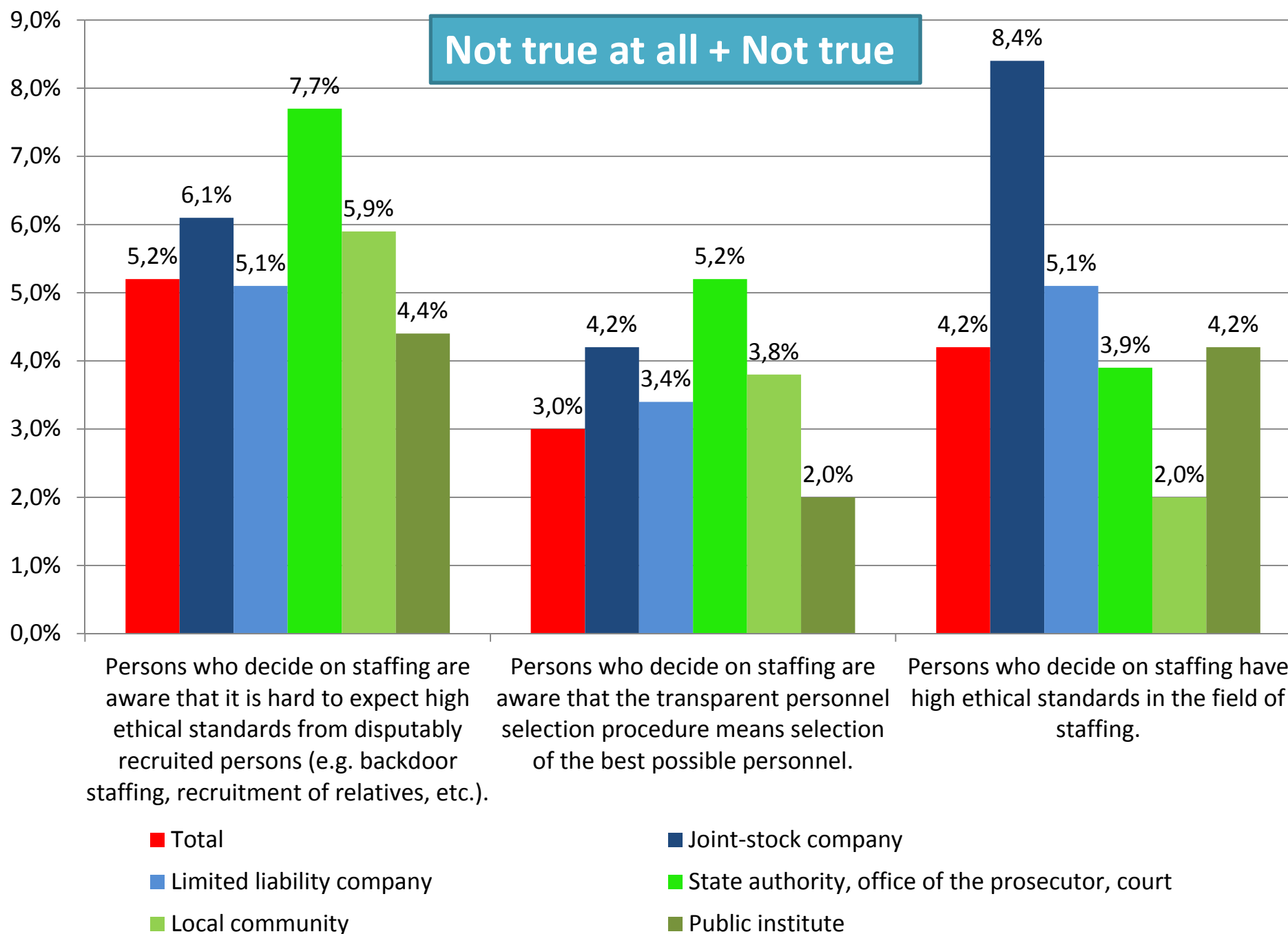


■ I strongly disagree ■ I disagree ■ I neither agree nor disagree ■ I agree ■ I strongly agree



In our organisation, high ethical commitments apply.

Regarding the issues of integrity/ethics/corruption prevention, the top management is sending out clear messages that these values are high on the scale of values of our organisation.



Methods of middle management recruitment

This is the case in our organisation ...	... (almost) never		... (almost) always	
	Private sector	Public sector	Private sector	Public sector
Internal vacancy notice is published.	32.7%	53.6%	35.6%	27.1%
Public vacancy notice is published.	16.8%	11.1%	57.4%	79.2%
When the pre-selected candidate has outstandingly good competences, the notice is not published.	41.4%	80.0%	30.3%	10.8%
Selection procedure is a mere formality, since the candidate is typically selected in advance.	56.3%	88.6%	13.6%	14,9%
The requirements for filling a vacancy are adjusted to the pre-selected candidate.	83.5%	87.7%	3.9%	4.8%
Nepotism (the assignment of posts or other favours on the grounds of family ties).	76.0%	89.4%	5.8%	2.7%
Recruitment to these posts is based on the personal selection of the superior to the future middle manager.	32.7%	72.5%	19.4%	12.2%

# Findings and questions to be answered

Gender based stereotypes strongly present

Significant differences between public and private sector

Gender based discrimination estimated as unacceptable.  
But...!

Poor recognition of non-transparent practices

Normalization of discriminatory/non-transparent practices?



**I FEEL  
SLOVENIA**

**Thank you!**