

Evolution of guidelines for successful and sustainable female employees retention by gender management in companies of the German steel industry

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Initial Situation

Companies of German steel industry

- Challenges by demographic change and „war on talents“
- Discussions since 2000 concerning to become an attractive employer mainly focused on [1]
 - Health management
 - Personell development
 - Internal communication
 - Young talent recruitment

Women

- Better educated women start too seldom technical studies
- They do not participate in careers in sustainable and financially strong sectors in a way that men do
- Women are underrepresented in STEM-companies
- Lack of role models in technical fields
- Share of women too small to change the male dominated working rules [2]

Objectives

Identification of measures for a sustainable recruitment of female academics for activities in the German steel industry including guidelines for the companies

Methods

German steel producers

- Gender based website analysis [3]
- Questionnaire concerning share of women, gender mainstreaming, female promotion
- statistics analysis
- time range: 2000 - 2010

Female academics in the German steel industry

- 22 interviews with female academics
- time range: 2009 - 2011

Female academics who left the German steel industry

- 6 interviews with female academics
- time range: 2009 - 2011

Results

German steel producers

- Demonstration of restraint concerning gender mainstreaming, share of women
 - » This aspect could not be evaluated
- No German steel producer is member of Genderdax
- The ranking of two DAX-members at the WoB-Index is very low (2011: 4,84 and 0,00 best: 25,00 2012: 5,00 and 0,00 best: 33,33)
- Website Analysis:
 - Language and photos are not used gender equitally

Female academics

- Female academics in the German steel industry feel a very strong loyalty towards their companies which helps them to overcome hard times and obstacles
- They act very pro-actively to improve their personal surroundings
- Awareness conflicts and/or insufficient compatibility of work and family are not mentioned as obstacles
- These issues are inconsistent with the common literature which propagates the reasons for a drop-out due to a lack of identification with the as male defined technology and work on technical tasks in a male dominated working environment [4] and/or insufficient compatibility of work and family [5]

Conclusions

- For German steel producers it should be easier to prevent female academics' drop-out because of their very strong loyalty compared to other sectors (special working environment, positive expert status)
 - » How can pro-active behavior used for female employees retention?
- Operational measures [2]:
 - Introvision coaching [6]
 - Gender Mainstreaming as top-down process
 - Women networks (networks of the powerful)
 - Mentoring programmes with male or female mentor based in top management
 - Flexible working hours
 - Role Models

Bibliography:

- [1] Steel2008 [3] Knoll & Szalai 2006 [5] Ihsen 2009
[2] GIEE2011 [4] Erlemann 2002 [6] Kosuch 1994

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