



Gender perspective in performance management

13.5.2013

According to the Act on Equality between Women and Men, the public authorities must systematically promote equality between women and men. Ministries can use performance management to steer their subordinate agencies and institutions in this respect. In their opinions on annual reports, ministries can request that the gender perspective be presented. One of the objectives of the gender perspective is to provide information on people by gender, for example by research institutions. A ministry can encourage its partners to take the gender perspective into account, even when it does not have a specific performance management relationship with them.

When the gender perspective is included systematically in all key operations, the administration and policies promoting gender equality can be performed in an informed manner, and direct and indirect discrimination can be prevented.

Overall accountability for promoting gender equality in planning and steering processes is held by the management and those responsible for preparatory work. The ministry's operational gender equality working groups can assist the agencies in their planning efforts.

Promoting gender equality

Gender equality is a key value and goal of Finnish society. Efforts to attain this objective are being actively made through gender equality policy measures. However, in order for the gender equality objective to be attained, the gender perspective must be included in preparations and decision making concerning all societal matters, in all administrative branches. The gender perspective is useful not only in promoting equality but also productivity and welfare.

Eliminating discrimination

In preparatory work and decision making, taking account of the gender perspective reduces gender-based discrimination in society. The Act on Equality between Women and Men prohibits both direct and indirect discrimination based on gender. Indirect discrimination means treating someone differently by virtue of a provision, justification or practice that appears to be gender-neutral but where the effect of the action is such that the person may find her or himself disadvantaged on the basis of gender. The gender perspective helps to identify indirect effects of this kind. Persons may also encounter discrimination based on age, origin, language, religion, health or sexual orientation. They can be discriminated against simultaneously on several grounds, or on different grounds in different situations. Discrimination cannot always be explained by a single factor. To eliminate discrimination, in many cases several factors related to the person in question must be considered in addition to gender.

To be taken into account in performance agreements:

- the gender perspective is not automatically integrated into operations; it must be planned and implemented (a decision should be made, the accountable persons assigned and performance monitored);
- concrete targets and monitoring indicators should be determined for promoting gender equality;
- employee statistics and indicators should be specified by gender, and the resulting data should be applied operationally;
- pilot projects or areas in which the gender perspective will be mainstreamed can be identified at the outset.

Note: Organisations are also responsible for drawing up and implementing a gender equality plan as part of their employee policy. For further information, see: tasa-arvo.fi/edistaminen/tyoelamassa