

CGIAR GENDER PROGRAM

WORKING PAPER, NO. 18

TOWARD GENDER EQUITY: MODEL POLICIES

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CGIAR Gender Staffing Program

CGIAR

The Consultative Group on International Agricultural Research (CGIAR) aims to harness modern science to the sustainable development of agriculture in poor countries. The CGIAR is jointly sponsored by the World Bank, the Food and Agriculture Organization (FAO), the United Nations Development Program (UNDP), and the United Nations Environmental Program (UNEP). It is made up of 16 international agricultural research centers located in 12 developing and 3 developed countries. These research centers specialize in strategic research on agriculture, food policy and natural resources management and provide research management advice. The centers employ 1,200 scientists of 60 different nationalities.

CGIAR Gender Staffing Program

The Gender Staffing Program supports efforts of the CGIAR-supported centers to strengthen the recruitment and retention of highly qualified women scientists and professionals and to create work environments that are equally supportive of the productivity, advancement, and job satisfaction of both women and men. The Program provides funds through small grants, technical assistance and management consulting, training, and information services. The Program, which began in 1991, is coordinated by the CGIAR Secretariat, supported by the members of the CGIAR, and implemented by the Center for Gender in Organizations (CGO) at the Simmons Graduate School of Management at Simmons College in Boston, Massachusetts, USA. The mission of the Center for Gender in Organizations is to serve as a national and international resource for scholars and practitioners who work at the intersection of gender and strategic organizational issues. The Center's work is based on the belief that organizational performance is enhanced by gender equitable work environments that allow both men and women to be active and productive contributors. The Center pursues this agenda through education, collaborative research, conferences, and dissemination of information.

CGIAR Centers

CIAT	Centro Internacional de Agricultura Tropical (Columbia)
CIFOR	Center for International Forestry Research (Indonesia)
CIMMYT	Centro Internacional de Mejoramiento de Maiz y Trigo (Mexico)
CIP	Centro Internacional de la Papa (Peru)
ICARDA	International Center for Agricultural Research in the Dry Areas (Syria)
ICLARM	International Center for Living Aquatic Resources Management (Philippines)
ICRAF	International Center for Research in Agroforestry (Kenya)
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics (India)
IFPRI	International Food Policy Research Institute (USA)
IIMI	International Irrigation Management Institute (Sri Lanka)
IITA	International Institute of Tropical Agriculture (Nigeria)
ILRI	International Livestock Research Institute (Kenya)
IPGRI	International Plant Genetics Resources Institute (Italy)
IRRI	International Rice Research Institute (Philippines)
ISNAR	International Service for National Agricultural Research (The Netherlands)
WARDA	West Africa Rice Development Association (Cote d'Ivoire)

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FOREWORD

The work of the Gender Staffing Program of the Consultative Group on International Agricultural Research (CGIAR) aims to assist the sixteen CGIAR-supported international agricultural research centers in their efforts to strengthen the recruitment of women scientists and professionals and to create work environments that are equally supportive of the productivity, advancement, and job satisfaction of both women and men. The program provides the centers with technical and advisory services, information on priority topics relative to gender staffing, grants to support the centers' own initiatives, and periodic fora for the exchange of ideas, lessons learned, and innovations. The Program was launched in 1991, with special project funding from several of the CGIAR members, and is coordinated by the CG Secretariat, based at the World Bank. The Program is implemented by the Center for Gender in Organizations at the Simmons Graduate School of Management, Boston, Massachusetts, USA.

As part of its services to the centers, the Gender Staffing Program prepares guideline papers on topics designated as priorities by the centers. This paper integrates many of the lessons that have been learned, both within and outside the centers, about the design of formal policies to promote gender-equitable workplaces in the international centers. The paper covers three main types of policies. The first type is aimed at gender equity, such as a formal statement of commitment to diversity, recruitment policies which serve to attract and fairly evaluate diverse candidates, and performance management and advancement systems that ensure equitable opportunities for career development. The second set of policies seek to address family-related issues that often have a differential impact on women and men, such as family leave and spouse employment. The third set of policies is designed to make possible a better integration of work and personal life for the highly committed staff of the centers, such as flexible work hours and workplace and companion travel. Sample policies are included to facilitate policy design and adaptation to the specific situation in a given center.

While the adoption of policies by management and Board is an important first step, it is equally important that management support their implementation. Experience shows that specific mechanisms to promote the change process and mainstream good practices are usually needed. This paper also addresses some of the issues of policy implementation and monitoring.

We consider that the policies outlined in this paper represent the minimum standards to which the international centers should aspire, as they seek to attract, retain and ensure the productivity of the highest quality staff. Many centers will wish to go beyond these standards, to develop innovative policies that address the changing staffing demands they face. We encourage the centers to share with one another their experience and experimentation with these policies and hope that this paper will assist them to design and implement effective policies to support their gender staffing objectives.

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I. INTRODUCTION

This working paper is designed to provide suggestions to center managers in fulfilling their responsibilities with respect to the CGIAR System's commitment to address gender staffing issues. It identifies those policies and procedures that, as a minimum, should be in place to ensure a gender equitable and family friendly workplace and presents examples adapted from those in place at individual centers within the System. Finally, it suggests ways in which centers can monitor progress in achieving gender staffing goals.

Members of the CGIAR first expressed their concern for gender staffing issues in the late 1980s, shortly after it became clear there had been a dramatic increase in the participation of women in science worldwide. In 1991, donors initiated support for a Gender Program to address the issues in a systematic manner and to provide information, funds, technical advice, consultancies, and training to the centers upon request. The Program has focused primarily on internationally-recruited staff because of the disproportionately low representation of women in this group, but many of the suggestions that follow will also be relevant to nationally-recruited staff.

The System's interest in addressing gender staffing in the centers is driven by four forces, all of which are related to organizational effectiveness and efficiency.

The first force, as noted, is the increased participation of women in relevant scientific disciplines; today, women make up between one quarter and one half of the pool of talent from which the centers recruit. Centers will ignore that segment of the pool to their detriment. The need to identify and attract the highest quality professionals, always a System goal, has been even more acute in recent years as the research challenges facing the centers have heightened and funding has declined.

The second force relates to the opening up of the CGIAR System, its commitment to engage in partnerships with a wide range of organizations in the South and the North. This includes NARS, universities and other advanced scientific institutions, but also NGOs and local organizations where women's participation is often high and where gender diversity can be an asset in developing these partnerships.

The third force is the CGIAR's concern for equity. Many leaders in the CG System argue that, given its humanitarian mandate, its espousal of equity, and its international character, the System should provide leadership in creating work environments that are gender equitable and culturally pluralistic.

Finally, the fourth force is the belief that diversity itself contributes to improved organizational performance, that a gender and culturally diverse staff can broaden the pool of skills, talents, perspectives, and ideas within the organization and contribute to increased innovation and creativity.

The conviction that diversity has value, which has been recognized by the CGIAR System as a whole, is corroborated by recent research in organizational effectiveness. Such research has shown that there are powerful benefits in diversity if it is managed so as to capitalize on the varied perspectives and approaches to a given challenge brought by members of different identity groups. Staff diversity, whether it be with respect to gender, ethnicity, or any other form of personal identity can lead to enhanced learning, flexibility, organizational and individual growth, and the ability to adjust rapidly and successfully to changes in the external environment.¹ These benefits will only be realized, however, if there are fundamental changes in the attitudes and behaviors of an organization's staff and leadership.

The CGIAR's goal in addressing gender staffing issues is to increase the centers' ability to attract and retain female professionals and to create gender equitable work environments. A gender equitable work environment is one which: a) includes and supports both men and women; b) stimulates the staff's fullest productivity, creativity, and satisfaction in their professional and personal lives; c) harnesses the staff's diverse skills, perspectives, and knowledge; and d) values diverse contributions and ways of working. Important in achieving all these goals is the need to appreciate the different constraints faced by men and women (e.g., women's often greater responsibility for child care or greater likelihood of having a spouse with career aspirations). These issues are important both for organizational performance as well as individual job satisfaction. Staff who feel marginalized often do not perform at their highest levels and leave prematurely.

This working paper deals with policies and procedures that set the stage for an equitable and welcoming environment. The policies discussed in the next section of this paper relate directly to gender equity in recruitment, career development and working conditions. The following section considers family-related policies, which often have a differential impact on women and men. The third set of policies discussed is designed to make possible a better integration of work and personal life for the highly committed staff of the centers. Each section includes suggested wording of such policies.² The final three sections of the paper address issues of policy implementation and monitoring progress and consider the financial costs of adopting new policies. Suggestions for promoting change in the workplace culture are contained in a companion working paper, entitled *Gender Issues in the Workplace: Lessons Learned from Action Research*, D. Merrill-Sands et al. (forthcoming).

¹ R. Ely and D. Thomas (1966). "Making Differences Matter: A New Paradigm for Managing Diversity." *Harvard Business Review*, September-October 1966.

² Sample policies in this and in subsequent sections have been derived from those in force in several centers as well as in comparable organizations. They are drafted to include all of the elements considered desirable from the perspective of gender and diversity equity.

II. GENDER RELATED POLICIES

Policies that recognize the differing needs of a diverse staff contribute to a workplace culture that promotes productivity and ensures the retention of valuable scientists and professionals. For such a work environment, appropriate gender-related policies should be in place with respect to diversity, recruitment and appointment, position classification, promotion, performance management, career development, and harassment and discrimination.

A. DIVERSITY

A policy that expresses the conviction that staff diversity is an asset is an important foundation for the more specific policies that follow. It is important to note that obtaining the full benefits of diversity require a respectful, open, and carefully monitored work environment. They are not achieved without management's consistent attention.

Sample diversity policy:

(Center) believes that the diversity of its staff contributes to excellence in its research and management.

In order to obtain the full benefits of this diversity, (Center) will fully respect the dignity of all staff members, their beliefs, feelings, and private life, without distinction, exclusion, or preference based on race, national or social origin, religion, political affiliation, gender, or any other form of personal identity that could annul or alter equal opportunities or treatment at work.

(Center) will encourage, through its recruitment, compensation and professional advancement policies, the creation and development of a work environment oriented by the principles of gender and diversity equity and pluralism that:

- is hospitable and supportive to all staff members;
- stimulates their fullest productivity and job satisfaction;
- recognizes and harnesses their diverse skills, perspectives, and pools of knowledge and experience;
- ensures that all staff members have equal opportunities for career development and advancement, and
- recognizes the different constraints faced by men and women and seeks to change the distribution of those constraints.

(Center) will foster a participatory environment in all aspects of the center's research and administrative activities in order to allow full expression of the views of all groups of staff.

(Center) will monitor the implementation of the gender and diversity staffing policies on a continuous basis in order to assess change and assure accountability.

(Center) will respect the laws as they pertain to these issues of all countries in which it operates.

B. RECRUITMENT AND APPOINTMENT

Recruitment is a key leverage point for ensuring that centers are tapping effectively into the expanding pool of women and other under-represented groups of scientists and professionals and for increasing their representation across diverse job categories and levels. Despite improvement since 1991 in the number of women holding internationally-recruited posts at the CGIAR centers, the total still falls below the percentage of women in the pool from which centers recruit. If the full recruitment pool is not exploited, centers will fail to “secure the highest standards of efficiency, competence, effectiveness, and integrity” they seek.

In the sample policy, which relates equally to external and internal recruitment, specific steps to achieve diversity are included, especially the commitment to reach out to candidate groups that might not otherwise be aware of the employment opportunity. It is equally important that there be a consistent and transparent procedure for the review of applications and interview of candidates if true equality of opportunity is to be assured.³ A suggested procedure and prototype position description are included in Annex 1.

Sample recruitment and appointment policy:

The paramount consideration in the appointment, transfer, and promotion of staff shall be the necessity for securing the highest standards of efficiency, competence, and integrity available through competition. Furthermore, (Center) is an international and equal opportunity employer and believes that the diversity of its staff contributes to excellence. To increase staff diversity, (Center) particularly encourages applications from professionals who are women and/or nationals of developing countries.

It is the policy of (Center) to apply consistent and fair recruitment and appointment practices to ensure that employees in (Center), as well as external candidates, regardless of gender, ethnicity or any other form of personal identity, have equal opportunity for job openings or promotions. All vacant positions will be made known to the staff at the start of the recruitment process.

Recruitment and appointment in (Center) is based on the principle of open competition on merit, the basic elements of which include:

- adequate publicity—vacancies publicized to provide potential candidates with every reasonable opportunity to apply;
- special efforts made to encourage applications from groups that might otherwise be under-represented in the recruitment process;
- absence of discrimination—selections made impartially under processes that will neither discriminate nor unduly favor candidates on the basis of race, national or social origin, religion, political affiliation, gender or any other form of personal identity, nor on physical disability not relevant to the assignment, age, marital status, or family size;
- ranking on the basis of the highest standards of efficiency, competence, integrity, professional qualifications, and appropriate experience to carry out (Center's) objectives.

³ S.Ladbury (1993). *Recruitment of Women Scientists and Professionals at the International Agricultural Research Centers: A Guidelines Paper*. Washington, D.C.: CGIAR Secretariat, World Bank, CGIAR Gender Program Working Paper, No. 4.

For the procedure to be successfully implemented, it is often necessary to provide training to members of the search committee who will conduct the interviews to be sure they are aware of the kinds of questions that are appropriate to pose to candidates. For example, neither women nor men should be asked about plans to marry or have children or about the adequacy of their proposed childcare arrangements.

C. POSITION CLASSIFICATION

In addition to placement in the organizational hierarchy/structure, already determined when a position is announced, the issue of staff category or grade and salary level arises as part of the negotiation at hiring. The decisions made then have an impact on the remainder of the staff member's career at a center. When grade placement and/or salary levels are determined without specific and transparent criteria, the door is open to bias with respect to gender as well as other forms of diversity. A study of gender parity in categories of internationally-recruited staff at one center yielded clear evidence of instances of inequity for both men and women. A considerably higher percentage of the women, however, required salary and position classification adjustment upward.

Several centers have begun to devise position classification systems for internationally-recruited staff that would provide an excellent starting point for those that do not yet have such a system in place. The best system is one that is owned by the center staff by virtue of their contributions to its development.

Sample position classification policy:

(Center) will administer a system of position classification through which all positions will be evaluated and given a grade on the basis of the authority and responsibility inherent in the assigned tasks as well as the knowledge and skills required to perform them successfully. Each grade within the system will be assigned a salary range appropriate to the market value placed on such evaluation criteria. Staff will be compensated with a salary within the range of the grade and position to which they are appointed.

D. PROMOTION

Promotion, defined as the movement of a staff member from one grade and salary level to another, normally results from one of two actions: a) a vacancy is announced as the result of the departure of a staff member or the development of a new position; or b) the position description of a staff member changes over time as the incumbent takes on new responsibilities or is given more authority.

In the first instance, the standard recruitment and appointment process should take effect, with applications accepted from internal as well as external candidates. If through the process the internal candidate is selected, he/she will move to the grade of the vacant position with a salary adjustment either to the minimum of the new grade or as a result of a percentage increase stipulated in policy, whichever is greater.

In the event a staff member—or his/her supervisor—believes his/her position has changed over time in ways that could warrant a grade change and concomitant salary adjustment, there should be an opportunity to present a revised position description to management for review against the center’s standard position classification criteria. This action could be initiated by the staff member or the supervisor.

Sample promotion policy:

(Center) seeks to provide its staff with opportunities for professional growth and advancement. At the same time, however, the nature of the center’s work requires that it appoint the best-qualified individual to each position.

All newly created or vacant positions will be announced both internally and externally and filled in accordance with the standard recruitment procedures. Staff members who feel that they are qualified for any announced opening are encouraged to apply, especially if the open position represents an opportunity for career advancement. Generally, staff should have completed at least one year in a position at the next lower grade.

In the event the description of a specific existing position is amended, an evaluation of the position will be conducted to determine if the amendment justifies an upgrade to the next salary level. The incumbent of such a position determined to be at a higher level will be considered for promotion only if his/her overall performance during the immediately preceding two assessment periods was rated “fully effective” or better.

The salary of a staff member promoted to a new or reclassified position will be adjusted to the minimum of the new grade or increased by X% (10% is recommended), whichever is greater.

E. PERFORMANCE MANAGEMENT

To ensure gender equity in career development and advancement, it is important that management implement a performance management system that yields fair and accurate assessments of performance and minimizes opportunities for subtle or unconscious bias to influence the judgement recorded. A notable research study in Sweden has recently shown the extent to which subtle gender bias can shape peer review, placing even very well qualified women at a disadvantage.⁴ This suggests that a special effort is needed to mitigate this frequently indiscernible effect.

⁴ C. Wenneras & A.Wold (1997). “Nepotism and Sexism in Peer Review”. *Nature*, vol. 387, 22 May 1997. Also G. Somert & G. Holden (1996). “Career Patters of Women and Men in the Sciences”. *American Scientist*, vol. 84 (1): 63-71.

Experience and research suggest that performance management systems can minimize bias when they: a) use explicit and transparent performance criteria; b) include sections that assess skills and achievements in a broad range of a center's programmatic activities and management processes; c) provide an opportunity to consider career development and advancement opportunities for the employee; and d) invite comment by both the reviewer and reviewee.

Although the policy below is based on a sole-rater system as is commonly used in the centers, recent research suggests that multi-source performance assessment systems (MSA) tend to be more gender neutral. Rather than relying on the judgment of a single supervisor, MSA systems solicit performance feedback from the people who work most closely with a staff member—that is, his or her manager, colleagues, team members, direct reports, and internal and external clients. By compiling the perspectives of people who work with a staff member in his or her diverse roles and capacities, a more accurate and robust assessment of performance can usually be developed. Furthermore, team members and other contacts tend to be more knowledgeable about aspects of the staff member's work and skills that are often “invisible” to the supervisor. The supervisor generally sees products, but may not be familiar with the processes and skills—such as interpersonal communication, facilitation, problem prevention and coordination—used to generate these products. Finally, while a single supervisor's rating may be influenced by individual biases, idiosyncrasies, or discomforts with providing feedback to people of a different gender or cultural background, a multi-source system can help to diffuse these biases. Several CGIAR centers are currently experimenting with a multi-source system.⁵

Managers at all levels of the organization bear a shared responsibility to create an institution that values men and women equally. Thus, managers who are committed to the implementation of good practices that have a positive impact on diversity, gender and the workplace culture should be recognized and rewarded through the performance appraisal process.

Sample performance management policy:

(Center) will administer a system of performance management that has the following elements:

- an annual workplan for each staff member, drawn up and agreed to by employee and supervisor and including measurable objectives for the year;
- a mid-year review and possible adjustment of the workplan by employee and supervisor;
- a final review of the workplan and assessment of the employee's performance by the supervisor, followed by a meeting with the employee to discuss performance issues, career development plans, and preparation of a workplan for the subsequent year;
- an opportunity for the employee to comment in writing on the evaluation; and
- a review of the assessment by higher authority to ensure equity and consistency in the use of the ratings across the center.

⁵ L. Spink and W. Gormley (1997). *Exploring Multi-Source Feedback and Assessment Systems*. Boston, MA: Simmons Institute for Leadership and Change, Simmons College: Support Program for Organizational Change in the CGIAR-Supported Centers, *Organizational Change Briefing Note, No. 4*. August 1997.

F. CAREER DEVELOPMENT

Ensuring equal opportunities for advancement and career development for men and women is a fundamental element of creating a gender equitable work environment. Staff members of the quality sought by the centers to fill internationally-recruited positions will place high value on a center's active and deliberate assistance with their career development. The readiness with which that assistance is rendered will thus relate positively to the retention of valued staff.

The performance management system should elicit specific comments with respect to career development from both staff and supervisors, and it should be a subsequent task of the human resources office to translate the needs identified into action plans. These may involve opportunities for specific individuals or training programs that respond to more broadly-based center needs. For example, to increase over time the number of women holding senior positions in the center, it would be useful to ensure that qualified women are given the opportunity to participate in management courses.

There are also less formal ways for an alert management to promote a staff member's career development, such as assignment to key project teams, committees, working groups, external conferences, public relations events, and meetings with prestigious visitors. Women are often under-represented among staff given these assignments, yet these are important opportunities through which staff can develop and demonstrate their leadership skills or gain professional visibility. In addition, when distinguished scientists visit the center, informal get-togethers may be arranged with staff after office hours from which female colleagues are excluded. This may be an unintentional effect of women's weaker informal information networks, a result of cultural restrictions on male-female socialization, or a concern not to impinge on women's personal time, which is not extended to men. Exclusion from these types of activity may disadvantage women in establishing professional reputations and networks. Although detailed formal policies may not be necessary to cover the full range of career development opportunities, informal practices need to be articulated and modeled by center leadership.

Sample career development policy:

The performance management system will be used as a tool to assist staff in their career development. Through use of the system, (Center) will determine and create opportunities that will best aid the staff member in increasing his/her skills and knowledge in preparation for advancement within the center. Opportunities will include formal and informal training, attendance at conferences and workshops, project leadership, chairing committees, and special assignments to utilize unusual talents.

(Center) encourages staff to take an active part in their own career development by proposing participation in appropriate development activities.

G. HARASSMENT AND DISCRIMINATION⁶

Organizations around the world are articulating policies to ensure a workplace free of harassment and discrimination. Equally important is the design of an appropriate grievance procedure that will provide employees with a clearly understood way to deal with events or situations that they view as harassment or discrimination.

Sample harassment and discrimination policy:

It is the policy of (Center's) Board and Management that all staff should be able to enjoy a working environment free from all forms of harassment and discrimination, whether on the basis of race, national or social origin, religion, political affiliation, gender or any other form of personal identity. Any conduct that fails to respect the dignity and feelings of another staff member is unacceptable.

Accordingly, the center prohibits any comments or conduct by any staff member, male or female, that reasonably could be viewed as sexual harassment. Sexual harassment is defined as unreciprocated and unwelcome comments, gestures or physical conduct of a sexual nature that are found personally offensive and that might create an intimidating working environment. It includes the transmittal or display of sexually offensive materials.

Conduct is considered sexual harassment when:

- it is expressly or apparently unwelcome;
- submission to such conduct is made a condition of an individual's employment;
- submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual; or
- such conduct has the purpose or effect of interfering with an individual's work performance or creating an unfriendly or offensive work environment.

Any staff member who feels that he or she has been harassed in any way or discriminated against for any reason should first discuss this with a neutral adviser, designated by the Director General, for the purpose of mediating the conflict and/or providing advice and counsel, or to the staff member's supervisor. If the supervisor is the alleged offender, the issue should be brought to the attention of the next most superior officer or the officer in charge of human resources. It is the immediate responsibility of that individual to clarify the circumstances with the complainant, document the complaint, and if appropriate, interview the staff member about whom the complaint has been made. The complaint should be handled with strict confidentiality by all parties and, if possible, should be resolved by informal means as quickly as possible.

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⁶ J. Joshi & J. Nachison (1996). *Sexual Harassment in the Workplace: How to Recognize It; How to Deal with It*. Washington, D.C.: CGIAR Secretariat, World Bank, Gender Program Working Paper, No. 13.

If the complaint cannot be resolved informally, the complainant should present his or her complaint in writing, addressed to the neutral advisor or to his or her immediate supervisor, with a copy to the officer in charge of human resources. The formal written complaint should document the complete details surrounding the complaint (dates, time, nature of the behavior, actions taken to discourage the behavior, etc.), identify the alleged offender and any witnesses, and be signed and dated by the complainant. The formal complaint will be investigated within a fixed time frame by a panel appointed by the Director General. The panel will submit a written report and recommendations to the Director General. Appropriate disciplinary action will be taken, as warranted by the severity of the offense.

Strict confidentiality will be maintained throughout the process and the privacy of those involved will be respected. All appropriate steps will be taken to ensure that no retaliation will be taken against any complainant or person who, in good faith, has participated in or provided information pertaining to an investigation, regardless of whether the complaint was upheld. No defamation will be allowed against an alleged offender. Claims made in bad faith may warrant disciplinary action.

III. FAMILY RELATED POLICIES

A. MATERNITY AND PATERNITY LEAVE

Maternity leave is, of course, a basic requirement for any organization that employs women during their child-bearing years. The duration is a matter of some debate, with consideration given to the woman's need to recover from a strenuous experience, to the physical and emotional needs of the infant, and to the organization's need for continuity and efficiency of job performance. Sixty working days of paid leave is recommended, but in the event there are creche facilities at the center,⁷ 45 working days may suffice. On the other hand, some physicians argue for a longer period of absence, if a return to work would preclude nursing of the infant for a period recommended by the child's physician. One alternative is to include a provision for a return to work on a part-time basis with an extension of the period of leave before taking up full-time employment. In any event, the center should provide a quiet room where the mother could nurse her infant after her return.

Job security of the mother's position is another aspect that a policy should cover, while simultaneously recognizing the need for the center to continue without interruption the process of research or administration in which she is a participant.

Importantly, the policy should also recognize the child-rearing responsibility of fatherhood and the responsibility of both parents in cases of adoption. While maternity leave is clearly important to assist the mother to recover from childbirth, it is also designed to help the family adjust to its new situation. By not providing paternity leave, a center would be sending a signal that it considers that only women are responsible for child-rearing and that it does not value the role of fathers in the birth and initial care-taking of their children. As the number of dual career families continues to grow, more men and women are looking for ways to share work and family responsibilities and better integrate their shared interest across the work and family boundary. A paternity leave policy signals a willingness to enable those interests and shared responsibilities and becomes a means of attracting and retaining the quality workforce that centers need to carry out their mission.

Sample maternity and paternity leave policy:

Female staff members are entitled to paid maternity leave of 60 working days. The leave may be taken in part before and in part after delivery. Staff may opt to extend the period of paid leave over a longer period by returning to work on a part-time basis for a specified period following delivery, as agreed with the immediate supervisor and the human resources officer.

Application for maternity leave shall be accompanied by a medical certificate from a qualified medical practitioner indicating the estimated date of delivery. Upon return to work, the staff member must present a medical certificate certifying her ability to carry out her normal work assignment.

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⁷ At least one CGIAR center has recently established day-care facilities on site.

A staff member who is granted maternity leave as set forth above, and who resumes her employment upon the expiration of maternity leave, shall be guaranteed reinstatement in the position occupied at the time she commenced maternity leave.

A staff member wishing to stay away from work for longer than the stipulated period in order to care for the infant may apply for leave without pay if no vacation leave credit is available. Provided the total absence from full-time employment does not exceed 6 months, (Center) will reinstate the staff member upon return from such extended leave in the same position occupied at the time she commenced maternity leave or in a comparable position with salary and benefits equivalent to those to which she was entitled at the beginning of maternity leave.

Male staff members are entitled to paid paternity leave of 10 working days for each delivery by their spouse/partner. Both male and female staff members are entitled to paid parental leave of 10 working days for each instance of adoption of a child; however, whichever is the primary caregiver will be entitled to paid parental leave of 40 working days.

Such leave will be granted in full provided that the staff member has rendered an aggregate service of at least 8 months during the immediately preceding 12 months and will be granted up to 4 times during the tenure of each individual staff member. In other cases, the period of paid leave will be appropriately pro-rated.

B. OTHER FAMILY LEAVE

The family responsibilities of both women and men sometimes require unexpected absence from the center. Centers normally respond to the death or serious illness of a close family member by offering compassionate leave and providing at least one air ticket to the employee or spouse/partner to go to the aid of the stricken family member.

Other situations arise, however, where family responsibilities demand attention of a staff member beyond what is normally accomplished during annual leave. These can be accommodated by a leave-without-pay policy that permits the Director General, in consultation with the staff member, to respond to the specific circumstances.

Sample childrearing and other family leave policies:

1) Compassionate/Special Leave

All staff are entitled to up to 3 working days of paid leave, plus travel time by the most direct routing, in the event of a serious illness or death of an immediate member of the staff member's family or the family of the spouse/partner. All time over the 3 days plus travel time must be charged to vacation leave or leave without pay.

Internationally-recruited staff serving outside their home country will, in addition, be provided one economy round trip air ticket between the duty station and the stricken family member by the most direct routing, not to exceed the cost between duty station and home base. This entitlement may be used either by the staff member or the spouse/partner.

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2) Leave Without Pay

Staff members may request leave without pay in the event of a personal situation for which no other leave or leave credit is available. When approved by the Director General in writing, salary at the rate in effect at the time of leave will be deducted for each day away from work.

During the period of leave without pay, the insurance plans will be continued for up to two months. The pension plan contributions will cease for the period of the leave. Should the leave extend beyond 2 months with the approval of the Director General in writing, all other benefits will cease, and the staff member will be billed if the insurance plans are to be continued.

C. SPOUSE/PARTNER CENTER EMPLOYMENT

Clearly, an increasing percentage of candidates for internationally-recruited positions, both men and women, expect to bring with them a professionally qualified spouse or partner whose career interests must be met if the new staff member is to be productively retained. Currently, however, far fewer internationally-recruited women than men are married with their spouse/partner residing with them.⁸ The statistics suggest that the differential impact of obstacles to spouse/partner employment on hiring women is a major constraint to increasing the participation of women in the centers. Efforts on the part of management to overcome this obstacle should help centers to compete internationally for the most highly qualified staff, both women and men. In any event, centers should provide general but accurate information regarding legal opportunities and constraints to spouse employment as part of the recruitment information package.

The policy below, and the policy that follows, attempt to respond to one of the most difficult issues facing center management. Together, they define a center's commitment and outline the services the center will provide to assist spouses and partners in furthering their own professional goals.⁹ Nonetheless, it is important to be clear to candidates that appropriate employment cannot be guaranteed.

Employment at the center is an option that should be considered if the spouse/partner brings appropriate qualifications, and can meet center employment standards and current needs.

⁸ D. Merrill-Sands (1997). *1997 CGIAR Human Resources Survey: International Staffing at the CGIAR Centers with a Focus on Gender*. Washington, D.C. World Bank, CGIAR Secretariat, Gender Program Working Paper, No. 15.

⁹ M. Blair (1992). *Spouse Employment in Organizations Around the World: A Toolkit for Developing Policies and Practices*. Washington, D.C.: World Bank, CGIAR Secretariat, Gender Program Working Paper, No. 2. See also D. Merrill-Sands (1993). *Spouse Employment at IRRI: A Case Study*. Washington, D.C.: World Bank, CGIAR Secretariat, Gender Program Working Paper, No. 3.

Sample spouse/partner center employment policy:

(Center) recognizes the increasing employment expectations of dual career families and is committed to addressing those needs.

The Director General may offer an international appointment to a spouse /partner of an internationally-recruited staff member already appointed to (Center's) staff provided:

- there is an authorized internationally-recruited position vacant;
- he/she fully meets the position requirements;
- in the judgement of the Director General, he/she meets (Center's) standard of being of the caliber of excellent professionals worldwide; and
- he/she will not be supervised by or report to the spouse/partner, will not be employed in a position that would represent a conflict of interest, and will not have access to confidential or sensitive information about the other spouse/partner.

In such cases, the Director General may offer the spouse/partner the position without following standard recruitment procedures where in so doing (Center's) best interests would be served, especially considering economic factors such as relocation costs, the benefits package, and retention of staff.

When staff members as described above reside in the same household at their assigned duty station, the salary, benefits, allowances, etc. are provided as follows:

- full base salary and any cost-of-living allowances to each, depending on position to which appointed;
- full retirement contribution to each, based on each individual's age and salary;
- full coverage for life insurance, accidental death and dismemberment and long-term disability to each;
- if applicable, an assigned vehicle to each;
- shared family medical coverage;
- shared housing allowance;
- shared home leave benefit;
- shared benefits for dependents' education;
- shared relocation benefit.

Short-term appointments for specialized professional consultancies may be approved for spouses/partners of already appointed internationally-recruited staff in situations where the spouse/partner has qualifications and experience, which are relevant to (Center's) needs. The spouse/partner may also apply to be considered for nationally-recruited positions.

D. NON-CENTER EMPLOYMENT AND OTHER CENTER SERVICES TO SPOUSES/PARTNERS

Employment at the center is an option that will only occasionally answer to the needs of prospective staff and their spouse/partner, and, in most cases, off-campus employment must be investigated. Many centers have a clause in their host country agreements permitting such employment, and this is an important privilege for centers to acquire.

Assuming there is no legal constraint to employment, the location of the duty station is, of course, the major determinant of professional opportunities. Even where appropriate positions can be expected to be found, however, most spouse/partners will require some assistance in locating them in an unfamiliar environment, and it is important that center management commit to assisting, especially with such legal issues as visas and work permits.

Where circumstances in the duty station essentially preclude most employment opportunities, there are other forms of assistance a center can offer, as outlined in the sample policy.

Sample policy on center services to dependents:

(Center) wishes to attract and retain internationally-recruited staff of the highest quality and to increase the proportion of women among its staff. (Center) recognizes that the increasing expectations of spouses and partners in dual career couples must be recognized and their career advancement needs addressed if this is to be achieved. (Center) also recognizes the skills and experience present within the spouse/partner community and the contribution they can make either to the work of (Center) itself or to other employers and organizations in the local community. Therefore, the center will assist in identifying employment opportunities for interested spouses/partners, subject to host government policies. Opportunities will depend on the person's qualifications, experience, and interests. While a reasonable effort will be made to assist spouses/partners, firm assurances of employment are not possible.

Shortlisted candidates for (Center) positions are encouraged to bring their spouses/partners to (site) at the time of their interview. Among other benefits, this enables those spouses/partners who are interested in working outside the home to investigate employment options, at least on a preliminary basis. The curriculum vitae of such persons should be forwarded to (Center) well in advance of the interview dates in order to provide the center with an opportunity to attempt to match the skills and interests with appropriate needs at (Center) or in the community.

The center will assist families of international staff to make personal and professional adjustments to the (site) environment through the creation of a Family Resources Center. The Family Resources Center will serve as a forum to address spouse/partner needs for employment, career development, and continuing education, as well as the family's needs for orientation and information on local community services.

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Services may include, among others:

- information regarding requirements for the issuance of any required work permits and assistance in securing such permits;
- identification of prospective employers appropriate to the spouse/partner's area of expertise and assistance in making an initial contact;
- a database of spouse/partner skills;
- access to the Internet and "electronic" mail;
- access to center facilities such as the library, including inter-library loans; computing equipment and software; and, if possible, space in a laboratory with appropriate scientific equipment;
- space on buses provided for center staff to reach center facilities;
- enrollment in regularly scheduled language courses as well as skill-development courses arranged for regular staff, such as courses in word processing or technical software applications;
- where space permits and the spouse/partner is qualified, the opportunity to enroll in the center's training programs for the staff of NARS and other partner institutions;
- The Family Resources Center will be located in space provided at (Center) headquarters and may be coordinated and staffed by a spouse/partner employed on a part-time basis. The (Center) management liaison to the Family Resources Center is the (title of staff member assigned as liaison officer).

E. MARRIAGE BETWEEN STAFF MEMBERS

A policy is needed that takes into account and protects the rights of both staff members who marry during center employment and the center itself.

Sample policy on marriage between staff members:

Upon the marriage of two (Center) staff members, both parties are eligible to continue their employment under the terms of their appointments provided that neither supervises the other, either directly or indirectly, and neither has access to confidential or sensitive information about the other spouse. The Director General and/or the Manager of Human Resources will discuss with the staff members the development of a plan appropriate to the situation and will, if necessary, make every reasonable effort to move one of the parties to another position. In the case of marriage between internationally-recruited staff, benefits will be provided as specified in the policy on Spouse/Partner Employment in order to avoid duplication.

F. AUTHORIZED DEPENDENTS

The following policy recognizes varied forms of familial relationships beyond the biological nuclear family and thus keeps open the recruitment door to the broadest spectrum of candidates.

Sample policy on authorized dependents:

A staff member's authorized dependents are the legal spouse or non-married partner, provided that the latter relationship has been established and in existence for a period of at least one year and the staff member makes a formal declaration to the Director General of the partner relationship.

Authorized dependents also include unmarried biological or legally-adopted children, children under the guardianship, or stepchildren of the staff member or the spouse/partner until their 24th birthday provided they are resident at the duty station or enrolled full-time in a college, university, or institution providing diploma courses and are financially dependent on the staff member. Authorized dependents also include parents of the staff member or of the spouse/partner, provided they reside with the staff member at the duty station and are financially dependent on the staff member.

Included in this definition are disabled children of any age under the following conditions. The benefits for unmarried disabled children, who reach their 18th birthday while entitled to benefits, are continued beyond their 18th birthday for as long as they remain dependent on the staff member primarily because of the disability. Unmarried disabled children over 18, who were not entitled to benefits as a child but were born disabled or became disabled while being a legal dependent of the staff member before the age of 18, will be entitled to benefits for as long as they remain dependent on the staff member primarily because of the disability.¹⁰

The total number of dependents covered by the benefits described in this manual, with the exception of the education allowance, shall be limited to five (four children and one spouse/partner or any other combination of spouse/partner, children, parents and parents-in-law). The education allowance will be limited to four children.

¹⁰ Medical insurance covers natural or legally adopted children of the staff member or the staff member's legal spouse or declared partner until age 26, provided that the child is enrolled full-time in a college, university, or institution providing a diploma course. In addition, the medical insurance plan does not limit the number of children covered by a family policy.

IV. POLICIES RELATED TO WORK/PERSONAL LIFE

Center employment tends to be unusually time-consuming. In fact, staff are often selected because of the strength of their commitment to the objectives of a center's research program. Nonetheless, they still face family and other personal responsibilities that must be integrated with those at work. The greater burden of this balance tends to fall on female employees to whom society has traditionally assigned the major tasks for the care of home and children, although the centers need to recognize the family responsibilities of male employees as well. This effort can be stressful and non-productive to the twin sides of a staff member's life if management policies are not in place to facilitate a rational allotment of time and energy. Several examples of policies that have been shown to contribute to a successful balancing of work and family are presented below, including flexible work hours, part-time or shared positions, flexible workplace, quiet time, companion travel and communication with home during travel.

Successful implementation and effective staff use of these policies, however, depends crucially upon managers' and supervisors' commitment to a general philosophy recognizing and respecting staff non-work responsibilities. Experience suggests that, as with family-related leave policies, staff will not use these benefits if their use is perceived to damage their reputation as a committed professional. Having such policies in an environment where their use is frowned upon contributes to a cynical attitude among staff.

A work environment supportive of personal life responsibilities is one in which staff can openly discuss personal commitments and preferences in conversations with peers and supervisors, without discomfort, career penalty, or fear of being judged "unprofessional." Examples might involve conversations around planning the timing of meetings and workshops, scheduling of leave, etc. There will be many cases in which personal needs and preferences cannot be accommodated without sacrificing work objectives or efficiency, and staff should not expect that such a sacrifice would be made. Where "win-win" arrangements can be devised, however, they should be encouraged and supported. Recent research has demonstrated cases where changes in work practices have resulted in decreasing time pressures while also boosting productivity.¹¹ Managers should take an active role in promoting such "win-win" outcomes.

A key responsibility of managers and supervisors is to plan and monitor the workloads of their staff and help them set clear priorities when workloads become excessive. In a scientific research organization, one should expect that senior scientific and professional staff will work "overtime." But this should be primarily to complete work that will advance their scientific or professional careers or to undertake special, high-priority projects, rather than to complete normal project deliverables and administration. Effective workload planning requires high quality budgeting of time and resources at center and program levels.

¹¹ L. Bailyn, J.K. Fletcher and D. Kolb (1997). "Unexpected Connections: Considering Employees' Personal Lives Can Revitalize Your Business". *Sloan Management Review*, Reprint Series, Vol. 38, Number 4. Summer 1997.

A. FLEXIBLE WORK HOURS

Most research institutions around the world have traditionally established fixed schedules of operation. While scientific and professional staff were often expected to work beyond this period, there was an expectation that all staff would be present during the posted hours to permit supervision by their managers, to participate in meetings, and to be on call for any work needs which might arise.

This type of fixed work hours can pose a number of problems for both staff and centers. Many different factors may cause fixed hours to increase stress, tardiness, difficulties in meeting family obligations, and inefficient time planning by staff—from time wasted in rush hour traffic, to difficulties getting children off to school, to lost opportunities for career development where hours conflict with available training courses. Such staff may be fully committed to their work at the center, and in fact, work much longer hours than those posted, but would find it more efficient and effective to modify their hours. By the same token, the center may find that fixed work hours do not fully address the requirements that international research organizations must often function outside those hours, whether to communicate with partners in time zones many hours away, or provide services to scientists who need to monitor laboratory studies at different times during the day.

One response to these concerns is the practice of flexible work hours, or “flex-time.” This policy usually establishes a set of core hours when all staff must be at the office to attend meetings, undertake joint work with other staff, and be on call for their input. Flexibility is provided in the hours at which staff may arrive at the beginning of the day and leave at the end of the day. In some cases, the total number of hours during which the office is open and office services are provided may be extended to provide longer periods of public access or support for scientists who must work outside normal hours.

Eligibility for staff to practice flextime may depend on job descriptions, performance, and changing needs of the center. Cross-training may be needed to ensure that all essential functions are fulfilled throughout the work day. Good communication between supervisors and their staff are important for identifying and resolving concerns that arise from the flextime schedule. Flextime and other flexible arrangements may require managers to focus more attention on evaluating performance outputs objectively, rather than indirectly through observation of their work habits.

Sample flexible work hours policy:

(Center’s) headquarters and all duty stations elsewhere open and operate on published schedules that adhere to the customs and practices of the specific location. Normal hours of work at the (site) headquarters are 9:00 AM to 5:00 PM Monday through Friday, i.e., 40 hours per week plus a one-hour lunch break per day. With the approval of the staff member’s supervisor, individuals may be granted the privilege of adjusting their work hours. To facilitate staff interaction, however, it is expected that staff will be available during a core period of 6 hours (e.g., 10:00 AM to 4:00 PM). It is also recognized that scientific research and other similar activities cannot be conducted according to a rigid schedule.

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All staff are expected to devote the time and energy necessary to fulfill the requirements of their appointment. Although this may require work outside of normal hours, (Center) does not expect

this of staff routinely. Professional staff will not generally be compensated for work outside normal hours. However, at the discretion of the immediate supervisor, time-off may be granted in lieu, in cases when prolonged work outside of normal hours is required.

B. PART-TIME OR SHARED POSITIONS

In addition, centers should consider the option of part-time or shared positions. Not all positions within the organization require a single, full-time staff member to be performed effectively. Some highly qualified and fully committed individuals may prefer a less-than-full-time position during some periods in their careers, in order to meet other personal and family obligations (e.g., child care, elder care, or advanced education). Several options are available and have been implemented in the centers. One is to establish one-half, two-thirds, or three-quarters time positions. Such positions should have defined expectations of time commitments and schedules for office and travel, as well as clear and realistic workplans against which performance can be evaluated. The package of leave and other benefits should be pro-rated according to the time commitment, usually maintaining the option for full medical insurance benefits.

Another option is for two individuals to share a full-time (or 120%) position. This arrangement can be used to retain individuals wishing to reduce their total work hours due to personal commitments, to recruit highly-qualified individuals who have other professional work obligations which preclude their taking a full-time position, or to provide spouse employment where both members of the couple have an appropriate skill mix. This arrangement has worked successfully at all levels of staff, from shared secretarial positions to co-leadership of major programs. To work effectively, such arrangements require careful clarification of the division of labor, effective management to ensure that the organization's needs are covered at all times, and good communication between the partners and their supervisors and subordinates. Where well-managed, shared positions have often been shown to provide significant organizational advantages—a wider range of skill mix, higher levels of energy, higher morale, and more flexibility to respond in crisis situations.

Sample part-time or shared position policy:

Staff positions at (Centers) may be contracted as part-time, upon approval of the Director General and immediate supervisor, with the workplan devised accordingly. The schedule to be worked in part-time positions will be established with the agreement of the immediate supervisor. Salary for part-time positions will be pro-rated according to the proportion of time worked. Leave and other benefits will also be pro-rated, except for medical insurance benefits, which will be provided in full.

Two individuals may share a full-time or 120% position, with the agreement of the supervisor. A joint workplan will be developed to ensure that all responsibilities of the position are fully covered. Salary, retirement and most other benefits will be shared in proportion to the position held. Full medical insurance benefits will be provided to both. Should the two sharing the position be married or declared partners, family re-location, housing and education benefits will be provided to only one.

C. FLEXIBLE WORKPLACE

Some staff may work more efficiently, or experience less conflict between work and their other responsibilities, if they can undertake part of their work away from the office site. Assignments requiring long periods of concentration, such as data analysis or writing, may be better done where there is less distraction and interruption than at the office. Reducing commuting time may increase the available time and energy for staff to work.

Flex-place policies permit staff to establish regularly scheduled work times outside the office. Usually this involves one or two days per week; however, longer periods with less frequent visits to the office may be arranged to complete important work outputs (for example, to finalize a major report) or to accommodate special personal situations (for example, to permit the staff member an extended visit with a spouse working for a long period at a site away from the center). New information and communication technology have now made it possible to access key datasets, information sources, and people without being at the office. Examples include electronic mail, use of the Internet, portable computers with remote access, video-conferencing and voice mail. To be successful, flex-place requires that the staff member and their managers together ensure that expectations are clear and responsibilities fully covered.

Sample flexible workplace policy:

With the agreement of their immediate supervisor, staff may carry out some aspects of their work at home or at another appropriate site in the event that personal obligations require their presence elsewhere or they require an uninterrupted period in which to complete an assignment. Occasionally, it may be in the mutual interest of (Center) and the employee for a staff member to hold a regular position that is carried out at a distance from the center, with necessary communication via electronic means. Such longer-term arrangements require the approval of the Director General.

D. QUIET TIME

In recent years, organizations have increasingly moved to team-based management, inter-disciplinary research, and/or collaborative partnerships outside the organization, and workloads have in general increased. One result has been more frequent use of meetings and other interactive time. While such interaction can be a critical aspect of work effectiveness, if poorly managed it can seriously interfere with core staff functions that require extended periods of concentration or reflection (such as data analysis, writing of reports and scientific papers, or developing new administrative procedures). In high-pressured environments, time may be perceived as “infinitely expandable,” and workdays full of meetings may push such core functions from the normal work hours into evenings and weekends on a regular basis. This can create serious conflicts between work and personal obligations that tend to impinge more heavily on women staff and others with major home responsibilities and may compromise their ability to perform equally. By pushing core functions into non-prime work time, for both women and men, the organization’s performance goals may also be compromised.

One instrument that has been used to offset this problem—now the practice at one center—is establishment of regular “quiet time,” where staff time for activities requiring uninterrupted periods is protected. Staff may be reminded of quiet times through notices posted in hall signs, on desks and/or on computer networks. Arrangements must be made to cover basic center communications and services (e.g., reception or answering outside phone calls) during quiet time.

Sample quiet time policy:

“Quiet time” is in effect on Tuesday morning 9:00 AM to Noon, and Thursday afternoon, 1:30 to 4:30 PM. Staff will refrain from placing internal phone calls and from scheduling formal meetings, such as seminars, and/or staff, divisional, team or committee meetings during these periods. One-on-one meetings are permitted, but staff are discouraged from scheduling such meetings and encouraged to decline those suggested by superiors if they interfere with planned quiet time work. Quiet time will be over-ridden in crisis situations. A failure of staff to do appropriate forward planning (e.g., timely completion of budget requests) would not normally be considered such a crisis.

E. COMPANION TRAVEL

When staff travel for extensive periods of time for the organization, the spouse and family who remain at home must carry greater responsibility and workloads in managing personal business. This is a “hidden subsidy” by the family for the workplace. In addition, both staff and family are denied the companionship and emotional support during travel. In recognition of these costs, it is recommended that centers institute a “family companion travel” policy, in which they subsidize the cost of occasional companion travel with the staff member on a business trip. Recognizing the diverse composition of families and family responsibilities and relationships, “family companion” should be defined broadly so as to cover a child caretaker, when the staff member is to be accompanied by a very young child. Expenses of the child would then be covered by the staff member.

Sample companion travel policy:

For every 100 days that a staff member is away from the designated work location on work-related travel, a family companion of the staff member is entitled to accompany him or her on one business-related trip. Airfare (or other travel costs) will be covered at the class of travel to which the staff member is entitled. Lodging shared with the staff member will also be covered by the center; otherwise it will be paid for by the staff member. “Family companion” may include the spouse/partner, child, or parent of the staff member or may be an unrelated child caretaker when the staff member is accompanied by a young child. In such cases, any travel expenses incurred for the child will be covered by the staff member. Travel benefits will be reported by the center to tax authorities and may be treated as taxable income.

F. COMMUNICATION WITH HOME DURING TRAVEL

A related issue is the number of days of work travel during any given year. Some institutions have set a limit on the days a staff member can be asked to be away from the family. A major international organization now restricts staff travel to 90 days per year.

Staff who undertake extensive travel for the center cannot be assumed to have home support systems that will handle all contingencies. They may have no spouse/partner, or their spouse/partner may have travel, work, or other obligations themselves. Regular communication with home should be considered a normal part of the center's travel costs.

Sample communication with home during travel policy:

Staff are permitted three telephone calls home during each week of work-related travel. In an emergency situation, the cost of additional calls will also be covered. Staff are expected to keep calls to a reasonable length, considering international telephone rates.

V. POLICY IMPLEMENTATION

The adoption of policies by management and Board is an important first step, but it is equally important that management support their implementation. Care must be taken to ensure that a staff member who avails himself or herself of a privilege or benefit explicitly offered is not in some way devalued by doing so. Lessons learned indicate that leadership by the Director General needs to be supplemented and reinforced by specific mechanisms to promote the change process and mainstream good practices in the centers.

A. TRAINING IN THE APPLICATION OF POLICIES

Managers and supervisors need to understand the rationale behind the policies they are asked to administer. In addition, staff participating in performance assessment or on search committees, or responsible for resolving harassment or discrimination conflicts, are frequently in need of training in the skills needed to carry out these vital tasks effectively.

B. ASSIGNMENT OF RESPONSIBILITY TO SENIOR MANAGER

All managers bear a shared responsibility to create an institution that values men and women equally. While the Director General needs to set the direction for change, a senior manager needs to be responsible for implementing the change. Responsibility for promoting change in gender staffing, integrating gender dimensions into the core management systems and work processes, and overseeing progress needs to be explicitly included in the portfolio of a senior manager. The senior manager should be held accountable and should be rewarded for achievements. He/she should define the priorities for change, provide operational guidelines and mechanisms for good practice, and monitor the outcome to ensure that the guidelines are implemented.

C. CREATION OF A GENDER COMMITTEE

Experience has shown that it is difficult for one person to initiate and sustain change from the top. Interest and commitment have to be built up among staff at all levels of the organization to help focus the attention of management and to move forward and respond to new issues as they arise. To this end, a Gender Committee should be convened that is composed of male and female staff from different levels of the organization.

The purpose of this committee is to identify key gender-related issues that affect institutional effectiveness and productivity and that maximize the contribution and satisfaction of a diverse staff. The committee should liaise with the senior manager assigned responsibility for gender staffing implementation and monitoring. It should raise awareness and cultivate interest among staff as well as advise management on policies and best practices for creating a workplace and institutional culture that is supportive of both men and women and free of discrimination on the basis of gender. Sample terms of reference for a gender committee are found in Annex 2. Although written in terms of gender alone, the committee could be charged with issues related both to gender and to diverse identity groups.

VI. MONITORING PROGRESS

At the request of the CGIAR Committee of Board Chairs, the Gender Program recently published a working paper designed to assist boards in their role of monitoring gender staffing and gender equity in the centers.¹² The paper included a series of charts that will enable Boards to monitor gender staffing over time. The first five charts in Annex 3 are reprinted from this document. Boards are urged to request and review such data every three years.

Management's initiative in preparing this data and acting upon its implications would be important evidence of commitment to gender equity. For example, an analysis of the numbers drawn from the proposed charts will facilitate prompt remedial action with respect to:

- the overall level of participation and changes over time;
- the relative representation of men and women across categories and occupational niches, especially the representation of women in management and in senior research positions;
- the effectiveness of recruitment efforts, both in attracting female applicants and a sufficient number of applicants overall to ensure a fruitful competition;
- retention rates as an indication of staff satisfaction with the working environment and employment conditions;
- staff categories and salary parity;
- composition of committees, working groups, and project teams;
- career development opportunities;
- trainees.

Annex 4 provides data from the 1997 CGIAR Human Resources Survey against which data from a specific center can be compared.

Beyond the numbers, there is a need for qualitative assessment of gender equity at the centers. Responsible senior managers should consult with staff periodically to ensure that policies are working smoothly to the benefit of both staff and the center. Interviews, focus groups and questionnaires can be used effectively by trained professionals to collect qualitative information on staff perceptions of gender equity and the impact of center policy changes.

¹² J. Joshi and D. Merrill-Sands (1998). *The Role of Boards in Addressing Gender Staffing Issues*. Washington, D.C.: CGIAR Secretariat, World Bank, Gender Program Working Paper, No. 16.

VII. COSTS

The development of procedures related to a number of the policies recommended, such as position classification or performance management, could involve substantial costs to a center that does not yet have such procedures in place. Nonetheless, they are policies recognized as essential to organizational efficiency and effectiveness; an investment in their design and implementation will almost certainly provide a positive return on investment in the long run.

In point of fact, only a few of the policies suggested relate specifically to the employment of women (maternity leave) or have a greater impact on women than on men (perhaps those relating to child-rearing responsibilities). The cost of these latter few could range from marginal to modest but measurable; they are unlikely to be substantial. In addition, the increased monitoring, the keeping of gender disaggregated records could, in itself, add some costs. Staff training may be needed for the appropriate use of some policies, and orientation sessions for new staff may need to be expanded to cover information about key policies. Again, however, the implementation of the suggested policies will yield the enhanced learning and flexibility that accompany a diverse staff—and repay handsomely the incremental costs involved.

VIII. ANNEXES

- Annex 1 Procedures for the Recruitment and Appointment of
Internationally-Recruited Staff
(with prototype position announcement)
- Annex 2 Terms of Reference for Gender Committee
- Annex 3 Monitoring Data for Gender Staffing
from *The Role of Boards in Addressing Gender Staffing Issues*
- Annex 4 Human Resources Indicators
(1997 Baseline Date)

Procedures for the Recruitment and Appointment of Internationally-Recruited Staff

All vacancies at the internationally-recruited staff level should be filled in accordance with the following procedures, (i.e., on a world-wide basis, unless the Director General agrees in advance that an internal transfer should be made, e.g., promotion of a Post-doctoral Fellow). They should be followed even when a current staff member is a candidate but is to be considered in conjunction with external candidates.

The process should be started as early as possible, preferably at least six months before the selected candidate is expected to report. This will permit widespread distribution of the vacancy announcement, which is often dependent upon secondary channels and always subject to publication deadline dates.

1. Appointment of a Search Committee. The Director General will appoint a Search Committee of from three to five persons, usually chaired by the director of the hiring division and including the center's human resources officer. Depending on the position, the Committee may also include staff in related fields, staff in different fields and departments with whom the new recruit will work, or other members of the administrative staff. The Committee may be comprised entirely of IRS or may include more senior members of the local staff. There should be at least one woman on each Search Committee. Ordinarily, the staff of the human resources office will be responsible for the clerical functions associated with the recruitment process.
2. Preparation of the job description and identification of the qualifications required. The first task of the Search Committee is to prepare a job description incorporating, with as much specificity as possible, the responsibilities that the new recruit will be expected to carry out, and including supervisory responsibilities and reporting structure. This information should then be condensed into a single paragraph for use in the position announcement.

The second task is to determine the qualifications sought, with a distinction made between those which are required and those which are desirable or for which candidates will be given preference. Again, these must be condensed for the position announcement, with the distinctions clearly stated.

3. Preparation of the position announcement/advertisement format. At this point, the position announcement, in the agreed-upon format (see attachment), can be drafted. This document will be used as an attachment to letters to potential candidates and to those who might nominate candidates. It can usually serve as an advertisement format as well, unless the cost of advertising dictates a further reduction of the text.
4. Advertising. The next task of the Search Committee is to determine a strategy and budget for advertising in the media. It is common practice for CGIAR center positions to be advertised in *The Economist*, but other publications used include broad-based scientific periodicals, professional journals in the relevant field, important regional newspapers, and/or sources listed in the following Gender Program Working Papers:

- Working Paper No. 5: Recruitment Resources in Europe: A List of Professional Organizations; Stella Mascarenhas-Keys and Sarah Ladbury; October 1993.
- Working Paper No. 6: Filipino Women Scientists: A Potential Recruitment Pool for International Agricultural Research Centers; ISNAR and PCARRD; October 1993.
- Working Paper No. 7: *Recruitment Resources in the United States: A List of Professional Organizations*; Bonnie Folger McClafferty and Deborah Merrill-Sands, January 1994.
- Working Paper No. 14: Maximizing Recruitment Resources: Using the World Wide Web; Bonnie Folger McClafferty, January 1997.

Occasionally, other periodicals will pick up and reprint advertisements of interest to their readers. In addition, vacancy announcements should be included on the center's home page on the Worldwide Web, on the CGIAR Secretariat's home page, and on list server discussion groups by discipline or interest area.

It might be useful in evaluating the effectiveness of various media for future reference to include a code in each advertisement and ask that it be referred to by applicants.

5. Distribution of the position announcement. The Search Committee should draft a covering letter addressed to persons on (Center's) mailing lists who might be in a position to nominate potential candidates. The letter should highlight any special facets of the position or qualifications to which the Committee wishes to draw the recipient's attention. For example, a repeat of the following phrase from the prototype position announcement might be appropriate:

(Center) believes that diversity in its staff promotes excellence in its operations and encourages applications from women and developing country professionals.

The letter and attached position description should then be prepared and sent to persons on (Center's) standard recruitment mailing lists, as well as to any other persons and institutions identified by the Search Committee as relevant to the position in question. Such letters should be signed by the Director General or the Search Committee chair. In addition, members of the Search Committee may wish to send letters to well-known colleagues under their own signatures.

Standard recruitment lists should be maintained centrally and should include the following:

- Members of the Board of Trustees;
- Directors General of the CGIAR Centers;
- Board Chairs of the CGIAR Centers;
- Members of TAC and TAC Secretariat staff;
- CGIAR Secretariat staff;
- Donor representatives;
- Directors of NARS with which (Center) works;
- Representatives of advanced scientific institutions with which (Center) works;

- “Friends of (Center)” (a catchall mailing list for retired Board members and others with whom the center wishes to keep in contact);
- Gender Staffing Program Resource List.

Again, occasionally persons on this list will pass on the position announcement for inclusion in newsletters of organizations with which they are associated. This is especially true of representatives of donor agencies with numerous staff and consultants in the field. Since these secondary channels are often fruitful sources of candidates, sufficient time must be allotted to the recruitment process to permit them to be reached.

A special request might go to CGIAR centers that have conducted similar recruitments and may have identified highly qualified candidates who, for one reason or another, were not offered or did not accept positions.

6. Acknowledgement of applications received. As applications are received, they should be acknowledged with a simple letter assuring candidates that their documents have arrived safely and will be reviewed by the Search Committee. It is also a good idea to indicate when they may expect to hear from the Search Committee as to action on their applications. This can preclude considerable intermediate communication.

When individuals are personally suggested for the position, a letter (and position announcement) should be sent inviting the person to apply but making clear the competitive nature of the recruitment process.

7. Shortlisting. Shortly after the application deadline, the Search Committee should convene to review the candidate files. If there is an unusually large number of applicants, it may be necessary for the Committee to designate one or two of its members to carry out a preliminary review to select out those candidates who clearly fail to meet the qualifications. If at all possible, the applications of female candidates and those of other under-represented groups should not be eliminated at this preliminary stage. A list of those remaining in the competition, including the most relevant information about each (e.g., nationality, current position), should then be prepared.

The entire Search Committee should review the documentation of all applicants on the final list. It may be useful to devise a rating system to weight those qualifications considered the most important and to recognize distinctive characteristics. It is important, however, that Committee members make their judgements consistent with the selection criteria included in the position announcement so that the process is both transparent and equitable. Following a discussion of the individual candidates, the Search Committee should come to an agreement on the most qualified three to four candidates to invite for interview.

It is important that the identity of candidates remain confidential within the Committee throughout the review and shortlisting process.

8. Checking of references. As shortlisted candidates are invited to interview, they should be informed that their referees will be contacted and given the opportunity to inform them and to notify their current employers that they are under consideration for a new position. If time permits, this could be a two-step process, with the candidates told they are on a preliminary

shortlist but not yet invited to interview. The Committee should be extremely careful to notify the candidates before references are contacted.

Since time is ordinarily short, it is usually best to contact referees by telephone, fax or E-mail. In such a communication, the position and its qualifications should be outlined (or the position announcement faxed or E-mailed) and the referee asked to comment candidly on the candidate's appropriateness for the position. References given orally should be recorded in a memo for the candidate's file.

9. The interview process. Detailed instructions regarding travel and lodging arrangements as well as the interview process itself should be sent to shortlisted candidates before they leave home for the interview site. Travel should be so arranged that the candidates have time to recuperate before appearing before the staff and Search Committee.

Candidates should also be sent an Annual Report, an organization chart with the names of relevant staff, the detailed job description and other information about the proposed assignment and (Center's) research program in general. Where appropriate, candidates should be asked to present a seminar to an appropriate staff group on their research as it relates to (Center's) work or otherwise demonstrate their qualifications, e.g., by producing a writing sample and should be asked to indicate any needed equipment.

Prior to the formal interview, the Search Committee should agree on the standard information to be asked of all the candidates so that there will be an equitable basis for comparison. The questions asked should focus on those aspects of the job that are particularly challenging and should be as specific as possible but should explicitly exclude those that might be asked of one gender rather than another. For example, this includes questions relating to plans to marry or have a family or to the adequacy of child-care arrangements. The Committee should plan to spend the necessary time, usually not less than one hour, with each candidate, both asking questions and responding to questions and concerns put by the candidate about the position itself and about living conditions in the duty station.

The candidate should also be scheduled to meet with the Director General and may be scheduled to meet with other center staff, either individually or at a group staff meeting. If the latter is the case, the staff group should likewise agree on the standard information that will be asked in every case. Female candidates should be given the opportunity to meet with women in similar positions, and all candidates should meet with staff in the human resources office to be made aware of the center's personnel policies.

Before making a final recommendation, the Search Committee should consult with staff on the candidates' schedule to ascertain their reactions. This can be done either at a meeting or by requesting written comments.

Spouses/partners should be invited to accompany candidates to the interview site, especially if this is also the prospective duty station, and offered the same arrangements, including the same class of travel, as are provided for the candidates. This will give the spouse and candidate the opportunity to consider family living conditions and may, in the long run, be a critical factor in ensuring a productive employment relationship between the candidate and the center. It is also a good idea to assign one staff member to act as host while the candidate is at the interview site.

10. Selection and appointment. When the above steps have been completed, the Search Committee should meet to review references received and to select the candidate whom they will recommend to the appointing authority, usually the Director General. When the DG has acted, the selectee can be contacted and offered the position. Other candidates on the shortlist should not be contacted until the offer has been accepted, in the event it is necessary to offer the position to a backup candidate.

11. Completion of the recruitment process. Ordinarily, there are two steps required to complete the recruitment process:

- a) Notify the non-selected candidates that an appointment has been made and that they are no longer under consideration. Non-selected candidates on the shortlist should be informed via a personal communication, if possible by telephone; others can be notified via a brief letter.
- b) Inform those on the mailing list under #5 above who submitted nominations of the name and background of the person appointed and thank them for any participation in the process.

Depending on the level of the position, the Director General may determine that a formal press release should be prepared and released to the media.

In most cases, only the documents of shortlisted candidates should be retained, preferably centrally, for possible later reference or sharing with other centers—with appropriate respect for the candidates' need for confidentiality.

Attachment: Prototype position description

Prototype Position Announcement

(Note: The announcement should be drafted to fit on a single page and be used both as an advertisement and an attachment to a covering letter directed to potential candidates and those in a position to identify candidates. It should be printed on (Center) letterhead.)

OPEN POSITION: *(Title of Position)*

The *(full name of center followed by the acronym)* seeks a highly qualified individual for the position of *(title of position)*. The individual will be based at *(site, including city and country)*.

ABOUT *(Center)*: *(Center's)* mandate is to conduct research towards *(complete description of research mandate)* and to support National Agricultural Research Systems (NARS) through collaborative research, training and communication. As one of the 16 international agricultural research centers funded by the Consultative Group on International Agricultural Research (CGIAR), *(Center)* adheres to the standards of excellence in scientific research and management that characterize the CGIAR system.

RESPONSIBILITIES: *(Outline job responsibilities in as much detail as space permits. For example:)* The Production Economist will be part of a multidisciplinary research team working to improve rice productivity sustainability. He/she will conduct: (1) descriptive and diagnostic analyses of current farming systems; (2) ex ante financial and economic analyses of new systems and system components; (3) ex post analyses of new technology adoption and impact. The incumbent will also contribute to the definition of appropriate research objectives of bio-physical scientists aimed at developing technologies well adapted to resource poor farmers and will support the development and conduct of economic analyses and related on-farm research of national researchers in *(geographic area of focus)* through collaboration, networking, provision of technical assistance and training.

QUALIFICATIONS: *(State qualifications clearly, making a distinction between those which are required and those which are desirable or for which you will give preference. Be careful not to overstate the number of years of experience required. For example:)* Candidates must have a Ph.D. or equivalent degree in agricultural economics or economics, plus strong quantitative skills and at least three years experience in agricultural research. Experience in farm surveys and technology evaluation in *(any geographic area of focus)* as well as experience in working with bio-physical scientists are highly desirable. As *(Center)* is a bilingual organization, fluency in either French or English is essential, but preference will be given to candidates with a working knowledge of the second language. *(Center)* believes that diversity in its staff promotes excellence in its operations and encourages applications from women and developing country professionals.

COMPENSATION AND TENURE: *(For example:)* The compensation package is competitive with internationally-recruited positions in the CGIAR system and includes a cost of living allowance, subsidized housing, a personal car loan, assistance with the education of children, family health insurance, a pension contribution and annual home leave. The initial period of contract is two years and is renewable.

LOCATION: *(Depending on site. For example:)* The *(title of position)* will be based at *(follow by the precise location of posting, the distance to the nearest city, the facilities available there, including whether there are schools for children through secondary level, and other information that might be pertinent to family concerns)*. *(Center)* is committed to assisting families in making personal and, to the extent possible, professional adjustments to the local environment.

APPLICATION PROCEDURES: Applicants should submit a detailed curriculum vitae, a letter indicating why they are interested in and qualified for the position and the names of three confidential references to *(Search Committee Chair)*, *(Center name or acronym, mailing address, fax and telephone numbers and e-mail address.)* Applications should be received by *(date)*. A final decision on the appointment is expected to be made by *(date)*.

Terms of Reference for Gender Committee

The objective of the Gender Committee is to enhance equity and organizational effectiveness by helping to develop work cultures, practices, and systems that are hospitable and supportive to both men and women that will stimulate their fullest productivity and job satisfaction and recognize and harness their diverse skills, experiences, perspectives, and approaches. It is also the objective to strengthen the recruitment and retention of high quality staff from the growing pool of qualified women.

1. The main areas of responsibility of this Committee are to:
 - identify key gender issues that affect institutional effectiveness and productivity, internally and externally, and define clear objectives to guide future action;
 - interact with other staff to raise awareness, elicit concerns regarding issue definition, seek feedback and support, and communicate progress in this area;
 - develop and prioritize specific proposals and action plans for investigating and addressing gender-related issues such as institutional culture, norms, and systems; recruitment and retention of high quality staff from diverse pools; career advancement; spouse employment; etc., that affect productivity, morale, and institutional awareness;
 - seek the assistance of external consultants to conduct more in-depth research on those matters where in-house resources are lacking;
 - present recommendations to management on feasible courses of action to improve the center's performance in these areas; and
 - recommend a strategy for ongoing monitoring and reporting of proposed and implemented activities.
2. The Committee shall meet monthly and report formally to management at least once every four months. It should maintain regular contact with the senior manager assigned responsibility for gender staffing implementation and monitoring.
3. The Committee shall be composed of both nationally and internationally-recruited male and female staff, representing different identity groups and drawn from different levels of the organization. Sub-committees may be formed to focus on specific issues and may include other staff resource persons or outside consultants as necessary.
4. The Committee's mandate is to generate constructive recommendations on courses of action regarding institutional gender concerns and policies, not to serve as a grievance committee nor as a forum for airing personal cases.

Monitoring Data for Gender Staffing

A. Indicators for Monitoring by Center Boards

Chart 1: Gender representation over recent years - Internationally-recruited staff
(every three years)

Year	No. of males	No. of females	Total	% female
Current year				
Year minus one				
Year minus two				
Year minus three				

Chart 2: Professional staff by level (current year every three years)

Staff Category	No. of males	No. of females	Total	% female	% female 1997 CG System Avg. *
Internationally-Recruited Staffing Levels					
Senior Management					7%
Middle Mgt. (incl. Proj. coordinators)					12%
Senior and Principal Scientists					11%
Scientists and Associate Scientists					18%
Admin. And Program Support Staff**					25%
Associate Experts					31%
Post. Doctoral Scientists					22%
Visiting Scientists/Research Fellows					23%
Total					16%
Nationally-Recruited Staffing Level					
Management/Administrators					41%
Scientific Staff					44%
Supervisors – Administrative and Program Support					N/A
Total					N/A

* D. Merrill-Sands (1997). *1997 CGIAR Human Resources Survey: International Staffing at the CGIAR Centers with a Focus on Gender*. Washington, D.C.: World Bank, CGIAR Secretariat, Gender Program Working Paper, No. 15.

** Program Support Staff include staff in non-research positions, such as information services, training, publications, on computer support.

Chart 3: Recruitment - Internationally-recruited staff (three year average)

Type of Position	Total no. applicants	% female	Total no. shortlisted	% female	No. of appointees	% female
Management						
Scientist						
Postdoctoral Scientists						
Administration and Program Support*						

* Program Support Staff includes staff in non-research positions, such as information services, training, publications, or computer support e.g., specialists in training, information, or computers.

Chart 4: Retention data - Internationally-recruited staff (every three years)

	Total no. departing	% of IRS	No. of males departing	% IRS males	No. of females departing	% IRS females
Current year						
Year minus one						
Year minus two						

Chart 5: Distribution of internationally-recruited staff by grades/salary level
(current year every 3 years)

Grade Or Salary Level	No. of males	% of total males	No. of females	% of total females
Grade # n (highest grade level)				
Grade # n minus 1				
Grade # n minus 2				
Grade # n minus 3				
Grade # n minus 4				
Grade # n minus 5				

B. Additional Indicators for Monitoring by Center Management

Chart 6: Composition of committees and working groups

Committee	No. of males	% of total males	No. of females	% of total females

Chart 7: Composition of project teams

Project	Center Project Team		Partner Project Team	
	No. of males	No. of females	No. of males	No. of females

Chart 8: Career Development Opportunities

Nature of Opportunity	No. of males	% of male staff	No. of females	% of female staff
Sabbaticals				
Conferences/seminars outside center				
Promotions				
Other				

Chart 9: Number of trainees for institution-sponsored advanced training.

Course/Program	No. of participants	No. of female participants	% female

Human Resources Indicators

Summary of Data From The 1997 CGIAR Human Resources Survey ¹³

These data provide an average for the CGIAR System against which data from a specific center can be compared.

Table 1: Staffing profile by category, 1997

	Male	Female	Total	% of Total	M as % of M Total	F as % of F Total	M as % of Total	F as % of Total
Total Number Of International Staff	1000	188	1188	100%	100%	100%	84%	16%
International Staff By Level								
Senior Management	84	6	90	8%	8%	3%	93%	7%
Department Heads/Program Leaders	159	21	180	15%	16%	11%	88%	12%
Senior and/or Principal Scientists	379	47	426	36%	38%	25%	89%	11%
Junior or Associate Scientists	112	25	137	12%	11%	13%	82%	18%
Visiting Scientists/Research Fellows	67	20	87	7%	7%	11%	77%	23%
Postdoctoral Scientists/Fellows	89	26	115	10%	9%	14%	77%	23%
Associate Experts	52	23	75	6%	5%	12%	69%	31%
Admin. & Program Support Staff	59	20	79	7%	6%	11%	75%	25%
Nationally-Recruited Staff By Level								
Scientists	258	201	459				56%	44%
Senior Managers/Administrators	115	81	196				59%	41%
Trainees								
PhD Trainees	201	121	322				62%	38%
MSc Trainees	128	45	179				74%	26%

Table 2: Recruitment: Internationally-recruited applicants by type of post (average for 1995 – 1997)

Type of Post	Avg. # of male applicants	Avg. # of female applicants	Avg. number of total applicants	Males as % of total	Females as % of total
Management	65	7	72	91%	9%
Scientist	34	5	39	88%	12%
Postdoctoral Fellow	18	6	24	73%	27%
Administration/Program Support	41	9	50	81%	19%
All Advertised Posts	34	6	42	86%	14%

¹³ Source: D. Merrill-Sands (1997). 1997 CGIAR Human Resources Survey: International Staffing at the CGIAR Centers with a Focus on Gender. Washington, D.C.: CGIAR Secretariat, World Bank, Gender Program Working Paper, No. 15

Table 3: Retention: Attritional rates of male and female internationally-recruited staff by category (average for 1995-97)

Type of Post	% Attrition Total in category	% Attrition Males in category	% Attrition Females in category
Management	9%	9%	14%
Senior and Principal Scientist	8%	8%	9%
Scientist	23%	23%	22%
Postdoctoral Fellow	17%	8%	14%
Administration/Program Support	10%	18%	14%
Total	12%	12%	15%