gender & diversity

A PROGRAM OF THE CONSULTATIVE GROUP ON
INTERNATIONAL AGRICULTURAL RESEARCH (CGIAR)

Monitoring and Evaluating Diversity Goals and Achievements

GUIDELINES AND TOOLS FOR THE CGIAR BOARDS OF TRUSTEES

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working paper

Preface

THE GUIDELINES PRESENTED in this working paper have been designed to support members of CGIAR Boards of Trustees in enacting their commitments to improve gender and diversity balance in the Future Harvest Centers. These guidelines can be used for annual or occasional assessments as well as for long-term planning.

It is assumed that members of CGIAR Boards of Trustees are acquainted with the substantial research on the many benefits an organization accrues from a diverse and able workforce – documented benefits such as increased creativity, enhanced organizational learning, improved interaction with diverse partners and networks, broader access to stakeholders and donors, more rapid response to external change, and contributions to social justice and equity.

However, these benefits do not arise spontaneously.

To have a positive outcome, staff diversity must be supported by strong leadership and management and appropriate policies and procedures. Boards of Trustees can help ensure that Centers have the leadership, goals, policies and organizational climate to promote staff diversity and realize the greatest benefits from the diverse skills, talents, perspectives and ideas of individual members of a diverse workforce.

For a more thorough review and analysis of the challenges and benefits of gender and diversity in the CGIAR, Board members may consult the series of working papers produced by the CGIAR Gender and Diversity Program (G&D). A list of relevant G&D resources is attached at the end of this document for that purpose (see Annex C). Additional information about G&D and access to all G&D working papers is available at: www.genderdiversity.cgiar.org.

This paper does not represent new research but rather a review of work by a diverse group of contributors to previous G&D working papers. We thank those many individuals and the staff of the Future Harvest Centers who made those studies possible.

Vicki Wilde
Program Leader

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Introduction

BOARDS OF TRUSTEES provide Future Harvest Centers in the CGIAR with strategic direction. They also monitor and evaluate Centers' capacities and accomplishments. Board members are well aware that for more than a decade, there has been a high level of donor support for improving gender and diversity balance in the CGIAR workforce. Throughout the CGIAR leadership, there is also high recognition that capitalizing on diversity is a strategic necessity in the increasingly complex environment of the CGIAR. The Gender and Diversity Vision Statement, shown in Box 1, was designed to support the CGIAR in a changing world, not just by focusing on its global mandate to reduce hunger and poverty through high quality science but by looking at its core values as an organization and celebrating the diversity of its staff members.

Diversity Vision Statement:
SUPPORTING THE CGIAR IN A CHANGING WORLD[1]

Our Vision

To cultivate standards of excellence for diversity in the workplace, equal to our standards for science, which empowers all staff to contribute their best to enrich future harvests.

Our Purpose

We are a global organization, born of a global community, diverse in professional discipline, nationality, gender, race, culture, ethnicity, language, age, religion and sexual orientation. We seek those differences and seize the opportunities our great diversity offers in the service of tropical agricultural research.

Our Core Values

Our core focus is the practice of high quality science to reduce hunger and poverty, improve human nutrition and health, and protect the environment. To achieve our purpose we must attract and continuously learn to best utilize and retain our diversity. By honoring and capitalizing on our differences, we strengthen internal and external partnerships, and enhance the relevance and impact of the Centers.

[1] This vision statement was developed by participants of G&D's Diversity in Action E-Conference for Directors General and their Teams 2001.

We create and maintain an organizational culture that:

- Attracts and retains the world's best women and men;
- Encourages the recruitment and promotion of under-represented groups;
- Establishes a workplace climate of genuine respect, equity and high morale;
- Promotes a healthy balance between professional and private lives;
- Inspires world-class competency in multi-cultural teamwork, cross-cultural communication and international management;
- Empowers and enthuses all women and men in the system to maximize professional efficacy and collectively contribute their best; and
- Rewards leadership, creativity and innovation that employs and celebrates diversity in the Centers.

This working paper offers guidelines for monitoring and promoting gender and diversity balance. These guidelines are written as an aid to Boards of Trustees, recognizing that their role is one of oversight not of management. The guidelines are presented as succinct one- or two-page pieces that can be drawn upon as needed. Additional topics may be added in future.

Leading Diversity

Executive Search and Selection[2]

The appointment of a Director General of a Future Harvest Center who will lead and manage the organization in accomplishment of its mission is the single most important responsibility of a CGIAR Board of Trustees. However, among the customary strategic and managerial responsibilities, a Director General also needs to establish a positive work environment that embraces diversity.

There is considerable hope inside and outside the CGIAR system that, in the future, more Directors General will themselves be representatives of diversity. That is why, in choosing leaders for the future, Boards must work toward two over-arching goals: (1) to increase the number of qualified women and developing country nationals who apply for DG positions and (2) to assure that those who apply are fully and fairly assessed. The following list looks at strategies for the Director General search and selection processes that are sensitive to gender and diversity balance issues.

EXECUTIVE SEARCH AND SELECTION FOR IMPROVED DIVERSITY

Clarify strategy

The boundaries of the applicant pool and the final selection decision are governed by both specific prerequisites and visions. The more clearly and sharply these are defined, the more precisely leadership qualities and technical competencies can be outlined in the DG profile. Thus, it is important to review, at the earliest stage of the process, whether strategic or discipline-based considerations unnecessarily limit the pool of qualified candidates along national or gender lines.

Ensure diversity and quality of the search committee

Although the diversity profile of the Board itself is inherited, Board members have the opportunity to choose the members of the search committee who reflect desired diversity. The search committee's role in identifying, courting and short-listing candidates is fundamental to the entire process.

Expand the quality of the applicant pool through all means possible

There is little evidence that broad advertising, internet listings and other open recruitment efforts bring in significant numbers of qualified candidates for positions at the DG level. However, the cost of expanded recruitment is almost certainly marginal when weighed against the pros and cons of finding a highly qualified candidate. Search committees are also advised to take advantage of the unique database of women professionals and scientists maintained by the G&D Program.

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[2] See Executive Selection in the CGIAR: *Implications for Gender and Diversity (October 2001)* – http://www.genderdiversity.cgiar.org/publications/genderdiversity-WP38.pdf.

Pursue nominations vigorously

Nominations and the keen pursuit of nominees provide the greatest number of qualified applications. G&D's research suggests that there may be a pool of diverse candidates capable of, but not persuaded to, consider assuming leadership positions in the CGIAR. Search committee members must avoid encouraging candidates to apply simply to improve the appearance of the applicant list. Likewise, search committee members and others in contact with a desired candidate must remain on guard against "promising the job", which can be highly counter productive.

Employ a professional search consultant

Professional search consultants can make vital contributions to the quality and integrity of the search effort. They can avoid the complications of reference checking within closed networks of candidates, colleagues and search committee members. The search consultant should be encouraged to solicit references of candidates from current or former subordinates and peers as well as from supervisors. Gender research suggests that evaluations by subordinates are the least biased in gender terms.

Solicit staff participation

The CGIAR respects the valuable insights staff can bring to the executive selection process. Evidence from the initial study favors widening and deepening staff participation to achieve the greatest change. A successful approach includes using staff members outside of the usual "contact list", including women and men from different nations to help identify potential candidates. New staff members, for example, may have a host of good contacts unknown to the Center. With a bit of coaching, staff members can become important allies for global sourcing.

Interview candidates on gender and diversity track record

Competency-based interviewing accepts that past behavior is the best predictor of future behavior and that past results are the best predictor of future results. Thus interview questions on diversity issues should focus on actual past performance, rather than hypothetical or theoretical questioning.

Remain diversity-aware during the interview process

In previous DG search and selection processes, virtually all board members insisted "our job is to select the best candidate, regardless of gender or race." Although this position of non-discrimination is held very strongly by most individuals, actual gender research finds that a "gender blind" assessment is nearly impossible. Indeed, only by acknowledging gender and cultural differences will individuals begin to recognize the lens through which they judge men and women of diverse origins.

Review and apply current literature on leadership

Leadership is a complex concept that is often unconsciously reduced to qualities or cultural images that influence the decision process. Such unconscious imagery often favors men. Recent management research proves

that women are rated strongly in general leadership effectiveness and excel in particular areas of leadership. A review of this literature with particular attention to gender issues would be a valuable investment of time.

Select for strategic fit

The pivotal decision in executive selection is the degree to which a candidate's leadership competence and other qualifications meet the strategic needs of the organization. It is the Board's responsibility to be clear as to where leadership and management of diversity rank in strategic priorities and where it aligns in the organizational mission and strategy.

Due diligence in DG recruitment requires regular reviews of the design and execution of the search and selection process. The final review should assess achievement in the categories described above and also include clear tables that show the diversity of applications received and the diversity of long-list and short-list candidates. Tables presented in Section 3(a) "Managing Diversity" can be used for DG recruitment as well.

Evaluating the Director General

Evaluating the Director General's performance is an important annual responsibility of the Board of Trustees, especially the Board Chair. In this process, the Board of Trustees works with the DG to establish goals and monitor implementation. The "CGIAR Reference Guide for Boards of Trustees" states that "the ultimate purpose of assessing the work of the Director General is to ensure that the Center realizes its goals in the most efficient and effective way."[3] The assessment process seeks three broad outcomes:

1 clarify expectations between the Board and Director General concerning roles, responsibilities and job expectations;

2 provide insights into the strengths and limitations of the Director General's performance and skills; and

3 foster the growth and development of both the Director General and the organization.

Focus on strategic implementation and clear results.

Evaluators are encouraged to focus on implementation of strategy and to measure that implementation on the basis of clear results. This recognizes that in the complex job of Director General, clear results are not always easily defined and environmental complexities can thwart the best efforts, rendering the final evaluation a matter of thoughtful judgment on the part of the Board. Still, every effort should be made to define goals and results clearly. This is especially true in the matter of achieving gender and diversity balance.

Evaluate on implementation of gender and diversity goals.

Boards of Trustees are encouraged to establish clear goals for gender and diversity with the Director General. This includes realistic staffing targets for women and developing country nationals at various position levels. The G&D Program recommends one-year, three-year and five-year goals. Although achievement of such goals depends on a complex variety of circumstances, they are most likely to be achieved if they are clearly established and monitored. The Center should be encouraged to include G&D goals and achievements in all senior performance evaluations.

Seek wider basis for evaluation.

Gender research has found that peers and subordinates are less gender-biased in a colleague's performance evaluation than are the colleague's supervisor or superiors. For this reason and others, private and non-profit organizations are increasingly experimenting with the use of 360º performance evaluations. Although 360º evaluation is rare at the executive level, it

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[3] CGIAR. 1997. Evaluating the Director General: The Assessment Process. *Reference Guides for CGIAR International Agricultural Research Centers and their Boards of Trustees*, No. 6 (August). Washington, DC: CGIAR Secretariat.

actually might prove most useful and fair because, in the absence of a clear foundation for performance evaluation, board members often find themselves relying on informal conversations, hearsay and other unreliable bases for executive evaluation. Generalized discussions or colorful stories about a DG's attitude or actions with regard to diversity are not sufficient for assessing implementation of gender and diversity goals.

Remain gender aware. In documenting the unconscious bias that enters our assessment of others, gender research finds that it is not possible to be gender-blind. Indeed, most research indicates that a woman must perform at a higher level to receive the same evaluation as a man. Boards of Trustees should ask themselves if they are holding the DG to a different standard than they might hold someone of a different race, gender or other personal identity.

Recruitment and Retention

Building a diverse workforce and managing that diversity have been the essential focus of the G&D Program since its inception. This comprehensive work covers recruitment and retention, equity, and career development for women and men, with special attention to the recruitment and promotion of under-represented groups. Diversity management is devoted to recruiting and retaining talented men and women from many nations.

Future Harvest Centers still face significant challenges in recruiting and retaining men and women of diverse origins. In its most recent summary of system-wide human resources data (Jayasinghe and Moore, 2003), the G&D Program reported that "by most criteria relating to diversity of origin, the CGIAR appears to be in a healthy state. The situation relating to gender balance is, in contrast, disappointing." This can be seen in the staff statistics for developing country nationals and women.

Developing Country Nationals

For internationally recruited positions, the proportion of staff from World Bank Part 2[4] countries increased from 47 percent in 1995 to 51 percent in 2003. This improvement was achieved in spite of a system-wide 25 percent reduction in staff between 1995 and 2003. The fact that developing country nationals now constitute more than one-half of all principal staff positions should be considered a significant achievement.

Women

The proportion of women in the international and national staff is increasing very slowly. As of April 2003, women represented just 18 percent of internationally recruited staff (IRS) and 28 percent of nationally recruited staff (NRS), up from 14 percent and 25 percent, respectively, at the beginning of 1995. On a system-wide level, female IRS continued to be clustered in the lower rungs of the Center career ladder. Women were well represented in administrative positions (50 percent) and, not surprisingly, secretarial positions (82 percent). They also filled a reasonable proportion of positions as information specialists (40 percent), corporate service managers (35 percent), and science support professionals (33 percent). However they were poorly represented in the principal staff groups. Only 20 percent of scientist positions and 9 percent of Center management positions were filled by women as of April 2003.

The data on diversity and gender vary widely among the 16 Centers. Boards should request that Centers include reports on recruitment and retention in their annual reports. The tables presented in this paper (Tables 1, 2, 3a and 3b) or similar tables should form a basis of the report. The tables presented here have been adapted from the work of individual Centers and previous G&D recommendations.

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[4] Part 1 and Part 2 countries, as formerly defined by the World Bank, classifies Part 1 countries as those that provide donor funding and Part 2 countries as the recipients of those loans, or, more simply, Part 1 refers to "developed countries" and Part 2 to "developing countries".

Table 1

Diversity And Gender In Recent Years [5]

YEAR	MALES			FEMALES			TOTAL
	Part 2	Part 1	Sub-total	Part 2	Part 1	Sub-total	
Internationally-Recruited Staff (IRS)							
Current Year	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Year minus one	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Year minus two	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Regionally- Recruited Staff (RRS)[6]							
Current Year	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Year minus one	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Year minus two	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Nationally-Recruited Staff (NRS)							
Current Year	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Year minus one	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Year minus two	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.

Discussion and Review

Management should be asked to explain changes over the time period under review.

1 Do positive changes suggest improved recruitment efforts?

2 Do negative changes suggest problems of retention?

3 If retention issues are identified, does management understand the causes?

4 Is management employing diversity-positive recruitment methods?

5 Has management adopted a marketing approach to attract more applications from female and/or developing country nationals?

6 Has management established goals for improved diversity?

7 Has management developed an action plan to achieve these goals?

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[5] For additional information on question No. 5, see Diversity Positive Recruitment: Guidelines and Tools for Future Harvest Centers (October 2002) - http://www.genderdiversity.cgiar.org/publications/genderdiversity-WP36.pdf.

[6] Regionally Recruited Staff (RRS) is an employment category used by a number of Future Harvest Centers to refer to recruitment of staff in the region, with restricted international advertising and with special employment conditions (i.e. different remuneration and benefits package than IRS).

Managing Diversity

Table 2

Diversity at Different Organizational Levels

YEAR	FEMALES			MALES			TOTAL
	Part 2	Part 1	Sub-total	Part 2	Part 1	Sub-total	
Internationally-Recruited Staff (IRS)							
DDGs and Directors	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Research Program/ Administrative Heads	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Principal Scientists	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Senior Scientists/ Support Professionals	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Scientists/ Support Professionals	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Associate Scientists/ Professionals	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Post-doctoral Fellows	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
No position/grade dataNo.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Regionally-Recruited Staff (RRS)							
Senior Scientists	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Scientists/ Support Professionals	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Associate Scientists/ Professionals	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
No position/ grade data	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Nationally- Recruited Staff (NRS)							
Managers/ Supervisors	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Senior Researchers (MSc or above)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Other Researchers/ Technicians	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Professional staff (e.g. admin., fin., IT, bilingual sec.)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Other Administration and Support Services Staff	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
Field Labor	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.
No position/grade data	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.

Discussion and Review

Ask management to discuss key appointments/departures in any categories.

1 Does management understand the causes of departures?

2 What efforts/program are under way to promote women or developing country nationals to more senior positions (e.g., mentoring programs, training efforts, international rotation)?

Table 3a

Recent Recruitment Efforts – Gender

	APPLICANTS			SHORT-LISTED			APPOINTMENTS		
Internationally-Recruited Staff	Total	No. Female	% Female	Total	No. Female	% Female	Total	No. Female	% Female
DDGs and Directors									
Research Program/ Administrative Heads									
Principal Scientists									
Senior Scientists/ Support Professionals									
Scientists/ Support Professionals									
Associate Scientists/ Professionals									
Post-doctoral Fellows									
No position/grade data									
Nationally-Recruited Staff									
Managers/ Supervisors									
Senior Researchers (MSc or above)									
Other Researchers/ Technicians									
Professional Staff (e.g. admin., fin., IT, bilingual sec.)									
Other Administrative and Support Services Staff									
Field Labor									
No position/grade data									

Discussion and Review:

1 Were there special efforts to improve applications from women?

2 What were the results of these efforts?

3 Were special efforts made to follow up applications from women?

4 Is management satisfied with the results of this effort?

5 How might these processes be improved in the future

Table 3b

Recent Recruitment Efforts – Diversity of Origin

Type of Position		APPLICANTS			SHORT-LISTED			APPOINTMENTS		
Internationally-Recruited Staff	Total No. Vacancies	Total	No. Part II	% Part II	Total	No. Part II	% Part II	Total	No. Part II	% Part II
DDGs and Directors										
Research Program/ Administrative Heads										
Principal Scientists										
Senior Scientists/ Support Professionals										
Associate Scientists/ Professionals										
Post-doctoral Fellows										
No position/grade data										
Nationally-Recruited Staff										
Managers/ Supervisors										
Senior Researchers (M.Sc. or above)										
Other researchers/ technicians										
Professional Staff (incl. admin., fin., IT, bilingual sec.)										
Other Administrative and Support Services Staff										
Field Labor										
No position/grade data										

Discussion and Review:

1 Were there special efforts to improve applications from developing country nationals?

2 What were the results of these efforts?

3 Were special efforts made to follow up applications from developing country nationals?

4 Is management satisfied with the results of this effort?

5 How might these processes be improved in the future

Managing Diversity

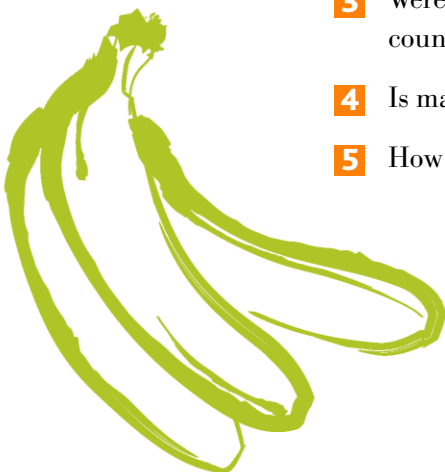# Policies, Procedures and Programs

Recruitment and retention provide the foundation for supporting workforce diversity. However, the effectiveness of this foundation depends on the implementation of policies and procedures that support gender and diversity balance.

The G&D Program works regularly with the individual human resource (HR) units of Future Harvest Centers to establish model policies and programs that support gender and diversity balance. Progress has been mixed. Some Centers are missing critical policies, others have exemplary policies in some areas but outdated policy in others. Boards of Trustees should request a managerial review of HR policies and procedures in order to identify which policies and procedures support diversity. Every Center should have the following policies in place.

Statement of commitment to diversity
Full statement of commitment to diversity, broadly defined in terms of diversity of professional discipline, nationality, gender, race, culture, ethnicity and sexual orientation.

Diversity-related employment policies
The Center should promote diversity clearly in its policies on recruitment and appointment, promotion, performance evaluation and management, and career development.

Anti-harassment policy and procedures
It is vital that Centers have clear anti-harassment and anti-discrimination policies that assure staff 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. It is equally important that this policy include procedures for reporting, investigating and addressing any forms of harassment.

General family-related policies and procedures
Centers must regularly review a number of family-related policies and procedures for commitment to diversity. These include maternity and paternity leave, other family leave, marriage between staff members, and definitions of authorized dependents.

Spouse/partner employment policies and procedures
The Center should have a clear policy on partner employment at the Center. Boards should also enquire about policies and efforts to support non-Center employment and other Center services for partners and spouses, such as access to cultural orientation and language classes.

Family-work balance policies, procedures and facilities

The Center should provide support to families through policies and procedures related to work and personal life balance. These should include policies for flexible work hours, part-time or shared positions, flexible workplace, quiet time, companion travel and communication with home during travel. These may also include facilities support such as private spaces for breastfeeding and on site child care centers. Boards should ask what efforts are being made in these areas and observe which benefits are derived from these initiatives.

Culture and Climate

Diversity-positive recruitment and retention practices, and sound polices and procedures gain momentum in an organizational climate or culture that supports diversity. A culture and climate review should form part of the annual HR and organizational review. This highly qualitative assessment of organizational effectiveness is, of course, far more difficult to prepare and monitor than recruitment results or even policy reviews. Yet it is essential, with respect to gender and diversity issues, that management reach for and establish a climate that supports diversity. In the G&D's 2001 e-conference, participants agreed on the following climate and culture goals:

- establish a workplace of genuine respect, equity and high morale;
- promote a healthy balance between professional and private lives;
- inspire world-class competency in multi-cultural teamwork, communication and management;
- empower and encourage all men and women to maximize professional efficacy and collectively contribute their best; and
- reward leadership, creativity and innovation that employ and celebrate diversity.

Boards of Trustees should request a report from management on the efforts and successes in achieving these goals. The basis for such an assessment can come from a variety of sources, such as reports from staff representative groups, G&D focal points, organizational change committees, satisfaction surveys, summary performance evaluation data, records of diversity in team leadership and committee chairmanship, analysis of suggestion box material and so on. Assessment of such materials and even more direct climate surveys should be well within the purview of a competent and pro-active Human Resources Department. Development of a qualitatively sound climate and culture report would serve management and the Board of Trustees well beyond diversity aims.

Reviewing the Center's participation in G&D activities and services is one method for assessing the climate for supporting gender and diversity balance. Table 4 has been designed to provide guidance for such an assessment.

Table 4

Participation in G&D Services and Activities

	CURRENT YEAR	YEAR MINUS ONE	YEAR MINUS TWO
Number of G&D focal points			
Center Self-Assessment for a Woman-Friendly Workplace			
Training: Number of women trained in leadership, management and negotiations.			
Workshop: Strengthening G&D in Teams and Partnerships			
Workshop: G&D Virtual Teams			
Marketing to Women: Communications Support			
G&D Headhunting Service			
On-line course for High Performance Research Teams			
Simmons School of Management HR Leadership Course			
Spouse/Partner Services			
In-house cultural orientation			
Other			

Discussion and Review

1 Which of these services has proved most useful?

2 What additional support from G&D would the Center like to see?

Innovations and Experiments

Boards of Trustees should enquire about any innovations or experiments that are being undertaken by Centers in support of diversity. For example, some Centers are adopting, or examining the adoption of, a "one-staff employment system", that significantly diminishes the distinction between IRS, RRS, and NRS. Other experiments include the introduction of mentoring programs. These, and other innovations, are worthy of review by forward-looking Boards of Trustees.

One-Staff Employment System

In the one-staff employment system, promotion and career development are defined primarily on the basis of competence and not NRS or IRS categorization. Position assignments and promotions are made carefully on the basis of well-designed competency classifications or "competencies". Competencies in the current model are defined as "the knowledge, personal qualities, and skills and abilities required for fully effective performance in a position." Adoption of a one-staff employment system is an area of fundamental, even radical, policy change for many Centers. Elimination of the IRS, NRS, and RRS distinctions provides a firm foundation for diversity management. Future Harvest Centers and their Boards should carefully review the one-staff concept. Boards of Trustees should assess the perceived opportunities and challenges of the one-staff concept and review management's decision as to whether or not to pursue the concept.

Mentoring

A fundamental dilemma for Future Harvest Centers has been that often very few qualified candidates apply, even when every effort is made to recruit developing country nationals and women for senior positions. There is a variety of explanations concerning the availability of qualified candidates and the willingness of qualified candidates to accept appointments. One proposed solution is the adoption of a mentoring program to foster the advancement and qualifications of candidates already within the CGIAR system. In support, the G&D Program initiated a "Pilot Mentoring Program for Young Scientists" in June 2003 at four Centers. Although these Centers, in collaboration with the G&D Program, will review "lessons learned", the long-term outcome and impact of mentoring programs will take longer to assess. However, Boards of Trustees should review management's assessment of, or experience with, mentoring programs.

Organizational Change Efforts

Boards of Trustees and Center managers in recent years have had the sobering responsibility of reducing staff and restructuring operations at a number of Future Harvest Centers. Evidence from a recent G&D study[7] suggests that: "it is possible to emerge from a major cost-cutting process with all the organization's strengths intact – including a good balance of diversity across gender and nationalities." In spite of a nearly 20 percent decline in total staff, the Future Harvest Centers show an incremental increase in the proportion of international staff from developing countries, as well as an increase in the number and proportion of women, both internationally and nationally recruited. These changes, however, were not evenly distributed across Centers. Very few Centers considered gender and diversity explicitly in the restructuring process. They focused primarily on position-specific and task-specific criteria in determining which positions were to be restructured. G&D research recommends close attention to the following efforts.

Maintain strategic commitment to G&D as mission-critical

Effective organizational change begins with an analysis of the organization's mission and core competencies, followed by an assessment of the types of changes needed to maintain its fit in a changing environment. In planning the downsizing process, successful organizations determine departments, areas and processes that are crucial or "mission-critical" to the organization, while simultaneously seeking to retain high performers. Traditionally, only position-specific criteria have been used to make the determination of crucial positions. Growing evidence from gender and diversity management data suggests that G&D is in itself mission-critical in maintaining an organizational fit in complex environments. Boards of Trustees must ensure that Center management recognizes the strategic importance of gender and diversity goals in organizational change.

Ensure diversity in strategic human resources teams

The team responsible for planning and implementing the restructuring or downsizing effort should be a committee of diversity with human resources management training that includes gender and diversity management.

Identify changes to gender and diversity representation in restructuring proposals

In planning organizational change, it is recommended that different proposals be put forward and the implementation challenges of alternative proposals be carefully analyzed. The gender and diversity implications of alternative proposals should be identified and reviewed in this process. This could be done by adapting Table 2, "Diversity at Different Organizational Levels", to allow for comparison of gender and diversity changes implied by different alternatives.

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[7] http://www.genderdiverstiy.cgiar.org/publications/genderdiversity-WP35.pdf

Document effect of restructuring on gender and diversity representation

Once the restructuring plan is implemented, the change to gender and diversity representation should be documented. Table 2 can be adapted and used to compare the time period before and after restructuring. Where gender and diversity representation has been negatively effected, the Board and Center should re-establish the commitment to diversity and identify new goals for the future.

Families Working Well

Domestic partner support, particularly partner employment, continues to be a topic of significant concern in the CGIAR. Future Harvest Centers have been wrestling with this issue for a decade or more with only modest success. Strategic attention to these issues is needed for the following well-documented reasons.

- Attending to the needs of domestic partners and family-work balance increases staff morale, productivity and length of service.
- Dual career families are increasing worldwide. Candidates for employment are ever more likely to be part of a professional couple, both of whom are seeking or engaged in professional employment.
- Women are still somewhat more likely than men to have partners pursuing active careers. Addressing this issue enhances the ability of the organization to employ more women.
- Effective response to the issues of partner employment and partner satisfaction improves an organization's reputation for recruitment.
- Family dissatisfaction is the major cause of failure in international posting. Relocation and/or rehiring is very costly to the organization.[8]

Less well-documented, but now receiving increased attention in many international organizations is the somewhat broader issue of family-work balance. Family-work balance is an issue for all families, but particularly salient for dual career couples and in organizations with high travel requirements. In G&D's recent comparative study on CGIAR scientists (Rathgeber 2002), quantitative and qualitative data indicated that women face somewhat greater challenges in the family-work arena, but many male scientists also voice substantive concerns.

CGIAR staff clearly recognizes the problem, but commitment to concerted action remains a challenge. At the Center level, Boards can improve response to this challenge by raising family-work issues as part of annual human resource and organizational climate reviews. Additionally, DGs and other senior managers should be selected and evaluated in part on their proven ability to help people "work smarter" rather than "work harder". The following questions need to be raised and action plans need to be developed to address the issue.

FAMILY-WORK BALANCE: REVIEW QUESTIONS

- What does family-work balance mean to the Board and Center management?
- Is family-work balance understood to be an issue at the Center?
- How does management express that understanding in policy?
- How does management express that understanding in action?
- Do Center HR policies support family-work balance (e.g., compensatory time for travel, job-sharing contracts, partner points for travel)?

[8] The cost of a "failed" recruitment of a Principal Scientist, with the appointee leaving the Center after only 12 months, is estimated at US$200,000.

- Does the Center have a spousal/domestic partner employment policy? Does that policy meet current needs?
- What action does the Center take to support a domestic partner in his or her search for employment outside the Center (e.g. assist with work visas for spouses)?
- Is the Center a family-friendly workplace (e.g., nursing rooms, childcare facilities)?
- What actions do Centers take to support new families?
- What are the next steps to address this issue?

The Committee of Board Chairs (CBC) can contribute to meeting this family-work balance challenge at the system-wide level, through promoting further research on this topic by the G&D Program. The G&D Program anticipates a number of useful outputs from such a study including, but not limited to:

- description and dissemination of creative solutions, not yet in practice but stimulated in the course of the study;
- international benchmarking with public and private international organizations on matters of family satisfaction and partner employment;
- identification and dissemination of creative solutions currently in practice within individual Future Harvest Centers (e.g. experience in renegotiating governmental memoranda of understanding to allow for spousal work visas);
- broad circulation of model policies specifically related to details of spousal employment; and
- initiation of a CG-wide dialogue to induce respect among Center leaders, managers and families for the multiplicity of choices individuals and families must make with regard to issues of both employment and personal lives.

HIV/AIDS Care and Prevention

At various points in CGIAR's history, special issues have had unusual impact and significance for particular staff groups. Today, nationally recruited staff members in a number of countries are disproportionately affected by the HIV/AIDS pandemic. Future Harvest Centers made a historic and compassionate commitment to address HIV/AIDS among staff at the 2002 CGIAR Annual General Meeting. Progress on these commitments and the state of affairs regarding HIV/AIDS should be part of the Board's annual review process for the foreseeable future. HIV/AIDS policy models and implementation challenges have been well documented by the G&D Program.[9] Management should prepare a report for Board review documenting answers and action points that arise in response to the following questions.

HIV/AIDS CARE: REVIEW QUESTIONS

Problem

What is management's best assessment of the extent of the HIV/AIDS problem among Center employees? Are any changes seen or expected? Does the Center have an updated risk assessment? Management's knowledge of the extent of the problem is, of course, limited by the constraints of confidentiality regarding HIV/AIDS.

Policy

Does the Center HIV/AIDS policy meet international standards? Are there any proposals for changes to policy or procedures?

Education and Prevention

What education and prevention activities have been undertaken? Is the Center engaged in HIV/AIDS education and prevention on an on-going basis? Does it extend its education efforts broadly to hosted institutions, casual employees, NARS partners and others?

HIV/AIDS Care

Is the Center providing adequate care to staff living with AIDS? Is it now providing anti-retroviral therapy to persons living with AIDS?

Costs

What is the cost of the additional HIV/AIDS program to the health care budget? What are the projected future costs for HIV/AIDS care? How will these costs be covered?

Effectiveness

Is the Center making a difference in the battle against HIV/AIDS?

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[9] http://www.genderdiversity.cgiar.org/publications/genderdiversity-WP38.pdf

Next Steps

Does the Center have an on-going HIV/AIDS action plan? Is it meeting the deadlines outlined in the action plan? What is the next major challenge?

The Board may also periodically review whether there are other special conditions or categories of staff that deserve special attention. For example, some Centers are beginning to assess their response to the special needs of physically handicapped staff members more closely.

Improving Outcomes from Board Diversity

Boards of Trustees can play a vital role in ensuring that Centers work well with diversity. A fundamental step in that process is to attend to diversity work within the Board itself. There are five fundamental areas in which boards can take internal action.

DIVERSITY WITHIN THE BOARD

Board Composition

Over the years, Boards of Trustees in the CGIAR have sought actively to improve diversity in membership composition in terms of gender, discipline, cultural background and professional expertise. This effort must be on-going. It has been supported recently by a database of potential board candidates developed by the G&D Program. In addition to general diversity in the Board makeup, it would be wise to ensure that some members of the Board, and certainly within the Human Resources Committee, have gender and diversity expertise.

Strategic Direction

As part of its strategic planning function, the Board should assist the Center in aligning gender and diversity initiatives to the core work of the organization and its strategic goals. The Board can achieve this by emphasizing that gender and diversity goals and outcomes are also high priority goals of the Board.

Cross-cultural Training

As in any organization, group or team, the work and decisions of Boards of Trustees are not instantly improved by the existence of diversity. Rather the diversity of board membership must be actively embraced to become a force for new ideas, rapid change and improved decision-making. Cross-cultural or diversity training is likely to benefit Boards of Trustees and/or new board members. Cross-cultural training almost always begins with an effort to surface biases and to recognize different cultural lenses that color communication and decisions. Board chairs and committee chairs have an exceptional responsibility to recognize these communication challenges and to make the voice of minority individuals heard. Annex A offers an example of a tool that can be used by Boards to assess the their current proficiency in working with diversity.

Education

Continuing self-education on gender and diversity issues is useful for all boards and individual board members. This working paper is intended to be a primary document in support of that effort. Additionally, the next section provides a list of resources on gender and diversity issues. Board members are

encouraged to review two of those documents, "Working with Diversity: A Framework for Action" and "Female and Male CGIAR Scientists in Comparative Perspective". Annex B offers a comprehensive list of "Indicators of Progress in Effectively Managing Diversity", drawn from the first of the above-mentioned papers.

Self-Assessment

Two questions from Annex B should be included in the Board's annual self-assessment: Is the Center making best use of its own diversity in decision-making? Is it successful in highlighting the strategic importance of G&D goals?

Diversity Climate Survey

This tool provides an opportunity for the Board of Trustees to assess its current proficiency in working with diversity. It is intended to encourage honest and constructive assessment so that improvements can be made.

Use the following 5-point scale to indicate the current level of effectiveness of your Board.

1 We are seriously lacking in this area.

2 We are inconsistent and need to focus on improvement

3 We are doing this with regularity.

4 We are doing this well, to an advanced level.

5 We do this in an exemplary way and can be used as a "best practice" model for other teams.

1. Our board is composed of individuals who come from a variety of different cultural backgrounds. We are purposeful in selecting members who bring different perspectives.

`1` `2` `3` `4` `5`

2. We are good at listening to one another. We seek to understand before we disagree or debate. We engage in listening actively – using questioning, paraphrasing, and summarizing to enable us to understand one another better.

`1` `2` `3` `4` `5`

3. We are open to new and different ways of doing things. We use our diverse backgrounds, skills, and experiences to heighten our creativity and innovation.

`1` `2` `3` `4` `5`

4. We are comfortable discussing whether problems are task related or culturally based.

`1` `2` `3` `4` `5`

5. We are respectful of board members who are working in a language that is sometimes difficult for them. We wait for them to complete sentences and don't interrupt before they are finished.

`1` `2` `3` `4` `5`

6. We know that writing in another language is often difficult. We are tolerant of writing that is not perfect, and when "writing perfectly" is called for, we assign it to native speakers or otherwise help one another.

`1` `2` `3` `4` `5`

7. We are patient. We know it sometimes takes more time for us to understand one another, to solve problems, and develop strategy. We stay with it; we do not defer to the dominant culture and just let them take the lead.

`1` `2` `3` `4` `5`

8. We have set up ground rules to address cultural issues and differences (of national origin, disciplinary perspective, status, etc.) before they become problems.

`1` `2` `3` `4` `5`

9. I am able to participate fully on this "team". My opinions are listened to. My perspective is respected. I have as much influence on the board as others do.

`1` `2` `3` `4` `5`

10. We enjoy our diversity; we don't just tolerate it.

`1` `2` `3` `4` `5`

Indicators of Progress in Effectively Managing Diversity

The organization is working creatively with diversity when the following are in effect.

- Diversity strategies are integral to organizational strategies and objectives.

- Diversity is viewed as contributing to organizational effectiveness.

- Diversity is recognized as a long-term organizational investment that naturally involves complexity and constructive conflict.

- Managers take ownership for the strategy by setting visible goals and by serving as positive role models.

- People of diverse backgrounds work in all levels and departments of the organization.

- Diversity is an explicit goal in recruitment strategies.

- There is equity in employment actions and systems.

- Diversity is integral to the organization's operating principles and values and these are recognized as deriving organizational behavior.

- Diversity objectives are set and met from the top to the bottom of the organization.

- Organizational issues and personnel grievances are resolved effectively with active, appropriate input and participation from all levels.

- Employee issues are raised and heard with respect and honesty, and are resolved in an effective, timely manner.

- Information flows unencumbered to those who need it to work effectively.

- Expertise is trapped in strategic decision-making no matter where it resides in the organization.

- Individuals hold themselves accountable for their actions.

- Managers are trained, assessed, held accountable and rewarded for managing people of diverse backgrounds effectively.

- Mangers are rewarded for integrating diversity objectives and practices within their work initiatives and programs.

- The organization is viewed by its employees, clients, and other stakeholders as an ethical player in its professional area and in the community where it is located.

- The organization is viewed as a benchmark for best practices in diversity by employees and the public.

- The organization's products and outputs reflect a broad and diverse client base and partner network.

- The organization continually assesses and learns about the dynamics of diversity and their impact on the people and the work of the organizations.

Resources for Gender and Diversity Issues in the CGIAR

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Jayasinghe, Gayathri and Bob Moore. 2003. "First the Good News...Staffing in the CGIAR, 2003". *CGIAR Gender and Diversity Program Working Paper*, No. 40 (October). Washington, DC: CGIAR Gender and Diversity Program.

Jacobs, Carmen and Anne Acosta. 2002. "Gender and Diversity in Times of Change: Staffing Trends and Organizational Change Strategies in the CGIAR." CGIAR *Gender and Diversity Program Working Paper*, No. 35 (October). Washington, DC: CGIAR Gender and Diversity Program.

Joshi, Joan, Elizabeth Goldberg, Sara J. Scherr and Deborah Merrill-Sands. 1998. "Toward Gender Equity: Model Policies. *CGIAR Gender and Diversity Program Working Paper*, No. 18 (September). Washington, DC: CGIAR Gender and Diversity Program.

Merril-Sands, Deborah and Evangelina Holvino (with James Cumming). 2000. "Working with Diversity: A Framework for Action." *CGIAR Gender and Diversity Program Working Paper*, No. 24 (October). Washington, DC: CGIAR Gender and Diversity Program.

Merrill-Sands, Deborah and Joan Joshi. 1998. "The Role of Boards in Addressing Gender Staffing Issues." *CGIAR Gender Program Working Paper*, No. 16 (January). Washington: CGIAR Secretariat.

Rathgeber, Eva. 2002. "Female and Male CGIAR Scientist in Comparative Perspective. *CGIAR Gender and Diversity Program Working Paper*, No. 37 (October). Washington, DC: CGIAR Gender and Diversity Program.

Wilde, Vicki and Patrick Shields. 2002. "Diversity-Positive Recruitment: Guidelines and Tools for the Future Harvest Centers." *CGIAR Gender and Diversity Program Working Paper*, No. 36 (October). Washington, DC: CGIAR Gender and Diversity Program.

ALL G&D WORKING PAPERS ARE AVAILABLE FROM: www.genderdiversity.cgiar.org