

CGIAR GENDER PROGRAM

Working Paper, No. 2

SPOUSE EMPLOYMENT IN ORGANIZATIONS AROUND THE WORLD

A TOOLKIT FOR DEVELOPING
POLICIES AND PRACTICES

**Prepared by
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CGIAR Secretariat
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LIST OF WORKING PAPERS

- Working Paper, No. 1 Status of Internationally-Recruited Women in the International Agricultural Research Centers of the CGIAR, Deborah Merrill-Sands and Pammi Sachdeva; October 1992.
- Working Paper, No. 2 Spouse Employment in Organizations Around the World: A Toolkit for Developing Policies and Practices: Madelyn Blair, December 1992.
- Working Paper No. 3 Spouse Employment at IRRI: A Case Study; Deborah Merrill-Sands; March 1993.
- Working Paper, No. 4 Strengthening the Recruitment of Women Scientists and Professionals at the International Agricultural research Centers: A Guidelines Paper; Sarah Ladbury; October 1993.
- 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.
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- Working Paper, No. 15 1997 CGIAR Human Resources Survey: International Staffing at the CGIAR Centers with a Focus on Gender. Deborah Merrill-Sands, October 1997.
- Working Paper, No. 16 Role of Boards in Addressing Gender Staffing Issues. Joan Joshi and Deborah Merrill-Sands, January 1998.

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PREFACE

This report has been written as a reference for management and staff who must develop policies and practices for an organization on spouse employment. It is not a treatise on spouse employment, it is a reference guide. It provides the reasons for dealing with the issues, the benefits to be gained, and a full “tool kit” of principles, characteristics, and suggested practices for dealing with the issue. Wherever possible, it has used direct quotes to help the reader appreciate the perspective of the contributing organizations.

Spouse employment is an important issue and deserves to be placed in perspective. The reader is strongly encouraged to read Sections II and III on reasons and benefits of dealing with spouse employment in order to understand the context in which this issue stands.

SUMMARY: PRINCIPAL FINDINGS AND CONCLUSIONS

Spouse employment has been identified by the Directors of the CG Centers as one of their most pressing human resource management concerns. This study is designed to assist them in responding concretely and effectively to this management challenge by providing a tool kit taken from policies and practices of other relevant organizations. In consultation with the senior managers of the participating Centers, 19 organizations were selected and accepted the invitation to participate. Of these organizations, all but one had locations in more than one country, with some being in 130 countries. All have a scientific base and recruit some of their staff internationally. All consider spouse employment an important human resource management issue. They include Centers, governments, corporations and various other types of organizations including foundations. Their headquarters cover Africa, Asia, Europe and North and South America.

The definition of the term spouse employment is far broader than the employment of spouses in an organization. Participants used it to refer to any assistance given to the partner of the staff member to help that individual continue to pursue professional activities in the country of posting whether within the organization or outside of it. Partner was used to indicate that the formal relationship may be different from marriage yet still represent full commitment.

Six Reasons Were Found for Dealing with Spouse Employment

Narrowing of the traditional labor pool. The most frequently mentioned reasons for deciding to deal with the spouse employment issue was the fact that traditional labor pools are shrinking – highly skilled individuals from Europe, North America, and Japan are declining in absolute numbers.

Dual-Career families increasing. Dual-career families are increasing world-wide. Professionals are now more and more one part of a professional couple.

More women in work force. More women are in the work force today – they comprise one-third of the world's workforce. And women tend to have spouses who are pursuing careers.

Higher productivity of staff. Attending to the needs of dual-career couples increases staff morale, productivity and length of service.

Competitive pressures. Competitive pressures are increasing around the globe. Where labor pools were exclusive in the past, today these are being broached by many more organizations.

Competition for quality candidates has increased. Second, scientific challenges are greater today in a time of reduced funding. Both pressures reinforce each other.

Ignoring problems will not change them. Lastly, organizations can no longer ignore the issue of spouse employment. Where large organizations had to do so much earlier (some as long as 30 years ago), today, no size is exempt.

Four Benefits Accrue to Organizations When Dealing with Spouse Employment.

Productivity and personal support. All but one of the organizations surveyed, allow spouses to be employed in the same location. They find that when dealing effectively with spouse employment, the overwhelming benefit (41% of the responses) from doing so is productivity of the staff who are content with their home life and about how the organization has dealt with their personal needs. Retention is longer and productivity and morale are higher.

Recruitment and reputation. Second, with 22% of the responses, was the ability to attract the more desirable candidates during recruitment. The data showed that the objectives of recruitment and the characteristics of the candidates of the comparator organizations were very similar to what the Centers are seeking. Yet the organizations who deal with spouse employment regularly and rigorously said they had excellent labor pools from which to draw.

Competition and long-term viability. Dealing effectively with spouse employment can add to an organization's competitive edge by attracting better staff, getting a higher return on the investment in staff, being more easily able to relocate staff, and realizing direct cost savings on housing and other benefit cost reductions.

Diversity's contribution to competitive position. Spouse employment is a help to bringing in women into the organization. Women enhance diversity. As managers learn to manage diverse staffs more and more effectively, creativity will also be encouraged – thus enhancing the ability of the organization to succeed through bringing more and different ideas forward.

Issues of Implementation

Spouse employment is not a management issue solely for organizations based in developing countries. Except for varying work opportunities, work permits are required in all the countries cited and are given with more or less difficulty.

Salary differences are an issue. If spouses of international staff are brought in to assume positions that have been held by nationals, salary differentials must be addressed.

It takes time to negotiate a position and a work permit even when going to the best of economic locations. Spouses who have been fully informed of the situations have often taken initiative.

When work was found, and the organizations in question joined forces to gain the work permit, these situations seemed to end in success.

Qualifications of the candidate must come ahead of employing a spouse. There seems to be a confusion that when a spouse is hired, it is a favor to the individual. In fact, it is just another means to meet the needs of the organization.

Transparency of actions tells the real story and tells it best.

Recruitment practices must acknowledge spouse needs for information about employment.

Smaller organizations have fewer opportunities to use spouses.

When both spouses work for the organization, benefits must be re-examined.

Corporations must abide by the immigration laws. It doesn't preclude informal means, but it does restrict the options for more significantly than for international organizations.

Practices of the Participating Organizations

In all, 202 individual practices have been summarized into a list of unique ones. The practices of the organizations surveyed fell into seven categories.

- Providing assistance to dual-career spouses and employees
- Using spouses in the organization
- Working with government
- Networking
- Benefits of the dual-career spouses and employees
- Psychological support
- Recruitment

Principles and Characteristics to Guide Action Plans

Principles should guide the development of any action plan or policy. Developed from the responses, the following principles are suggested as the underpinnings for any policy on spouse employment.

- (a) Any policy or practice developed should reflect the value spouses bring to the staff as partners in their work as well as their personal lives and, thus, their contribution to the Center's mission.
- (b) Any policy or practice developed should incorporate a clear definition of spouse employment which embraces the broader definition found in the term leveraging partners¹; that extends to any committed partner in life and that extends to more than employment of the partner including assistance, training, utilizing in creative ways, etc.

¹ See pages 10 and 11 for a discussion of leveraging partners.

- (c) Any policy or practice developed should be guided by the principle of flexible simplicity, a concept which tries to maximize the options available while minimizing the number of specific policies.
- (d) Any policy or practice developed should be transparent (clear and accessible).
- (e) Any policy or practice developed should be based on clearly stated responsibilities of the Center, the staff, and the spouse.
- (f) Any policy or practice developed should allow for full and easy communication to all audiences including candidates being considered in recruitment.
- (g) Any policy or practice developed should leverage every option by using every resource, person, or organization available.

Robust and successful participants of this study all saw spouse employment assistance as a part of normal operations and as an opportunity, rather than a constraint. The characteristics of the operative² policies of these organizations were:

- (a) that spouses were allowed to be employees when the operational needs offered the position and when the spouse qualified for it; compromise of institutional needs was not allowed,
- (b) that spouses could not report directly to one another or participate in any selection decision involving the spouse,
- (c) that spouses could not be in a position where he or she would have access to confidential material about the spouse,
- (d) that responsibilities for action by each party (spouse, organization, staff member, etc) reflect the capabilities and authority of each; for example responsibility for initiative by the spouse is complemented by the responsibility for providing accurate and up-to-date information on country conditions by the organization,
- (e) that assistance was provided to the spouse in the form of (1) information; (2) clearly stated responsibilities of all parties; (3) direct help in obtaining needs which were beyond the spouse's capabilities such as introductions, travel before assignment, pressure for work permits,

² Note the use of the word operative rather than explicit. Several of these organizations did not have explicit spouse employment policies. They did have policies that were directed at individuals assuring that if one was the spouse of another, that individual rights were not compromised.

- (f) that the individual(s) responsible for assisting spouses had this as a part of their job description rather than as an overload activity, and the individual was accessible,
- (g) that the changing needs of dual-career families at the different stages of family and career life were recognized, e.g., a relocation by one of the partners,
- (h) that priority in filling positions was given to staff who were relocating and to spouses when qualified, and
- (i) that alternative means of accommodation were considered to respond to career stages, e.g., leaves of absence, part-time, job sharing, sequencing.

Recommendations for Developing an Action Plan

Forming the Working Group

One characteristic of any successful organizational development effort is that it involves more than a few people. In this way, the message is spread further, there is broader acceptance, and more ideas are brought to bear on the issue.

Recommendation: Form a working group of staff, spouses, and management to develop the plan.

Creating the Work Plan

Each Center will wish to design the approach to creating the Action Plan to suit the style and preferences of the Center. Expertise may be needed at this stage to assure that the approach supports the steps that must be done, but a sample list of steps are presented here as a beginning set for any group. It should be considered only a basic list that should be discussed and adjusted to reflect local needs and preferences.

Recommendation: The suggested work plan, listed in the text, should be used as a base for the work plan of the working group.

A tool kit of (1) principles, (2) characteristics of operative policies, and (3) suggested practices for the Centers has been supplied in the text of this report to assist and guide the development of the action plan by the working group. The suggested action plan in the report indicates where each of these tools can be used.

Recommendations for Management Actions

The actions of management at each Center will reflect the commitment being given to dealing effectively with spouse employment. As a beginning set of actions, each manager should consider the following recommendations for personal action:

Recommendation: Recognize that spouses are a valuable resource to the Centers and that spouse employment is a serious issue to be dealt with on a priority basis.

Recommendation: Commit to support the development and implementation of an action plan on dealing with spouse employment. (see section on Developing an Action Plan).

Recommendation: Initiate the development of a plan specific to your Center using the approach and principles laid out in this report.

Facts are more important than opinions, yet unless the facts are made known, opinions will dominate and command. Communicating what has planned, decided, and acted upon will convey the importance of this work to the Centers in the best way it can, by giving facts.

Recommendation: Communicate the plan to staff and communicate actions taken to assist Spouses.

Measurable goals are a hallmark of an effective plan. If the plan includes these, there should also be a means to measure against those planned for as well. Along with measuring what was done and when, there are many lessons learned from what does happen what didn't work, and what did. Capturing the lessons learned during implementation is a most valuable step to managers.

Recommendation: Monitor specific cases to see that the plan is being implemented and to assure that the learning from them are being captured and acted upon as needed.³

Recommendations for system-level Actions

While approaches must reflect the needs and preferences of the Centers, there is value in having the System set a policy framework or endorse a set of principles in which individual Centers may work – a framework that would set definition and conditionality while allowing for individual implementation. Responsibility for developing a common set of principles should be taken by the Benefits Committee or by the Committee of Deputy Director Generals.

³ A sample way to monitor cases of this nature is attached in Appendix D.

Recommendation: (The Centers should) work together to develop a common set of principles for spouse employment policies and submit these to the CGIAR for endorsement.

Recommendation: (The CGIAR should) unite and support the UN Resolution on spouse employment.

Recruitment is severely impacted by a lack of effective spouse employment policies and practices. In particular, a negative image projected by an organization on this issue discourages applicants from even applying, thus, preventing the Centers from even having the choice. Organizations that have strong reputations in this area, state they have excellent access to labor pools.

Recommendation: (The CGIAR should) examine the image projected especially to the non-traditional labor pools on how the Centers and the System as a whole treat spouse employment to determine if action is needed by the system.

Ongoing learnings from the Centers will enrich the understanding of how this issue can be approached especially since the experiences will be through organization so alike. Capturing these learnings must be done actively, however.

Recommendation: (The Centers) should experiment and share experiences periodically during meetings of Director Generals or Deputy Director Generals. This should become a routine agenda item for several years.

Recommendation: Decide to address the topic again next year at a System-wide meeting and report to each other what has been done and the lessons learned.

I. INTRODUCTION

A. ABOUT THE STUDY

Spouse employment has been identified by the Director Generals of the International Agricultural Research Centers as one of their most pressing human resource management concerns. It affects their ability to recruit and retain high quality staff and is a problem which has grown more acute in recent years. This study is designed to assist them in responding concretely and effectively to this management challenge by providing a tool kit taken from policies and practices of other relevant organizations.

The report is intended as a reference for policy and practice development. As such, it should be considered a working reference for developing strategies, not the definitive word on spouse employment.

In consultation with the participating Centers, 19 organizations were selected and accepted the invitation to participate. This report is a summary and analysis of interviews with these 19 participating organizations around the world. It is short so that critical data are reported without encumbering the reader with detail. Examples are included to base the material clearly in reality.

The agreement with participants assured that responses would be kept confidential. Quotations from them have been used with no attribution. If an organization is identified, permission has been granted.

The design of the study was based on three principles:

- (1) selecting organizations around the world that had a scientific base (with emphasis on agricultural development) for much or a large part of their work, that recruited internationally, and that recognized that spouse employment was important human resource management issue;
- (2) maintaining a balance of organizations by geographical region around the world and balance of private as well as public;
- (3) collecting data formally through structured interviews.

The number of organizations tapped for participation was 36, and ultimately 19 organizations participated at some level. All but one had locations in more than one country with some being in as many as 1230 countries. All recruited some or all of their professional staff internationally. There were six Centers, two governmental organizations, four international corporations, and seven other types of organizations including development banks, foundations, and research

organizations. They range in size from 17 employees to 109,000. Eight are headquartered in North America, four in Europe, three in Asia, two in South America, and one each in African and Australia. The corporations are the most constrained legally (they all followed immigration laws to the letter), and the governments least constrained because of their ability to make reciprocal agreements. Of the organizations, 17 were full participants in the study, although not all contributed statistics since policy often prevented this.

Figure 1. Participating Organizations and Country of Headquarters

Centers

Centro Internacional de Agricultura Tropical (CIAT), Colombia • Centro Internacional de la Papa (CIP), Peru • International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), India • International Irrigation Management Institute (IIMI), Sri Lanka • International Institute of Tropical Agriculture (IITA), Nigeria • International Service for National Agricultural Research (ISNAR), Netherlands

Private Corporations

Ciba-Geigy, Switzerland • Corning, Inc., USA • The Dow Chemical Company, USA • Xerox Corporation, USA

Governmental Organizations

Canada • Norway

Others

Australian Centre for International Agricultural Research (ACIAR) • CARE, USA • Canadian International Development Agency (CIDA) • European Organization for Nuclear Research (CERN), Switzerland • The Ford Foundation, USA • Kasetsart University, Thailand • The World Bank, USA

Given the limits on the study's resources, fully balanced treatment across developing and developed countries was not possible. Every attempt was made, however, to have some representation from all continents. In addition, the experiences captured were based on actual treatment of the issue in developing and developed countries.

The survey questions were developed jointly with the CG Gender Program team from CGIAR Secretariat. They cover the issues most relevant to spouse employment and give further insight into the organizations for understanding responses. The list of questions is in Appendix A.

The approach was to send out the full set of interview questions beforehand so that the organization could decide its participation on the basis of full knowledge of the approach. With this in hand, a telephone interview was scheduled. The telephone interview took from 30 minutes to two hours. In all cases, the respondents answered all questions relevant to their experience.

In some cases where an individual was unable to respond to some questions, another source was identified and called. In all 25 interviews were conducted with three organizations providing written response to the questions.

Analysis was based on information and data on internationally recruited staff. The qualitative responses were summarized, and trends and common themes identified. Recommendations based on the findings and experience in this area were then developed jointly with CGIAR Gender Program team. This report has been written in a style that allows much information to be transmitted in a short form. Tables have been used to facilitate locating items of specific interest to the reader rather than a comprehensive treatise of all that was learned. Summary without loss of critical information has been the objective.

Some organizations were unable to supply the requested data because of policy limitations, and some changed the definitions of the data supplied. The data in this report reflect submissions with consistent definitions across all reporting participants. The quantitative data have been examined to indicate trends and apparent relationships. No attempt was made to use statistical rigor. The data were not collected to dot his nor are they robust enough to do so. The data are sufficient to see some indicative relationships, and even in this form, they are useful for gaining insight into the issues.

B. DEFINING SPOUSE EMPLOYMENT

The definition of spouse employment is far broader than the casual reader might suspect, going beyond spouses and beyond employment in the organization or outside the organization. The respondent organizations had several names and meanings for the individuals covered by the overarching phrase “spouse employment.” Such terms as domestic partner, significant other, declared companion, trailing spouses, and designated companion were some of the alternative wordings. In all, they were directed at identifying the committed *partner* in life to the staff member.

The programs designed to assist this person were similarly broad ranging. They involved employment both within and outside the organization, but also job counseling, graduate study, volunteer work, introductions to contacts, training, explanations of legal means to obtain work permits, and consultancies outside the organization⁴. Spouse employment also beyond the spouse (or partner) or the employee. It also includes times when the spouse of the staff member must move for career reasons, leaving the staff member in the reverse position. Being flexible as an organization to deal with this situation is the reverse side of the same coin - but it is the same

⁴ The variety will be dealt more carefully in the section on practices.

Coin. Each program was an attempt to give meaningful options to what would otherwise be a waste of resources – resources that could benefit the organization by lending support to the successful and productive work of the primary employee. When employers treat partners as valuable individuals, they even become ambassadors for the organization. One respondent said, “I tell them upfront that they are the beneficiary (at the beginning), and it is my intention to use them in a positive manner later on to help others”. Another way to describe these activities is to say the practices leverage the partner resources – for the partner and for the organization – regardless of the particulars of the case.

This report will continue its discussion using the term spouse employment. However, by referring to leveraging partners, programs that use alternative means to directly and indirectly take advantage of the capabilities, energies, support and enthusiasm of the partner of the employee to the benefit of the organization – a new perspective can be gained. The reader is invited to try this.

II. SIX REASONS FOR DEALING WITH SPOUSE EMPLOYMENT

Regardless of the positive face put on spouse employment by calling it another name, the reality is that it presents challenges for any organization. Many Centers consider it to be one of the most important human resource management issues they face. Does it have to be dealt with? A variety of reasons led organizations to recognize and respond to the need for employment assistance for spouses. While some of the participants had been dealing with the issue for as long as 30 years, the reasons – when remembered – mirrored those who are just now feeling the press of events. Not one organization that responded to the study said that this issue did not have to be dealt with. Six broad reasons were cited most for dealing actively with spouse employment, in the following order:

- a) Narrowing of the traditional labor pool
- b) Dual-career families increasing
- c) More women in the work force
- d) Higher productivity of staff
- e) Competitive pressures
- f) Ignoring the problems will not change them

A. NARROWING OF THE TRADITIONAL LABOR POOL

“Getting anyone to work for (our organization) may have been the case 5 – 10 years ago, but the labor pool of the types of skills we are looking for is shrinking daily, and we are going to have to become much more competitive to get the people we want.” (Other)⁵

“World demographics play a major part – there are going to be fewer professional candidates from whom to choose. Already there are some fields where we are unable to attract people. The demographics are even more severe in Japan for example. (It is) equally an issue in most of the European countries.” (Other)

The labor pool of highly trained individuals from Europe, North America, and Japan is narrowing. The traditional professional pool for the Centers is declining worldwide due to shifts in the demographics of the industrial countries. The labor force in North America, Japan, and Europe grew from 8 to 49% from 1970 to 1985. These same labor forces will grow at most by 1.3% and in one country, shrink by –0.3% from 1985 – 2000.⁶ In addition to the changing demographics,

⁵ The Type of organization quoted is indicated in the parentheses as: Center, Government, Corporation, or Other (including NGOs foundations, non-profit research).

⁶ William B. Johnston, Global Workforce 2000: the New World Labor Market, Harvard Business Review, March-April, 1991, p.117.

there is a simultaneous growth in worldwide competition for highly trained individuals. Thus, the overall pool of highly trained individual is constrained by two forces acting at the same time to reduce its availability.

B. INCREASING DUAL-CAREER COUPLES

“Sociologists (call) the most significant demographic development of the 20th century: the dramatic increase in the number of two income households.”⁷ By 1990, “both the husband and wife in 75% of all marriages will be employed.”⁸

“Dual career families are what is happening in society at large, and our younger spouses come in expecting to maintain a pretty constant career, and others want to start something once their families are launched.”(Government)

“For women in science, two-career marriage is the norm.”⁹

“For young people now, if you’re a professional your spouse is very likely to be a professional, too.”
(Government)

The increase of dual-career families as the second most frequently mentioned reason for facing the spouse employment issue, especially with “younger staff.” Other participants simply saw dual careers as “the case(s) came up.” “More families are dual career. Providing special programs in order to recruit these people (is necessary); spouse assistance is an example of being flexible to meet a need.”

C. MORE WOMEN IN THE WORK FORCE

“More than half of all women between the ages of 15 and 64 now work outside the home, and women comprise one-third of the world’s workforce.”¹⁰

“Women in Europe and North America have moved increasingly into scientific careers since the mid-1970s and are making up a larger share of that professional labor pool. In both continents women now comprise about 25% of the pool of agricultural scientists receiving advanced degrees in agriculture sciences, and about 3-40% of those in biological and social sciences.”¹¹

“Just think it’s a change of attitude towards working women and the maturing within various cultures at different rates that is building pressure.” (Corporation)

⁷ Herbet Ricklin, Spouse Career Relocation Assistance is Becoming an Important Element of the Corporate Benefits Package, Employee Benefits Journal, March 1991.

⁸ Alan Trippel, Spouse Assistance Programs: Relocating Dual-career Families, Personnel Journal, October 1985.

⁹ Ann Gibbens, Two Career Science Managers, Science, Vol.255, 13 March 1992.

¹⁰ William B. Johnston, Global Workforce 2000: The New World Labor Market, Harvard Business Review, March-April, 1991,p.117.

¹¹ Deborah Merrill-Sands, Status of Internationally-Recruited Women in the International Agricultural Research Centers of the CGIAR, September 1992.

“We’ve (placed spouses) in Japan and China where, in both cases the male was the tailing spouse and both wound up working... We’ve probably broken some barriers at relocating women around the world.” (Corporation)

In looking at the forces behind developing spouse employment approaches, participants saw the pressure to employ women. “We had to attract more women,” and “Women tend to have spouses with the need for a job.” Related to this were the changes in social attitudes about women and working spouses as natural pressures of the times. “It is a result of the momentum of culture and the maturity in various cultures at different rates.” It came also out of the “change in attitudes about working with women.” Some participants experienced this through “external pressure groups” or “government pressure.” Last, the inverse affected one participant who said they had addressed spouse employment in order” to retain men who had professional wives.

D. HIGHER PRODUCTIVITY OF STAFF

“Happy families mean good workers.” (Center)

“They are not in whole situations (the spouse and family are back in the home country). This has affected productivity.” (Center)

“The families have stayed (in their domestic domicile in their home town) which creates a stress on the officers concerned... One of the issues that induces people to keep their home domicile is the fact that they have a working spouse.” (Other)

“But the divorces are very common... When the spouse is left behind, there’s a very high correlation between that and the relationship terminating.” (Corporation)

“Relocation and the uprooting of families is an ongoing issue. The 90’s is the decade for greater bonding and more reluctance to leave established roots”. (Corporation)

The return on investment of staff is measured by their productivity over time. Both productivity and time in assignment depend on how satisfied and comfortable the staff member is in her or his personal life and their perceptions about control over situations that affect them. When a spouse feels there is no support for (or even sensitivity to) the lack of career opportunities, the spouse feels out of control and uncomfortable. This affects the personal life of the staff member as well. Giving support or showing sensitivity prevents resentment by the spouse and the resultant affect on the staff member and her or his dedication to the work.

When families are separated, they are under severe stress. When family life is full and whole, the productivity of the staff member is higher, and the staff member is more likely to stay for the life of the contract. Although mentioned fewer times as a driving force, participants indicated that productivity and reducing the loss of investment were important. “More than people turning us down was the problem of people going overseas and then at the end of the two years saying, ‘I’m returning,’ that is disruptive.” More personally, “When the spouse is left behind, there’s a very high correlation between that and the relationship terminating.”

E. COMPETITIVE PRESSURE

“In addition to the shrinking pool, there is more competition, and the low dollar makes salaries less competitive.” (Other)

With communication making the world smaller and smaller, and travel allowing people to move over country borders as easily as from one town to another, the workforce of today has become global – so has the workplace. This is nothing new to the Centers, which have drawn talent from around the world for years, but is new when there are now many more recruiters tapping into the same candidate pool. The competition for quality candidates increases. Thus, where certain labor pools were considered exclusive to the Centers, there are now others seeking the same candidates.

Second, the scientific challenges are greater today. The Centers are addressing a broader range of objectives. Reduced funding – because of more options for funders to consider – puts pressure on all in the international community to distinguish themselves. All this demands continued and improved quality of staff, and takes resources for scientific organizations, in a shrinking, more competitive situation.

F. IGNORING THE PROBLEMS WILL NOT CHANGE THEM

“If the endeavor is to continue to be international in nature, and indeed combine industrialized countries skills, capabilities, and professionals with those of developing countries in an international personnel mix, we need to do something about it. It’s not going to go away, in fact it’s going to get worse.” (Center)

Ignoring the problems of spouse employment will not change them. It will only aggravate them. The problems will limit who will come and who will stay.

Larger organizations seem to have felt the impact of spouse employment much sooner (Table 1). The data suggest that no size limit is exempt.

Table 1: Number of Years Spent Dealing with Spouse Employment by Organization Size		
<i>Size or organization</i>	<i>Number of years Spent on the issue¹²</i>	<i>Average number of years spent on the issue</i>
1-100	5	5
100-1000	4,10,4	6
1000-10,000	3,12,3,30	12
Over 10,000	15,20,30	22

¹² Only 11 organizations reported this data.

III. FOUR BENEFITS OF DEALING EFFECTIVELY WITH SPOUSE EMPLOYMENT

This section outlines the benefits of dealing proactively with spouse employment. Organized in the order of frequency mentioned by the participating organizations, the expected outcomes of dealing effectively with spouse employment affect significant managerial areas of concern:

- a) Productivity and personal support (happy homes)
- b) Recruitment and reputation
- c) Competition and long term viability
- d) Diversity's contribution to competitive position

A. PRODUCTIVITY AND PERSONAL SUPPORT (HAPPY HOMES)

“Our officers used to see this as a lifetime career. Now they try it, and see how they like it. With the investment to get them productive, this is an enormous loss for us.” (Government)

“We realize that if we're going to get the best out of the person, he (or she) is not going to function if the family doesn't function.” (Government)

“If an employee is happy, satisfied, and most problems resolved, then the productivity level increases substantially.” (Corporation)

“One of the more important issues is to keep spouses together physically.”

Overwhelmingly (41% of the responses on benefits), the most frequently mentioned benefit gained from dealing effectively with the spouse employment issue was that of productivity gained by staff who were content about their home life and with how the organization was dealing with their personal needs. When spouse employment is dealt with, higher morale, higher productivity, and longer retention periods are a result.

B. RECRUITMENT AND REPUTATION

“We're seeing more qualified females who will not come to (us) because we're not providing enough for the spouse's employment, and this is done beforehand because they know our reputation in this area.” (Other)

“I think the labor pool for females is very competitive, everybody has a policy to increase the number of female professionals in the organization. (We) pull a lot and all 16 or 17 international centers are also pulling.” (Center)

“What worries us is that many prospective candidates perceive centers don’t care for spouses and, therefore, don’t apply. We don’t know who we don’t have the chance to see.” Center)

The second most frequently (22%) mentioned benefit of dealing with the spouse employment issue was the ability to attract the more desirable candidates. More candidates accept offers when the spouse issue is dealt with. The number who apply is larger because the spouse issue is not an automatic stop to the application. And with larger pools from which to select, participants felt that quality was better assured. For example, in 1990, only 7% of the applications received by the Centers are from women.¹³ Yet women represent much higher proportions of the specialties of main concern to the Centers.

Recruitment of the right kind of candidates – candidates who could assure the Centers continued excellence – must be enhanced. With the shrinking of recruitment pools, and the increased competition for quality candidates and for women, dealing with spouse employment becomes a critical ingredient in attracting candidates of choice. On the positive side, one participant said, “She came because she said that she liked our policies and also our approach and practices. It was a great success for us.” On the other hand, a participant who has dealt with the spouse issue for 20 years said, “our only problem with recruitment is that we find so many qualified candidates to whom we are unable to make offers.” Even before the competitive pressure apply, recruitment pools are reduced further without spouse employment options. Without options, Centers risk losing critical levels of quality and, in the long term, may risk their reputations.

Looking across all of the organizations that participated, the objectives for recruitment (Table 2) and the characteristics sought in the candidates have been summarized here for the Centers and for all the other participants.

Table 2: Objectives of Recruitment Process and the Percentage of Centers and Others Using Them

Objectives	Percentage of Centers Using	Percentage of Others Using
To find excellence and candidates who are very competitive	31.4	27.3
To create diversity within the organization	17.1	27.3
To meet the qualifications of the position	17.1	18.2
To provide a good fit to the organization	11.4	18.2
To meet the mission	11.4	9.1
To find people who will challenge the organization	11.4	0.0

¹³ Deborah Merrill-Sands, Status of Internationally-Recruited Women in the International Agricultural Research Centers of the CGIAR, September 1992.

The relative importance (priority) or recruitment objectives were the same for the Centers and all other participants. There is a stronger emphasis on excellence as a single objective to the Centers. On the other hand, the other participating organizations gave more emphasis on excellence and diversity as a combined group than did the Centers. Overall, the objectives being sought for are very similar between the two groups.

Table 3: Characteristics of Desirable Candidates and The Percentage of Centers and Others Using Them

Characteristics	Percentage of Centers Using	Percentage of Others Using
Concerned for the issues / commitment to mission	16.7	0.0
Knowledgeable of the field	16.7	20.8
Able to do team work	12.5	16.7
Sensitive to cultures	12.5	8.3
Able to work independently	8.3	8.3
Enlightened about women	8.3	0.0
Practical	8.3	4.2
Able to communicate	4.2	8.3
Able to fit within organization	4.2	8.3
Clearly defined career goals	4.2	4.2
Language capabilities	4.2	4.2
Capable	0.0	8.3
Analytical	0.0	4.2
Well-balanced as individuals	0.0	4.2

The characteristics of desirable candidates (Table 3) were likewise similar and given almost the same priority overall. The primary difference between the Centers and the others was the inclusion of the mission. The others gave more importance to the ability to communicate and to fit into the organization, but did not specify the need to seek for those “enlightened about women”. The Centers did not specify the need to be analytical, capable, or well-balanced. Yet in the interviews with the Centers, analytical and capable were implied; the idea of well-balanced individuals was not expressed or implied.

The participating organizations indicated whether they recruited primarily at the mid-career range (M), in early career (E), or as need dictated (N) as shown in Table 4. Matching this indicator with the perceived adequacy of the labor pool, there does not appear to be any direct relationship.

Table 4: Career Level Recruited and Perceived Adequacy of Labor Pool		
<i>Type of organization</i>	<i>Career level (primary) at which staff recruited</i>	<i>Perceived adequacy of labor pool</i>
Other	M	EXCELLENT
Center	M	GOOD
Other	M	GOOD
Center	M	DIFFICULT
Other	M	DIFFICULT
Other	M	DIFFICULT
Center	E,M	DIFFICULT
Center	E,M	DIFFICULT
Center	E,M	DIFFICULT
Other	E,M	DIFFICULT
Corporation	E	EXCELLENT
Government	E	GOOD
Corporation	N	GOOD
Corporation	N	GOOD
Center	N	DIFFICULT

Each of the career level indications shows a mix of perceived labor pool quality, although five of the six Centers felt they were facing difficult labor pools. The qualitative data show that the two organizations that felt they had an excellent labor pool from which to select have strong reputations (and clear images) in the area of dealing effectively with spouse employment issue. They are both perceived to be concerned about this issue and about other work and family issues. They also happen to be excellent technical organizations and considered leaders in their respective fields.

C. COMPETITION AND LONG-TERM VIABILITY

“Nobody has the funds available to do everything for everybody. We are not a social institution, we are a scientific one.” (Center)

“People feel the organization has invested in them and feel more committed to the organization.” (Other)

“(Spouse employment practices have led to) more effective use of often the valuable resources (of spouses).” (Center).

“We prevent the loss of investment in highly valued employees.” (Center)

“Of course there is a savings. We have quite a few couples who go on postings together. That saves the cost of two families being posted.” (Government)

“With this issue addressed, more employees are willing to relocate. This gives the business flexibility so it can flow as it needs to.” (Corporation)

Dealing effectively with spouse employment can add to a Center’s competitive edge by attracting better staff and by assuring their retention. There are also the direct savings of staff: being posted together, the two family cost is reduced to one.

Since the response to competitive pressures must occur at many levels, strategies to improve competitive position are varied. They include increased efficiency and effectiveness, assuring continuity over the life of the research, creating distinction for the Centers, and attracting and retaining quality staff. In all, 20% of the responses talked about improving competitive position by dealing effectively with spouse employment issues.

Participants also said that dealing with spouse employment issues led to better return on their investments when staff remain longer in service – they gain the benefits from the cost of staff going up the learning curve for the Center, but the greatest benefit is in the continuity of the research. They also felt that it creates “high morale and loyalty” at the same time. It leads to increased effectiveness and direct savings gained through “retention of staff.” Dealing with spouse employment gives staff a greater sense of control when the business can “flow as it needs to” without disrupting families unduly.

Dealing with the spouse employment issues has led to cost savings, higher return on investment, increased flexibility, and better use of resources – all contributing to the competitive position of any organization. Alone, none of these is the answer to the question of increasing competition. But together, they are very powerful in supporting the long-term viability to mission.

Dealing with spouse employment appears to be related to a more competitive position when seeking to employ and retain women professionals. The quantitative data (Appendix C) show that organizations that have dealt with spouse employment issue for 10 or more years have the highest percentages of women professionals on their staffs. Two of the organizations have strong reputations in the area of incorporating women and minorities in their work and they have dealt with the issue of spouse employment aggressively for 10 or more years. Both have high percentages of women professionals employed (54% and 39.4%). Both enjoy high reputations in their fields.

D. DIVERSITY’S CONTRIBUTION TO COMPETITIVE POSITION

“The Corporation generally states that diversity is an opportunity and views it as such and builds on it.” (Corporation)

“The Agency recognizes that the commitment, competence, development, participation and empowerment of its people are key to the Agency’s success in changing its directions and approaches.” (Others)

“(We have) had for over 15 years broad diversification goals for (developed country) and (developing country) staff. (We) achieved that goal and exceeded it before its timeframe, (the goal being) 60% (and) 40% respectively.” (Other)

Diversity was the second most frequently mentioned recruitment objective, and reasons for seeking this objective varied. For international organizations, the desire was to assure that the country representation was spread over as many countries as possible or reasonable. For others, it tended to be a desire to have minorities and women represented fairly on the workforce, and bringing more women into the workforce meant dealing effectively with spouse employment. Although the initial motivations may have been different, the ultimate benefit of diversity in the workforce is similar.

When problems get tougher and come faster (as they do in today’s world), the more creative ideas that are available, the higher the probability of finding a successful solution. Diversity brings different perspectives, different ways to look at problems, and different creative ways to solve them. In addition, “As management finds maturity in dealing with diversity, it creates an environment which allows the creative individual to participate. Managing diversity accommodates creativity.¹⁴ If dealing with spouse employment can help bring more women into organizations (spouse employment is one of the most frequently mentioned reasons for a woman candidate not accepting a position), then diversity will be enhanced further through gender mix. As managers learn to manage diverse staffs more and more effectively, creativity will also be encouraged – thus enhancing the ability of the organization to succeed through bringing more and different ideas forward.

Two of the participant organizations have a Diversity Department. Three others said diversity training is a regular part of the organization. And another has it as a corporate objective. These participants have very strong commitments to diversity. They are also all highly successful, competitive organizations and considered leaders in their fields.

¹⁴ Pelerei, Inc., A Comparison: Diversity and Creativity, Pelerei Working Paper Number 102, September 1992.

IV. ISSUES OF IMPLEMENTATION

While all participating organization underscored the benefits of dealing effectively with spouse employment, most encountered challenges in implementation. The primary issue of implementation came out of the legal environment for organizations. The responses described briefly the local situation and sometimes included the general issues of international postings. In summary, the environments looked more similar than different.

Work permits are required in all the countries cited and are given with more or less difficulty. Governments did have an advantage because they can negotiate reciprocal agreements. One government, for example, has negotiated (at the time of the interview) agreements with 37 countries for reciprocal employment. But, even this does not make the playing field totally even. “(In Scandinavia) if you’re the spouse of a diplomat and you’ve got a job where you’re paying 50% of salary into benefits, you’re not allowed to claim (all) the benefits.”

Spouse employment is not a management issue solely for organizations based in developing countries. All countries have limitations to hiring spouses: some are more open, some are less so. It appeared from the data that the environment was the most restrictive in Columbia and Peru and least restrictive in the United Kingdom (UK). When international organizations have negotiated up-front for spouse employment, they have had better success than when they have tried to change existing agreements on this issue. Most have not even tried. Allowances can be negotiated case by case in Sri Lanka, but they also can be made in the Netherlands. However, if the internationally recruited staff member is a Sri Lankan woman and her husband is of another nationality, he cannot work in Sri Lanka. In some countries (Indonesia and Nigeria), a spouse cannot be a male. (This situation was gotten around by the organization hiring the male directly.) If the individual is a domestic partner rather than a spouse, there is no way to gain entry for them into the United States. (In this case the couple got married.)

Salary differences are an issue. First, international staff prefers not to work in developing countries on the local currency, which limits options even if work permits can be gotten. (This is not to mention the loss of international status.) The second is when spouses of internationally recruited staff are hired into positions that might have been given to local staff. If the salary for the spouse is given on the international scale, there is a perceived discrimination against the local staff salary levels. This has also been major constraint to spouse employment within Centers.

It takes time to negotiate a position and a work permit. If the assignment is for two years, this is barely time to accomplish a placement in many cases. Corporations considered it too resource intensive to try for the time allowed. Even international organizations that use three-to-five year

placements found this constraining. In the case of a European organization where time was not a consideration, all spouses were able to find positions over time, but it took perseverance and patience on the part of the spouse.

When the organizations in question joined forces to gain the work permit, these situations seemed to end in success. “Two pushes came together and that broke the bottleneck.” An extension of this concept was mentioned by several of the respondents that if international organizations were to bring a united force to the issue, there may be some breakthrough possible. The UN resolution on spouse employment for international organizations was mentioned as focal point for this type of activity.

Qualifications of the candidate must come ahead of employing a spouse. This was a universal admonition. The implication was that a spouse might not have the qualifications for the position needed. The reality is that any candidate might not have the qualifications, and giving priority to spouses should not mean that qualifications are overlooked. None of the corporations who regularly give priority to spouses for positions felt that qualifications should or were compromised in hiring. There seems to be confusion that when a spouse is hired, it is a favor to the individual. In fact, it should be just another means to meet the needs of the organization. No Corporation felt that hiring spouses was favor of any kind. It was done for business reasons only.

Transparency of actions tells the real story. One of the implications of perceiving spouse employment as a favor is that the actions taken are not talked about since it may suggest that favors are given to some and not to others. Because of this attitude, much of the good work of helping spouses find alternatives is lost, and the organization does not receive all the benefits it could if staff knew about – and could then appreciate – the work of the organization in this area. Telling the story also provides real information instead of leaving staff to depend on rumors. In this way, staff will also know what to expect and what they should do. Rather than being a constraint, transparency becomes a means. Keeping staff informed as rules and conditions change is a low resource means to convey on-going support of this issue and contributes to morale.

Recruitment practices must acknowledge spouse needs for information about employment. Related to transparency, providing accurate and up-to-date information on spouse employment at the time of recruitment was cited as a means to helping candidates make informed decisions which ultimately led to a more committed relationship to the organization.

Smaller organizations have fewer opportunities to use spouses. Large or small, all but one of the participating organizations permitted spouses to be employed in the same organization with specific conditions on reporting relationships. However, the large corporations were able to take advantage of the law of averages. With staffs of 100,000, vacancies become a statistical phenomenon. In very small organizations, vacancies are specific events

When both spouses work for the organization, benefits must be reexamined. All the respondents reported that the one benefit that changed for a couple who both worked for the same organization was housing. None of the respondents give two houses or two housing allowances to such a couple. On the other hand, there was disagreement about cars since the car was used in the work,

and some organizations gave the couple two cars. Travel points were likewise given to both individuals. Home leave was sometimes given to each and sometimes given only once. When benefits were to be rationed, the couple was often asked to indicate the primary employee. The key constraining factor here was consistency. What is done for one, has to be done for all.

Corporations must abide strictly to the immigration laws. While not precluding informal means, it does restrict the options. Private corporations have made significant strides to address the issue of spouse employment, often by defining the rules of employment to reflect individual qualification and not relationships.¹⁵ However, they experience significantly more restrictions in foreign countries than do international organizations. “Our world is a lot tougher than others think,” said one of the corporations. One of the major concerns for private corporations is that spouses often find work “outside the limits of the law,” and these companies are very conscious of staying within the immigration laws.

¹⁵ one corporation has no spouse employment policy per se. It deals with each employee or candidate as an individual with qualifications, not as a person with some relationship to another employee.

V. PRACTICES

There were 216 direct, spouse employment related practices or ideas of practices captured through the interviews. The specific practices are presented here and are indented for easy location. Each is a quotation from one of the organizations, but it may represent the same practice (or sufficiently similar) reported by several. In this way, all practices are reported. Discussion of how these relate to the Centers and the implications follow in each subsection and include implications identified by the participants of the senior managers' Gender Workshop of October 1992. The sub-sections are presented in the order of frequency. The numbers in parentheses in this section refer to the number of individual practices captured in the interviews. A subsection is included here on recruitment practices even though this is not spouse employment *per se* but is critical to an overall approach.

A consolidated set of suggested practices culled and adapted to the Centers' needs can be found in the Recommendations Section in Table 5: Suggested Practices for the Centers.

The practices are reported in sub-sections:

	Number of Practices	Percent of all Practices
a) Providing assistance to dual-career spouses and employees	76	34%
b) Using spouses in the organization	56	25%
c) Working with government	28	12%
d) Benefits of the dual-career spouses and employees	21	9%
e) Networking	19	8%
f) Psychological support	9	4%
g) Recruitment	18	8%

Lastly, two cases are presented to show how the practices can work together to create a whole and how these bring the benefits to each organization.

A. PROVIDING ASSISTANCE TO DUAL-CAREER SPOUSES AND EMPLOYEES (76)

Thirty-four percent of all responses mentioned providing assistance to spouses. The variety of alternatives is quite broad since different situations demand different responses. In addition, there is considerable room to maneuver here without significant investment of resources or long-term commitments. These practices were reported in relation to internationally recruited staff. The Centers will need to review them as they develop their action plans in light of national scientists as well as international scientists.

Assistance in finding employment in other organizations (21)

- Send the resumes of spouses under official organizational sponsorship to prospective employer.
- Collect job tips and pass them on to people who are actively looking for work.
- Pay for the spouse's job-hunting trip.
- Arrange appointments with local organizations.
- Maintain a resume file and active job seekers list.
- Provide information about the local job environment to spouse.

Policies that exclude this basic level of assistance become strong deterrents to recruitment. The Centers tend to provide informal types of assistance which do not highlight the Center's activities. Of the listed practices, the only practice that would entail significant resources is the job-hunting trip (which was done by one Center), but this pales in comparison to the cost of premature attrition of staff. All the other practices might be done with minimal effort and implications.

If information about the local laws, options, and organizations to tap were readily available during recruitment, the image of helpfulness (even in a difficult environment) could be conveyed, but providing accurate, up-to-date information on employment constraints to opportunities is a basic minimum. One Center wished to expand what they have given to include an inventory of any relevant professionally-related activity, job, or educational situation in the area. Assembling the lists would involve time, but on-going relationships developed through the updating – which would be necessary – might prove most helpful for identifying and developing contacts.

Direct training to the spouses (14)

- Language.
- Computer.
- Resume writing.
- Cross training for spouse of dual-career couple to keep posted together.
- How to teach English as a second language.
- One time grant to study something that would lead to a "portable career."
- Facilitate correspondence courses by making mail pouch available.

The training is geared to help either obtain a job or prepare for a portable job. The Centers gave no example of doing this sort of activity, but they did indicate that some of these types of support are being discussed. The cross-training was done by a corporation where it is possible to harness the economies of scale and job opportunities of a large organization. Often language, computer, and writing skills were a part of an organization's training for staff and opening it to spouses was a very small marginal cost even if it meant a separate class since the infrastructure was in place.

Creative means to assist spouses (11)

- Allow flex time (to accommodate dual career families).
- Provide a resource library for spouses seeking employment.
- Give \$5000 grant to overseas spouse for any purpose.
- Provide office facilities to produce resume.
- Provide access to the (company's) placement system which is a computer database.
- Relocate within company if spouse relocates (even from another company).
- Allow telecommuting.

Only one Center said that it was actually providing flexibility of this type to a dual employed couple by offering flex time. The other activities were done by corporations or other organizations. Resource implications to Centers would be the primary consideration for this type of assistance, but most represented minor costs. Grant money was used as a way to give the spouse full choice in selecting the most effective means to meet needs. The money has been used for the purchase of a personal computer to help establish an office at home, educational expenses in pursuit of a degree, or to fund a project of personal interest. The grant program was considered very successful because it gave flexibility without high administrative costs.

The other side of the coin is helping the staff member when their spouse moves to a new assignment. Corporations help relocate the individual within the company by seeking out openings in the new location, sending materials on the staff member to the hiring manager, and giving priority to the individual in the hiring process. One Center relocated a staff member by moving the regional office from one country to another so that they could follow their spouse who received a new assignment. This kind of flexibility is an effective strategy for improving image on this issue. Another Center allowed the staff member to shift to part-time and to telecommute.

Counseling services to spouses (15)

- Formal spouse assistance programs in-house or through outplacement firm.
- Assistance to re-integrate into the home country workforce upon return from postings.

Formal spouse assistance programs provide a number of services. They include such things as job counseling; resume preparation; placement, interviewing and networking skills. By and large, this type of service was offered by corporations where the numbers of spouses needing assistance were larger than an informal approach could manage. However, one of the other organizations organized a spouse employment counselor as a part of their recruitment program. It was so well-received at headquarters, that the Chief of Recruitment in the Paris location sent the announcement around to every single European official contact because spouse employment remains the major stumbling block to attracting European candidates. Centers might consider one-off contracting as an option given their limited need for this type of service.

Assistance within the organization (6)

Spouse resumes are disseminated throughout the organization and given top priority.
Special funding for part-time or ad hoc appointments.

Although this support might eventually lead to employment in the organization, it is listed here since it is the assistance part. Corporations and governments gave priority to spouses. The Centers mentioned trying to obtain special funding to support part time or ad hoc appointments within the organization. None has materialized. The implications to this approach would be that the assignment of these positions would have to include a natural means to allow turnover so that more than a few individuals could take advantage of them. Since Centers already have professionally qualified spouses who are not employed, candidates to fill specially funded appointments may be immediately available.

Set a level of involvement (9)

Assistance took not only many forms, it also was at many levels. In all cases, there was a pre-set determination of the level at which the activity should be done – actively, formally, marketed, or quietly ad hoc. When made formal and clear, the responsibility within the organization was explicit, and the responsibility of the spouse in the process was made clear as well. In some cases, where the approach was through an identified program (as in one large organization), budget was identified.

Some organizations actively marketed the services they provide to spouses. Other organizations felt that the primary responsibility lay on the spouse to do the first step and sometimes many first steps before the organization would lend a hand. In general, corporations were more interested in making sure that spouses knew what was available, yet did not shy away from including an indication of spousal responsibility in that process. The Centers interviewed tended to give a lot of assistance on an ad hoc basis.

If the Centers were to assign this responsibility formally to staff member, the individual must be one who understands international and national issues. This would make it all the more clear that spouse employment is not a favor to individuals, but an organizations priority.

B. USING SPOUSES INT EH ORGANIZATION (56)

The second most frequently mentioned set of practices (25%) was providing some type of employment within the organization itself.

Employment of spouse as full-time staff member (18)

Almost all organizations provided opportunities for direct employment to spouses. However, they were clear to say that they were used to fill “our own need rather than fulfill their (spouse’s) need.” Qualifications must be clear and met by the selected candidate. Only one of the six Centers interviewed had no spouse employed in it.

Employment of spouses as a practice was supported by policies with certain characteristics: (a) that spouses were allowed to be employees when the operational needs offered the position and when the spouse qualified for it; (b) that spouses could not report to one another; and (c) that spouses could not be in a position where he or she would have access to confidential material about the other spouse.

Robust and successful participants had operative policies which were further characterized by:

- (a) transparency;
- (b) clearly stated responsibilities of all parties with direct help in obtaining needs which were beyond the spouse’s capabilities;
- (c) assigned individual(s) responsible for assisting spouses with this as a part of their job description rather than as an overload activity;
- (d) the changing needs of dual-career families at the different stages of family and career life, e.g. a relocation by one of the partners, were recognized;
- (e) priority in filling positions was given to staff who were relocating and to spouses when qualified for positions being filled; and
- (f) alternative means of accommodation were considered, e.g., leaves of absence.

Organizations which expressed concern for giving fair treatment to spouses already on post yet not working, generally had not dealt with spouse employment issues for very long and are in a transitional phase.

Alternative approaches to employment (38)

Consultancies (priority given to spouses)
Fellowship programs
Support for research for spouses
Internships

Special positions to do certain activities¹⁶

Secondments

Split positions / Job sharing

No one type of organization used these alternative approaches more than another. The most dramatic example was where one organization arranged financing for research for a particular individual whose skills and qualifications enabled that person to make a special contribution to the development assistance program. This type of activity is probably the strongest and most valued type of intervention that a Center might do for a spouse besides direct employment. The implications are few, except for the management time involved. Getting funding alone as an individual is most difficult. If the Center lends its position to the proposal, the likelihood is much higher. The brunt of the preparatory work is handled by the spouse. The Center's work is to stand by the commitment and perhaps to offer certain facilities, etc. which might even be recovered financially. Yet the payoff of the commitment to spouses is high – the return of valuable research notwithstanding.

Job sharing has given excellent results in one of the Centers. Experience from other organizations was also very positive. Given the increasing likelihood of couples who are both scientists, this offers real potential to the Centers. One organization gave a salary of 1.5 times the base acknowledging that the couple who shared the job would give more than ½ time each to the work.

Graduate work relevant to the Center's mandate was done and offers another alternative to couples who are both scientists.

C. WORKING WITH GOVERNMENT (28)

Although every organization interviewed dealt with local governments to one extent or another, only 12% of the activities mentioned specific practices for dealing with them.

Negotiations with governments for general spousal employment agreements (12)

Negotiate any new contract with a government to include spouse employment.

Keep probing the government on the issue of work permits.

Re-enter the issue of spouse employment every two years.

It was clear that new negotiations are the place to include this issue. At this time, everything is open. With most agreements already in place, Centers must use every opportunity, for example, when negotiating agreements for regional offices, to table this issue with the governments. Thus, being ready to bring it up when the appropriate time presents itself is important. In general, the

¹⁶ This was a special position used in embassies. Spouses could be trained effectively to do the work. Remuneration was low.

Centers interviewed felt that their agreements were locked in at this time. In the case of those in South America, they did not feel that this was propitious time to bring up any changes or innovation to the governments.

Negotiated with governments on a specific case or type of situation (10)

- Develop close working relationships with the government.
- Arrange to come to specific situations in advance with government.

By far, the corporations found themselves most constrained in this arena since they do not enjoy the status of international organizations. This did not stop them from some creative approaches to gain employment for spouses of key employees by working with local governments and employers directly (including one in China and one in Japan). The Centers appeared to have different levels of success depending on the political environment in which they found themselves. In Europe, there was limited success with local governments on specific cases, while in South America, there appeared to be no opening at all.

Combined efforts to address the spousal employment situation (6)

- Push from both sides of the situation (the Center and the potential employer).
- Educate employers about the employment situation of expatriates and how they can change visa status

The Centers have had successes by joining forces with others in the community to help spouses gain work permits. This was particularly true in Europe where work permits required being offered a position by an employer but did not guarantee a work permit. In these cases, both organizations pushed to make it happen. Forming strategic alliances with other organizations facing similar problems is another option taken, thus forming allies who assist each other in placing spouses. In the US the joining can be as simple as providing the employer with the necessary procedures to obtain the required visa status.

National and Supra National policies are especially a barrier for international organizations without Inter-Governmental status. This approach was discussed by one Center and represents an option, although not a practice, for any of the participating organizations.

D. BENEFITS OF THE DUAL-CAREER SPOUSES AND EMPLOYEES (21)

Nine percent of the responses dealt with other benefits.

Help to keep the family together (5)

- Do whatever needs to be done (regarding relocation expenses).
- Provide travel funds for non-relocating spouse visits.
- Give a lump sum equivalent to three round trip tickets each year.

Give travel for professional to come home once a year and for family to go out twice a year.

The organizations that use these practices are at the leading edge in this issue. They are also known for their high position in their respective industries. The Centers have separated spouses but did not appear to deal with the issues with any specific strategy. These other organizations dealt with it directly and aggressively since they saw the extreme downside of divorce that comes out of separation.

Help career spouse remain active when not employed (4)

Provide pension for unemployed spouse based on number of months stationed outside the country regardless of marital status at retirement time.

Provide leave of absence for formerly employed spouse so benefits keep running for 6 years and hold the job up to 6 years.

Payment of professional association's dues while stationed overseas.

Governments have found it necessary to deal with issues that span a life-time of employment. As a result, practices are provided to give options for spouses who decide to have families or who are forced to take a leave of absence while the other spouse takes another assignment. The Centers do not appear to fall into this category. But, the benefit of paying professional association dues might be considered as a low-resource option to giving no support to a spouse who is unable to work.

The practices listed under Creative Means to assist spouses in the employment section above lists practices that might also be useful in giving low cost support to spouses who wish to remain active while not employed. In addition, helping spouses become members of local boards is a volunteer activity which is often acceptable as a professional activity.

Offer other benefits to dual-career families (12)

If both spouses are posted, you obviously only get one house, but those families do get two cars.

If both spouses are employed, they do not get double for housing.

When both spouses are employed by the organization, the benefits must be reviewed to assure equity. Some offer two cars if both jobs demand transportation, but no organization offered two housing allowances. Travel points usually did apply equally to both, but schooling was based on dependents only. Usually, one of the spouses was designated as the primary one for purpose of health insurance. Each practice was based on whether the job (or two jobs) required more resources to accomplish the work. If so, double benefits applied.

F. NETWORKING (19)

Networking was again one of those activities done by virtually every participant. Eight percent of the responses reflected explicit practices for accomplishing this. Although providing assistance to spouses, networking is generally thought of as a separate type of activity, perhaps because it brings benefits to the organization directly (through contacts) and is often a part of other networking activities of the organization.

- Networking with other international organizations and universities.
- Talk directly with other employers.
- Provide names of contacts to spouses.
- Use personal connections in the spouse employment search.

The most striking case of networking was done by an NGO. They made the development of good relations in counterpart organizations part of the job description of overseas staff. In this way, they saw many benefits. First and foremost, the other organizations became more familiar with the mission and work program of the organization assuming that only through familiarity could support be developed. The organization also believed that if they were successful in placing some spouses in these organizations their programs would be understood all the better. They saw this as a way to develop ambassadors for their work. The Centers recognized the value in developing these connections to help solve mutual problems, but the refinement of how these relationships could be used was not mentioned. Using spouse employment as the initiating reason does not preclude the other benefits from being gained.

One of the corporations provided spouses with the names of the human resource counterparts and explained the process of getting there, gave information on the specific country and to whom they might address themselves. One corporation talked to other employers – “but we don’t pressure them to take the person, but simply to provide an introduction.” Another organization did the same with success. The Centers all use networking in some form or another. There were varying levels of success mentioned. This type of approach has little to argue against it except the investment of time. However, the benefits spread so wide that there can be a case for planned networking as a part of any strategy.

F. PSYCHOLOGICAL SUPPORT (9)

- Bring every employee and their spouse to a personal one-day meeting and start crossing the line (of getting involved in their personal lives) consciously.

- “I will always take an hour to talk to an employee and a spouse.”

- Constant involvement and every single day.

Corporation and governments were the only organizations that mentioned this type of practice and accounted for 4% of the responses. But, when one of the respondents said, “If something is

radically wrong I have at times just gotten on a plane just to find out what's wrong," it sounded a lot like the stories the Centers told of their personal involvement in the problems of staff. The fact that corporations found it necessary to consciously help the families of their posted staff shows the value corporation's place on good family life.

G. RECRUITMENT (18)

Part of the Centers' plans is to examine alternative recruitment strategies. This report does not deal comprehensively with this issue but does present what was learned in relation to recruitment and spouse employment. Recruitment is closely linked to spouse employment issues and demands (1) a strategy on spouse employment that can be added into a recruitment program from the beginning through the end, and (2) creative ways to leverage every opportunity to identify quality candidates. For example, maintaining current information on employment laws and procedures for obtaining work permits along with current information so the recruiter can give this to potential candidates.

This section presents some of the practices that stood out as particularly effective and offers questions which Centers may wish to consider for themselves.

Several organizations mentioned that they are explicit with candidates about spouse employment issues in other countries as well as in the immediate setting if that is different. One corporation was adamant about making sure that the families were making informed decisions. One of the other organizations said, "I just ask them if there are problems with regard to the person coming with them, then we get into it." By confronting the problem of spouse employment immediately, there is earlier acceptance by the family that the spouse may not obtain work. Expectations are more reasonably set with the result that candidates do not leave after only a very short time. Are Centers prepared to offer the necessary information to candidates at the time they are making their decisions? Is responsibility for gathering this information assigned?

One corporation uses summer intern and "co-op" programs to get good candidates. The challenge for the Centers is the desire to have experienced scientists. Yet, if a good scientist has experience in a Center early in their career as an intern, would that individual return after 10 years of experience? Would they be an enthusiastic proponent of the programs of the Centers? Is responsibility for gathering this information assigned?

One of the other organizations said that if found it necessary to go to different countries than the native country to attract women. For example, she went to Europe to recruit African women. She recruited Japanese women in the US before they returned to Japan. In this way, she was meeting with those who already had self-selected to go overseas. She felt it significantly enhanced her ability to attract candidates. Are there places that can be identified now where Centers can recruit

candidates from developing countries? Are there places that can be identified now where Centers can recruit in a focused way? Are there places that can be identified now where women are more likely to be recruited?

“About 70 – 75% of all recruitment in the past was done through (our) staff.” This common means to acquire new staff has been long used and has many benefits. But, to attract staff from certain countries or minorities (including women), it has been necessary for even these organizations to forcefully try other means. One organization held special meetings in Eastern Europe and the Middle East to meet with and talk with women. Managers and staff are requested to keep track of good potential candidates when seen at conferences, meetings, etc. By maintaining contact with them, they enrich the recruitment pool. Are these events the CGIAR could sponsor to which these new target labor pools could be attracted? Are Center staff briefed on diversity objectives when going to outside events? Are Center staff expected to maintain contact with good candidates?

One corporation has a significant recruitment program in which they involve managers. With only two corporate recruiters, they use them to train selected managers to do recruiting for the company on college and university campuses. The corporation has a major grant program, and the manager arrives on campus with grants for the school. The manager is able to present the company from a personal perspective with all the enthusiasm that comes from personal experience. The managers have been briefed ahead of time, so they can represent the company well and confidently. It takes about 2 days on campus presenting and interviewing. This recruiters to select the best candidates. The managers are happy because they are able to visit their alma maters in style. The schools are happy because they receive grants and their students are interviewed by a prestigious company. The company is happy because it has more candidates than it needs from which to select. The managers have also been fully briefed on the spouse employment approach of the company and find that this has been drawing card for the company for years. (This corporation was one of the few who allowed spouse employment back in the 60s.) Can the Centers learn from this successful example? Is there a creative way to leverage staff (and even spouses) in the search for good candidates. Is there a creative way to reward staff for locating them?

H. TWO CASES

Case 1: Consistent Performance Creates Attractive Image

Pendor¹⁷ is an NGO working to give voice to those who do not have one. It began working with spouse employment on a case by case basis. More than 10 years ago, it realized that this was not consistent with Pendor’s strategy of bringing the best to a problem. It was haphazard and did not give potential

¹⁷ Organization names in these cases are fictitious to preserve confidentiality.

Candidates the right signal. Pendor decided to formalize its philosophy of getting the best for a problem and determined that it would strive to diversify its staff and allow spouses to be hired so long as they did not report to one another. There was to be no compromise on quality of candidates, however, but it did open the possibility that spouses could be hired especially in their overseas offices where career couples often found staying for long periods difficult if not impossible when one of them was unable to work.

Pendor has decided that it will do whatever is possible to help a spouse in order to attract the quality of staff it desires. Contacts with local employers are proved to help the spouse find alternative employment; position splitting can be offered to a couple who each have similar skills; short time assignments to the spouse are provided; and the spouse can be used as a consultant. Recently, Pendor has decided that providing a grant of \$5,000 to the partner is a means to give freedom and choice to the individual. Pendor has made it very broad so that spouses who have not been working for money but who have a strong interest in an area (such as volunteering in a museum) could apply for this grant, as well as, using it for education, travel to professional meetings, buying a computer, or renting an office. It only requires that the partner apply for it.

While Pendor originally considered that the couple should receive only one car, it has changed this practice to allow both employed spouses cars since they are used for the work. A single housing allowance is still the norm. And when international received jobs which could be done by nationals, Pendor made all positions open to international competition with the result that nationals who successfully compete for these positions now receive international salaries.

Today, Pendor's reputation for dealing effectively and openly with spouses is so strong, it has become an attractive option to career couples. The number and quality of candidates applying to Pendor is excellent and diversity has been enhanced, especially gender diversity, and overseas assignments have a much higher probability of continuing through the contract period – an important benefit to Pendor.

Case 2: Information and Support Enhances Individual Initiative

Freedom Corporation values the individual and evaluates each person independent of considerations other than ability to do the job. As a result, while no explicit spouse employment policy exists, spouses are allowed to work at Freedom so long as they do not report to one another.

Freedom believes that people must take the initiative to develop job opportunities but can only do so with the necessary information and skills. To support this philosophy, it has set aside resources in the form of an assigned person who is dedicated to help spouses of employees find work

through improving skills, providing information, and giving support. The services offered are spelled out in a promotional brochure freely available.

To improve skills, the unit provides workshops on job-seeking strategies, interviewing skills, networking approaches, and resume writing. To provide information, a resource library is available; access to Freedom's placement system database where jobs are announced is open to spouses. Networking provides the spouse with the information necessary to make the next move on his or her own to develop a job opportunity. Lastly, a support group has been formed for spouses so that they can help each other. The services are used by professionals and non-professionals alike and have a success rate in excess of 75%.

Freedom's approach to spouse employment issues parallels its philosophy of helping the family be a solid working unit by attending to many work-family issues. Although primarily concerned with retaining good staff, Freedom's investment in spouse employment assistance has also helped staff become operational more quickly (because the spouse is attended to), and its recruitment base is larger because the program is a part of the recruiting package – both additional and real benefits to Freedom.

VI. RECOMMENDATIONS

Overall, the Centers are distinguished from most of the other participants by the combination of size and location in developing countries.¹⁸ While others are as small, they are not located in developing countries. This eases the possibility of finding professional work outside the organization. The situation for those that have installations in developing countries was ameliorated by a larger size. The problems of spouse employment do not go away for these larger organizations, but placement is eased. Combined, size and location mean that difficulties of dealing with spouse employment issues by the Center are a bit more challenging on the whole. The recommendations here recognize this distinctive difference.

This section is designed to assist Centers in developing Action Plans through a recommended approach which is presented as a “tool kit” for facilitating the development of spouse employment policies and practices and includes (1) steps for the action plan to do so, (2) principles to follow, (3) characteristics to emulate, and (4) a set of suggested practices developed from the results of this work and in recognition of the Centers’ environments. This is followed by management and system-wide actions that should be taken to support and enhance the effectiveness of the action plans.

A. DEVELOPING AN ACTION PLAN

Forming the Working Group

One characteristic of any successful development effort is that it involves more than a few people. In this way, the message is spread further, there is broader acceptance, and more ideas are brought to bear on the issue.

Recommendation: Form a working group of staff, spouses, and management to develop the plan.

Creating the Work Plan

Each Center will wish to design the approach to creating the Action Plan to suit the style and preferences of the Center. Expertise may be needed at this stage to assure that the approach supports the steps that must be done, but a sample list of steps are presented here as a beginning set for any group. It should be considered only a basic list that should be discussed and adjusted to reflect local needs and preferences.

¹⁸ It is recognized that some Centers are in developed countries.

Lists of Steps for the Work Plan

1. Design the specifics of the work plan (sing points 2-11 as a checklist).
2. Discuss this report at length and get clarification where needed so that the issue of spouse employment is well understood by all participants. In particular, discuss how using the broader concept leveraging partners helps them understand the issue in a fuller sense.
3. Research the Current Situation. Assemble current policies (direct and those that impinge), practices, and problems at the Center. Care should be taken to assure that the means to obtain the background on problems is done in a way that does not threaten the respondents, some of whom should be spouses. This is best done through the use of an outsider where confidentiality can be assured.
4. Discuss the Principles (see Section B: Principles for Policy Formulation and Action Plans) and develop the appropriate set of principles for the Center.
5. Discuss the Characteristics of effective operative policies (see Section C: Characteristics of Operative Policies) from strong organizations. It is important that this set of characteristics be understood well in relation to the issue and the Center.
6. Review current policies (and those that impinge) in light of the principles and characteristics and confirm or make recommendations to adjust them.
7. Using the Suggested Practices, develop a list of practices for the Center keeping in mind the problems identified earlier in step 3 and consistent with the principles developed in step 4.
8. Review the issues of implementation from the report for any remaining issues; determine if the group is being too ambitious or too cautious and adjust the practices accordingly.
9. Develop measures of success for the plan. Use the list of reasons and benefits of dealing with spouse employment from the report as a starting point. (See sections II and III).
10. Develop the list of specific and assigned actions that must be done to put the approach in place and to maintain it.
11. Review the action plan and assure that it has:
 - (a) a clearly defined focal point of responsibility for spouse employment issues (although involvement may be beyond this one point),
 - (b) a communication plan for communicating the results of the working group internally and for communicating the new approach externally including all benefits that are expected from this plan,
 - (c) a monitoring plan,
 - (d) a connection with recruitment approach and plan, and
 - (e) defined performance measures for managers against the spouse employment policies.

Although a table of suggested practices for Centers is included to show how the gathered practices might translate to the CG System. A table of practices used by the participants in this study is also included in Appendix B for reference purposes during the development of the plan.

Recommendation: Use this task list as a base for the work plan of the working group.

There are many techniques for helping the group accomplish these steps to an Action Plan. These should be determined according to how the Center prefers to work and the techniques appropriate for each step. Expertise is helpful in this process.

B. PRINCIPLES FOR POLICY FORMULATION AND ACTION PLANS

A policy about spouse employment represents an opportunity for an organization to gain the benefits of productivity, easier recruitment, competitive position, and diversity. Keeping in mind the benefits that accrue to those who deal effectively with spouse employment, principles based on the successful practices of the participants should guide the development of any action plan or policy. These are:

- (a) Any policy or practice developed should reflect the value spouses bring to the staff as partners in their work as well as their personal lives and, thus, their contribution to the Center's mission.
- (b) Any policy or practice developed should incorporate a clear definition of spouse employment which embraces the broader definition found in the term leveraging partners definition that extends to any committed partner in life and that extends to more than employment of the partner including assistance, training, etc.
- (c) Any policy or practice developed should be guided by the principle of flexible simplicity, a concept which tries to maximize the options available while minimizing the number of specific policies.
- (d) Any policy or practice developed should be transparent (clear and accessible).
- (e) Any policy or practice developed should be based on clearly stated responsibilities of the Center, the staff, and the spouse.
- (f) Any policy or practice developed should allow for full and easy communication to all audiences including candidates being considered in recruitment.
- (g) Any policy or practice developed should leverage every option by using every resource, person, or organization available.

C. CHARACTERISTICS OF OPERATIVE POLICIES

Robust and successful participants of this study all saw spouse employment assistance as a part of normal operations, not an exception or favor to be granted. The characteristics of the operative¹⁹ policies of these organizations were:

- (a) that spouses were allowed to be employees, when the operational needs offered the position and when the spouse qualified for it; compromise of institutional needs was not allowed,
- (b) that spouses could not report to one another or participate in any selection decision involving the spouse,
- (c) that spouses could not be in a position where he or she would have access to confidential material about the other spouse,
- (d) that responsibilities for action by each party (spouse, organization, staff member, etc.) reflect the capabilities and authority of each; for example, responsibility for initiative by the spouse is complemented by the responsibility for providing accurate and up-to-date information on country conditions by the organization,
- (e) that assistance was provided to the spouse in the form of (1) information, (2) clearly stated responsibilities of all parties, (3) direct help in obtaining needs which were beyond the spouse's capabilities such as introductions, travel before assignment, pressure for work permits,
- (f) that the individual(s) responsible for assisting spouses had this as a part of their job description rather than as an overload activity and the individual was accessible,
- (g) that the changing needs of dual-career families at the different stages of family and career life were recognized, e.g., a relocation by one of the partners,
- (h) that priority in filling positions was given to staff who were relocating and to spouses when qualified for positions being filled, and
- (i) that alternative means of accommodation were considered to respond to career stages, e.g., leaves of absence, part-time job sharing, sequencing.

¹⁹ Note the use of the word operative rather than explicit. Several of these organizations did not have explicit spouse employment policies. They did have policies that were directed at individuals assuring that if one was the spouse of another, that individual rights were not compromised.

D. SUGGESTED PRACTICES FOR THE CENTERS

Practices for dealing with spouse employment should never substitute for good management principles and practices. In all, the principles and practices of the participating organizations for dealing with spouse employment assumed good management principles and practices and were built upon them.

Based on the actual practices gathered from the participating organizations and the characteristics of the Centers, a list of suggest practices was developed which can serve as a starting point for any Center's work in this area. In order to make the suggested practices more useful, they have been categorized by the level to which each affects the four primary benefit areas identified: (a) productivity and Personal support (Happy Homes), (b) Recruitment and reputation, (c) Competition and long Term Viability, and (d) Diversity's Contribution to Competitive Position. These evaluations are based on the responses of the participants, but local conditions may suggest another level – perhaps higher, perhaps lower. The evaluations should be redone locally. In this way, a working group can seek out those practices which contribute most to the desired benefits (or needs) of their Center.

The evaluations as levels of impact were based on the general response from the participants or the extension of their experiences. The levels of impact are expressed as high(H), medium(M), and low(L). Impact is increased if it is immediate rather than long term. It is also increased if it makes a large contribution to the spouse's needs including moving the decision more to the spouse and the family. For example, if the spouse and the family are able to make some part of a decision or the decision totally because of a particular practice (such as deciding how to spend a grant which has no strings), it gives control to the spouse and leads to higher satisfaction. According to participating organizations, spouses are more satisfied when they are the ones who make the decision regardless of the outcome. Lastly, the impact is increased if there is a high impact on the benefit area to the Center. With this in mind, the levels are defined as:

High: If a practice is immediate, makes a large contribution to the spouse's needs, moves the decision to the spouse and the family, and/or has a high impact on the benefit areas, the practice is considered high.

Medium: Medium reflects a moderate contribution to the spouse's needs, the decision is somewhat moved to the spouse and the family, there is a moderate impact on the benefit areas and/or the impact is not immediate.

Low: If the practice has a long-term impact, makes a small contribution to the spouse's needs, creates a small impact on the benefit areas, and/or does not move the decision to the spouse and the family, the practice is marked as a low(L).

Table 5: Suggested Practices for the Centers

Suggested Practices for the Centers	Productivity	Recruitment / Reputation	Competition	Diversity
Assistance to dual-Career Spouses and Employees				
<i>Set responsibilities</i>				
Spouse assistance is a service not a one-time activity nor a favor	H	H	M	
Spouse takes initiative in obtaining employment	H	M		
Center facilitates in obtaining employment when Action is beyond spouses ability to influence, e.g., Making introductions, negotiating with government For work permit, informing other Centers of spouse capabilities, etc.	H	H	H	
Center specifies what it can and cannot do for assisting with obtaining research grants. For example, if the Center is willing to provide facilities and administrative support, additional weight would be added to the proposal.	M	H	M	
<i>To Find Work</i>				
Institutional support is given to a spouse's efforts when seeking outside employment, e.g., making phone calls to gain entry into organizations.	H	H	M	
Responsibility for networking organizations where foreigners can be hired is assigned and is kept current.	M	M	M	
Job announcements are requested from other Organizations and are posted.	M	M		
Center informs other Centers of spouse Capabilities.	H	H		
Bring spouse out for interview or pays for trip after candidate has accepted job so that spouse can explore employment options.		H		
Test cases (where investment was made to get spouse employed) are available to others in finding alternatives.	M	M	M	
Provide access to defined office facilities.				
Job counseling through contracting with external counselor one-off.				
<i>To Help Maintain Professional Standing</i>				
Professional seminars are open to spouses.	M	M	M	
Professional memberships in home country are paid for by the Center.	M	M		
Training that is already available at the Center, e.g., computer and language skills, are available to spouses.	H	M	M	
Support for graduate work will be offered when supportive of the Center's mission and a sponsoring University is involved.				

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Suggested Practices for the Centers	Productivity	Recruitment / Reputation	Competition	Diversity
<i>To Help Allow Research</i>				
A fund is set aside which spouses may apply for research purposes. Awards are given on Competitive basis.	H	H	H	M
Center gives institutional support to research grants which support the mandate of the Center by providing facilities and administrative support. Overhead for these services is charged to the grant.	H	H	H	M
<i>To Help Staff Following Spouses</i>				
Leaves of absence will be allowed up to three years for staff who are following their spouse to another assignment.				
Telecommuting, out-posting, relocation, part-time arrangements, secondments will be allowed for staff who are following their spouse to another assignment.				
<i>Other</i>				
At recruitment, travel dollars are given to the Partner to visit at interview time.		H		
Center has arranged for seats on local boards for placement of qualified spouses. These seats are arranged to give professional level volunteer work, but can offer remuneration as well.	H			
Provide access to computers at Center				
Using Spouse in the Organization				
Formal policy on the books indicating that spouses of internationally recruited staff can be employed in the Center. The basic conditions of such an appointment should be clear.	H	H	M	M
Priority given to hiring spouses as consultants when equally qualified for the job.	H	H	M	M
Offer more options for using spouses such as flex-time or job-sharing.	H	H	M	
Allow the possibility of using spouses as teachers or for changing short-term needs in which spouses can be used. For example, use spouses as teachers of farmers where NARs do not have capability or structure to do so.	M-H	M	H	M
Reciprocity between and among Centers encouraged to allow spouse employment across the System.	M	H	M	

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Suggested Practices for the Centers	Productivity	Recruitment / Reputation	Competition	Diversity
Practices Related to the Benefits of the dual-Career Spouses and Employees				
Cafeteria approach to benefits which allows families to choose options to best meet their needs, e.g., families could exchange schooling benefits for flights to visit one another. Choices are costed out ahead so that swaps are based on a dollar equivalent.	H	H	H	
Government				
Spouse employment is put into any new agreements	H	H	H	H
Spouse employment addressed in every negotiation with host country both for headquarters, as well as, regional postings.	M	H	H	
Recruitment				
Issues of spouse employment are addressed very early in the recruitment process using copies of Center policies and practices, description of local laws and procedures for work permits, and accurate and up-to-date information on conditions in country of posting.	H	H	H	H
Priority in filling positions is given to pooled Staff from sister Centers.	M	M	M	
Information is shared on potential candidates with other Centers.		M	M	
Advertisements for positions sent to all sister organizations.				

This project was to look at spouse employment and not recruitment strategies. However, because data from the organizations was so rich in this area (and reported in the Practices section), two recommendations are made based on the successful approaches of others to be addressed during the development of a recruitment plan.

Recommendation: Develop an aggressive recruitment strategy and plan which goes beyond established networks and means by creating new networks, tapping in other networks, visiting countries where those from developing countries are likely to migrate first, creating opportunities for young people to learn about the Centers, etc.

Recommendation: Explore advantages and disadvantages of reciprocal arrangements and pooling resources for recruitment with other Centers such as the Rockefeller Social Science Research Fellowship model which uses pooled head-hunting and skill matching.

E. MANAGEMENT ACTIONS

The actions of management at each Center will reflect the commitment being given to dealing effectively with spouse employment. As a beginning set of actions, each manager should consider the following recommendations for personal action:

Recommendation: Recognize that spouses are a valuable resource to the Centers and that spouse employment is a serious issue to be dealt with on a priority basis.

Recommendation: Commit to support the development and implementation of an action plan on dealing with spouse employment.

Recommendation: Initiate the development of a plan specific to your center using the approach and principles laid out in this report.

Facts are more important than opinions, yet unless the facts are made known, opinions will dominate and command. Communicating what has been planned, decided, and acted upon will convey the importance of this work to the Centers in the best way it can, by giving facts. Even specific cases can tell a story about the interest and commitment of the Center to this issue that is very powerful. Actions speak louder than words – they say what you really mean. Take advantage of these actions by leveraging their value to the Center and its reputation. Use the list of benefits cited earlier in Section III as a starting point for your communication.

Recommendation: Communicate the plan to staff and communicate actions taken to assist spouses.

As noted earlier, measurable goals are a hallmark of an effective plan. If the plan includes these, there should also be a means to measure against those planned for as well. Along with measuring what was done and when, there are many lessons learned from what does happen, what didn't work, and what did. Capturing the lessons learned during implementation is a most valuable step to managers.

Recommendation: Monitor specific cases to see that the plan is being implemented and to assure that the learnings from them are being captured and acted upon as needed.²⁰

F. SYSTEM-LEVEL ACTIONS

While approaches must reflect the needs and preferences of the Centers, there is value in having the System set a policy framework or endorse a set of principles in which individual Centers may work – a framework that would set definition and conditionality while allowing

²⁰ A sample way to monitor cases of this nature is attached in Appendix D.

for individual implementation. This will provide a level of commonality which would help staff moving from one Center to another

by setting some common expectations. More importantly, a System policy would provide Centers leverage in negotiating spouse employment arrangements with governments for headquarters and regional postings. Also, if there is to be reciprocity between and among Centers, there needs to be a CG statement on this. Responsibility for developing a common set of principles should be taken by the Benefits Committee or by the Committee of Deputy Director Generals.

Recommendation: (The Centers should) work together to develop a common set of principles for spouse employment policies and submit these to the CGIAR for endorsement.

A proposed UN Resolution (see Appendix E) would eliminate the need for work permits for spouses of international organizations. If passed, the current issue of placing spouses would be substantially eased.

Recommendation: (The CGIAR should) unite and support the UN Resolution on spouse employment.

Recruitment is severely impacted by a lack of effective spouse employment policies and practices. In particular, a negative image projected by an organization on this issue discourages applicants from even applying, thus, preventing the Centers from even having the choice. Organizations which have strong reputations in this area, state they have excellent access to labor pools.

Recommendation: (The CGIAR should) examine the image projected especially to the non-traditional labor pools on how the Centers and the System as a whole treat spouse employment to determine if action is needed by the System.

Ongoing learnings from the Centers will enrich the understanding of how this issue can be approached especially since the experiences will be through organizations so alike. Capturing these learnings must be done actively, however.

Recommendation: (The Centers) should experiment and share experiences periodically during meetings of Director Generals or Deputy Director Generals. This should become a routine agenda item for several years.

Recommendation: Decide to address the topic again next year at a System-wide meeting and report to each other what has been done and the lessons learned.

APPENDIX A – SPOUSE EMPLOYMENT SURVEY

Instructions: The Background questions should be supplied in written form so that the time spent in the interview can be as brief as possible. Please fax the information on the Background questions (questions 1 through 5) with any necessary explanatory notes you feel will convey it correctly. Please use any form that is convenient for you so long as it is clearly understandable what data is being provided and which explanatory notes to with what data. Due to constrains in time, please fax your responses by August 14, 1992 to 301-371-7957. If information is received before the time of the interview, it will be used during the interview. The Interview questions (questions 6 through 18) will be answered during the interview.

Definitions: Spouse employment is used in its broader sense of employment of married partners within the organization itself or employment in an alternative organization or situation. The questions are designed to be clear about which of these is being asked. The term professional includes those who perform business functions within and for the institution who are employed as regular staff or under fixed term contracts. It does not include support staff, e.g., secretarial, clerical, laborers, etc. These other staff will be referred to as support staff. Consultants are not considered staff for purposes of this study.

Background questions (to be sent ahead of time)

1. Primary business(s) of the organization. This is meant to be brief and indicative, for example, basic research, investment banking, development. Please amplify were you think that it is necessary for clarity. Please indicate whether your organization is growing, staying even, or downsizing.
 2. Geographic distribution. Please indicate which country(ies) your organization is in and the average staff size of the locations. What proportions are expatriate staff? Are your locations in major cities or in isolated areas of the country(ies)? How many separate locations do you have?
 3. Spouse employment policy. Please quote the relevant policy (ies) that governs the employment or non-employment of spouses in your organization and that governs providing spouse-employment assistance outside of your organization. Include your definition of spouse if different than “married partner.”
 4. Statistics. Please indicate:
the total number professional staff and support staff each by gender;
the proportion of professionals who are scientific/research staff;
the annual turnover rate of your staff (for professionals and support staff and by gender);
-

the number of professionals you recruit each year (by gender);
the age profile of your professionals (by gender);
the nationality mix of your professionals (by gender); and
the number of the professionals who are married (by gender)

5. Spouse employment. Please indicate the number of spouses of professionals who are employed in your organization; the number of these who are also professionals; the number who are husbands who came because the wife received the initial job offer? If you have a spouse assistance program(s) (see question 14 below for examples of what can be done in a spouse assistance program), how many spouses in the last two years have been helped to be placed somewhere and how many were? What are the costs of this program(s)?

Interview Questions

6. Corporate philosophy. What are the values of your organization? How successful are they institutionalized? Can you give us an example? For example, does your organization culture value the continual insertion of new ideas and experiences by giving 2-3 year contracts with one renewal only?

7. Issue. Are dual career families and spouse employment an issue for your organization? What were the forces leading up to your current policy(ies)?

8. Local environment. What are the laws or regulations in your country(ies) regarding spouse employment? Are there restrictions on spouse employment before or after arrival? Do regulations affect locals differently from expatriates? Are there local customs that make employment of spouses more difficult? For those with multiple locations, does the geographic distribution of your organization create additional problems around the spouse employment issue or ease it?

9. Local government. Do you negotiate with the government on various issues to develop a better working situation for your organization? What are some examples of these issues?

10. Diversity. Are you concerned with assuring that women professionals are treated equitably? What shows this concern? Do line managers have a responsibility in this area? Is performance against this responsibility measured? How?

Policies and Practices

11. Policy. When did you perceive the need to deal seriously with spouse employment issues? What are or were the driving factors for your present spouse employment policy and approach (for example, was it to broaden the recruitment pool or to retain young men with professional wives)? Are there issues with them as they are stated today? Are there staff issues? Country issues? Have you ever made an exception to your policy in order to attract a particular individual? Who made the decision?

12. Impact. Are there other personnel policies impinged on by spouse employment? For example, travel, parity with locals, relocation, consultants, etc. If there were one thing that you could change about the spouse employment policy, what would it be?

13. Practices. Are there other steps taken to address the issue of spouse employment? For example, job-sharing, offering graduate work, providing help for spouses to obtain local employment, consultancies within your organization, donor assistance for funding special programs, governmental relaxation of work-permit restrictions, fellowship programs, etc. Who in your organization has done any of these? Have any of these activities been useful? Which is the most useful? Are these practices informal or are they a part of formal programs?

14. Benefits. What benefits do you see the organization accruing as a result of employing spouses or participating in such activities as noted above? What would have happened if you didn't do this? What were the conditions needed to make each work? The particular policy, practice or service?

Recruitment, Retention, and Advancement

15. Objectives: What are the most important objectives you look to achieve when recruiting your staff? For example, it may be most important that diversity be preserved and, therefore, that nationalities are balanced in your hiring schemes before other considerations.

16. Labor Pools: What kinds of individuals do you need for your professional staff, e.g., lawyers, researchers, chemists, scientists, etc. On the whole, do you employ staff who are in mid-career or just beginning? Are the labor pools that serve your organization large or severely restricted for your recruitment? What share of the professional labor pool do women comprise?

17. Recruitment: What are the major recruitment problems that you have? Do you have different recruiting approaches for men and women? How do they differ? Does it differ for a particular division or unit or country? What is the major difficulty in employing women professionals? Do you lose women or men candidates because of spouse employment needs? Is this a major concern?

18. Retention and Advancement: Has spouse employment been an issue affecting retention of valuable professional staff or standard career development paths? Has this impacted on men differently than women? Is advancement in your organization dependent on staff moving from one location to another throughout the organization?

APPENDIX B - PRACTICES FOUND THROUGHOUT THE SURVEYED ORGANIZATIONS

Practice

Who

Providing Assistance to Dual-Career Spouses and Employees (76)

Organizations provided spouses with assistance in finding employment in other organizations. - 15

Information assist spouses to find employment, especially as teachers	1 Center
Maintain a register of opportunities available for spouses (employment and education)	1 Center
We have one person here trying to get our citizens positions in international organizations.	1 Government
Letter of support to potential employer	1 Government
Send spouse resume under official organizational sponsorship to prospective employers	1 Other
Facilitate finding employment (Formal international organization and company job networking)	1 Government
Collect job tips and pass them on to people who are actively looking for work	1 Government
Go all out to assist finding employment for companion for key staff (was female candidate for director or finance and admin) in the local environment: pay for companion's job-hunting trip; arrange appointments with local organizations	1 Center
Survey of surrounding institutions and arranging visits for spouses to those of interest	1 Center
Maintain resume file and active job seekers list	1 Government
Stations are supposed to be helpful in trying to gain employment	1 Government
Provide assistance to obtain local employment	2 Centers 1 Corporation
Talked to the universities... they have more freedom as an academic institution... they are willing to help.	1 Center

Organizations provide counseling services to spouses. - 15

'Dual career assistance' does as a benefit program offered to spouses beyond say new hires or geographically transferring employees.	1 Corporation
We've very careful not to hype the spouse up and encourage him to look for a local job; we bring it up very early and then turn it into a positive by looking for joint alternatives to develop the spouse and keep them busy	1 Corporation
Outplacement firm provides career counseling service including resume preparation, job counseling and placement, interviewing and networking skills	1 Corporation
Have a formal spouse assistance program	3 Corporations 1 Other
Reintegrate into the home country workforce upon return from postings.	1 Corporation 1 Other
I work with the spouse to get a sense of what their career goals are what the career interests are, their abilities, skills and educational background...this allows me the opportunity to determine whether a new resume needs to be developed.	1 Corporation
Acclimation assistance for non-working spouses, including health referrals, tax assistance, repatriation program and engaging them in volunteering in the acclimation program	1 Corporation
I help them deal with how to negotiate for more leave time, now it's leave without pay, but that's an option.	1 Other
Spouse employment counselor	1 Other
Relocation Manager and Staffing recruiters counsel the relocating employee	1 Corporation
[Provide] personal advising of the spouse	1 Other

Practice**Who**

Organization offer direct training to the spouses. - 14

Cross training of spouse in dual-company couple to keep posted together	1 Corporation
Support of education for spouse	1 Center 1 Corporation
Language education	1 Center 1 Government 1 Other
Grant to study for “portable career”	1 Government
Spouse employment training... How to teach English and French as a second language; work as a consultant; travel writing, photography; writing careers (transportable skills). Embassy-related skills (visa, etc.	1 Government
Workshops for spouses on job seeking strategies, interviewing skills, and strategies for networking	1 Corporation
Facilitate correspondence courses by making mail pouch available	1 Center
Payment for re-training in chosen profession	1 Government
Help spouses broaden view, adopt innovative approaches and identify alternative activities (teaching, volunteering, working on local women’s causes)	1 Corporation
Help with resume writing	1 Corporation 1 Government

Organizations that give some flexibility to the spouse to assist them. - 11

Help to relocate within company if spouse relocates (even from another company)	1 Corporation
Accommodations (such as Flex time) for dual employed spouse (usually female), promoted by senior Management	1 Center
We offer less than full-time work schedules, flex-time, job shares	1 Corporation
\$5000 grant for overseas spouse for any purpose	1 Other
They would accommodate the needs of the employee whose spouse has been relocated if the occasion Arose	1 Center
We have a very broad network of job availability	1 Corporation
Provide resource library spouses seeking employment	1 Other 1 Corporation
Provide office facilities to produce resume	1 Other
[Spouses] can access the company placement system which is a computer database	1 Corporation
We look at that [helping an employee transfer when spouse is transferred] as an accommodation, not a part of our dual-career assistance program... we will work with our employee to see if there is a fit elsewhere assuming the employee is in fact a good performer.	1 Corporation

Organizations vary their level of involvement. - 9

Too often people who are not going to be impacted by the hiring say “no, can’t do it, never done it, forget it. So the hiring manager has to make the decisions and then has to be willing to fight.	1 Other
Do not sponsor spouses to get a right to work here or change their designation	2 Corporation
[Spouses] have to drive the job search, but we will provide them with assistance in that regard.	1 Corporation
On a case by case basis	1 Center
It became necessary to provide special programs in order to recruit these people [dual career spouses)	1 Corporation
Less available help in the new country (US citizen going abroad)	1 Corporation
Advertise the program... Brochure and advertising of spouse services at recruitment	1 Corporation
We don’t really go out of our way to help the relocation issue.	1 Other

Practice**Who**

Organizations provided information about the local job environment to spouses. – 6

Help spouses learn about local job market by giving information and contacts	1 Center 2 Corporation 1 Other
Inventory of relevant professional, continuing and adult education offerings and relevant professional organizations which work study or job possibilities (including volunteer work)	1 Center
We would like to have a database on each station; information about work conditions; labor market; the possibilities for finding employment; and graduate schools.	1 Government

Organizations that give assistance within the organization. – 6

Spouse resume disseminated throughout organization and given top priority	1 Corporation
Provide funding to create ad hoc or part-time positions within organization to facilitate recruitment of dual career families	1 Center
Provide funding to pay salary in another organization or provide position which is funded by grant from foundation or other organization.	1 Center
Spouse given employment priority in organization if equally qualified.	1 Government
I spent two weeks setting up appointments for her [a candidate] so she could get a sense of what was going to work for her there.	1 Center
I serve as the manager for spouses who want to self-nominate for positions within the corporation.	1 Corporation

Using Spouses (56)

Organization offered employment to spouse as a staff member. – 18

Offer employment to a spouse as a staff member.	5 Centers 4 Corporations 2 Governments 7 Other
-------------------------------------------------	---------------------------------------------------------

Organization offered consultancies to spouses – 13

Use spouses as consultants	3 Centers 3 Corporations 2 Governments 4 Other
Employing spouses on a contract basis for editing and writing	1 Center

Organizations offered fellowship programs and/or support for research for spouses and spouses gained funding for a project that related to the work of the organization. – 8

Support fellowship programs and graduate work in areas of interest to the organization	3 Centers
Provide summer work for graduate student spouses	1 Corporation
There have been cases where financing has been arranged for particular individuals whose skills and qualifications could enable them to make a special contribution to the company's official development assistance program.	1 Other
Center role in graduate work is extremely limited; work tends to be in the university context.	1 Other
Supervise graduate work and provide a place to do graduate research	2 Centers

Practice**Who**

Organization used the spouse by offering alternative types of positions. – 8

Provide internships such as editorial work in organization	1 Center
Position for field office spouse to provide settle-in assistance to new families	1 Government
Hire spouses in support positions (done informally by individual managers, not promoted institutionally)	1 Other
If there were a special project that a spouse could fit in, I would have no problem, but I'm not looking for special projects for spouses.	1 Center
[Fixed term employment]...works well for some institutions where they can go work out arrangements to have someone come for 3 years and then go back because they're working under arrangements with the current employer.	1 Other
We have never paid money to anyone in lieu of a spouse working; we have never hired a spouse when there was no job.	1 Corporation
Unless you hire them yourself, there are not that many other ready avenues within a two year timeframe to solve all these problems, seek employment and so forth.	1 Corporation
One area where they [employed spouses] are tolerated is to work with institutions which are similarly exempt from the local regulations.	1 Center

Organization offered job sharing as an option for spousal employment. - 6

Position splitting between spouses	1 Center 1 Government 1 Other
Dual postings to same location	1 Government 1 Other
Trying job sharing	1 Corporation

Organizations offered employment to spouse as a professional. - 3

Offering positions to both spouses	2 Centers 1 Corporation
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Working with the Government (28)

Organizations entered into negotiations with governments for general spousal employment agreements. – 12

Negotiate work permit for spouse reciprocal arrangement between governments	2 Governments 1 Center 1 Other 1 Corporation
We have to tie that [access to employment opportunities] down in a way that the host country is agreeable to have a realistic working solution.	1 Other
We negotiate agreements with governments for spouse employment.	1 Center 1 Government
We are negotiating a new HQ agreement with the government, and I tried my best to see whether there was any give to offer as a starting point, but there was no give.	1 Center
We say 'no, this is two separate issues.' [speaking of governments trying to tie other issues to spouse employment]	1 Government
We send a letter saying 'it's been two years since you brought the subject up to your host government, could you try once gain.	1 Government
We help spouses in obtaining a work permit.	1 Other

Practice**Who**

Organizations negotiated with governments on a specific case or type of situation. – 10

It's all placed on the spouse to go out and do his/her own negotiating.	1 Other
They can only do it [find employment with embassies and international schools] on an ad hoc basis and there's no way that anybody can get into the local market there [Niger].	1 Center
We do develop close working relationships [with the governments]...we're very active with the Ministry of External Affairs in our capital city.	1 Center
Keep probing our home government on the issue of work permits.	1 Center
Issue has never come up to work in these situations to gain a compromise for the government regulations	1 Center
The laws are the laws as long as they abide by them.	1 Corporation
I called the communist party representative with some subtle persuasion in trying to come to a common understanding of at least some reasonable levels...this you do rather quietly.	1 Corporation
I still feel that the first step here is to work within the immigration laws as they're meant to be.	1 Corporation
In every individual case I can come through them (a European country alliance)	1 Center
I need you in the US because of your talents to help us fill this job or achieve this objective, and it is our intention to return you and not do other things...call them "temporary assignment rules".	1 Corporation

Organization combined efforts to address the spousal employment situation. - 6

Governmental relaxation on work permit restrictions can come through an individual employer if an employer understands the G-4 more than the government.	1 Other
I'm actively pursuing with other international organizations to have a unified approach to the government	2 Centers
Pushes to find an exception and to make the case that there is nobody who has that experience from their side, and pushes from my side saying 'you have agreed that you would help me hear the case.'	1 Center
There is a UN resolution on this. Organizations must put pressure to have it passed for international organizations.	2 Others

Practices Related to the Benefits of the Dual-Career Spouses and Employees (21)

Organizations use practices that help to keep the family together. - 5

The professional can come home once a year, and the family can go out twice a year.	1 Government
We do whatever needs to be done [in relocations]	1 Other
Provide travel funds for non-relocating spouse visits	1 Corporation
When a spouse does not relocate, we give them the equivalent of three round trip tickets in a lump sum.	1 Corporation
Provide a meaningful life for spouse including generous spouse allowance, vacation time, the living situation, and language education for spouse and children	1 Government

Organizations help the career spouse remain active when not employed. - 4

Pension plan for unemployed spouse based on number of months stationed outside country; retro-active Pension for spouses of retirees; pension contributions for spouse of current employees	1 Government
Leave of absence for employed spouse benefits (insurance) keep running for 6 years; will hold job (in government) up to 6 years.	1 Government
Payment of professional associations dues while stationed overseas	1 Government
Locally-engaged overseas spouses given priority for getting gov't job on return home	1 Government

Practice**Who**

Organizations offer other benefits to dual career families. - 12

Designation of Primary Employee (for designation on benefits)	1 Other
Both employees (in a couple both posted overseas) could apply for home leave. They are viewed as independent employees.	1 Corporation
They can't get two lots of home leave.	1 Center
One female employee is going to be working 20-25 hours per week so we're going to leave here benefits in effect, the only benefits we're questioning is whether to give her the entire housing and education allowances.	1 Other
If both spouses are posted, you obviously only get one house, but those families do get two cars	1 Other
Allows only one allowance for a couple.	1 Center
Travel points are the same for both.	1 Center 1 Other
If both spouses are employed, they do not get double for housing	1 Center 1 Government
Housing and the kids' schooling covered	1 Government
Tax equalization on spouse overseas earnings if tax rate higher than home	1 Corporation

Networking (19)

Organizations network with other international organizations and universities. - 10

Part of overseas job description is development of good relations in counterpart organizations—this is used also informal job networking	1 Other
Network with international organizations	1 Center
Network with local universities to obtain job or assistantship for spouses	1 Center
Informal inter-organizational networking sent job announcement to spouse	1 Center 1 Other
I network with a lot of other foreign services	1 Government
I work with other international organizations which have a similar problem as we have. We are saying 'if I have a problem I will let you know and see whether you can help, and if you have a problem, we will do the same'.	1 Center
One thing that everyone should try to foster is the exchange of information between institutes. This is where we haven't really done enough.	1 Center
We've found the candidate information system at the CG Secretariat helpful in this last round of searching for new board members for our Center.	1 Center
Other international organizations can refer candidates to our Center.	1 Center

Organizations provide names of contacts to spouses. - 5

I provide them with names of human resource counterparts and explain the process of getting there providing information as to the specific country and whom they might address themselves to (when an employee wants to follow a relocated spouse)	1 Corporation
Provide contacts for job search for spouse for new hires	2 Others
Put in touch with established foreign staff members who have either undergone the same process or sufficient knowledge of contacts.	1 Other
Providing informal professional contacts.	1 Other

Practice**Who**

Organizations directly dialog with other employers. - 2

Talking to other local employers, and not pressuring them to take the person, but introducing.	1 Corporation
Sometimes I made call to my counterparts indicating that perhaps there is a process within their organization and to the extent that we are moving the primary employee and are absorbing the brunt of the costs, have they ever thought of exposing this individual to an international assignment.	1 Corporation

Organizations used personal connections in the spouse employment search. - 2

I used my own network of knowledge being an economist...it's been very much individual networks, and ad hoc.	1 Center
There's a lot that people can do informally and in a nice way which is sometimes a lot more effective than officially	1 Corporation

Practices Related to Psychological Support (9)

Organizations address the psychological needs. - 9

Psychological aspects which involve work or not work would be certainly interwoven within that (support).	1 Corporation
When you start out by asking them when they were born, show me you marriage license, etc. you start getting personal real quick.	1 Corporation
I will always take an hour to talk to an employee and spouse...if they're relaxed, if they can make it, if the family is happy, then everything will work out.	1 Corporation
Our involvement is constant and every single day.	1 Corporation
What we try to do from the beginning is break down those barriers.	1 Corporation
If something is radically wrong I have at times just gotten on a plane just to find out what's wrong.	1 Corporation
Active spouse organization	1 Government
Sponsor support group of job hunting spouses	1 Corporation
We bring them here in an attempt to cross that line personally; we bring every employee and their spouse to a personal one-day meeting and start crossing the line consciously; we invite them to use us, call us, and use our resources.	1 Corporation

Practices Related to Recruitment (18)

We are held to recruit our staff members from our member states only.	1 Other
Once somebody is eligible for a staff recruitment, they are considered on an equal footing, and qualification is then the determining criteria.	1 Other
We then give preference to the member state being underrepresented on the organization's staff.	1 Other
Line managers don't have too much to say about recruiting.	1 Government
No recruitment problems.	1 Government
Every year in the Fall we put out a newsletter saying that these positions are available for next year.	1 Government
A targeted number of schools in our large recruiting program...extended alternating term coop and a summer intern program.	1 Corporation
We use line managers to do our recruiting intentionally...we have a very extensive granting program (good for universities)...it's a real perk to be able to recruit...only one or two recruiting managers in the company...they just train the recruiters, coordinate activities, and work with recruiters to find top candidates...two-three days per yea at your alma mater.	1 Corporation

Practice**Who**

Share with the students on campus that we have a dual-career assistance program...the recruiters are all trained to do that.	1 Corporation
We use Nature, the Economist, Science, the Agronomy Newsletter and so forth to place our advertisements.	1 Center
We exchange advertisements with our sister centers	1 Center
I always make it a point to ask during an interview what their views were, what were the qualifications of their spouse, what did the spouse think about coming here, did the spouse work before.	1 Center
You don't want to bring anybody in who's going to be miserable; we have a two day interview.	1 Center
I just ask them if there are problems with regard to the person coming with them, then we get into it.	1 Other
Recruited from 56 different countries.	1 Other
Search committee usually interviews three or four candidates.	1 Center
Recruiters should be very clear if they think that someone is not listening to the fact that employment (of the spouse) is going to be hard.	1 Other
We certainly give that information (re: spouse opportunities) in our briefings.	1 Other

APPENDIX C – QUANTITATIVE DATA SUMMARY BY PARTICIPANT

Organization	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	
International Characteristics																				
State Category ¹	1	1	2	2	2	3	3	3	3	3	3	3	3	3	3	4	4	4	4	
Type ²	Other	Center	Center	Center	Other	Gov't	Gov't	Center	Center	Other	Other	Center	Other	Other	Other	Corp.	Corp.	Corp.	Corp.	
Number of Locations	6	6	23	9	18	120	72	17	10		14	11		77			181			
Number of Countries ³	6	6	17	9	18			13	10	48	1	11	61				33	60	130	
Large urban location ⁴	Yes	Yes	Yes	Yes	Yes		Yes		Yes	Yes		No	Yes	Yes		No		Yes	Yes	
Spouse Employment Indicators																				
Number of years dealing with spouse employment		5	4	4	10	10	30	3	3	12						8	20	15	30	
% of professionals who are women (Int'l and national)	17.6%	21.1%	24.9%	12.4%			32.4%	29.4%	7.0%									47.4%		
% of professionals who are women (Int'l only)		9.3%	14.2%	6.5%	54.0%			13.8%	8.0%	39.4%		14.7%	20.7%	27.6%						
% of professionals who are women (Int'l only) ⁴		12.0%	15.0%	6.0%				11.0%	6.0%			14.0%								
% of married professionals who are women (Int'l and national)		11.1%	20.4%					18.1%	6.0%											
% of married professionals who are women (Int'l only)			7.3%		53.0%			11.4%	5.3%			9.5%		20.2%						
% of married professionals who are women (Int'l only) ⁷		8.0%	8.0%	6.0%				10.0%	4.0%			9.0%								
% of professionals without spouse in residence (Int'l only) ⁷		8.0%	5.0%	22.0%				20%	10%			8.0%								
Recruitment and Attrition																				
Professional attrition rate in 1991 (Int'l and national) ⁷		15.8%	12.4%	10-15%	12.8%			20.0%	8.6%	20.0%		9.0%		2.0%	1.0%			6.4%		
Professional attrition rate in 1991 (Int'l only) ⁷		12.0%	6.0%	6.0%				13.0%	7.0%			9.0%								
No. of professionals recruited in 1991 (Int'l and national) ⁷		3 2F 1M	14 3F 11M		28		20	25 11F 14M	15 3F 12M	62 29F 33M		5 1F 4M		242 62F 180M						
No. of professional recruited in 1991 (Int'l only)			6 1F 5M					6 1F 5M	11 2F 9M											
Labor Pool Availability	Good	Difficult	Difficult	Difficult	Excellent			Good	Difficult	Difficult	Difficult		Good	Difficult				Excellent	Good	Good
Primary Level Sought	Mid-career	Based on Need	Early and Mid-career	Early and Mid-career	Mid-career			Early career	Mid-career	Early and Mid-career	Mid-career		Mid-career	Mid-career		Early and Mid-career	Early career	Based on Need	Based on Need	
Diversity Indicators ⁸																				
Average staff/nationality		1.02	1.38	0.68				1.78												
Standard Deviation		2.31	3.68	1.47				3.44												

1. Size categories based on total number of staff: (1) 1-100; (2) 101-1,000; (3) 1,001-10,000; and (4) over 10,000
2. Participating organizations with their type indicated can be found in Appendix xx.
3. Indicates the number of countries in which the organization has installations.
4. Indicates if headquarters is in large urban area.
5. Represents Headquarters data only.
6. Source: 1991 CG system Human Resource Survey, CGIAR Gender Program.
7. The attrition rate calculated by taking the number of professionals who left the organization in 1991 divided by the total number of professionals in 1991.
8. Using the total number of nationalities reported from all centers, the average number of staff per nationality was calculated using zeroes in the calculation for null entries.

APPENDIX D – SAMPLE EVALUATION FORM

Source of Evaluation Form: Joel M. DeLuca and Robert N. McDowell, Managing Diversity: A Strategic “Grass Roots” Approach, Coopers & Lybrand Draft Report, June 1991.

PILOT PROGRAM CO-EVALUATION PROCESS

MAJOR COMPONENTS

PRIMARY RESPONSIBILITIES

	<u>Participants</u>	<u>Practice Office</u>	<u>Firm</u>
1. NEED IDENTIFICATION	X	X	
2. NEGOTIATION OF PILOT PROGRAMS		X	X
A. Desired Outcomes (Effectiveness Measures)			
- Participants	X		
- Practice Office		X	
- Firm			X
B. Time Frame	X	X	X
C. Resources		X	X
3. CO-EVALUATION CHECKPOINT(S)		X	X
A. Participant Interviews		X	
B. Comparisons With Desired Outcomes			X
C. Pilot Disposition		X	X
- Continue			
- Re-negotiate			
- Conclude			
4. PILOT CONCLUSION		X	X
A. Participant Interviews		X	
B. Comparisons With Desired Outcomes			X
C. Report Firm Management		X	X

Exhibit 3

APPENDIX E - PROPOSED U.N RESOLUTION

- 14 -

Employment of Spouses

Considering that employment possibilities for spouses accompanying staff Members contribute to attracting and retaining the most qualified staff.

Noting that the absence of these possibilities may also be an obstacle to the mobility of staff.

Recalling resolution 36/130 in which it called upon Governments inter alia to consider granting work permits for spouses of staff of intergovernmental organizations.

1. Invites the Secretary-General to actively pursue the possibilities of employment of spouses accompanying staff members.
2. Also invites the Secretary-General, in his capacity as Chairman of the Administrative Committee on Coordination, to review with his colleagues in ACC ways to improve coordination and reduce impediments to the employment of qualified spouses accompanying staff members of the United Nations Common System organizations, and to report thereon to the forty-seventh session of the General Assembly.
3. Further invites Governments in host countries to consider granting work permits for or otherwise enabling the employment of spouses accompanying staff members of international organizations.

Source: Proposal Put Forth to the 46th Session of the General Assembly, 5th Committee, Item 115: Personnel Questions, Draft Resolution.

13 December 1991

