

IEA Evaluation of Gender in CGIAR Workplace

Draft Findings and Recommendations
for discussion

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CGIAR Diversity and Inclusion Conference

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Independent
Evaluation
Arrangement

Overview of Presentation

Framework for Evaluation

Headline Findings (15m)

Recommendations (15m)

- System level Recommendations
- Center-level Recommendations
- Q & A (45m)



FRAMEWORK



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Change Model

Fields of action

Recruitment

Advancement

Retention

Culture

Intervention areas

Strategy

Leadership

Formal policies & procedures

Informal practices & behaviors

Analysis & learning

Objective

Gender equitable and inclusive workplace

Goal

Improved organizational performance

Methodology

- Document review
- Key Informant Interviews
- HR Directors Survey
 - 15 Centers + Consortium office
 - Extent of use of best practices – Four fields of action
 - HR Directors' expert knowledge/opinions
- Workplace Perspectives Survey
 - 6 centers: Bioversity, CIAT, ICRAF, IFPRI, IWMI, WorldFish
 - Respondents > 343; Response rate = 35%
 - Included: Senior leadership and managerial, scientific, and professional staff supporting research

HEADLINE FINDINGS



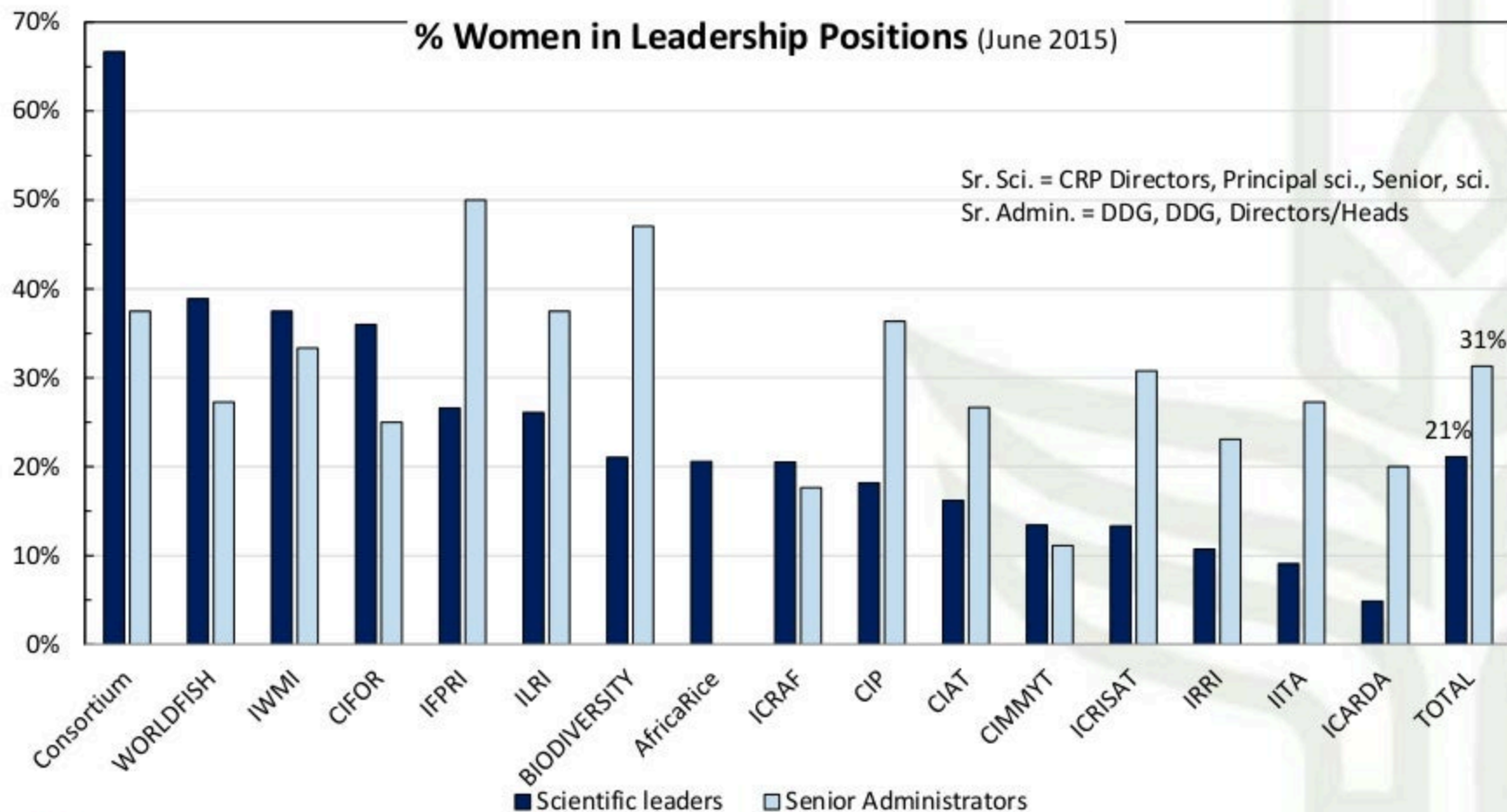
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Headline Findings (1)

- Aggregate representation of women in leadership, managerial, scientific, & professional roles increased modestly from 26% in 2008 to 30% in 2015.
- But, representation of women is only 21% in senior leadership and principal and senior scientist roles.
- Considerable variation among Centres



Headline Findings (1)



Headline Findings (2)

- Key stakeholder groups perceive that the Centres are making solid progress in the critical areas for fostering gender equity, diversity, and inclusion.
- **However**, women's (particularly women scientists') perceptions less positive than men's in most areas examined.



Headline Findings (2)

Centre Stakeholders' Perspectives on Progress



Headline Findings (3)

- Centres have done well in developing leadership support and establishing foundational policies and procedures that foster equity and mitigate against discrimination
- However, significant gaps in strategy and systematic implementation at managerial and operational levels

Scoring of extent best practices are implemented in primary intervention areas

Intervention Areas	Overall %
Strategy	43.5%
Leadership	73.0%
Formal Policies & Procedures	68.5%
Informal Practices	50.7%
Analysis & Learning	54.3%
Overall Average Score	58%

Headline Findings (3)

- Use of best practices is strongest in advancement, followed by work culture, and weakest in recruitment

Scoring - Extent best practices implemented in key fields of action

Fields of Action	Overall % ^{1/}
Recruitment	44.3%
Advancement	69.5%
Workplace culture	53.8%
Overall average score	55.9%

Scores based on HR Director's assessments of extent of use of best practices

Headline Findings (4)

- Retention: Concerning gender differences
- 33% of women respondents considering leaving “before too long” compared to 25% of men
- Key factors related to women’s intent to leave:
 - Dissatisfaction with career advancement, mentoring and coaching support, recognition of contributions
 - Lack of resources to do work
 - Work culture in terms of lack of role models, sense of inclusion, and Centre’s commitment to gender diversity
 - Experience of burnout

Headline Findings (5)

- Centres, as a whole, have not moved beyond equity/discrimination focus to inclusion/enhancing organizational effectiveness focus.
- Limited attention to:
 - Communicating a compelling case linking gender diversity to organizational performance
 - Using proactive approaches to recruitment and professional development of women (e.g. mentoring, coaching)
 - Developing managers' knowledge and skills in working effectively with diversity
 - Strengthening inclusion of women in the workplace.

Headline Findings (6)

- Significant gender differences exist in perceptions of inclusion. Men as compared to women are significantly:
 - more satisfied with their careers & professional development opportunities
 - more integrated into networks of influence & social networks
 - have a greater sense of “fit” and comfort in workplace
 - more positive about Centre’s progress in fostering gender diversity
 - less likely to consider leaving in the near to medium term.



Headline Findings (7)

- Majority of HR Directors do not believe they have adequate knowledge, staff, or financial resources to address gender equity, diversity, and inclusion adequately
- Limited knowledge of existing CGIAR knowledge resources
- HR Community of Practice is valued as peer forum for sharing knowledge, experiences,



Headline Finding (8)

- With close of G&D program in 2012, the CGIAR has lost momentum in innovating, developing skills, sharing knowledge, and moving diversity efforts significantly forward.
- Centers are operating on their own with limited resources.
- Wide variation across Centres in commitment, practices, and outcomes.



RECOMMENDATIONS: **SYSTEM LEVEL**



System Level Policy and Infrastructure

Rec. 1: SMB develop and recommend to System Council for adoption a strategic CGIAR Gender and Diversity policy, covering both gender in research and gender in the workplace

- SMB appoint a “Gender and Diversity Champion” to have oversight of policy and to be a spokesperson
- Task force, led by a ‘Gender Champion’, established by SMB to develop vision and policy statement, and associated monitoring framework, with engagement of selected leaders of Centers/CRPs as well as the relevant system entities

System Level Policy and Infrastructure

Rec. 2: SMB require that the 2015 CGIAR Diversity & Inclusion Strategy be revised in light of findings and recommendations of the 2016 IEA Evaluation and change in CGIAR governance structure

- Adopt a more diversity management/proactive/organizational effectiveness approach
- Make compelling case for gender diversity and inclusion
- Establish key performance indicators
- Set realistic targets for representation

System Level Policy and Infrastructure

Rec 3: Rebuild an organizational infrastructure to advance diversity, equity, and inclusion

- Gender champion on SMB
- Gender in the Workplace Task Force, supported by a consultant, to revise Gender and Diversity Strategy
- Establish a System-level Gender in the Workplace Senior Advisor to support SMO, SMB, & Centres
- Reestablish Network of Focal Points in Centres



Strengthen Capacity

In order to strengthen knowledge and skills in working with diversity in order to maximize benefits for innovation and organizational effectiveness

Rec. 4: Establish a new Diversity, Equity, and Inclusion Community of Practice

Rec. 5: Develop and deliver a comprehensive System-wide training program for managers and team leaders to strengthen their knowledge and skills in working with and leveraging the benefits diversity as well as understanding unconscious bias



Monitoring and Accountability

Rec. 6. SMB require biennial reporting from Centres on progress against the key performance indicators defined in the Gender and Diversity Policy and the System-Level Gender in the Workplace Strategy

- Centers prepare biennial reports for their Boards
- Senior Advisor summarizes and assesses progress for SMB



RECOMMENDATIONS: **CENTER LEVEL**



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Strengthen Managerial Commitment

In order to strengthen managers' commitment to implementing policies and practices to strengthen gender equity, diversity and inclusion

Rec 7: All Centres develop a compelling case outlining the benefits of gender diversity for their organizational performance in terms of its mission, strategic goals, workplace efficacy, and impact.

- Supplement with strategy with key performance indicators
- Broad involvement of managers and team leaders
- Consistent leadership communication of case and goals

Cultivate a Proactive Approach

Rec. 8: Centres should move beyond policies to take a more proactive and systematic approach to strengthening diversity and inclusion at the level of practice and behaviour

- Proactive outreach and mobilization of female candidates in recruitment
- Intentional strategies for developing women leaders
- Provide training to managers on unconscious bias and its impact on their expectations of employees, assessments of competence, and experiences of inclusion

Focus on Inclusion

Rec. 9: Centres should prioritize building inclusive workplaces

- Centre leaders need to consistently communicate commitment to gender equity, diversity, and inclusion
- Sustain positive focus on workplace flexibility and “family friendly” policies
- Engage men as allies in change process
- Monitor gender differences in retention systematically
- Conduct biennial workplace survey with gender disaggregated data
- Monitor implementation of policies and procedures at level of practice
- Experiment with new practices to foster inclusion and monitor impact
- Strengthen managers understanding of unconscious bias on its impact assessments of competence and perceptions of inclusion

QUESTIONS ?



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