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CGIAR GENDER PROGRAM

WORKING PAPER, NO. 19

Gender Staffing in the CGIAR: Lessons Learned and Future Direction

**Report of an Inter-Center Consultation
April 1998
The Hague, Netherlands**

**Prepared by
Bonnie Folger McClafferty**

**CGIAR Secretariat
World Bank
Washington, D.C.
December 1998**

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.
- Working Paper, No. 8 Inventory of Gender-Related Research and Training in the International Agricultural Research Centers, 1990-1995; Hilary Sims Feldstein with Alison Slack; October 1995.
- Working Paper, No. 9 CGIAR Human Resources Survey: 1991, 1994, Key Observations on International Staffing with a Focus on Gender; Deborah Merrill-Sands; October 1995.
- Working Paper, No. 10 Women in Agriculture in West Asia and North Africa: A Review of the Literature; September 1995.
- Working Paper, No. 11 Gender Analysis in the CGIAR: Achievements, Constraints, and a Framework for Future Action; October 1995.
- Working Paper, No. 12 Gender Staffing in the CGIAR: Achievements, Constraints, and a Framework for Future Action; October 1995.
- Working Paper, No. 13 Sexual Harassment in the Workplace: How to Recognize It; How to Deal With It; Joan Joshi and Jodie Nachison; October 1996.
- Working Paper, No. 14 Maximizing Recruitment Resources: Using the World Wide Web; Bonnie Folger McClafferty; January 1997.
- 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.
- Working Paper, No. 17 Strangers in a Strange Land: A Literature Review of Women in Science; Bridgette Sheridan; April 1998.
- Working Paper, No. 18 Toward Gender Equity: Model Policies; Joan Joshi, Elizabeth Goldberg, Sara J. Scherr, Deborah Merrill-Sands; September 1998.
- Working Paper, No. 19 Gender Staffing in the CGIAR: Lessons Learned and Future Direction: Report of an Inter-Center Consultation; Bonnie Folger McClafferty; December 1998.

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CGIAR Gender Staffing Program

CGIAR

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

CGIAR Gender Staffing Program

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

CGIAR Centers

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

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We also want to acknowledge the vital contribution of Linda Spink, the conference facilitator from Training Resources Group of Alexandria, Virginia, USA. She helped to design the event and her facilitation ensured an inclusive, efficient and highly interactive process. We extend our appreciation to Bonnie McClafferty for synthesizing three days worth of dense discussion and debate into this report, which can be shared widely throughout the CGIAR system. Finally, we would like to recognize the less visible contributions of Bonnie Gamache and Sue Ricker of the Gender Staffing Program who worked behind the scenes to prepare the materials and mailings.

The external resource persons guided participants and added a wealth of expertise to the event. We would like to recognize Dr. Deborah Kolb, Dr. Indira Parikh, Dr. Ragnhild Sohlberg and Dr. Gerhard Sonnert. We thank each of these individuals for sharing their insights and cutting-edge research findings in the areas of gender and organizational change and for their assistance in assessing CGIAR efforts. We would also like to acknowledge the contribution of the CGIAR Secretariat representatives, Dr. Pammi Sachdeva and Dr. Waltraud Wightman. Finally, we would like to extend our appreciation to Teresa Fogelberg from the Dutch Ministry of Foreign Affairs, an active member of the Donor Support Group, for taking the time to join the Consultation and offer her support.

The Consultation would not have taken place without the support of the clients of the event—the Centers and staff. In particular we express our gratitude to all Center Directors for committing the time and financial resources to support their representatives at the meeting, and to all Center staff who assisted in the “taking-stock” exercise that took place at each Center before the Consultation. We would also like to thank Dr. Timothy Reeves, Director General of CIMMYT, and Dr. Ismail Serageldin, Chairperson of the CGIAR, for preparing videotaped remarks for the Consultation. Finally, we would like to thank the participants themselves, who champion gender staffing issues in the Centers and who are committed to creating working environments that are supportive of both men and women.

Funding for the CGIAR Gender Staffing Program and for this Consultation was generously provided by the Australian Council for International Agricultural Research (ACIAR), The Netherlands Ministry of Foreign Affairs, The Ford Foundation, the International Development Research Centre (IDRC), and the Swiss Development Corporation.

BACKGROUND

The CGIAR Gender Staffing Program was initiated in 1991 to help the Centers attract and retain highly qualified women scientists and professionals, and to create work environments that support the productivity, career development and job satisfaction of both men and women. Program efforts have supported the Centers in five areas: recruitment; spouse employment; leadership and management development; gender issues in the workplace; and information dissemination. (See Annex III for a summary of the Program and Program achievements.)

As funding for the current phase of the Gender Staffing Program comes to an end in 1998, Centers requested the Gender Staffing Program organize an Inter-Center Consultation to take stock and chart future directions.

The Inter-Center Consultation on Gender Staffing: Lessons Learned and Future Directions convened from April 28-30, 1998 at ISNAR headquarters in The Hague, The Netherlands. The objectives were threefold (see Annex IV: Discussion Guide for Consultations on Strategic Options for Gender Staffing: 1998-2003):

- Take stock of what has been learned from the Centers' experiences over the past six years of working on gender staffing—recognizing achievements, highlighting innovations, and identifying continuing challenges;
- Deepen the collective understanding of gender issues in organizations and identify the most effective leverage points for addressing these issues; and
- Identify strategic directions and key elements of a framework for future action on gender issues that identify priority areas for consolidation of experiences and priority areas in which the generation of new ideas and practices is needed.

Twenty-five senior managers and scientists from 13 of the 16 CGIAR-supported Centers gathered to address these objectives. Distinguished external resource persons from Germany, India, Norway and the United States drew participants' attention to cutting-edge research and management approaches to gender and organizational change. A professional facilitator directed the event to ensure an inclusive, efficient and highly interactive process.

This report of the workshop is compiled to summarize lessons from the work on gender staffing to date and to capture recommendations for future initiatives. What emerges from this compilation is a report that offers

- direction and definition to future activities of the CGIAR Gender Staffing Program based on concrete analysis of what has happened and is happening in the Centers;
- an education as to what is possible with respect to recent research on gender and organizational change; and
- a clear and realistic set of priorities for center and system-wide initiatives as defined by the Centers.

The report follows the structure of the Consultation itself and is divided into four sections:

- *Setting the Stage* provides the institutional context and highlights the importance of understanding the link between gender and organizational effectiveness.
- *Taking Stock and Lessons Learned* summarizes presentations that focus on progress to date and gives a profile of gender staffing efforts across the CGIAR system.
- *Perspectives on Gender in Organizations* includes summaries of presentations on research findings on career issues of women in science; experience with gender and organizational change in different cultural and sectoral contexts; and a review of experimental work on gender and organizational change done at CIMMYT to address gender issues in the workplace.
- *Future Directions* captures recommendations made to the Centers, by the Centers, and gives direction to system-level efforts as prioritized and identified by the Centers, including discussion of the scope for change.

Throughout the document summaries of presentations are followed by feedback from the participants, which appears within shaded boxes. Syntheses of various exercises conducted throughout the Consultation are also included.

Constructing Common Definitions

In order for all representatives to establish a common vocabulary and avoid misunderstandings related to miscommunication, the following definitions were offered as points of reference.

- **Gender.** A concept that deals with roles and relationships between men and women that are determined by social, political, economic, and cultural context and not simply by biology. Gender is socially constructed and changeable and is a powerful organizing principle in society and organizations.
- **Gender Equitable Workplace.** The CGIAR Gender Program defines a gender equitable environment as one that includes and supports both men and women; stimulates fullest productivity and satisfaction in professional and personal life; harnesses women's and men's diverse skills, perspectives and knowledge; values diverse contributions; and engages both women and men in decision-making that shapes the work and work environment.
- **Diversity.** The varied perspectives and approaches to work brought by members of different identity groups.

Participants' Commentary/Feedback

"Does it matter if we include men or women in our definition? Are we not seeking recognition of differences using a common framework that benefits everyone?" There was a rather extensive discussion about the operational definition of gender in the workplace. It was agreed that gender is a concept that deals with roles and relationships between men and women. Gender was also recognized as having a cultural context. It was emphasized that "equity," "equality" and "diversity" are different concepts and that perhaps discussion of a "gender integrated workplace" was better than including the complicated term of equity. There was some hesitation, however, to adopting this approach for fear of losing the fairness implied by the term "equitable."

SETTING THE STAGE

The Inter-Center Consultation on Gender Staffing brought together human resource managers across the CGIAR system; managers with differing points of reference and challenges. In order to set the stage for the three days of intensive work ahead, participants viewed a compelling video contributed by CGIAR Chairperson Ismail Serageldin in which he stressed our common intellectual challenges, the importance of our collective mission and the need to continue in our efforts to build a fully gender-integrated workplace. Dr. Serageldin expressed his full support for our past efforts in this area and encouraged participants to be ambitious in charting the future of the CGIAR Gender Staffing Program.

OPENING REMARKS

Video Presentation by Ismail Serageldin

CGIAR Chairperson and Vice-President for Special Programs, The World Bank

“As the CGIAR moves into the 21st century, agricultural research faces critical technical, institutional, political and social challenges. To meet them, we need to attract the highest quality of human resources, women and men, committed to promoting scientific advances and strengthening global partnerships.

The 19th and 20th centuries marked a period of struggle in which women first won their right, long-denied, to become acknowledged scientists and professionals, and to enter the doors of premier scientific institutions. Sometimes we forget how short a time ago it was when a woman could not even be granted a Ph.D., to work as more than a research associate in a lab, to publish under her own name, or report her research results at a public scientific conference. We only have to think of Nobel Laureate Barbara McClintock, whose ground-breaking discovery in plant genetics was not recognized for 35 years, or of Rosalind Franklin, whose largely unrecognized x-ray spectrographic evidence of the double helix structure of DNA enabled Professors Crick and Watson to publish proof of its structure and win the Nobel Prize.

How many scientific breakthroughs have been lost to the world through the exclusion of women? Given women’s relatively recent entrance as peers into the scientific community, it is no mystery why our scientific institutions might still retain deeply-ingrained elements of a masculine-oriented culture, even when many of the individuals working there today hold different values.

Now, we must leave these eras behind. In the 21st century, women and men—from all backgrounds and cultures—will need to share the leadership of these global institutions. We have to ensure that our organizations change in fundamental ways that allow the joining of this diverse mix of brainpower to thrive, so that we can all work together effectively to promote sustainable agricultural development.

We need to make a virtue of diversity—learn to harness the myriad talents and perspectives of our staffs, and strengthen our research and outreach programs.

Over the past six years, the CGIAR has made a concerted effort to free itself of the legacy of gender discrimination in science. It has strengthened its research to better understand and meet

the needs of women farmers and consumers in developing countries. And it has worked actively to recruit high potential women scientists and professionals on a large scale, and to adapt policies and practices in the workplace to better attract and retain them. As a result of those efforts, the CGIAR has moved from a position in which it was widely seen to be "behind the times" to one in which it is increasingly seen as a leader among international organizations, even if the work has not been fully accomplished.

Today, women comprise 15% of the system's internationally-recruited scientists and 40% of the locally-recruited scientists. Our own glass ceiling is beginning to crack as women have moved increasingly into leadership roles. Women now comprise 20% of our Board members and 10% of the middle and senior managers in the Centers, including the crucial position of Director of Research. This represents good progress, but we clearly have further to go if we are to be satisfied that the knowledge, perspectives, and experience of both women and men are being brought to bear on the science we practice.

In the past few years, the CGIAR has made a conscious effort to open our doors and encourage women to join us through our recruiting processes. We have revised many of our policies to reflect the realities of a gender-integrated work force. We are now in that most challenging period of organizational change—where the work of integrating women and other nontraditional groups is well underway, but the Centers' organization culture and work practices have not quite caught up. It is a time when we may be tempted to pat ourselves on the back and say that change has been accomplished, when in fact it has only just started. It is a time when, as the reality of change becomes more widely understood, we can expect more widespread resistance to occur. And yet, because it is no longer "politically correct," this resistance will be less obvious and therefore harder to deal with. We need to address that resistance directly, expose those concerns to the light. Where they genuinely affect our mission, we must acknowledge them openly and address them boldly and creatively, not by shifting back to old ways. Where the concerns merely reflect old stereotypes, we need to educate.

I am proud that the gender research component of this work was mainstreamed into the CGIAR's program in 1997, and expect continued strides forward in integrating those issues more thoroughly into the core research programs of the Centers.

The future direction for the gender staffing component is the subject of discussion at this Consultation. Some elements should certainly be mainstreamed at this time; others may require a lot more work and experimentation. The CGIAR System, like similar institutions around the world, is inventing, testing and evaluating what works best in this complex task. But whatever strategy you decide is best, be sure that it reflects a commitment to equity and to moving the system vigorously ahead to a fully gender-integrated workplace.

Be ambitious; aim high. That has been the secret to the CGIAR's successes in the past, and will continue to be so in the future. Keep clearly in mind that 21st century science will demand a 21st century workplace where women and men are fully and equally empowered to do their best for the world's future. We cannot fail to rise to that challenge. And I have no doubt that we will succeed."

Participants' commentary/feedback

Participants reacted favorably to the Chairperson's endorsement. They were impressed by his commitment to the issues and recognized that although knowledge of the issues is important, practical solutions and implementation strategies are critical. Participants were encouraged by hearing CGIAR leadership promoting a gender equitable workplace. It was hoped that this speech would be delivered in Brasilia at the Mid-term Meeting and that the transcript of his presentation could be circulated before that meeting. All participants received copies of the video.

EXPERIENCES WITH GENDER: DONOR COMMENTS

Presentation by Theresa Fogelberg

Deputy Director of International Cooperation in Education and Research

Ministry of Foreign Affairs, The Netherlands

Theresa Fogelberg expressed her support for the efforts of the CGIAR Gender Staffing Program. She is impressed by the intensity and thoroughness used in addressing gender staffing issues—an often-overlooked concern. To her knowledge, the CGIAR Gender Staffing Program is unique for placing the gender dimension of organizational effectiveness right at the center of activities and complementing organizations' efforts with cutting-edge research and gender analysis. As Chairperson of the OECD/DAC expert group on women and development, Theresa worked to place gender high on the agenda. Yet in all her work with gender and development policy, gender in organizations never was addressed using an analytical framework. Theresa commended the Program for the approach it has adopted.

THE CHARACTERIZATION OF GENDER ISSUES IN THE CENTERS: AN EXERCISE

In this first exercise, participants were asked to draw a picture reflecting how one would characterize gender issues in their Center. Although it is not possible to recreate these pictorials in this report, the images that emerged did paint a picture that, when summarized by their artists, expressed

- a need for recognizing and welcoming diverse individuals at all levels into the Centers;
- their interpretation of their organization as an atomic structure, signifying the linkages and interplay between men, women, cultures, and gender issues. The artists also emphasized that family life is considered behind the scene;
- a mosaic indicating that perceptions related to organizational culture are different at different levels in the organization and from different vantage points. What managers at the top think is going on does not necessarily reflect what is going on in the middle and lower down the hierarchy;
- the need to have more gender integration within the Center;
- a strong desire to improve the situation for spouse employment, attracting women to Centers and an indication that more work still needs to be done to improve the numbers of women in the Centers.

Some common themes emerged from this exercise. Most notably, participants agreed that issues are complex; that women are, in general, at the bottom of the hierarchy; that there is a need to investigate the perceptions from the top of the hierarchies; that there seems to be more difficulties than there are solutions; and that better support systems need to be developed.

TAKING STOCK AND LESSONS LEARNED

Taking stock of what has been learned from all the Centers was one of the primary objectives of the Consultation. Before the Consultation, participants were asked to take stock of the current status of gender staffing by recognizing achievements, highlighting innovations and identifying continuing challenges in their respective Centers. In this next section, Centers reflect internally and assess the current foundation of work on Gender staffing. From here, participants gained a clearer understanding of the challenges that lay ahead both from a Center-specific assessment and a system level overview presented by the Gender Staffing Co-Leaders.

MOVING TOWARDS GENDER EQUITY: STRATEGIES FOR CHANGE¹

Presentation by Deborah Merrill-Sands, Co-Leader, CGIAR Gender Staffing Program

Background

The gender staffing efforts of the CGIAR have focused on (1) strengthening the recruitment of highly qualified women scientists and professionals, and (2) creating gender equitable work environments. All efforts to address gender staffing in the Centers have been aimed at strengthening organizational performance. At its inception, the Gender Staffing initiative worked to increase the representation of women in the professional and management cadres of the Centers. In 1991, the proportion of women among the international staff across the system was only 11%. Today, this proportion has reach 16%. Research has shown that this percentage is still low relative to the supply of qualified women scientists and managers. In some countries the percentages of women, though barely present in 1960, have risen to upwards of 40% of all Ph.D.s in biology and 25% of the agricultural and forestry science doctorates. With women now making up from 25 to 50% of the pool of talent, Centers cannot afford to bypass this major segment in their recruitment efforts.

Looking beyond the numbers, the CGIAR Gender Staffing Program and the Centers are committed to the belief that a diverse staff contributes to improved organizational performance by broadening the talents, perspectives and skill base of the institution, leading to increased innovation and creativity. As the CGIAR continues to build partnerships with universities, NGOs, local organizations, and institutions from the North and the South, gender diversity is likely to be seen as an asset. The Gender Staffing Program believes that applying management skills that facilitate the effective integration of women will also aid in the development of equitable partnerships and collaborations.

Framework for Organizational Change

In its framework for organizational change, the CGIAR Gender Staffing Program identified three phases of the change process. In reference to the first phase—creating the will for change or mobilizing the system—the program is able to report modest progress, and notes that much progress in creating the will to change can be attributed to framing the issue of gender staffing in

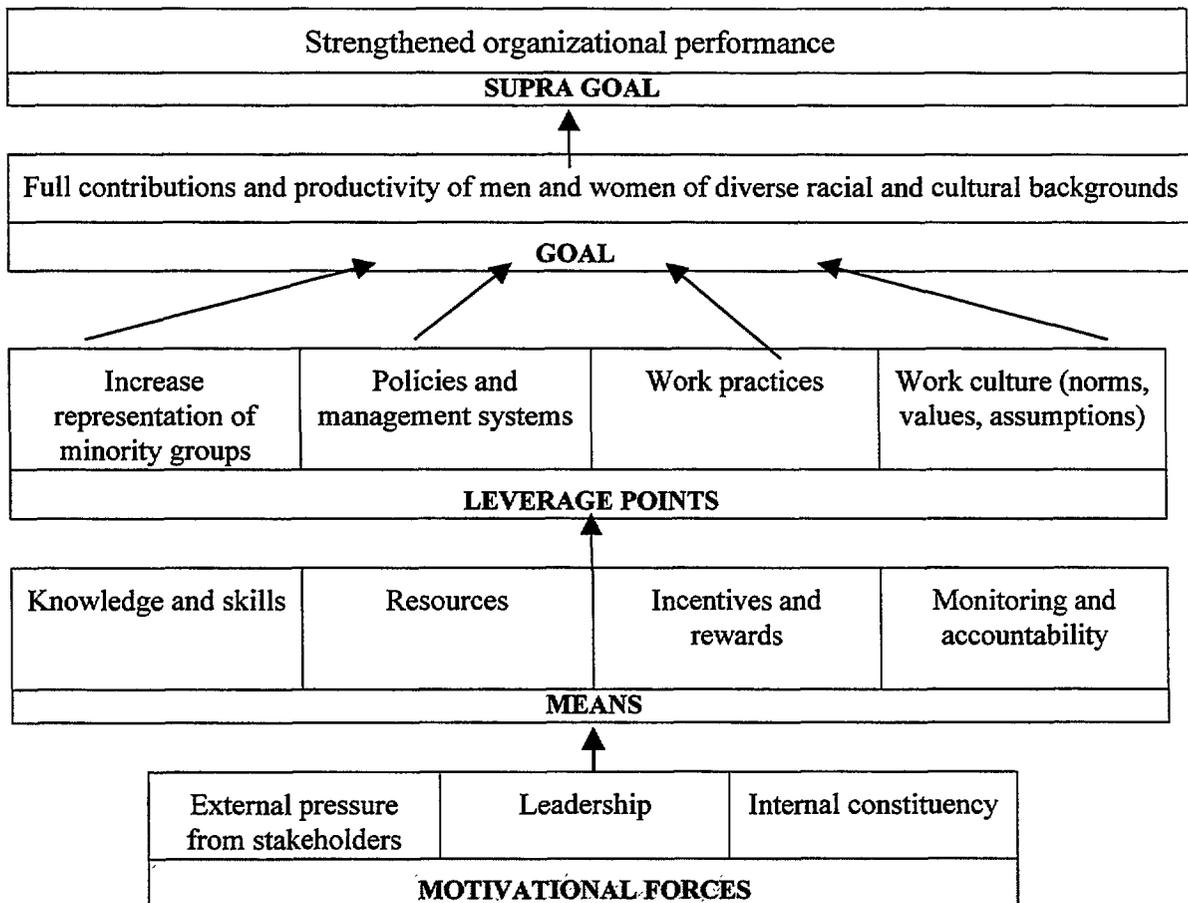
¹ Complete paper available in “Taking Stock: Review of CGIAR Gender Staffing Efforts, 1991-1998,” Working Paper No. 20 (forthcoming in 1999).

terms of its contribution to organizational effectiveness. This strategy has succeeded in capturing the attention of managers and donors. Yet while there is relatively broad support for fostering gender equity, the Program has recognized that due to competing pressures, the will to implement change is less powerful. The second phase of the change process works to establish the means for implementing change. The Gender Staffing Program notes good progress in this area. Information on best management systems and policy has been consolidated and an active action research component has identified key factors for creating a gender equitable environment. Information on these issues have been disseminated to the Centers. Some Centers have carried out experiments in organizational change, some have implemented change in policies and management systems, but not all of these have been sustained. With respect to the final phase, institutionalizing and sustaining change, work is nascent and progress in the Centers is limited and spotty. The Gender Staffing Program notes that Centers have a considerable distance to go before they can claim that gender equity has been fully incorporated into the fabric of the Centers and the system as a whole.

Strategic Leverage Points

The Gender Staffing Program has identified critical strategic leverage points that have proven effective in implementing organizational change.

Program Strategy for Fostering Organizational Change



The Program can report that considerable work has taken place in most of these areas.

- External pressure from key stakeholders: Approximately 10 donors to the CGIAR are strongly committed to strengthening their attention to gender issues in the CGIAR system. The Program meets semi-annually with donors and regularly sends them information.
- Leadership from the top: Considerable effort has been expended in cultivating commitment among senior managers of the Centers, including workshops for senior managers (Director Generals and Deputy Director Generals), and providing a women's leadership and management training course that develops a cadre of women in the Centers with the skills to facilitate collaborative work arrangements, consensus-building and communication. It was noted that renewed efforts are needed to revitalize commitment among the leadership so that they can become champions of gender equity.
- The importance of internal change agents: Successful change efforts require a committed staff member who is willing to invest the time and resources to be a champion. The Gender Staffing Focal Points in the Centers serve that function. But the multiple demands on these individuals have only allowed them to be moderately successful as agents of change. The Advisory Panel of Deputy Director Generals, the Women's Leadership and Management Course, the formation of Gender and Diversity Committees within the Centers have moved Centers in the right direction but have still not developed into a strong mechanism for change. In short, resources and staff need to be assigned explicitly to this effort.
- Numbers are important: Studies have shown the importance of proportional representation in influencing organizational dynamics related to gender. The CGIAR staffing survey, conducted every 3 years, has shown that many Centers are making considerable effort to improve the proportion of women but it continues to remain under 30%.
- Raising awareness and cultivating interest: The Gender Program hosts annual events, conducts Center diagnostic activities, organizes consultations with senior women, and meets regularly with the Center Deputy Directors' Committee and the Committee of Board Chairs to keep attention to Gender Staffing issues on the "radar screen." In addition, the *CGIAR Gender Lens*, the Programs newsletter, has provided a mechanism for inter-institutional exchange of Center and research information.
- Knowledge and skills development: Numerous technical consultancies have been carried out in the Centers for developing new policies, work practices and management systems. Guidelines on the establishment of gender equitable policies and management systems have been given to the Centers. Information has been made available in the areas of recruitment, spouse employment and sexual harassment. Further work is needed in the area of work/family-related policies, and gender equitable performance evaluations.
- Changes at the level of work culture and practices: Work practices, behaviors and norms shape how an organization is supportive of the productivity and job satisfaction of a diverse group of men and women. The Gender Program's work in 3 Centers has looked at these deeper aspects of organizational change. Program representatives believe that they must

continue to work at this level and develop an understanding of how workplaces are “gendered” in order to make progress in promoting gender equity.

- **Monitoring:** At the system level, the CGIAR Secretariat ensures that a gender disaggregated human resources survey is carried out every three years. At the Center level, the Program has been working closely with the Boards as an accountability mechanism by raising awareness, improving understanding, and strengthening their leadership qualities in this area.

Lessons Learned

Several lessons from the past six years of change efforts were highlighted:

- Addressing gender staffing is a long-term process of organizational change. Sustaining the change process requires steadfast commitment, creativity, the agility to respond to new issues and vigilance against complacency.
- A sustained long-term commitment to gender staffing requires creating a link between the strategic objectives of the organization and the goal of improved organizational performance via gender equity.
- Focusing on gender can catalyze new ways of looking at established processes and often reveals areas where those processes can be improved.
- Gender staffing provides an entry point to address broader issues of diversity. Concerns of other minority groups often surface when organizations actively address gender.
- Monitoring is needed to ensure accountability, sustain momentum, assess progress, and identify effective practices.
- Intermediate milestones need to be set and progress needs to be recognized when it is achieved. Change processes can accumulate and reinforce one another.
- Responsibility and accountability for initiatives need to be clearly assigned. Ad hoc experiments by interested staff need to be integrated into organizational practices; otherwise, short-lived, erratic progress with limited impact will result.

Participant Commentary/Feedback

How does one guard against the dismantling of efforts because external stakeholders feel as though the goals have been accomplished? How will the CGIAR work to maintain external pressures in an environment of change? The issues have become more complicated rather than merely setting goals and quotas. Experience shows that organizations are increasingly beginning to look internally. Organizations are now asking to look at the work culture. People are increasingly beginning to understand that the issue is not just numbers. One way we have been working to ensure sustainable change is to foster internal ownership and cultivate continuing attention from donors.

Is there a way for us to assess counter/negative issues? On the system level we have been very careful moving forward so as to avoid polarization and not stimulate backlash. The framework we have developed has much to do with this as does the pace at which we are proceeding. As a result, there is a sense of optimism. We need to be careful how much we emphasize the long-term nature of this work as it gives people an excuse to wait. We need to focus on what we can do now.

TAKING STOCK: OVERVIEW OF GENDER STAFFING IN THE CGIAR CENTERS

Presentation by Sara J. Scherr, Co-Leader, CGIAR Gender Staffing Program

As part of the preparation for the Inter-Center Consultation on Gender Staffing, the Gender Staffing Program asked the individual Centers to take stock of the current status of gender staffing within their Center and identify areas of strength and achievement, innovative policies or practices, and continuing challenges.²

Key Findings from Center Self-Assessments

- *The number of women is still a critical issue.* The number of internationally-recruited women staff, as well as their proportional representation, is rising steadily and the number of women among nationally-recruited staff has increased significantly as well. Still, the numbers remain well below a critical mass in most Centers and still do not reflect the number of women in the international pool of scientists and professionals. The number and proportional representation of women among managers and senior managers remains low at 10%. This means that women still have limited influence in the decision-making that shapes the strategies, programs, management systems, and work environments of the Centers.
- *Recruitment efforts need to be more proactive.* Centers reported that their leaders have a strong commitment to gender staffing and that recruitment efforts are reaching more women. But Centers also reported that, in general, the use of special efforts to “cast the net widely” in recruitment is not institutionalized; recruitment policies are not well known to staff; and managers and committees are not held accountable for gender equitable recruitment. Further efforts are needed in the Centers to mobilize mechanisms and professional networks to “cast the net widely” during international searches; ensure that systematic and transparent policies and procedures are used in selection; and enhance staff skills for interviewing candidates in an effective and gender sensitive manner.
- *Policies to ensure parity in career development need fuller implementation, with attention to advancement issues.* Many Centers reported having improved formal systems of job classification and salary assignment, and have established relatively clear performance norms. Nonetheless, performance evaluation systems need to be more effective and unbiased, and strengthened to recognize “invisible work.” Centers learned that internal promotion options and limitations were often not clearly understood by staff. Although women managers are still not often found in core Center functions (e.g., research), they are

² To assist in this process of internal reflection and review, the Gender Staffing Program developed a Framework for Taking Stock of Gender Staffing. This tool focuses on three critical dimensions for addressing gender staffing: recruitment, parity in career development opportunities, and retention and work environment. Indicators of progress towards achieving gender equity were drawn from experience in the Centers and other organizations, and from research on gender and organizational change. Respondents assessed on a qualitative scale from 1 to 5 the extent to which these indicators reflected conditions at their Centers. Results were aggregated to provide a picture of the relative strengths and weaknesses of gender staffing in the CGIAR Centers. Twelve Centers provided comprehensive feedback. A full summary and a copy of the instrument are provided in “Taking Stock: Review of CGIAR Gender Staffing Efforts, 1991-1998,” Working Paper No. 20 (forthcoming in 1999).

perceived to be equally respected and Centers reported that there are no major barriers to female leadership or mentoring. Greater attention needs to be given to performance evaluation procedures, developing transparent criteria and systems for promotion, and management training. The Women's Leadership and Management Course is greatly appreciated, and some Centers felt that similar opportunities are needed for men.

- *Centers' ability to retain high quality staff—both women and men—depends on the quality of the work environment.* Centers reported that their leaders are philosophically committed to creating a work environment supportive of a diverse staff. Almost all Centers now have formal sexual harassment policies and good family and dependent-leave policies. Despite considerable attention given to spouse employment, however, few Centers reported having put in place support services to assist professional spouses in finding viable career opportunities. More attention needs to be given to strengthening skills for managing a diverse work force, supporting dual-career couples, defining reasonable workloads, and implementing policies and practices that help staff to better integrate their work and personal lives.
- *Greater emphasis is needed to strengthen skills and leadership for gender equity in the Centers.* Formal policies and procedures are in place or under development in most Centers, and informal practices supporting gender equity are in place to a moderate extent. However, few Centers felt their staff had the necessary skills and knowledge to practice gender equity effectively, and few have mobilized leadership to address gender equity proactively.
- *Greater dialogue within Centers is needed on gender staffing issues.* Centers that implemented the taking stock exercise with diverse staff found large differences on many indicators between the perceptions of senior managers and those of other groups of staff, such as women, middle managers, international and national staff. The “taking stock” process helped to stimulate a valuable exchange of ideas and perspectives among staff.

Participant Commentary/Feedback

The taking stock exercise has been quite revealing and participants encouraged Consultation organizers to make the materials and analysis available as pedagogical tools. The data was thought to be useful in the aggregate and participants wished to hear about the different perceptions within each Center. It was thought that measurements of variability in perception across Centers would be useful. Perhaps systematic trends could provide programmatic direction by suggesting a focus on issues where perceptions varied significantly. A fleshing out of the rankings could give a better picture of the dynamics behind the numbers and reveal why certain situations persist after 5-6 years of effort. It was thought that where the gender staffing innovations have occurred, it has been a benefit to all staff because the initiative has professionalized aspects of Center management. “Above average” evaluation reflects not only adjustments to gender but also movement toward increased organizational effectiveness. More attention could be paid to tying this taking stock exercise to broad organizational issues. Participants thought it would be helpful to document “best practices” as the issues are profound, complex and require resources, time and innovative thinking.

CENTER EXPERIENCES: ACHIEVEMENTS, INNOVATIONS, AND CHALLENGES: AN EXERCISE

To begin the process of reviewing Centers' experiences, participants were asked to break up into 5 working groups to discuss Centers' achievements, innovations and challenges with respect to recruitment practices, parity, work/personal life balance, management systems, and work culture. In the report back to plenary, the following observations emerged.

Recruitment Practices

Challenges

Over the past six years, much effort has gone into improving the recruitment practices of the CGIAR in order to attract and hire high quality female staff. Yet despite impressive achievements at some Centers, Consultation participants were eager to highlight the challenges and table suggestions for strengthening current efforts in the areas of marketing, recruitment procedures, management commitment, work conditions and spouse employment.

Suggested Solutions

First and foremost, Centers need to develop a stronger marketing and publicity campaign. It was felt that Centers needed to investigate why women were not applying for jobs and to understand market factors that affect candidates' decision-making. At the system level, the CGIAR needs to investigate why it has a poor image for women. The CGIAR needs to embark on a publicity campaign that stresses the benefits of working for its research institutions. This effort could perhaps be better accomplished by teaming-up with other international organizations to create opportunities, as well as share and lend assistance in recruitment efforts. In order to cast the net more widely, greater effort should be paid to using the World Wide Web and make better use of more informal networks. Some Centers have begun to use "headhunters" for senior positions, leaving the recruitment of professionals to professional recruiters. Centers could team up and begin to participate in recruitment fairs and other venues that bring the systems demand to the source of supply.

During the recruitment process itself, transparency should be insisted upon to ensure truthfulness in advertising, and diverse staff should be involved in identifying potential candidates. An electronic discussion group could be set up where institutes could communicate best recruitment practices. Managers need to be more proactive and accountable and demonstrate a commitment to bringing women into the interview process. Selection criteria need to be expert if the gender/diversity filter is used as a reference in recruitment exercises.

Finally, and perhaps most problematic, is the issue of spouse employment. Legal, institutional and psychological barriers have limited the opportunities for staff spouses to be employed. Often spouses feel as though they are on their own to understand legal requirements and employment opportunities in the host country of the Center. To begin with, participants suggest that we do away with any myths that may exist pertaining to whether spouse are able to work in the host country. Fact sheets should be developed that highlight job opportunities within and outside the Center including clear elucidation of the legal employment status of Center spouses. Some Centers have established family/spouse liaison units and some provide technologies that

assist spouses in furthering their careers remotely by giving spouse computers and e-mail accounts. Where legal barriers do exist, Centers need to actively work with host governments to change or clarify visa or work permit requirements.

Gender Parity

Challenges

The challenges facing the Centers concentrate on the need for training and developing the ability to systematically build the capacity to analyze the effectiveness and equity of performance appraisal systems. In addition, staff needs to become familiar with management mechanisms that aid in women's promotion, including training programs, evaluating performance appraisal systems, and overcoming assumptions about women and their leadership skills. Parity issues surface in decision-making processes in performance appraisal and evaluation: in classification systems, promotion procedures, pay scales, recruitment, and monitoring of work performance. In terms of gender, the issues are quite evident. Women historically have been treated less favorably than men and often continue to be treated in this manner.³ The formal and transparent processes typically reduce gender bias.

Suggested Solutions

With respect to formal systems, Centers recommended giving priority to ensuring transparent position classification, promotion and salary systems. Salary surveys should also be conducted periodically to insure equity. Emphasis also needs to be given to ensuring that recruitment processes are fair and performance appraisal systems are objective. Centers were encouraged to experiment with multi-source assessment and matrix evaluation (360°) systems that have been shown to reduce bias towards women and members of other minority identity groups. Work plan milestones are another way Centers are trying to measure achievement, minimize bias, and be sensitive to the realities of the workplace. By working toward milestones, the end-of-the-year emphasis is shifted to a focus on reviewing objectives and accomplishment of tasks.

Informal systems that should be considered in promoting parity can include mentoring programs, and broadening decision-making to include a wider range of staff and push responsibility down the hierarchy. Mentoring and information sharing efforts are weak. Women are often left out of the informal networks that make promotion and career advancement opportunities explicit. It was suggested that explanations of these formal parity-related processes be included in Center orientation activities and that a mentoring program be established to guide staff through the hidden obstacles on the path to career effectiveness.

Work/Life Integration

Challenges

To strike a healthy integration between work and personal life, many factors must be in place. Equilibrium in this area is dependent upon institute size, level of support, amount of travel and other pressures as well as whether Centers exist as compounds or campuses—living on or off. In

³ C. Wenneras & A. Wold (1997). "Nepotism and Sexism in Peer Review." *Nature*, vol. 387, 22 May 1997. Also G. Sonnert & G. Holton (1996). "Career Patterns of Women and Men in the Sciences." *American Scientist*, vol. 84 (1): 63-71.

the current constraints for funds, Center staff is feeling the squeeze that comes with a lack of core funds. Researchers argue that much of the writing of research results is categorized as invisible work and as such is often completed after hours. The notion that time is infinitely expandable has created real problems for Center staff and has a larger impact on staff who also have significant responsibilities in their personal lives. Yet while some costs are obvious, change is difficult to bring about. There is a set of perceived hidden benefits that serve to keep these norms in place. There appears to be a pervasive satisfaction with and subtle reward for sacrificing one's personal life for the job. Perfectionism is rampant and there is very little effort to keep staff in check over what they can do versus what they see themselves able to do. Commitment of long hours of work is also seen as conveying the importance of the Center, its mission, and of individuals' contributions. Ultimately, staff need to be encouraged and supported in recognizing that life is larger than work, while at the same time acknowledging that work can give meaning to much of life. Also, the assumption that long hours equals productivity needs to be challenged. In fact, emerging research suggests that the brain functions optimally when it is given frequent breaks and that points of diminishing returns are reached quite rapidly. Center representatives called on the leadership of the Centers to set a healthy pace.

Suggested Solutions

Across the Centers, work/life balance and time management were identified as the most pressing issues. The mental model of the ideal worker who will give everything to his/her work and the Center persists. The inability to say no builds a frantic pace that continually upsets the delicate balance of work and personal life. Center managers and employees need to understand that hard work, dedication and success are not necessarily adversarial to investing in personal life. In fact there are many synergies. It was suggested to begin with the language and that “work/personal life integration” is a better term than “work/personal life balance.”

The development of certain skills were thought to be useful, including adeptness in prioritizing, delegating, multi-tasking or “cross training,” and team accountability. With respect to time management, several Centers have been experimenting with different interventions (e.g., IFPRI’s quiet time, flextime and job sharing). In some Centers this has involved better planning of activities so that no two events that require extensive preparation are held near the same date.

Management Systems

Challenges

Center participants stressed the importance of learning about the mental models that influence management decision-making that become attached to organizations.

Consultation participants introduced the need to begin incorporating other interests into gender staffing initiatives. Participants identified the next challenge to the CGIAR-wide initiative as the inclusion of men in these management and sensitizing activities. By expanding the pool of participants who benefit from these management interventions, we begin to look at the benefits of effectively managing diversity rather than just the subset of gender. However, the development of a framework for addressing diversity is a formidable task since such frameworks do not already exist. In short, that challenge becomes: How does one set up a diversity task force that effectively draws from the lessons learned under the gender lens? Time and resources will need to be devoted to a study of diversity and organizational effectiveness. Terms of references

for diversity will need to be developed. (This issue is discussed in greater depth in the section “Future Directions.”)

Suggested Solutions

Formal management reviews (e.g., EPMP) and internal audits that include gender issues have been useful sources of accountability. These events provide a formal opportunity to review and evaluate work systems and practices and as such provide an opportunity for periodically assessing gender integration in the workplace. Emphasizing the need for knowledge and skills development was a milestone for many Centers. Investing in the training of women, as is accomplished during the Women’s Leadership and Management Course, is a clear achievement for the CGIAR Centers that less than ten years ago had not begun to see the value in providing leadership training to any of their staff. Several innovations were highlighted, including formal diversity/gender task forces, Board accountability guidelines, and impact assessment exercises.

Work Culture

Challenges

The core value of the Centers is the production of “high quality research.” This value is characterized in the Centers by unbounded time, total commitment, hands-on work practices, and an emphasis on publications as the tangible output. One of the central assumptions about CGIAR research is that the Centers obtain high quality research by employing high quality researchers. That is, high quality research is considered a matter of individual competence—an individual characteristic of the talented researcher. This belief neglects the infrastructure and social nature of research; it renders these aspects “invisible.” The conceptual link between high quality research and the high quality researcher shapes the strong and pervasive belief in meritocracy. Individuals compete and are rewarded individually according to their performance of high quality research. The traditional assumptions about high-quality research are currently being challenged by alternative notions. The current value issues include (traditional notions mentioned first):

- *Individual work vs. teamwork;*
- *Individual rewards vs. team rewards;*
- *Objective science vs. pragmatic problem-solving;*
- *Basic science vs. applied science;*
- *“Core Research” vs. “Outreach and Development.”*

This was identified as one of the key issues in the current ambiguity within the workplace culture. The group felt that the notion of high-quality research should be expanded to include “other” issues, such as the impact on target groups and social relevance.

Suggested Solutions

Workplace culture contains norms, behaviors, beliefs, values and assumptions. The latter three form the foundation of the work culture because they underlie all other elements. In practice, a few achievements can be cited in the CGIAR Centers. The use of flextime, 360° evaluation, and quiet time have been implemented because some Centers have formally recognized that people’s work habits and behaviors vary. But the concept of work culture escapes many managers and the skill necessary to improve the workplace to most effectively guide diverse cultures is elusive.

Consequently, where there are few tangible achievements in this area, there are many innovative attempts and discussions about challenges abound.

The individual scientists and the Centers still lack knowledge and skills in two key areas: cross-cultural competence in dealing with clients outside the Centers, and competence in dealing with internal gender issues. Because of the mission and location of most Centers, the need for training in cross-cultural sensitivity should be easily understood, and such training could pave the way for introducing the gender issue. Such a “Trojan Horse” approach might encounter comparatively less resistance than an approach explicitly labeled “gender sensitivity” training.

In terms of formal innovations, representatives suggested that

- Interdisciplinary project teams be developed to tap into diverse expertise;
- The reward system should involve a “360° evaluation” including capturing an evaluation of the quality of service to various clients;
- When staff are hired, expectations should be made clear and explicit. Currently, some new people arrive with the expectation of being researchers and are not sufficiently informed about the increasing role of relevance and impact required;
- Projects contain several criteria to evaluate their outcomes and relevance, not just an intrinsic research purpose;
- Flextime, flexiplace and quiet time should be implemented to challenge the current concept that dedicating ones entire life to research produces “high quality” research;
- Rules and procedures should be made explicit to foster diversity;
- Grant applications should explicitly request larger administrative budgets to accurately reflect project management needs;
- Donors demand explicit statements, activities, and research about the impact and usefulness of the research.

In terms of informal innovations, representatives suggested that

- Outreach responsibilities should have the same status as research;
- Project based teams mitigate the gender division in who does what kind of work and in how it is valued;
- Leadership and management encourage scientists to blend various roles and move beyond the “pure researcher” image. Appropriate rewards should be provided;
- Whereas a vision for cultural change has been officially articulated, mixed messages are still being sent in practice. The vision needs to be implemented and anchored more strongly.

Comments from External Resource Persons

Dr. Indira Parikh:

Organizations and individuals within their confines have life cycles. The dynamic interplay between both needs to be allowed to grow. Perhaps the issue of gender within organization is a function of the maturity and history of that organization. The extent to which an organization addresses gender depends upon the social and work cultures as well as the presence of role models. There are multiple social and cultural influences that need to be better understood in order to leverage any one of them for the greatest impact.

Dr. Deborah Kolb:

One needs to emphasize the importance of how impact in these areas feeds into the strategic objectives of the organization. If we choose to separate gender and diversity from the strategic objectives of the organization, these issues will become marginalized. These issues cannot be kept separate. Integrating gender and diversity with the overall goal of the organization builds a strong case for equity. There are benefits to the organization when they adopt a gendered perspective.

Dr. Gerhard Sonnert:

The Centers should be congratulated for the extraordinary work they are doing in this area. In the field of academia nothing like this can be noted. Where it may seem appropriate to dwell on what has not worked when one is immersed in change, as an outsider, the accomplishments you have achieved to date should be celebrated. One should expect variation and ambiguity over these issues across Centers and at the system level, but it may be interesting to look at what is perceived as progress and why what is considered successful varies between Centers. What are the expectations? Is there any resistance or problem within Centers that we can learn from? These problems are universal; we can also look outside ourselves to see how other organizations have dealt with similar issues of women and how they work.

This section of the Consultation was designed to provide an opportunity for Center representatives to expand upon their understanding of gender issues in organizations. With that objective in mind, the CGIAR Gender Program brought together a distinguished group of external resource people of diverse national origins and diverse disciplines. These guests presented their research, experience and perspectives on gender and organizational effectiveness.

GENDER ISSUES IN SCIENCE CAREERS⁴

Presentation by Dr. Gerhard Sonnert, Harvard University

Gerhard Sonnert, Research Associate and Sociologist with the Department of Physics at Harvard University, shared his most recent research findings on career patterns of women and men in science. Project Access, as his research is titled, has found that gender gaps persist. Among his elite sample of postdoctoral scientists, attrition rates were higher among women, and with the exception of the biological field, the professional ranking of women scientists was lower than that of men as was the level of career attainment. The causes for these disparities have been attributed to two theories: deficit and difference. The first is based on the premise that women as a group receive fewer chances and opportunities due to structural obstacles, and the other to the fact that women and men have different goals and behaviors and thus women are (a) socialized to be less driven; (b) discouraged by the maleness of science; and (c) taught that epistemologically, science is just not a “women’s way” of thinking.

Gender discrimination was thought by the Project Access sample to be very much the culprit, with 73% of women having experienced its effects. Discrimination for the most part took place in the form of subtle exclusions and marginalizations and in the context of developing equitable collaborative relationships. With respect to the difference theory, results indicate that women scientists are socialized differently than men. Gerhard found that women’s own estimates of self-confidence, ambition and related traits echoed some of the more traditional gendered patterns of socialization. For example, while male scientists in the study sample considered themselves to be above average, women thought themselves to be average. Research in the area of career and family life generated surprising results. Both men and women regarded marriage to be a key career advantage. Sixty-two percent of the married women scientist had a spouse with a doctorate degree while only 19 percent of the men had a Ph.D. spouse. This finding suggests that the Centers need to pay particular attention to the professional aspirations of partners of married scientists as they attempt to reevaluate recruitment and spouse employment policies.

In terms of gender-specific scientific styles, the Project Access study does note differences in professional conduct, choice of research topic, and research methods. By and large, however, in Sonnert’s work, women tend to adhere to formal norms for conducting research yet are still standing on the margin of social interactions and professional conduct among scientists.

⁴ This presentation was based on findings published in G. Sonnert and G. Holton (1996). “Career Patterns of Women and Men in the Sciences.” *American Scientist*, vol. 84 (1): 63-71.

Drawing on the findings of his research, Sonnert recommended that the CGIAR Centers consider the following points as they attempt to create more gender equitable workplaces.

- Dual career support is critical to recruiting efforts.
- Breaking into top positions will require specific interventions to assist with women's advancement.
- The critical mass effect (i.e., numbers of women) does make a great difference.
- Mentors can assist in leveling the playing field for women entering the system.
- There is still very little evidence as to what work styles engender good science and as such, different styles should not be subject to criticism or exclusion.

Participants' Commentary/Feedback

How have these issues, and particularly the issue of publication rates not reflecting competence, been passed along to policy bodies that determine the productivity of scientists?

A few organizations have begun to introduce measures to reduce the bias. The National Science Foundation in the United States, for example, limits the number of publications one can include on their c.v. in an effort to focus on quality over quantity. We need to reevaluate the concept of meritocracy in science since objective assessment in science has proven to be a myth.¹

In conclusion, Dr. Sonnert expressed how he is struck with the Program's accomplishments to date. Centers should be proud of their achievements and the strategy they have adopted to address this highly complicated and immensely important issue.

PANEL DISCUSSION SESSION BY EXTERNAL RESOURCE PERSONS

The following panel presentation was designed as a forum for sharing experiences with management and gender issues in a variety of organizations and cultures. A summary of comments to all panel members follows.

Paradigms of Gender Issues in Indian Organizations

Presentation by Dr. Indira J. Parikh, Indian Institute of Management, Ahmedabad

In India, women's entry into organizations, task allocation, relationships, organizational culture, and organization policies regarding women are the result of cultural, societal, religious and family pressures. These four elements define men and women's social roles. Roles are so deeply embedded in the psyche that finding autonomy becomes difficult. For Indian women, larger social roles affect how they enter into organizations, how they visualize career paths, how they tailor their ambitions. It affects the way they manage, collaborate and perform their work functions. Observations from India show that despite these deeply ingrained social roles, it is getting easier for women in the 1990s. But the social pressures resulting from choices made are still enormous. When career advancement is solely based on achievement and success at work rather than work relationships and social roles, women will be able to realize their potential. Indian men and women are at a crossroads. There are very few women mentors for Indian women. They do not wish to follow the history of their mothers and grandmothers and mothers-

in-law, and they do not wish to stand in the shadows of men. So Indian women have a task in front of them. They must build new kinds of families; they must establish new traditions. They will have to break down work paradigms and give birth to new organizations and cultures.

Gender Staffing in Norway: Status and where are we going? Lessons for the CGIAR

Presentation by Dr. Ragnhild Sohlberg, Vice President, Norsk Hydro ASA, and Board Chair, ICRISAT

Although women have entered the workforce relatively recently in Norway, they begin their careers within one of the more progressive national institutional frameworks. Norwegian institutions begin with the assertions that gender diversity and a need for diversity is a qualification in itself and that a break from career, or slow down, for personal need is an advantage, not a disadvantage. Norwegian law has secured this belief, basing its Gender Equity Act, Work Environment Act and the National Insurance Act on the basic principle that “women and men must have the same rights, obligations and opportunities in all essential areas of life.” Norway has succeeded in moving beliefs into action. Liberal maternity and paternity leave policies and guaranteed pay for sick children leave have been sanctioned by law. Since the enactment of these laws in the 1970s, women have accounted for upwards of 90% of the increase in average annual employment rates. Much of this relatively recent increase can be attributed to a political shift in which laws and regulations have created conditions under which business and industry must operate. Where women now constitute between 40%-50% of the electorate, university students, paid labor force, and high level political positions, they still only occupy 3-5% of the top management positions in business and industry. This percentage will likely also shift as the female workforce matures.

In 1967, 5% of the workforce of Norsk Hydro ASA, Norway’s largest publicly owned industry, was female. In 1993/94, that number has jumped to 22%. Most women are now at the mid-lower management levels and, given time, they will make up a critical mass of senior level managers.

What has been the secret to Norway’s success? Nordic countries have put in place the infrastructure and dedicated resources to the advancement of staff diversity and gender equity agenda. Achievements have been made, but at this point they are unevenly distributed—skewed by generations and unbalanced by sector of employment and educational choices. But Norway and Nordic countries in general have taken the first step. They have recognized the need to put in place an infrastructure and have seen that understanding and tapping into diversity’s true benefits makes good business sense.

The World Bank’s Program for Gender Equity

Presentation by Dr. Pammi Sachdeva, Senior Management Specialist, CGIAR Secretariat

“...The World Bank Group will be best served—and be able to serve its members best—if it draws on the world’s pool of qualified people interested in working on the complex and challenging problems of development, without distinction based on gender. There is broad support in the Bank for this objective, but we are far from meeting it.”

— Ernest Stern, Managing Director, World Bank Group, 1992

The World Bank's Program for Gender Equity has been in operation, under various names, for the past nine years and has been quite successful in recruiting women professionals. In many ways, their efforts have been working parallel to the CGIAR Gender Staffing Program. Therefore, it is relevant to draw on their experiences as we chart our future directions. The World Bank Program began in 1989 when it developed its Action Plan to increase the number of women in its staff. For the first few years progress was slower than expected. In response to the need to make progress, the Advisory Group on Higher-Level Women's Issues was formed to evaluate recruitment, career development and the work environment. In April 1992, the "Stern Report" was released, which set specific goals in each of these areas. This report has been highly influential in the Bank. Since its enactment, the Bank has achieved remarkable results. By 1997, targets set have largely been met and new directions have been drawn. The new 1997 strategy document titled, *At a Turning Point: New Opportunities for Gender Equality in the World Bank Group*, aims for a critical mass of women (30-35%) in management and operations of the Bank. It looks to fully integrate gender considerations into basic business processes in the Bank and to build a partnership of men and women based on respect for differences of all kinds. The World Bank's efforts have started to change the gender profile in the Bank, but some imbalance still exists in the operations and decision-making arenas. Several innovative practices have been put in place, including creation of a maternity leave special fund, introduction of paternity leave and family emergency leave, the introduction of alternative work schedules, gender monitoring programs, action research on women's success in the Bank, gender-sensitive selection procedures for managers, and various other human resources and networking fora for women. The next five years will bring further integration of gender considerations into the fabric of operations in the Bank while work continues on the key leverage points of recruitment, performance appraisal and career development. But perhaps the most essential emphasis will be on an insistence that management be accountable for gender balance at all levels; holding line managers responsible via monitoring at the highest levels.

The World Bank has recognized that successful integration of gender issues into the workplace requires a philosophical and resource commitment from top management. Objectives, direction and accountability mechanisms must be transparent and realistic. The Gender Staffing Program has brought similar needs to the attention of the CGIAR.

Participants' Commentary/Feedback to Panel

With respect to women working within traditional contexts, how long will it be before we can reach our goal, specifically in the context of Indian society?

We will need to have a whole generation of Indian women educated before such dramatic shifts will occur. Within the next 20 years, not a whole lot of change is on the horizon. But in some cases, women have taken it upon themselves not to get married so as not to fall into the patterns that restricted their mothers.

Participants' Commentary/Feedback to Panel (continued)

With respect to Norway's progressive approach, why are the numbers still low for Norway's business and industry? Such liberal maternity leave policy and the promise of a secured job can be difficult to manage particularly when companies want to maintain competitiveness. How has the private sector dealt with this issue?

Women in Norway have only participated in the paid labor force since the 1970s and the majority are still employed in the public sector where a critical mass of women was obtained earlier. Industry in Norway has traditionally been a very masculine field. The work itself did not attract women. As industry has evolved into more of a white collar intellectual pursuit, more women have been attracted.

Guaranteeing jobs upon completion of maternity leave requires back-up systems. This is more difficult for smaller companies. But industry needs flexible attitudes towards this issue. New mothers have been encouraged to keep in touch with work and often are seen attending meetings with a baby in their arms.

It appears that significant formal changes have been made at the Bank. But are informal changes also occurring? Are the norms that have been established the most successful to advance gender equity and the Bank's objectives?

In the areas of formal and informal change there is much scope for improvement. However, culture can be changed by components, divisions, or programs. On the informal side, we do not see much movement, but our first area of emphasis must focus on achieving a critical mass. There are over 10,000 employees at the World Bank and therefore an entire shifting of culture is not necessarily realistic.

A COMPARATIVE FRAMEWORK FOR UNDERSTANDING GENDER IN ORGANIZATIONS¹

*Presentation by Dr. Deborah M. Kolb,
Professor of Management, Simmons Graduate School of Management
Director, Simmons Institute for Leadership and Change, Simmons College, Boston, MA*

The variety of frameworks can be put to use for understanding gender in the workplace, some more sophisticated than others, although all are relevant and useful. The idea is that by presenting different frameworks or approaches for recognizing and working with gender issues, we can see where we have been, where we are going, and where we possibly can reach.

Each framework presented here looks at gender and its focus on women, and asks the following questions: How is the gender problem formulated and how does gender effect the character of interventions? What is gender equity? What research exists on this approach to gender? What interventions have been used and what are their benefits? What are the limitations of the interventions?

¹ For a full presentation of this framework, see *CG Gender Lens*, vol. 3: 2, October, 1998.

Frame #1: “Equip the Women”

Using this frame, change focuses on women. It begins with the assumption that sex differences translate into differences in skills and ability. In order to obtain gender equity, organizations need to equip women to compete fairly with men. Research using this frame compares men and women and attributes problems to women’s lack of skills and resources to compete equally. Therefore, interventions focus on skill development, mentoring programs, and training for women in order to achieve an equitable workplace. The benefit of this framework is that it truly does help women succeed. Skill development is important and so is the development of new role models. However, where this approach “equips” individual women, the glass ceiling remains very much in place because systematic constraints are ignored.

Frame #2: “Create Equal Opportunity”

In this frame, change also focuses on the women but seeks to establish a level playing field. It recognizes that men and women are treated differently and works to achieve gender equity by breaking down barriers for women. Research under this framework involves structural analyses of occupational segregation, work and family benefit use, and organizational demographics. Research examines how inequalities in the system can be changed. The intervention is to change the structural obstacles. The framework suggests changes in policies and procedures to remedy biases in the labor market (e.g., casting the recruitment net more widely), recognize alternative career paths, and provide child-care benefits and flexible work programs. It should be noted that the CGIAR has done much work in this area. The benefits of this approach are that if successfully implemented, more women are retained, they achieve some improvement in opportunities for advancement, and they receive help with dependent care. The limitations of this approach are that there are potential career consequences, gender roles can get reinforced and the potential for backlash is possible when women are perceived as getting special treatment.

Frame #3: “Value the Feminine”

Gender refers to both men and women in this framework. It begins with the premise that socialization of men and women leads to different perspectives and views. It recognizes the value in women’s views and skills. Research in this area investigates differences in approaches—recognizing that there are different ways of doing things and that organizations have been run on masculine criteria. Interventions help staff to learn to value diversity and reward different behaviors. This framework tries to get men to understand women and vice versa. Interventions try to help people value diversity. Making feminine approaches legitimate and valued is the obvious benefit of this approach. However, inevitably, some views will get closed out and differences in power remain. There is also a threat that stereotypes and differences get reinforced and dominant views close out other voices.

Frame #4: “Revise Work Practices”

In this final framework, gender no longer relates to biology, but to the way work is practiced and how gender gets mobilized. Gender is defined as an organizer of structures and identities and is very much related to power. Equality is achieved in the face of different opportunities and

constraints. Equity in this frame integrates the masculine with the feminine, changing monocultures to multicultures. Research looks at patterns of gendered activities and examines how gender has been built into organizations. The problem is perceived as policies and practices that appear neutral, but that have gendered consequences that affect the functioning of an organization. Here, gender differences lead to ineffective work practices. The intervention is to conduct a collaborative inquiry to reveal deep assumptions, and then to experiment with putting into place new work practices and processes that foster learning and build continual inquiry and understanding. The benefits to this approach are far-reaching and sustainable with profound impact on gender relations and organizational performance. The tensions over gender issues fall away since this approach is not about women, but about work practices and processes.

So, how does one recognize a gendered organization? In order to diagnose what institutional processes produce gendered organizations, one must begin by looking at formal benefits and procedures that appear neutral on the surface, i.e., performance evaluation systems, work/family benefits, and recruitment procedures, and see how these processes actually benefit one identity group over another. The neutrality of informal work practices must also be evaluated to see, for example, that meetings, time allocation, and work assignments also effect both men and women equally. The norms about the ideal worker need to be evaluated so that differences can be mobilized and symbolic images and cultures and patterns of inclusion/exclusion with gender implications addressed. As one move to the diversity framework, a word of caution must be stated. The problem with this framework is that there is potential for diversity to overshadow gender. One needs to devote special attention to maintaining the importance of gender—to not allow it to get lost.

Participants' Commentary/Feedback

Framework #1 highlights a real dilemma that faces women in the workplace: that is, if you don't assimilate, you pay a price; yet if you do assimilate, you also pay a price. This first model needs to recognize the time scale for change that is necessary to make organizational and personal change. In the CGIAR system, interventions are possible and for the short term, this model is useful as well.

Framework #2 needs to address cultural challenges as well. In the context of Indian institutions, men and women find it culturally difficult to demand performance appraisal systems or promotions. In these cultures, there is value in receiving recognition without having to ask.

Framework #3 requires that we pay close attention to the possibility of reinforcing stereotypes. How do you get people to value diversity? Also, because this approach appears to be time intensive, can it be perceived as an inefficient approach?

Frame #4 may be quite useful for addressing diversity. In the next phase of the Gender Staffing Program, we may want to use this as the underlying framework for diversity.

If you lose the focus on gender in the pursuit of diversity, why is this a negative thing? Because you change work practices does not necessarily mean you change gender relations and the differences in power inherent in these. Furthermore, a diversity framework may not surface issues of gender where a gender framework will address diversity. Applying the Gender Lens in CGIAR Centers has brought to light many diversity issues. Applying a diversity lens may bury gender issues within it.

Which framework should we take forward?

We need to combine strategies. Where Frame #4 looks for sustainable change via processes, it is difficult to set milestones. Frame #1 and #2 let you know what to change, which is an advantage for certain problems. What you are trying to promote is learning. This is an ongoing experience that begins by questioning cultural practices and putting together several approaches. A single targeted approach may not work alone.

GENDER ISSUES IN THE WORKPLACE AND ORGANIZATIONAL CHANGE AT CIMMYT

CIMMYT has been actively working with the Gender Staffing Program by piloting in-depth gender and organizational change experiments. Director General Tim Reeves and his staff offered their lessons, perspectives and reactions to implementing organizational change using a gender lens.

Perspectives from the Director General

Video Presentation by Timothy Reeves, Director General, CIMMYT

The involvement with the CGIAR Gender Program has been enormously beneficial to staff and to the mission of CIMMYT. Collaboration with the CGIAR Gender Staffing Program sought to make CIMMYT a more enjoyable place to work for all via the application of the “gender lens.” This diagnostic approach has surfaced gender issues as well as broader issues that would not have been brought to light without the use of the “gender lens” as a tool for organizational change. The Gender in the Workplace consultancy conducted in 1996 was important because it used a grassroots approach that enabled staff participation in identifying issues. The majority of the internationally-recruited staff participated in the activity and this gave them a sense of ownership and inclusion. Furthermore, the Program’s action-oriented approach identified concrete ways to move forward on the issues tabled.

The issues that emerged included the need for (a) improving communication across the hierarchy between management and staff; (b) evaluating the transparency of decision-making within the organization; (c) addressing the relationship between internationally-recruited staff and nationally-recruited staff; and (d) questioning the traditional work paradigms and how reward systems are based on individual achievement.

Several achievements can already be noted. Mechanisms for improving communication have been put in place and have been quite successful. A new transparent classification and promotion system has been implemented for nationally and internationally recruited staff. *(Ann Acosta and Krista Baldini elaborate the details of this intervention in the presentation below.)*

A new performance planning and evaluation system (360°) has been implemented. National research staff issues now are being addressed directly with the newly formed National Staff Committee, and multidisciplinary teams are now the mode of research where leadership is given from peers. CIMMYT is having some success in flattening the hierarchy. Work still remains to fully integrate the concerns of national staff. Overcrowded agendas are still an issue and mental models that perpetuate gender inequities are still operating but new work paradigms in these areas are being actively pursued.

Over the past year, CIMMYT has worked intensively with the CGIAR Gender Staffing Program in pursuing the dual agenda for organizational change. CIMMYT believes that by creating a work environment that is supportive of both men and women, CIMMYT will be better equipped to meet its strategic objectives and strengthen its work performance. For CIMMYT, the ideal organization will be able to harness and value staff's diverse skill, perspectives and knowledge. It will value diverse contributions and modes of performance. It will include and support both men and women and, in doing so, will stimulate the staff's fullest productivity and satisfaction in their professional lives.

Perspectives from Internal Change Agents

Presentation by Anne Acosta, Gender Staffing Focal Point, and Krista Baldini, Manager, Human Resources

CIMMYT's achievements must be placed in a strategic context since 1995. CIMMYT's dramatic downsizing from 1991-1994, the emphasis throughout the CGIAR system on impact, the requirement to do more with less, and the growing emphasis on working through collaborative alliances meant that CIMMYT needed to institute organizational changes to reposition itself in its changing environment. CIMMYT was an organization based on a proud history of achievement in agricultural science. It has operated with a traditional organizational hierarchy that emphasized a command and control mentality and perpetuated an organizational style that was analytic, pragmatic, and biased towards action. The Center, facing pressures from both outside and inside, embarked on a process of organizational change in 1996. With input from the Gender Staffing Program, the focus has been on changing the organizational culture to bring it in line with CIMMYT's new strategic objectives. The focus has been on surfacing and challenging mental models, or deeply rooted beliefs, of success. In the past, the sense of urgency to feed the hungry created a focused mission. The assumption was that breakthroughs would come through individual achievements and that the appropriate strategy was to hire stars and give them autonomy and resources to produce.

In today's CIMMYT these mental models have produced unintended consequences. First, we needed to recognize that the mission is far more complex than in the past and is not sufficiently focused to generate a clear set of priorities. This has led to the problem of time pressures and the overcrowded agenda. The belief in individual achievement as the best means to produce good science has led to a lack of support for interdisciplinary research and the undervaluing of collaborative skills. This mental model reproduces gender inequities because more women are involved in "support disciplines" (such as social sciences, biotechnology, and pathology) and in support and staff roles (such as human resources, finance, information services, and administration). Hence, their contributions have traditionally been less recognized and valued.

A third mental model—“default to hierarchy”—has precluded staff participation in problem solving and decision-making, leading to a paternalistic atmosphere. The mental model of the ideal worker has been the image of a person that will do whatever it takes to get the work done. This model of success has made it very difficult for staff to strike a balance between work and personal life. Again, this has had a differential impact on women.

CIMMYT has identified six priorities for change aimed at fostering greater gender equity in the workplace while at the same time strengthening its ability to pursue its strategic objectives. These include sharpening CIMMYT's strategic focus and priority-setting; strengthening communication and consultation across the hierarchy; enhancing recognition of diverse products and outputs; strengthening collaboration and collaborative work practices; helping staff to better integrate responsibilities at work and in their personal lives; and promoting a greater sense of equity and fairness in policies and practices.

Activities to Date

Experiments and related efforts at CIMMYT to date include

- Restructuring of the International Research and National Staff position classification system. This effort has begun to question the belief in individual achievement and has built more transparent, formal administrative processes that have increased equity. As a result, 40% of the IRS women have been reclassified upward and/or had salary adjustments made compared to 8% of the men being reclassified.
- Experimenting with a 360° performance evaluation system. Under the traditional system, evaluation was performed by supervisors following traditional hierarchical norms. This new system with feedback from peers of direct reports has provided an opportunity to value what has been classified as invisible work. Women who have been traditionally concentrated in “support” disciplines have benefited greatly.
- Establishing the Management Advisor Committee (MAC)—Staff communication experiment that holds managers accountable for communication. With greater communication throughout the system, greater opportunities have surfaced for staff to contribute their expertise. Women feel better informed and connected to management decisions. National staff has also reported a greater level of awareness and involvement.
- Shift to project- and team-based management. New approaches here are used to increase transparency in the design process of mega-projects. This transparency encourages teamwork and holds people accountable. It flattens the organizational structure and has led to clearer and more specific statements of priority activities and possibly greater productivity. This effort has been identified as potentially one of the most professionally exciting opportunities yet. There is an opportunity for genuine exchange across disciplines.
- New work paradigms. This effort was designed to increase organizational efficiency and reduce time pressures on scientists. The intention was to give greater opportunity for national staff career development and free up international staff time to pursue other

activities. By challenging the norm that high visibility and hands-on work equal commitment and/or scientific excellence, it is hoped that staff will be given more latitude to pay attention to personal commitments without a penalty.

- Internationally Recruited Staff/National Staff (IRS/NS) Task Force. Increased attention to equity should improve the performance/creativity and commitment of national staff, which is fundamental to fostering the diversity agenda.

Overall, CIMMYT reports that it has been pleased with the progress that has been made, but recognizes that it still has a long way to go. The Director General and staff believe the Gender Staffing Program has played a critical role in the renewal of CIMMYT.

Participants' Commentary/Feedback

At what level is accountability fixed at CIMMYT? Decisions not being at the level of programs is a radical concept at CIMMYT. Functional responsibility is to the job and the project manager needs to be responsible. Accountability now takes many forms.

How did gender get management to look at the processes of the organization? The use of the gender lens in our diagnostic activity provided a mechanism to surface multiple issues related to gender equity and the strategic objectives of CIMMYT. Just by using the "gender lens," staff's creative energies were released. Timing was critical. The external environment was demanding organizational change; moreover, when women participated in the Leadership Management Training Course, they became committed to addressing the change process.

How did you conduct the change in work paradigm experiment? This effort will be conducted with a team of maize scientists and field staff in an outlying experiment station. The problem surfaces complex cultural and institutional hierarchies.

How does the 360° evaluation work? This is an anonymous instrument and is very effective in gathering responses that generate very powerful and authentic feedback. The anonymity allows for frank responses that more accurately draw on the actual working relationships of staff,

If you seek to cost-out the entire change effort, how do you get an institution to invest the time? Yes, it is very time-intensive. The process needs to be budgeted and not taken on as an ad hoc expense.

CREATING A VISION FOR A GENDER EQUITABLE WORKPLACE

This phase of the Consultation called for action. To begin with, participants were asked to reflect on the past few days and given what we now know and have learned, envision an ideal organization. From that ideal, participants then concentrated their efforts on developing a strategy specifically tailored to the CGIAR as a system of research institutes, and to the individual centers that make up that assemblage. Once this strategy took shape, participants then operationalized the strategy by defining clear steps for implementation. All participants are to be commended for their professionalism in consolidating diverse experiences, opinions, and knowledge to produce guidelines for leading human resource management within the CGIAR organizations into its next phase of activities.

The discussion of future directions began with an exercise in developing a vision of a center of excellence known for its success in having a gender equitable environment.

The Ideal Gender Equitable Organization: An Exercise

Assume you are a Director General and you want to create a Center of excellence known for its success in having a gender equitable workplace. Imagine five years into the future. What would you see in this Center that would demonstrate gender equity? What would people be experiencing? How would people be working? Discuss your organization in terms of formal and informal systems, the knowledge and skills that would be needed, and the leadership and management styles the organization would emphasize.

Participants envision an organization where there is a critical mass of women across levels and functions and a balance between men and women in decision-making roles. In the ideal organization, there is a good balance of men and women from the North and South across levels and functions as well.

In terms of formal systems, recruitment, career development and performance appraisal systems are explicit and transparent with the potential for gender-based bias minimized and 360° evaluation is in place for all staff, including the senior management teams. Job classifications are grounded on competency within a competitive salary structure. Human resource management is based on a well-defined strategy consistent with gender equity. Strict attention is paid to budgeting administrative and maintenance processes into projects to make “invisible work” visible. There are few power zones and a high comfort level. Facilities are made available to support families, such as on-site day care and/or schools. Management is willing to be innovative and creative in practicing various types of sabbatical and leave opportunities to stimulate learning and staff development.

The informal systems of the organization support work practices, behavior patterns and norms where team-based approaches are promoted and attention to the balance of work and life is respected. Communication up and down and across the hierarchy is open and active and diverse staff are involved in decision-making. Diverse work styles and approaches are respected. Gender issues are fully integrated into all projects and day-to-day work and fostering gender equity is a line management responsibility. There are regular opportunities for extended discussion about new scientific ideas. Respect for people's time and feelings is honored. There is no "invisible" work. That is, work involving support, planning, coordination and facilitation is respected and valued in the organization. Finally, "neocolonialist" treatment of National Research Staff (NRS) and NARS partners is not tolerated.

All staff are trained in basic leadership and management skills and have received cross-cultural sensitivity training. Meetings regularly take advantage of individuals with good facilitation skills. There is ample opportunity for job rotation and mentoring. Individuals feel free to discuss issues, engage in constructive debate and exchange views openly and without rancor. Organizations are outward focused and respond better to the client. All staff has a common understanding of the gender dimensions of the workplace.

Finally, leadership within the institute is integrated in terms of men, women and people of different nationalities. The senior management teams "walk their talk" on gender. Management recognizes the contributions of diverse groups of staff and allows different leadership styles to emerge. Project leadership is performed by the best staff for the job, irrespective of rank, and is identified as those individuals who empower others rarely hoarding power for themselves. Finally, leaders are allowed to lead and managers to manage.

Participants' Comments/Feedback

After reviewing the formal and informal systems, it strikes me that male and female staff would like to see these elements in their respective organizations. These profiles are not just female friendly—they are staff friendly.

What is missing from this ideal organization is a central philosophy to guide us. Many of these issues might fall into place given a guiding philosophy. With the logic in place, knowledge and skills would be demand-driven as would be the guidelines for leadership.

Perhaps this is a reflection of Center and system mismanagement of the human resource function. Perhaps, given the time, we would do a better job at managing the professional function of human resource management. Part of this exercise talks to the neglect of human resources as an asset. Yet one needs also to see that these issues go beyond HR management. Change efforts attempt to address the way institutes work.

DEFINING THE SCOPE FOR GENDER STAFFING EFFORTS AFTER 1998: A DISCUSSION OF STRATEGIC OPTIONS AND THE DEVELOPMENT OF A GOAL STATEMENT

Building on the conclusions reached from the collaborative “taking stock” exercise, and holding the vision in mind, representatives at the Consultation explored strategic options for further work on gender staffing in the CGIAR system (in terms of scope, priorities, and institutional mechanisms) and developed the key elements of a future strategy.

The key issues had been defined in advance and discussed within the Centers (see Annex IV). A consensus-building process was used to ensure the active engagement of all participants and their full support for and commitment to the resulting recommendations. Extensive dialogue culminated in the formulation of a clear set of recommendations for future efforts to address gender staffing.

Recommendations and Conclusions

Vision. Twenty-first century science will demand a twenty-first century workplace where women and men from diverse regions of the world are fully and equally empowered to do their best for the world's future. The Centers' vision is to create workplaces that attract the best quality staff available in the global market, stimulate their fullest productivity and creativity, and harness the wealth of skills, experiences, and talents that members of diverse identity groups can contribute.

Scope of Work. The next phase of work within the CGIAR system should continue to consolidate and develop the work on gender, but also broaden the scope to include other aspects of staff diversity, such as culture, race, and ethnicity, among nationally and internationally recruited staff

A concern for being inclusive guided the adoption of the new principle of diversity. Participants felt that it was important not to erect artificial barriers between nationally and internationally recruited staff when looking at workplace culture and organizational effectiveness. However, several participants also expressed their concern that broadening the scope would dilute attention to gender just as we have begun to have an impact. When addressing the question of scope, it was noted that in order to broaden the gender work, considerable effort must be made to develop tools and a framework for understanding staff diversity, which are not “off the shelf” and formulaic. Therefore, the scope of activities must include knowledge development. There was some concern that Centers pay attention to overexpanding the scope so that it becomes all-inclusive. Yet it was felt that at the system level the scope of the program has to be broad enough to allow flexibility within the Centers to address particular elements that are relevant for their situation. All efforts are to be seen as Center-driven, not mandated from the system. By adopting diversity, it was understood that inequalities could be defined by the individual Center since most action will take place at the Centers themselves. Finally, it was also felt that a systematic effort should be made to identify common human resource issues and that those issues should provide guidance to system-level future efforts.

Approach. Future work on gender and diversity should continue to focus on the “dual agenda” of promoting organizational effectiveness and ensuring equity in opportunities, contributions, and participation for diverse staff. This approach should build on and further develop the analytical framework and methods developed through the CGIAR Gender Program for addressing gender issues in the workplace.

Center representatives specifically requested that the “dual agenda” be the cornerstone of all activities. But in addition, it was recognized that the numbers of women are still quite low despite six years of intervention. It was further recognized that the CGIAR-supported Centers still have much to learn in these areas. In order for them to grow they need to maintain the learning paradigm that was initiated under the first phase of the program and continue the use of the Gender Lens as a diagnostic tool. Implicit in both the new and former approaches is the precondition that all efforts are based on achieving an equitable and productive workplace.

Priorities. Areas of emphasis should be to (1) consciously increase the participation of women and members of other diverse identity groups across levels and functions in the Centers and particularly at the senior management and scientific levels; (2) develop formal management systems that ensure equal opportunity for career development and advancement for members of diverse identity groups, including women; (3) enhance the skills of managers to work effectively with diverse staff; and (4) create work environments that support the productivity of diverse staff and draw on their varied contributions for improved organizational performance. Focused efforts should continue to support the career advancement of women, including the continued offering of the Women’s Leadership and Management Course.

Leverage points for change. Key leverage points for fostering change include (1) revitalizing leadership commitment to addressing gender and staff diversity issues as a means of enhancing organizational effectiveness; (2) fortifying the skills, knowledge, and roles of change agents within the Centers; (3) enhancing networking and knowledge-sharing among the Centers; (4) strengthening accountability mechanisms to ensure attainment of goals; and (5) providing targeted resources to support Center initiatives.

Representatives suggested that skills and knowledge development take place at senior and middle management levels and that training in cross-cultural sensitivity, leadership, facilitation, principles of management and supervision, conflict resolution and interpersonal skills development be instituted for all relevant staff. Internal change agents could be strengthened by providing focal point training and support and, most important, by allocating formal time and resources for change agents and processes. These training activities should be institutionalized at the Center level.

At the system level, it was felt that funds and resources should be devoted to helping Centers exchange information in order to keep the dialogue open among the Centers. State of the art materials on the subject need to be circulated between the Centers continually, and best practices should continue to be shared. In addition, there was a call for system-level efforts to provide technical assistance to help the Centers as they grapple with institutional change. The development of knowledge on diversity and the creation of diagnostic tools were also seen as a system-level responsibility.

Institutional Mechanisms. Continuing work on gender and staff diversity within the Centers should be supported by targeted resources and a system-level CGIAR Gender and Diversity Program. The system-level Program should be designed to support organizational change efforts within the Centers aimed at creating workplaces where the contributions of members of diverse identity groups are recognized and valued, and their varied perspectives and approaches to work are integrated into the core work and operations of the organization.⁶

⁶ Thomas, D. and Ely, R. (1996). “Making Differences Matter: A New Paradigm for Managing Diversity,” *Harvard Business Review*, September – October, 1998, pp. 79-90.

The participants unanimously endorsed the recommendations to continue with a system-level program aimed at supporting Center initiatives. At the same time it was recognized that most of the activities undertaken in the Gender Staffing and Diversity Program be within the Centers. It was important from the representatives' standpoint that the CGIAR not dictate global solutions that might be difficult to apply in a specific Center. Representatives suggested that center versus system-level activities be clearly delineated. It was also thought that Centers play a significant role in shaping programs.

Goal Statement. Participants endorsed the following goal statement for the new CGIAR initiative on Gender and Diversity:

“The goal of the CGIAR Gender and Diversity initiative is to enhance the Centers’ capacity to pursue their strategic objectives through (1) strengthening recruitment and retention of high quality staff from the pool of women and other diverse identity groups; and (2) developing work cultures, practices and systems that leverage the contributions of diverse staff to enhance equity and organizational effectiveness.

Leveraging the contribution of diverse staff is understood as valuing and integrating into the core work of the organization the varied perspectives, experiences, and approaches that members of different identity groups, from both nationally and internationally recruited staff, bring to the work plan.

The Gender and Diversity initiative will build on the approaches and achievements developed through the CGIAR Gender Program for addressing gender issues in the workplace and will broaden this framework to address other dimensions of diversity.”

STEPS TO IMPLEMENT THE STRATEGY

To make future efforts a success, activities and systems need to be established at two levels. Certain efforts need to take place at the level of the system where leadership, resources and technical assistance can be garnered. Centers will need to take the lead on targeted interventions that work with specific issues as they affect their organization. Because issues related to gender in the workplace are often difficult to conceptualize, the system and the Centers need to work together to couch these issues in ways in which its scientists and managers can grasp, as they have equity and recruitment. Annex V lists in greater detail all center- and system-level efforts identified by Center representatives.

System-Level Commitment

Leadership. Representatives at the Consultation stressed that future efforts on gender and diversity in staffing should be led by the Centers and supported by the system-level Program, which would provide strong dynamic leadership, technical expertise, and financial resources. The CGIAR Gender and Diversity Program should be guided by a steering committee composed of representatives selected from senior managers in the Centers and connected operationally to the Centers through a network of focal points. The system-level program, staffed by a small group of resource people, should complement Centers’ initiatives by providing economies of scale in knowledge development and information dissemination, fostering the exchange of

learning across the Centers, building partnerships with external sources of expertise, and helping to sustain momentum for organizational change. The CGIAR needs to be a champion, a leader on gender and diversity for the Centers. It should insist on a review and regular monitoring of the progress of gender and diversity and the reporting of findings to members. The CGIAR should develop a statement of principle and vision to provide guidance for the Centers. It was further felt that Gender and Diversity diagnostic activities should be conducted and that all Centers should prepare an implementation plan for the “gender and diversity initiative,” present it at International Centers’ Week and update it periodically.

Training. The Program should provide services to buttress Centers' initiatives in working with gender staffing and broader diversity issues. Funds will need to be provided at the system level, to train center-level and inter-center-level change agents on diversity. It should be responsible for designing courses, developing modules and support the advancement of women via the Women’s Leadership and Management Training Course and other management development training exercises.

Technical Assistance. The Program should serve CGIAR members and the Centers by providing technical assistance and information to increase understanding of gender and broader diversity issues and their relevance for organizational performance. It should help by establishing a pool of resource-persons for gender and diversity training to be used in regular workshops for various levels of staff beginning with the Boards. Diagnostic reviews should continue to be conducted that identify opportunities for change. The database on recruitment should continue to be supported to assist the Centers in their efforts to reach beyond their traditional recruitment practices. Because of the dearth of materials and blueprints on this subject, it was felt that the CGIAR system needs to undertake a knowledge development initiative. Research on diversity needs to be conducted and synthesized in order for Centers to understand their own needs and develop tailored frameworks for action.

Information Exchange. Finally, an information and mentoring system should be established at the system-level whereby Centers could feed off the best practices of similar organizations and individuals. The information system should include a newsletter, email discussion groups, and a Web site with full text documents on state-of-the-art literature to stimulate the sharing of best practices. Focal points should be encouraged to have an active exchange for troubleshooting and topical discussion.

Center-Level Commitment

Leadership. The majority of participants felt that senior management within the Centers must provide leadership in these areas. Management will need to incorporate new strategies into the formal structure of their Centers. They will need a clear focus and a clear set of priorities and monitor efforts in these areas. Equity will need to be monitored. Senior managers will have to make the funding of some of these activities attractive to donors because they are good practices and then look to the system for additional financial support where needed. From a human resources manager perspective, strong program leaders will have to be in place and a balance must be struck with other funding and external pressures. Advisory committees should be established and a system should be put in place that holds management accountable for change activities. Formal systems will need to be put in place by the leadership of the Center that

develop fair, consistent and unbiased opportunities in career advancement, performance appraisal, salary structures, and job classifications. Human resource managers will have to create clear lines of communication throughout the Centers and communicate goals and successes and line management responsibility toward these issues will need to be made accountable. Human resources divisions will need to insure that the staffing of the Program itself is diverse.

Training. Centers will have to commit to skill development and training in gender and diversity. From senior leadership to project managers, Center staff will need to be trained to gender and diversity dimensions of their work as a key to organizational effectiveness including facilitation techniques, principles of management, and conflict resolution, to name a few. Internal change agents will need to be strengthened. Focal points will need to be trained and supported including transparent budgeting for gender and diversity activities.

Work Culture. Centers should begin the process of organizational change by developing a work culture that is respectful of staff's personal life and encourages feedback, including organizing personal support programs, transparent orientation activities and mentoring programs. This includes examining current models for collaboration and cooperation and determining the extent to which they are used. Centers will need to develop processes for taking the mystery out of setting priorities and managing time, and celebrate successes across activities. Above all, the culture of the Centers needs to encourage innovative approaches to research and management and reward them. Human resources will need to consider all human resources both nationally and internationally and ask the question, "What needs to be done to strengthen and take advantage of the contributions of each?" Centers must work to reduce any disparity between internationally- and nationally-recruited staff.

Improve the Numbers. Centers need to consciously increase the number of women and diverse staff. To begin, Centers need to examine the reasons why the numbers of women or diverse staff are low. Then, they must work to consolidate best recruitment practices from sister Centers or other organizations and tailor that experience to the findings from the self-examination exercise. Centers will need to actively link to women's organizations and other research/professional networks.

Conclusion

Center representatives at the Consultation were strongly committed to the goals, strategies, and priorities for this new and revitalized gender and diversity initiative. They believe that this initiative will maximize the benefits of gender and staff diversity for organizational effectiveness and efficiency in the Centers, and that the initiative will further the CGIAR mission. There is a strong hope that CGIAR members and Center leadership will share in this vision and support the development of the CGIAR Gender and Diversity Program and associated initiatives in the Centers through renewed commitment, human and financial resources, and active participation.

At the beginning of the Consultation, participants were asked to voice their hopes for the event, i.e., what they wanted to achieve from the meeting. Representatives hoped to devise a strategy that would change the institutional culture. Centers hoped to build upon the successes of the past initiative on gender to include men and national staff; they hoped to share ideas and take home examples of common experiences and innovative practices for their own Centers; and,

finally, representatives hoped to have the opportunity to look deep into the assumptions about gender and organizations. This intensive three-day Consultation successfully achieved and surpassed those goals. Representatives returned to their Centers with a newly developed goal statement created by the Centers, for the Centers. They returned with new insights and lessons and developed a strategy that reflects the needs of their respective organizations based on the successes achieved during six years of work on gender and organizational change.

ANNEX 1: CONSULTATION AGENDA

Monday, April 27

- Arrival of Participants
2:00 Meeting of External Resource Persons and CGIAR Gender Program Staff
(at ISNAR)
6:30 Informal get-together at Novotel Hotel (optional)

Tuesday, April 28

INTRODUCTION

- 8:45 Arrive at ISNAR Headquarters
9:00 Welcome
Deborah Merrill-Sands and Sara J. Scherr, Co-Leaders, CGIAR Gender Program
Stein Bie, Director-General, ISNAR
9:20 Participant Introductions
9:45 Experience with Gender Issues in the Workplace
10:30 Break
11:00 Objectives and Organization of the Consultation
11:15 Message from Ismail Serageldin, Chairperson, CGIAR (Video)
Message from Teresa Fogelberg, Head, Special Programme on Research,
Ministry of Foreign Affairs, The Netherlands

TAKING STOCK OF GENDER STAFFING IN THE CGIAR

- 11:30 Moving towards Gender Equity: Strategies for Change
Deborah Merrill-Sands, CGIAR Gender Staffing Program
12:15 Taking Stock: Overview of Gender Staffing in the CGIAR Centers
Sara J. Scherr, CGIAR Gender Staffing Program
1:00 Lunch
2:00 Center Experiences: Achievements, Innovations and Challenges
Discussion Groups by Theme
3:45 Break
4:00 Center Experiences (continued)
Report Back to Plenary
4:30 Observations from the External Resource People
5:00 Close of Session
7:00 Reception Cocktail hosted by ISNAR and the CGIAR Gender Program

Wednesday, April 29

PERSPECTIVES ON GENDER IN THE WORKPLACE

- 9:00 Opening
9:15 "Gender Issues in Science Careers"
Gerhard Sonnert, Harvard University
10:00 Panel Presentations: Experience in Gender Staffing Outside the CGIAR
Indira Parikh, "Paradigms of Gender Issues in Indian Organizations"
Ragnhild Sohlberg, "Gender Staffing in a Norwegian Corporation: Status and
where are we going?"
Pammi Sachdeva, "The World Bank's Program for Gender Equality"

- 11:00 Break
 11:15 “A Comparative Framework for Understanding Gender and Organizations”
 Deborah Kolb, Simmons Institute for Leadership and Change
 12:00 “Gender Issues in the Workplace at CIMMYT”
 Timothy Reeves, Director General, CIMMYT (video)
 Anne Acosta and Krista Baldini, CIMMYT
 1:00 Lunch

STRATEGIC OPTIONS FOR GENDER STAFFING IN THE CGIAR AFTER 1998

- 2:00 Vision for Gender Staffing in the CGIAR 1998 and Beyond
 2:45 Defining the Scope of Gender Staffing Efforts After 1998
 Deborah Merrill-Sands and Sara J. Scherr, CGIAR Gender Program
 3:00 Break
 3:30 Strategic Options: Scope of Work
 5:00 Comments from External Resource Persons
 5:30 Close of Session
 6:00 Meeting of Advisory Group on “Gender-Related Policies in the CGIAR Centers”
 Joan Joshi, Consultant, CGIAR Gender Program
 Discussion Group on Framework for Taking Stock (optional)

Thursday, April 30

- 9:00 Opening
 9:15 Strategic Options: Setting Priorities
 10:45 Break
 11:00 Strategic Options: Setting Priorities (continued)
 12:30 Lunch
 2:00 Strategic Options: Institutional Mechanisms
 3:00 Comments from External Resource Persons
 3:30 Break
 3:45 Advisory Panel Report on Policy Recommendations
 4:15 Mobilizing Support for Gender Staffing Initiatives

REFLECTIONS AND CLOSURE

- 5:00 Reflections from Participants
 5:30 Closing
 Deborah Merrill-Sands and Sara J. Scherr, CGIAR Gender Program
 Howard Elliott, Deputy Director-General, ISNAR
 5:45 Session closes
 7:00 Bus departs for boat ride and dinner on the Canal

ANNEX II: LIST OF CENTER PARTICIPANTS

A. CENTER PARTICIPANTS

CIAT

Dr. Elizabeth Goldberg
Head, Information and Documentation Unit
E.Goldberg@cgiar.org

CIFOR

Ms. Marielle Paiement
Manager, Human Resources
M.Paiement@cgiar.org

CIMMYT

Ms. Anne Acosta
Chair, Gender Task Form
aacosta@cimmyt.mx

Ms. Krista Baldini
Manager, Human Resources
Kbaldini@cimmyt.mx

ICARDA

Mr. John Noisette
Director of Finance and Administration
j.noisette@cgiar.org

ICLARM

Mr. Ed Sayegh
Director of Finance and Administration
e.sayegh@cgiar.org

ICRAF

Ms. Roselyne Lecuyer
Head of Human Resources
r.lecuyer@cgiar.org

IFPRI

Ms. I'Dafney Green
Head of Human Resources
i.green@cgiar.org

IMMI

Dr. Barbara van Koppen
Senior Lecturer/Researcher, Gender and Institutions
Leader, Gender and Water Management Program
B.vankoppen@cgiar.org

ILRI

Ms. Margaret Morehouse
Head of Human Resources
m.morehouse@cgiar.org

IPGRI

Dr. Lotta Rasmusson
Head of Human Resources
l.rasmusson@cgiar.org

IRRI

Ms. Fe Aglipay
Human Resources Manager
f.aglipay@cgiar.org

ISNAR

Dr. Howard Elliott
Deputy Director General
h.elliott@cgiar.org

Ms. Kathleen Sheridan
Head of Publications
k.sheridan@cgiar.org

Ms. Marian Lageman
Human Resources Specialist
m.lageman@cgiar.org

Ms. Anna Wuyts
Researcher
a.wayts@cgiar.org

WARDA

Mr. Michael Goon
Deputy Director General
Finance and Administration
m.goon@cgiar.org

Dr. Nina Lilja
Post Doctoral Fellow
Policy Support Program
n.lilja@cgiar.org

B. NON-CENTER PARTICIPANTS

Ms. Theresa Fogelberg
Head, Special Programme on Research
t.fogelberg@DCO.minbuza.nl

Dr. Pammi Sachdeva
Senior Management Specialist
P.Sachdeva@Worldbank.org

Dr. Waltraud Wightman
Program Officer
W.Wightman@Worldbank.org

C. EXTERNAL RESOURCE PARTICIPANTS

Dr. Deborah Kolb
Professor of Management and
Director of the Simmons Institute for Leadership and
Change, Simmons College

Dr. Indira Parikh
Professor of Organizational Behavior
Indian Institute of Management
Indira@iimahd.ernet.in

Dr. Ragnhild Sohlberg
Vice President, External Relations and Special
Projects, Human Resources Development
Norsk Hydro ASA
ragnhild.sohlberg@chr.hydro.com

Dr. Gerhard Sonnert
Research Associate in Physics
Harvard University
GERHARD@huhepl.harvard.edu

D. CGIAR GENDER PROGRAM PARTICIPANTS

Ms. Joan Joshi
Consultant
jhoshi@aol.com

Ms. Bonnie Folger McClafferty
Consultation Rapporteur
B.McClafferty@cgiar.org

Dr. Deborah Merrill-Sands
Co-Leader, Gender Staffing Program
Program Director, Gender and Organizational
Change, Simmons Institute for Leadership and
Change, Simmons College
Dmsands@aol.com

Dr. Sara J.Scherr
Co-Leader, Gender Staffing Program
Visiting Fellow, Dept. of Agricultural and Resource
Economics, University of Maryland
sjscherr@aol.com and sscherr@arec.umd.edu

Ms. Linda Spink
Consultation Facilitator
Senior Management Consultant, Training Resources
Group
lspink@aol.com

BIOGRAPHIES OF EXTERNAL RESOURCE PERSONS

Prof. Deborah M. Kolb

Professor Kolb is Professor of Management at Simmons College and the Director of the Simmons Institute for Leadership and Change that promotes the goals of gender equity and work and personal life integration in work and community organizations. She has been a Visiting Professor at the Sloan School of Management, MIT, since 1996. She has served as the Executive Director and is currently a senior fellow with the Program on Negotiation at Harvard Law School. Professor Kolb is an authority on gender issues in negotiation and in organizational change. Professor Kolb is involved in a number of action research projects that leverage gender and work-family issues as catalysts to change work structures, practices, and organizational cultures in profit and not-for-profit organizations. Professor Kolb has served as a consultant to numerous corporations and not-for-profit organizations, including The Ford Foundation, the Consultative Group for International Agricultural Research, Girl Scouts USA, the American University of Paris, and the University of Buenos Aires Law School. Professor Kolb is the author of numerous articles and several books, including The Mediators and Making Talk Work: Profiles of Mediators. She is co-editor of Hidden Conflict in Organizations: Uncovering Behind-The-Scenes Disputes. Her newest book, Tough Enough (with Judith Williams), will be published in 1999. Professor Kolb received her Ph D from MIT's Sloan School of Management. She has a BA from Vassar College and an MBA from the University of Colorado.

Dr. Indira J. Parikh

Dr. Parikh is Professor of Organizational Behavior at the Indian Institute of Management, Ahmedabad, India. Dr. Parikh specializes in organization development and design. The current focus of her work is on transformation of organizations and individuals. She has extensive experience designing and delivering management development programs in institution building, managerial role effectiveness, training for trainers, issues of role and identity, women in management, and stress and self-renewal for men and women managers. She has taught as a visiting professor at INSEAD, Fontainebleau, France, and Texas A & M University, USA. She has done extensive consulting and management training in both national and international settings. Dr. Parikh has published books on Profiles in Identity (Co-author), Indian Women - An Inner Dialogue, Young Managers at Cross-Roads (Co-author), Corporate Culture in India (Co-author), Cross Roads of Culture (Co-author) and numerous papers. She received her M Ed from the University of Rochester in Rochester, New York, and her Ph D in Education from Gujarat University in Ahmedabad, India.

Dr. Gerhard Sonnert

Dr. Sonnert is a Research Associate with the Physics Department of Harvard University where for the last ten years he has conducted research on the careers of women in science. He also teaches sociology part-time at Rivier College in New Hampshire. Dr. Sonnert's most recent book (with Gerald Holton), Gender Differences in Science Careers, reports on research comparing the careers of men and women receiving prestigious postdoctoral degrees in the USA. Gerhard Sonnert received his Ph D in political sociology from the University of Erlangen, Germany. His doctoral research focused on nationalism and ethnicity. As a McCloy Scholar, he spent two years at the Kennedy School of Government at Harvard University and earned a Masters degree in Public Administration.

Dr. Ragnihild Sohlberg

Dr. Sohlberg is Vice President, Corporate Staff (External Relations and Special Projects) in Norsk Hydro ASA, a Norwegian multinational corporation with headquarters in Oslo. She is an Adjunct Professor at the Norwegian School of Management (NSM) where one of her focus areas is developments in work life and the work force. She has for several years been involved in interdependent gender programs in Norway and Norsk Hydro. First, she has been very active with the Norwegian Confederation of Business and Industry (CNBI) and their gender programs, both as a leader or member of steering groups and as a speaker. Second, she is the main liaison person with the Massachusetts Institute of Technology (MIT) in Cambridge, Massachusetts, USA on behalf of the Norwegian Business Consortium (NBC) consisting of Norsk Hydro, the CBI, Telenor, and NSM. This partnership looks at "The Organizations of the 21st Century" where flexi-work and work-family issues are important parts. Third, she is a member of the steering group for Norsk Hydro's five pilots, Hydro-flex, which aim to document and test in a systematic way alternative flexible work arrangements, hoping to identify win-win solutions for enhancing work and personal life integration. Dr. Sohlberg is familiar with the CGIAR System. In February 1998, she was elected Chair of the Governing Board of ICRISAT.

ANNEX III: EVOLUTION AND ACHIEVEMENTS OF THE CGIAR GENDER STAFFING PROGRAM, 1991-1998¹

What is the Gender Staffing Program?

The Gender Staffing Program supports efforts of the CGIAR Centers and their Boards to strengthen the recruitment and retention of highly qualified women scientists and professionals and to create work environments that are equally supportive of the productivity, advancement, and job satisfaction of women and men. A gender equitable work environment is defined as one that (1) includes and supports both men and women; (2) stimulates their fullest productivity and satisfaction in their professional and personal lives; (3) harnesses men's and women's diverse skills, perspectives, and knowledge; and (4) values diverse contributions and ways of working.

To support the Centers, the Program provides information, funds, technical advice, consultancies, and training. The Program focuses on five areas: recruitment, spouse employment, leadership and management development, gender issues in the workplace, and information dissemination. The Program also serves the members (donors) of the CGIAR by providing information to increase understanding of gender issues and their relevance for organizational performance, monitoring and reporting on changes within the Centers, and channeling funds to key leverage points for change.

The program is funded by members of the CGIAR, coordinated by the CGIAR Secretariat, and implemented by the Simmons Institute for Leadership and Change, a Center specializing in gender and organizational change based at Simmons College in Boston, Massachusetts. Annual funding averages about US\$200,000 per year. The core staffing consists of a 2/3 time Program Leader position² and a 1/3 time Program Assistant position. A team of six to eight consultants works with the Program to deliver services and outputs. The Program is linked directly to the Centers through a network of Gender Staffing Focal Points. An Advisory Panel of six senior managers from the Centers, as well as the senior management specialist in the CGIAR Secretariat, guide the Program on priorities and monitor program delivery. The Program also reports annually to the Committee of Deputy Director Generals.

Rationale

Members of the CGIAR have advocated greater attention to gender staffing for reasons of both equity and organizational effectiveness. First, they recognized the historically low participation of women as compared to men in the Centers. Women represented only 11% of all internationally-recruited staff across all Centers in 1991. Yet, both the numbers and percentages of women in the disciplines relevant to the Centers have increased dramatically in recent years. To ensure high quality staff, it was recognized that the Centers needed to tap effectively into this expanding pool of talent. Second, the Centers are increasingly engaged in partnerships with a wide range of organizations, including nongovernmental organizations and local organizations where women's participation is often high. Gender diversity was seen as a potential asset in fostering these partnerships. Third, many donors saw cultural and gender diversity in staffing as an asset that can strengthen organizational performance by broadening the pool of skills, talents, perspectives, and ideas within the Centers. And finally, given the humanitarian mandate of the CGIAR, its concern for equity, and its international character, it was thought that the Centers should provide leadership in creating work environments that are gender equitable and culturally pluralistic.

¹ Prepared by Deborah Merrill-Sands, Co-Leader, Gender Staffing Program.

² This position is currently shared by Deborah Merrill-Sands and Sara Scherr.

Program Evolution

Phase I. The Program was founded in 1991 with support from a special project developed by the CGIAR Secretariat to strengthen both gender analysis and gender staffing within the CGIAR System. The project, which was originally designed for 3 years, was funded by 8 of the CGIAR members.³

Initial diagnostic work to define the key leverage points for work on gender staffing was done by conducting a quantitative survey of international staff of all Centers and by qualitative analysis in three Centers (CIAT, ICRISAT, and IITA). A paper summarizing the status of gender staffing in the CGIAR System was published in 1992 and distributed to all Centers and CGIAR members.

Program priorities were established in two workshops held with the Director Generals and other senior managers from the Centers in 1992 and 1993. High priority was given initially to recruitment and spouse employment as a means to tap the expanding pool of female talent and to attract more women scientists and professionals to work in the Centers. The Program responded by publishing guidelines papers on best practices in recruitment and spouse employment and providing in-depth consultancies to four Centers in these areas. The program also launched its long-term effort to compile information on women's professional organizations and networks to help the Centers to "cast their net" widely in recruitment in order to better reach women professionals as well as men. In addition, the Program also held a workshop on spouse employment for Board Chairs.

To deepen understanding of the experiences of female international staff in the Centers, a survey was conducted in 1993. The results highlighted the need to focus on the work environments of the Centers in addition to working on hiring more women and developing gender responsive formal personnel policies. The Program also began to focus on advancement issues by providing small grants for women managers to attend the CGIAR Management Training Course organized by O'Hare Associates. The intention was to provide opportunities for women managers to sharpen their skills, but also to diversify the participants in the course since few women had been nominated to attend in the past. In total, ten women managers were sponsored to attend this course.

In 1992, the Program also provided a major grant to ISNAR to help fund a research project on gender issues in selected agricultural research institutes in The Philippines -- the national agricultural research system with the highest percentage of female scientists. The goal was to foster the development of research methods for examining gender issues in scientific organizations and to capture the experiences of gender staffing in a developing country agricultural research system.

In 1993, the program undertook its first experiment, in IITA, with work on gender issues in the workplace. This Center, which had been successful in attracting a relatively large number of women professionals, was concerned about retention and wanted to be sure that it was providing a hospitable working environment. The issue of gender staffing was placed within the broader context of managing people of diverse backgrounds, cultures, and gender. A second collaborative project on gender issues in the workplace was initiated in 1994 with IFPRI. This was designed as a more in-depth and longer-term collaborative action research project.

In 1995, the Program undertook a major stock-taking exercise and sponsored an Inter-Center Consultation on Mainstreaming Gender Staffing. The intention was to share information on best practices, review lessons learned, and define a strategy for continuing work. At that meeting, it was decided that the Program should (1) consolidate the work in recruitment and spouse employment, focus on disseminating information, and help Centers to mainstream best practices; and (2) give more emphasis to developing improved understanding of and responsiveness to gender issues in the workplace. It was understood that this second area of work, which focuses more on issues of career development and retention, would become increasingly important as more women are hired and assume positions at different levels of the organization and across professional niches. The Consultation further recommended that the Program should become more driven by the Centers, rather than by donors.

³ Members that have funded the Gender Program include The Australian Council for International Agricultural Research (ACIAR); the US Agency for International Development (USAID); the Canadian International Development Agency (CIDA); The Ford Foundation; The International Development Research Center (IDRC) in Canada; The Netherlands Ministry of Foreign Affairs; the Norwegian Royal Ministry of Foreign Affairs; the Swiss Agency for Development and Cooperation (SDC); and the Department for International Development in the United Kingdom.

The strategy that emerged from the Consultation was presented and endorsed by the CGIAR at the 1995 International Centers Week as well as by the Committee of the Deputy Directors General, the Center Directors Committee, and the Committee of Board Chairs. The Consultation catalyzed a new wave of interest and commitment to work on gender staffing in the Centers. A second three-year project was developed and was again supported by a number of CGIAR members.

Phase II. Under the second phase of the Program, several mechanisms were instituted to strengthen the Centers' role as stakeholders in the Program. An Advisory Panel for the Program was established. The Panel is made up of the three-person Executive Committee of the Committee of Deputy Directors General and three other senior managers with interest in gender staffing. The Panel meets with the staff of the Program annually to review progress and discuss priorities for the following year. A Focal Point network was set up so that each Center would have a designated person responsible for interacting with the Program as well as stimulating gender-staffing initiatives in the Center. Gradually, this network has also taken on an information sharing function of its own. The program also gives an annual briefing to the Committee of Deputy Directors General and periodic briefings to the Center Directors Committee and the Committee of Board Chairs.

Following the new strategy for recruitment and spouse employment, the program focused on building a database of women who could serve as contacts in key disciplines for disseminating position announcements. This service has been widely used (see Table 1) and in 1997 alone the Program supported 33 international searches. The Program also provided more intensive technical support to several searches for senior management positions to ensure gender diversity in the candidate pool. The Program gave priority to strengthening contacts with networks of women in the South and published a paper with guidelines for advertising positions using the WorldWideWeb. To increase public awareness about professional opportunities for women within the Centers and the CGIAR System's gender staffing initiatives, the Program has published six public relations pieces in journals and professional newsletters targeting women.

Increased attention has been given to gender issues in the workplace. A major collaborative action research project was initiated with CIMMYT in 1996. The analysis revealed how deeply held assumptions in the work culture that influenced behavior, decision-making, work practices, and criteria for success had implications for strengthening both gender equity and organizational performance. Change experiments were designed in a participatory process to address some of the issues deriving from these assumptions, such as communications up and down the hierarchy, performance appraisal systems, and frameworks for collaboration. The lessons learned from this project have been shared with the other Centers through the Program's newsletter. Diagnostic reviews of gender staffing issues have also been carried out with two other Centers (CIFOR and ILRI). In order to strengthen its capacity to provide support on gender issues in the workplace, in 1996 the Program established its "home" base at the Simmons Institute for Leadership and Change, a Center that specializes in action research on gender and organizational change.

The Program changed its approach to management development training during the second phase. In collaboration with CIMMYT, the Program organized a Leadership and Management course for women from four Centers in 1996. The intention was to support women to strengthen their leadership and management skills, but also to develop stronger professional networks among women across the CGIAR System and raise awareness and understanding about gender issues in the workplace. The course was very successful and has been sponsored by other Centers in subsequent years. A total of 72 women from 13 Centers have attended these courses.

The Program increased substantially its efforts to disseminate information to the Centers. A semi-annual newsletter, the *CGIAR Gender Lens*, was launched in 1996. The newsletter is designed to reach a broad audience within the CGIAR System and raise awareness about gender issues in the workplace as well as share information among the Centers about innovations and achievements. Approximately 1,500 copies are distributed to the Centers, the CGIAR members, the Boards, and to other not-for-profit agencies working on gender staffing. Information packets are also sent to the Focal Points at least three times per year. By 1998, the Program had published 14 working papers. Ten of these are guidelines papers that are designed to synthesize information on policies and practices appropriate for the Centers in areas such as recruitment, spouse employment, performance appraisal, and sexual harassment. The other four papers report on the status of gender staffing in the CGIAR System. Six other unpublished diagnostic reviews or consultancy reports have been prepared for use by individual Centers.

To strengthen the monitoring of gender staffing within the Centers, the Program increased its interaction with Boards during the second phase. The Program recently published, at the request of the Committee of Board Chairs, a paper on the Role of Boards in Gender Staffing. A similar paper is also being prepared for the External Program and Management Review teams and support has been given to one Center for preparing a paper on gender staffing for their EPMR. The Program also holds meetings with interested donors twice per year to brief them on progress and developments in gender staffing.

The Program completed its third quantitative survey of gender staffing in 1997. The findings show that since 1991 the number of female internationally-recruited staff increased by 23% from 153 to 188. Similarly, the percentage of women among internationally-recruited staff increased from 12% to 16%. The percentage of nationally-recruited scientists and professionals also rose from 18% to 45%. The findings show a modest increase in the percentage of managers who are women from 5% to 10% and in the percentage of scientists and senior scientists who are women from 9% to 14%. Similarly, women on the Boards have increased from 10% in 1991 to 20% in 1997. These data indicate that women are gradually moving into positions of decision-making and influence. With respect to recruitment, women now comprise, on average, 14% of the applicants for international posts as compared to 4% in 1990. And women constituted 25% of new staff appointments during 1995-1997. The average annual attrition rate for women between 1995-1997 was 15% compared to a 12% rate for men. The difference in attrition rates between men and women was highest among managers (14% for women and 9% for men). This raises some concerns about retention of women at the senior levels.

Over the past six years, the Program has provided services of varying degrees of intensity to all Centers (Table 1). It has provided intensive support for consultancies, technical support, action research projects, or small grants to 10 Centers. The remaining six Centers have benefited either in terms of support for recruitment searches or through subsidized opportunities for management training. The current project supporting the Gender Staffing Program comes to an end in 1998. At the request of the senior managers in the centers, a second Inter-Center Consultation is being organized to take stock of accomplishments in gender staffing, identify remaining challenges, and determine future strategies.

Table 1: Overview of Products and Services Provided to Centers

Center	Recruitment Consultancy	Recruitment Support	Spouse Employment	Leadership/ Management Training	Gender Issues in the Workplace	Other Services
CIAT		X		X*		X ¹
CIFOR	(X)	X	(X)	X*	(X)	X ²
CIMMYT		X		X*	X	
CIP		X		X*		
ICARDA		X		X		
ICLARM		X		X		
ICRAF		X		X*		
ICRISAT	X	X	X	X		
IFPRI	X	X		X	X	X ³
IIMI	X	X		X		
IITA		X		X	X	
ILRI	(X)	X	(X)	X*	(X)	X ⁴
IPGRI		X		X		
IRRI	X		X			X ⁵
ISNAR		X		X		X ⁶
WARDA	X	X	X			

Notes: * = Host Center for Training Course. (X) = Carried out as part of a broad diagnostic review of Gender Staffing. Other Services: 1= support for developing Center policy on diversity and gender staffing; 2 = diagnostic review of gender staffing; 3 = support in preparing background paper on gender staffing for External Program and Management Review; 4 = Comprehensive Diagnostic Review of Gender Staffing; 5 = Diagnostic review of Gender Staffing; 6 = Small grant for study on gender staffing within the national agricultural research system of the Philippines.

ANNEX IV: DISCUSSION GUIDE FOR CONSULTATION ON STRATEGIC OPTIONS FOR GENDER STAFFING: 1998 - 2003¹

I. Background

The CGIAR has sought to address gender-staffing issues explicitly since 1991. The goal has been to increase the Centers' ability to attract and retain female professionals, who historically have had low representation, and to create work environments that are equitable and supportive for both men and women. A gender equitable work environment is defined as one which: a) includes and supports both men and women; b) stimulates the staffs' fullest productivity, creativity, and satisfaction in their professional and personal lives; c) harnesses staffs' diverse skills, perspectives, and knowledge; and d) values diverse contributions and ways of working.

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

- There has been a dramatic increase in the numbers and percentage of women in the disciplines and areas of professional expertise relevant to the Centers in the past 15 years. As Centers of excellence, it is important for the Centers to tap effectively into this expanding pool of talent.
- Many managers believe that a culturally and gender diverse staff strengthens organizational performance by broadening the pool of skills, talents, perspectives, and ideas within the organization. Recent research suggests that there are powerful benefits that can accrue to an organization from a diverse workforce, including increased creativity and innovation, enhanced organizational learning, and the improved ability to respond rapidly and successfully to changes in the external environment.
- The Centers are increasingly engaged in partnerships with a wide range of organizations in the South and the North, including NGOs and local organizations, where women's participation is often high. Gender diversity can be an asset in developing these partnerships.
- Given the humanitarian mandate of the CGIAR, its concern for equity, and its international character, it is thought that the Centers should provide leadership in creating work environments that are gender equitable and culturally pluralistic.

A key element of the CGIAR System's strategy to foster more gender diverse staffing was to establish a system-wide Gender Staffing Program. The Program, which began in 1991, is designed to support efforts of the CGIAR-supported Centers to strengthen the recruitment and retention of highly qualified women scientists and professionals and to create work environments that are equally supportive of the productivity, advancement, and job satisfaction of both women and men. The Program responds to Centers' requests for support by providing funds through small grants, technical assistance and consulting, management development training, and information services. The Program is coordinated by the CGIAR Secretariat, supported by the members of the CGIAR, guided by an Advisory Panel of Deputy Directors General, and implemented by the Simmons Institute for Leadership and Change at Simmons College in Boston, Massachusetts, USA.

The results of the CGIAR System's concerted effort over the past six years are promising. There have been significant increases in the representation of women in internationally-recruited staff in the CGIAR Centers, where the percentage of women rose from 12% to 16% between 1991 and 1997. The representation of women among nationally-recruited professionals has also increased markedly. Most Centers have strengthened their recruitment procedures to tap more effectively into the expanding pool of women professionals and scientists worldwide. With the view to remaining competitive in the international market for high caliber scientists and professionals, many Centers have developed more supportive policies and services for assisting spouses in dual career couples. Some Centers have reviewed professional classification systems and salary grades to ensure parity between men and women. Others have also reviewed their performance appraisal systems to minimize the potential for bias to influence assessments. Approximately half of the Centers have instituted policies and procedures for dealing with sexual harassment as a critical element of creating a

¹ Prepared by Deborah Merrill-Sands and Sara J. Scherr, Co-Leaders, Gender Staffing Program

gender equitable working environment. Some Centers have also strengthened family-related policies, recognizing that working men, as well as women, are increasingly trying to balance work and personal life responsibilities. Finally, three Centers have moved beyond policies to examine the gender dimensions of the work culture, management systems, and work practices. The goal is to create a workplace that is hospitably supportive of the productivity and job satisfaction of both men and women.

Despite this significant progress, more work remains to be done. The representation of women among international staff is still well below the 25% level, which is an estimate of supply. Few women are found in management positions where they can have an influence on decisions affecting the work environment and research of the Centers. The average application rate of women to international positions with the Centers remains low at 14%. The average annual attrition rates of women in international positions is higher than that of men and the difference has been most pronounced at the management level (14% for women compared to 9% for men). Many of the work environments in the Centers have become more stressful and demanding for both men and women as funding levels have declined and work demands have increased.

Developing strategies for addressing these remaining challenges as well as securing and mainstreaming the achievements that have already been gained will be the focus of the upcoming Inter-Center Consultation.

II. Looking Forward

After six years of work, senior managers from the Centers and the members of the CGIAR who have supported the work on gender staffing, believe that it is time to (1) take stock of what has been achieved and the lessons learned; and (2) define the direction and priorities for future work on gender staffing in the Centers and at the System level. This review of strategy is timely since the funding for the current phase of the Gender Staffing Program finishes at the end of 1998. We need to decide what further action (if any) on gender staffing is needed, whether centralized support is required, and whether targeted funding for these efforts is still needed to catalyze action and innovation.

Consultations held over the past year with the Advisory Panel for the Gender Staffing Program, the Committee of Deputy Directors General, and with various groups of women professionals and scientists in the Centers suggested some possible options to extend the focus of gender staffing. These options—relating to the scope of action, priorities and institutional mechanisms—are briefly summarized below.

We encourage you to discuss these options with other colleagues in your Center—senior managers, women and other staff—and be prepared to share their view at the Inter-Center Consultation:

- 1) *What issues and concerns do staff in your Center consider most important over the next five years?*
- 2) *Which options would best serve a CGIAR-wide strategy at this time, and why?*

The intention is not for you to develop a Center "position" on these issues. Rather, we hope you will come to the table with a good sense of the issues and concerns from a broad range of perspectives. Decisions will be taken after full discussion at the Consultation; we would like to make those decisions through consensus.

A. Scope of Action

1. *Should CGIAR gender staffing efforts maintain a principal focus on international staff, or should more attention and activities be directed to national staff concerns?*

The current focus on international staff reflects the initial primacy of concerns about the low representation of women among international scientists and the recognition of the expanding international pool of senior scientists and professionals. As the Centers have moved increasingly from an emphasis on recruitment and other formal policies to looking at the gender-related impacts of workplace culture and the organization of work, national staff concerns have often emerged. Explicit or implicit gender bias may influence national staff as well and limit their productivity or advancement. Relations and division of labor between national and international staff may enhance or constrain effective functioning of the Centers. Some argue that a Center environment in which internationally-recruited women could thrive would necessarily be one in which national staff would as well. On the other hand, the terms of employment and

conditions for national staff are framed much more by national policies in the country where they are working than are those for international staff. This poses some difficulties in organizing System-wide activities to address them.

2. *Should CGIAR gender staffing efforts maintain a principal focus on gender, or should more attention and activities be given to broader diversity concerns, including race, culture, and ethnicity?*

The original focus on gender derived explicitly from concerns about the low representation of senior women in the CGIAR as well as evidence from staff surveys of gender-specific problems experienced by women in the Centers. These were seen as having the potential to reduce both the productivity and job satisfaction of women employed as well as the attractiveness of the Centers for future employees. Many initiatives undertaken to enhance female employment (e.g., improved recruitment practices, systematic job classification, improved communications) have also had some positive spin-off effects on other nondominant groups within the Centers. On the other hand, there is some perception that attention to gender equity has competed with attention to equity issues related to race, culture, and ethnicity. In some Centers, the past six years have seen a decline in the proportion of international staff from developing countries. This has raised some concerns about broader diversity issues, although there has been neither systematic examination of the issues nor the cause of this decline. While the Gender Staffing Program has positioned its work conceptually within a broader diversity framework, it has not worked explicitly to document, assess and monitor diversity concerns beyond gender. Future work could move more in this direction. There is some concern among women in the Centers, however, that the gains for women's equity are still modest and remain fragile in many Centers. It may be too early to dilute the efforts targeted specifically on gender.

3. *Should CGIAR gender staffing efforts maintain a principal focus on women's concerns among gender issues, or should more attention and activities be given to men's concerns?*

"Gender" refers to the social construction of the roles of men and women in society. Over the past six years, the CGIAR Gender Program has given more attention to issues confronting women as a group that have historically been a distinct minority within the Centers. The Program has, for example, provided targeted support to assist Centers to tap the expanding pool of women scientists and professionals more effectively; carried out surveys of female staff; developed a Women's Leadership and Management Course, and provided closer attention to how the "gendered" aspects of policies and work culture and practices have different impacts on women and men. This emphasis was chosen because of the perceived disadvantages faced by women as a minority group within the Centers. However, many gender issues may be of particular concern to men. These include, for example, a greater stigma for men, compared to women, when they are committed to shouldering domestic as well as work responsibilities; a narrow definition of "masculine" leadership attributes that may limit advancement of men with alternative leadership approaches; or assumptions that it is inappropriate for men to show emotions in the work environment. Furthermore, the focus on women may have reduced men's sense of "ownership" in gender staffing initiatives, or in some cases generated resentment over perceived unfairness of targeting valued services (e.g., leadership training) for women only.

B. Priorities

1. *Should CGIAR gender staffing efforts continue to give emphasis to recruitment of women into the Centers, or should the focus be on "second generation" workplace issues affecting retention and parity in career development opportunities?*

The focus of the CGIAR Gender Program in its early years was to recruit larger numbers of high quality women into international positions at the Centers. Key activities related to recruitment procedures and advertising, spouse employment, development of a database of women professionals and scientists, design of benefit packages attractive to women, and public relations about the Centers in journals and newsletters read by women. The revised 1995 Framework for Action encouraged the Program to pursue a dual track. First, it was to consolidate and broadly disseminate the recruitment procedures, policies and tools that had been developed. Second, it was to begin generating ideas and methods to create workplaces where women wish to stay and can contribute to the best of their ability, by ensuring parity, equal opportunities for advancement, and a supportive work environment. Pilot activities were undertaken at three Centers around work processes and planning, workplace culture, communications, performance evaluation, job categories and other core processes and policies. At this time, some argue that there is little more to do on a system-wide level in the recruitment area, other than encourage Centers to more widely implement the methods and tools already designed, and that the future priority for gender staffing should be on workplace concerns. Others argue that the representation of women, particularly in more senior positions, is still much too low and that development of new strategies to increase their numbers remains a system-wide priority.

C. Institutional Mechanisms

1. *Should CGIAR gender staffing efforts continue to rely on a central group to support and advise the Centers, or should they rely in the future on more decentralized institutional mechanisms?*

The Gender Program has played a central role in the CGIAR System's gender staffing efforts since 1991. A system-wide special program was considered desirable to play an advocacy and educational role for gender issues, to monitor progress, to develop in a cost-effective way methods that could be used across the Centers, and to facilitate access to specialized expertise on gender issues in organizations.

After six years, the question has been raised as to whether a special central program is still necessary, or whether the Centers themselves, together with the CGIAR Secretariat, can effectively take over these functions. Two groups of Center women consulted in the past year (at International Centers' Week and at the Third Women's Leadership Course) argued that gender staffing advances are still fragile and that continuation of a central program is needed to provide leadership and continued advocacy of gender issues, lower-cost services and information support for the Centers and to continue developing and testing new approaches that could be used across the system. Alternative mechanisms may be available, however, to integrate these roles in existing institutions or components of the CGIAR System. We see four potential institutional strategies for continuing work on gender staffing:

- Continuing with a centralized program, with oversight from the Centers, which promotes awareness and action and provides services, technical expertise and funds to support Center efforts [this is the status quo];
- Dismantling the central program, but mainstreaming specific components that are best carried out at the System level, such as the Women's Leadership and Management Course, the recruitment database, the tri-annual Human Resources Survey, and the newsletter;
- Dismantling the central program, but providing a small grants fund to ensure that targeted resources continue to be available to support Center initiative;
- Removing all support at the System level and relying on Centers to continue efforts to support gender staffing on their own.

ANNEX V: SUMMARY OF STRATEGIC SUGGESTIONS FOR THE NEW GENDER AND DIVERSITY INITIATIVE

A. System-Level and Center-Level Efforts for Gender Diversity Initiatives

1. Funds/Resources

- Stimulate conscience of the CGIAR
- Mobilize resources and fund-raising and reporting at system level
- Seek funding/assist Center in it
- Insist that CGIAR reviews cover gender and diversity (at center and “system” levels)
- Periodically report progress to donors
- Formulate and promote system level PG
- Communication shared understanding of vision
- CGIAR-wide statement of principles
- Continue CGIAR support to Center experimentation
- System-wide “monitoring” by asking Centers to report progress and share experiences
- Implement parallel activities in TAC & CGIAR Secretariat, ICW, EPMR

2. Training

- Design courses for Center-level and inter-Center-level change agents on gender diversity
- Course design
- Develop training module on collaboration and diversity
- Support advancement of women with women’s leadership and management course

3. Technical Assistance

- Bring in/liaise with external experience; technical assistance
- Help establish pool of resource persons for gender and diversity
- Develop training workshop programs for internal change agents, gender and diversity in the Center
- Provide leadership for change effort at system level; advocacy
- A unified statement of initiatives/goals system-wide
- Offer a workshop for Boards
- Develop guidelines that will help each Center in developing the work culture (personal support, programs, orientation, etc.)
- Workshop to strengthen the human resource development in the Centers
- Backstop Center initiatives; \$, consultants, etc.
- Diagnosing Center opportunities and backstopping change initiatives
- Maintaining and updating candidates listing
- Collect, publish and distribute “success stories” (case studies of best practices/policies)
- Provide resource persons for consulting
- Provide/recommend consultancy on formal systems evaluation, revision and/or creation
- Small grants program to support consultancies on recruitment, formal systems, GIW experiments
- Help develop monitoring and mentoring systems

4. Monitoring

- Coordination/monitoring mechanisms at system level, including HR manager meetings

5. Knowledge development

- Conduct/synthesize research on diversity, develop frameworks for understanding and action

6. Information exchange groups

- Initiate and facilitate e-mail discussion group for gender focal points (forum for trouble-shooting)
- Technical support with creating and maintaining network
- Provide minimal support (e.g., moderator or chair) of discussion group on gender/diversity and organizational change

- Open forums for a dialogue (time, space)
- Newsletter!
- Continued dissemination of state-of-the-art literature on benefits of, methods to gender/diversity balance
- Network facilitator to backstop exchange of Center; best practices, synthesize learning
- Information sharing and exchange of knowledge and expertise among Centers
- Moderated discussion group for focal points
- Awareness courses for Centers; exchange experience
- Home page with full text documents and reports
- Knowledge development, conceptual/analytical framework
- Knowledge development/develop analytic framework for diversity
- Develop and list a conceptual framework
- Provide expertise for Center assessment

B. Center-Level Priority Areas for Gender and Diversity Initiatives

1. **Strengthen Leadership's commitment and understanding of G&D initiative among senior managers (DGs & DDGs) and Boards**
 - Knowledge and skills monitoring
 - Skills development and training
 - Senior management (DG, DDG) [change process and diversity and gender]
 - Middle management/project coordinator
 - Training managers and skills in leadership skills, cross cultural
 - Feedback facilitation
 - Principals of management and supervision
 - Conflict resolution, interpersonal skills
 - Institutionalize at Center level
2. **Strengthening internal change agents**
 - Focal point training and support
 - Strengthen line management responsibility and accountability
 - Formal time and resource allocation for change agents and processes
3. **Develop Center work culture that**
 - Is respectful of personal life of staff
 - Comfortable for all staff
 - Organizes personal support programs
 - Has processes for internal orientation and support of new staff (people, organize, norms, policies, etc.)
 - Include local culture
 - Process for priority setting and time management
 - Fosters environment where different approaches and innovations are sought and rewarded
4. **Consciously increase the number of women and diverse staff in Center with strong management support**
 - Examine the reasons
 - Consolidate best recruitment practices
 - Expand links with women's organizers and research/professional networks
5. **Develop integrated human resource function that considers all human resources, both national and international, and asks the question, "What needs to be done to strengthen and take advantage of the contributions of each?"**
6. **Develop, strengthen, the networking and cooperation within the CGIAR system about organization/diversity/gender issues (e.g., e-mail discussion groups)**
 - Shared learning

7. **Developing accountability mechanisms to monitoring both equity and impact on the mission and internal delivery of services**
8. **Develop fair, consistent and unbiased improved formal systems for (examine barriers)**
 - Advancement of national staff to IRS
 - Experiment with performance appraisal
 - Assessment marketplace values for salaries
 - Clarify job entry/classification/promotion process
9. **Examine current model for collaboration and cooperation to determine extent it utilizes and recognizes the contributions of “partners”**
10. **Mobilize external support**
 - Awareness and knowledge (tapping external knowledge)
 - Funding
11. **Examine and possibly reduce disparity between treatment of IRS and NRS**
 - Personnel/HR systems
 - Pay
 - Benefits
12. **Celebrate successes, undertake Center-wide assessment of gender diversity in the workplace and interventions for organizational learning**
13. **Increase staff participation and decision-making**
14. **Develop a culture of openness and fluidity/feedback**
15. **Assure equitable opportunities for career development for all staff**
16. **Promote learning and reflection as organizational style**
17. **Commitment to enable people to integrate work and personal life**
18. **Commitment to realize and well prioritize work plans**
19. **Awareness-raising and education process**
 - Continual awareness and education process in Centers
 - Share results of what is achieved
 - Translate information into knowledge on an ongoing basis
 - Information dissemination

ANNEX IV: RECOMMENDED READING

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ANNEX VII: SUMMARY OF PARTICIPANT EVALUATIONS

At the close of the Consultation, participants were asked to evaluate the workshop in terms of (1) the degree to which the objectives were met, and (2) the tools and processes used. The scale was from 1 as *not at all effective* to 5 as *extremely effective*. The responses are summarized below.

A. Workshop objectives	Average ranking
How effective was the Consultation at	
Taking stock of what has been learned from Centers' experiences over the past six years working on gender staffing; recognizing achievements, highlighting innovations, and identifying the continued challenges?	4.5
Deepening your understanding of gender issues in organizations and the most effective leverage points for addressing these issues?	4.3
Identifying strategic directions and key elements for a draft "Framework for Future Action" on gender issues that identifies priority areas for consolidation of experiences and lessons and priority areas in which the generation of new ideas and practices is needed?	4.6
B. Workshop tools and processes	
How effective was the "Taking Stock Framework" at helping you review with your Center the critical issues for this Consultation?	4.1
How useful was the Consultation in providing practical ideas, and recommendations for addressing gender issues in your Center?	4.5
How effective was the Consultation design/process/facilitation in achieving the objectives?	4.9

Comments:

- I am going home convinced that we are doing the right thing.
- Enough time should be given on discussion to enable each participant to share his or her thoughts and ideas.
- Excellent, beyond expectations.
- The Consultation was extremely informative especially for new CGIAR staff.
- The facilitation was the best I have come across.
- The resource persons were very resourceful in terms of sharing professional experience.
- The organization was good in terms of getting a very good group together.
- Intellectually stimulating, personally rewarding, wonderfully facilitated. Thanks for greatly reducing my anxiety level and making it fun.
- Very well organized and well run.
- Linda Spink (the facilitator) is the best. She is a highly skilled facilitator who keeps the group moving from one step in the process to the next without us even being aware of it.
- The main gap was in hearing what each Center was up to in terms of best practices.
- Terrific job in tapping the collective creativity of the group in identifying strategic directions.
- Great workshop design, great facilitation, great participation. This reflects considerable (invisible) intellectual effort underpinning a process that elicited such good thinking.
- The facilitation was excellent, lively, and entertaining and , most importantly, responsible for productive results and an unusual esprit. I found the advance preparation very thoughtful and well organized – a model!
- The Framework and the discussion achieved the awareness-raising objective. I understood that the "gender/diversity" issue has such a complex nature that it would be highly recommended to bring the Gender Staffing Program together with the Centers' through a one-day workshop. I learned a lot from these past days and really enjoyed being a participant at the workshop. I left with strong awareness, real commitment, and appreciation for having the opportunity to meet colleagues from other Centers, the Gender Staffing Program, and all the other participants.
- The external resource persons were excellent and contributed significantly to the dynamic, clarification of the discussions, and the achievement of important outcomes.