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**CGIAR GENDER PROGRAM**

**WORKING PAPER, NO. 16**

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**THE ROLE OF BOARDS IN ADDRESSING  
GENDER STAFFING ISSUES**

Prepared by

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Washington, D.C.

January 1998

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## LIST OF WORKING PAPERS

- Working Paper, No. 1      Status of Internationally-Recruited Women in the International Agricultural Research Centers of the CGIAR; Deborah Merrill-Sands and Pammi Sachdeva; October 1992.
- Working Paper, No. 2      Spouse Employment in Organizations Around the World: A Toolkit for Developing Policies and Practices; Madelyn Blair, December 1992.
- Working Paper, No. 3      Spouse Employment at IRRI: A Case Study; Deborah Merrill-Sands; March 1993.
- Working Paper, No. 4      Strengthening the Recruitment of Women Scientists and Professionals at the International Agricultural Research Centers: A Guidelines Paper; Sarah Ladbury; October 1993.
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- 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.
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- 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

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### **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 Simmons Institute for Leadership and Change (SILC) at Simmons College in Boston, Massachusetts, USA. SILC is dedicated to empowering women and men to act individually, collectively, and institutionally, to promote gender equity in their workplaces, communities, and in their personal lives. The Institute brings together academics, managers, and professionals to develop innovative change strategies based on models of collaboration, action research, and participation.

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## PREFACE

The CGIAR Committee of Board Chairs requested the CGIAR Gender Staffing Program to prepare this paper. It is designed to provide guidance to center Boards of Trustees in fulfilling their governance responsibilities with respect to the CGIAR's commitment to ensuring gender equity in the centers. The paper is developed within the context of the key responsibilities defined for Boards in *CGIAR Reference Guide No. 1, The Role, Responsibilities, and Accountability of Center Boards of Trustees*, prepared by the CGIAR Secretariat. While the issues outlined below focus on the internationally-recruited staff group, they are applicable to nationally-recruited staff as well. Many of the suggestions would also be useful for monitoring cultural and racial diversity in staffing.

An earlier draft of this paper was presented for discussion with the Committee of Board Chairs in October 1997. The paper was revised subsequently in line with the suggestions received at the meeting. We also gratefully acknowledge comments and guidance received from Martha ter Kuile, former Board Chair of the Centro Internacional de la Papa; Selcuk Ozgediz, Senior Management Advisor at the CGIAR Secretariat; and Pammi Sachdeva, Senior Management Specialist at the CGIAR Secretariat.

Both authors have extensive experience working on gender staffing issues in the centers and both have experience serving on Boards. Joan Joshi is a member of the Board of Trustees of the International Center for Living Aquatic Resources Management (ICLARM) and Deborah Merrill-Sands is a member of the Governing Council of the International Center for Insect Physiology and Ecology (ICIPE).

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## I. WHY ADDRESS GENDER STAFFING ISSUES?

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

The System's interest in addressing gender staffing in the centers is driven by several forces, all of which are related to organizational effectiveness and efficiency. First, the numbers and percentage of women in the disciplines and areas of professional expertise relevant to the centers have increased dramatically in recent years. Trends in the United States are representative of those found in Europe and in many developing countries. Women now earn approximately 25% of the Ph Ds awarded by US universities to both foreign and national students in the agricultural and forestry sciences; 40% of the Ph Ds awarded in the biological and ecological sciences; one-third of the Ph Ds awarded in the social and economic sciences relevant to the work of the centers; and more than half of the Ph Ds awarded in the disciplines applicable the new field of biotechnology.<sup>1</sup> As centers of excellence, it is important for the centers to tap effectively into this expanding pool of talent.

Second, 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. Third, 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.

And finally, 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 in organizational management 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.<sup>2</sup> These benefits can only be realized, however, if supported by strong leadership and management, appropriate policies and procedures, and a work culture and practices that foster collaboration, open dialogue, and appreciation of the different contributions that people from diverse identity groups and backgrounds can bring to the workplace.

*“As soon as organizations recognize the relationship between diversity and excellence, they begin to turn the social revolution occurring around us to their advantage. Pressure for diversification [of staff] will come whatever you do because it is right. It is the path to greater excellence. You can either ignore it – the changes in the work force, the changes in women's role in societies – and have it be a constant irritant in your midst; or you can use it to your advantage to reinvigorate your organization and improve your performance ... Our experience has shown that gender*

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<sup>1</sup> National Science Foundation, *Selected Data on Science and Engineering Awards*, 1995.

<sup>2</sup> R.Ely and D. Thomas. “Making Differences Matter: A New Paradigm for Managing Diversity”. *Harvard Business Review*, September-October 1996.

*diversification produces more benefits than problems. It brings intellectual vitality, new talent pools, excitement, and innovation.*"<sup>3</sup> [Susan Berresford, President, Ford Foundation]

The CGIAR's goal in addressing gender staffing issues is to increase the centers' ability to attract and retain female professionals and to create gender equitable work environments. A gender equitable work environment is one which: a) includes and supports both men and women; b) stimulates the 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.

In recent years, 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. But representation at less than 25%, an estimate of the supply, is still comparatively low. There is clearly more work to be done and gains yet to be realized, particularly with respect to the representation of women at the senior management level. The needed change will only be achieved with concerted action on the part of center management and strong support and leadership from Boards of Trustees.

## II. ROLES OF BOARDS

As Boards are responsible for providing broad policy guidance and oversight of center effectiveness,<sup>4</sup> they can play a critical role in ensuring that management has in place and implements policies and procedures that support diversity in staffing. Boards can also play an important role in monitoring their center's ability to recruit and retain high quality staff; they have a special responsibility with respect to the appointment of staff to senior management positions. Finally, Boards can offer strong support for management efforts aimed at creating workplaces that promote the productivity and job satisfaction of both men and women and that safeguard against bias and discrimination on the basis of gender, race, or cultural background.

## III. MONITORING POLICIES, PROCEDURES, AND WORKPLACE CULTURE

This section provides a summary of issues for the Boards' attention in overseeing the effectiveness of management policies and procedures that have an impact on gender staffing. This is complemented by Annex 1 which suggests the kinds of data Boards may wish to review periodically in order to analyze and monitor progress over time. It is suggested that Boards request such data and conduct a systematic review of these issues every three years. Annex 2 provides a summary of 1997 system-wide gender-disaggregated data on key human resource indicators. These data can provide Boards with a basis for comparing data from specific centers to system-wide averages. Annex 3 provides a list of resources for Board members interested in understanding gender staffing issues in greater depth.

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<sup>3</sup> S. Berresford. "Key Note Address to the First Senior Managers Workshop on Gender Issues in the CGIAR System". Washington D.C., World Bank, CGIAR Secretariat: CGIAR Gender Staffing Program, mimeo, 1991.

<sup>4</sup> See *CGIAR Reference Guide #1, The Roles, Responsibilities, and Accountability of Center Boards of Trustees*. CGIAR Secretariat, Washington D.C.

### **Overall Level of Participation** (Annex Charts 1 and 2)

Boards are encouraged to review the gender distribution of professional staff and to monitor changes over time. Analysis of the relative representation of men and women across categories and occupational niches in an organization is an important dimension of gender staffing. Research has shown that the organizational dynamics affecting men and women change as the percentage of women (or any minority) increases.<sup>5</sup> In situations where a minority constitutes less than 15% of a staff group, the tendency is for members of the minority to assimilate to the dominant work culture and practices. Once the minority group reaches about 30-35% of the population, however, they are less subject to stereotyping and can begin to shape the culture and work practices of the organization.

In addition to overall levels of representation, particular attention needs to be paid to the representation of women in management as well as in senior research positions. It is only by increasing the number of women at such levels that women's perspective and experiences can begin to influence the core research and work environment of the centers. Having women in senior positions is also a critical factor influencing the ability of centers to attract high quality women scientists and professionals.

### **Recruitment** (Annex Chart 3)

Boards should monitor the effectiveness of recruitment efforts that will have an impact on the quality and gender composition of staff over time. Recent survey data suggests that, while the percentage of female applicants for internationally-recruited positions has increased, it is still well below the share of the pool made up by women in many of the disciplines from which the centers draw (see Annex 2, Table 2).<sup>6</sup> To increase the diversity of staff and to fill vacancies with the best possible candidates overall, it is essential that the recruitment net be cast as widely as possible. This often means that extra effort must be expended to ensure that qualified women outside established networks are informed about openings. Boards can also play an important role in ensuring that standardized selection procedures are in place so that the recruitment process is fair and transparent in every instance.<sup>7</sup>

### **Retention** (Annex Chart 4)

Given the cost to centers of recruiting international staff, it is vital that well qualified staff be retained as long as their skills are needed to support a center's specific research agenda. The number of staff departing a center, and the reasons for their departure, are important indicators of staff satisfaction with the working environment and employment conditions. Recent statistics have indicated that there has been less stability in female as compared to male staffing of the internationally-recruited positions, particularly in management positions (see Annex 2, Table 3). Boards should review the rate of departure of men and women on a regular basis. If overall rates are high or there are significant

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<sup>5</sup> See R. M. Kanter (1977). *Men and Women of the Corporation*. New York: Basic Books

<sup>6</sup> See D. Merrill-Sands (1997). *1997 CGIAR Human Resources Survey: International Staffing at the CGIAR Centers with a Focus on Gender*. Washington, D.C.: World Bank, CGIAR Secretariat, Gender Program Working Paper, No. 15.

<sup>7</sup> See S. Ladbury (1993). *Strengthening the Recruitment of Women Scientists and Professionals at the International Agricultural Research Centers: A Guidelines Paper*. Washington D.C.: World Bank, CGIAR Secretariat, Gender Program Working Paper, No. 4.

differences in the rates of departure of men and women, then the Boards should conduct a more in depth analysis of the factors driving staff departures.

### **Staff Categories and Salary Parity (Annex Chart 5)**

In addition to hierarchical placement, already determined when a position is announced, the issue of staff category or grade and salary level arises as part of the negotiation at hiring. The decisions made then have an impact on the remainder of the staff member's career at a center. When grade placement and/or salary decisions are decentralized and assigned without specific criteria, the door is open to bias. A study of gender parity in categories of internationally-recruited staff at one center yielded clear evidence of instances of inequity for both males and females. A considerably higher percentage of the women, however, required adjustment upwards. To ensure parity, it is recommended that Boards review periodically the system in place for determining initial grade and salary as well as the current gender distribution by grade and salary level. If women are consistently clustered in lower grades over time, then Boards may need to request an analysis of factors affecting grade placement, salary levels, and promotion opportunities.

### **Performance Management and Appraisal**

To ensure gender equity in career development and advancement, it is important that management implement a performance management system that yields fair and accurate assessments of performance and minimizes opportunities for subtle or unconscious bias to influence the judgements recorded. A notable research study in Sweden has recently shown the extent to which subtle gender bias can shape peer review.<sup>8</sup> This suggests that a special effort is needed to mitigate this frequently indiscernible effect.

Experience and research suggest that performance management systems can minimize bias when they: a) include sections that query skills and achievements in a broad range of a center's programmatic activities and management processes; b) use explicit and transparent performance criteria; c) provide an opportunity to consider career development and advancement opportunities for the employee; and d) invite comment by both the reviewer and reviewee. Recent research has also shown that performance assessments are often more gender neutral and accurate when they also include the perspectives of colleagues, subordinates, and internal and external clients who work most closely with the employee being reviewed.<sup>9</sup>

### **Promotions and Opportunities for Career Development**

Boards should ensure that opportunities for career development and advancement, including promotions, training programs, and attendance at conferences/seminars outside the center are provided for, and distributed equitably, among all staff. Attendance at external conferences and seminars offers

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<sup>8</sup> C. Wenneras & A. Wold (1997). "Nepotism and Sexism in Peer Review". *Nature*, vol. 387, 22 May, 1997. Also G. Sonnert & G. Holden (1996). "Career Patterns of Women and Men in the Sciences". *American Scientist*, vol. 84 (1): 63-71.

<sup>9</sup> L. Spink and W. Gormley (1997). *Exploring Multi-Source Feedback and Assessment Systems*. Boston, MA: Simmons Institute for Leadership and Change, Simmons College: Support Program for Organizational Change in the CGIAR-Supported Centers, *Organizational Change Briefing Note, No. 4*. August 1997

staff professional recognition, enables them to build networks, and provides opportunities for the testing of ideas, three elements proven vital to successful career development. The participation of qualified women in management courses can contribute to the ultimate increase in the number of women holding senior positions in the centers. In addition, Boards may wish to request a periodic report of the percentage of men and women promoted and the average time that has elapsed between promotions for each group.

### **Spouse/Partner Employment**

A priority integral to gender staffing issues is the need to assist in identifying opportunities for spouse/partner employment since, with the increase in dual career couples worldwide, the lack of such opportunities is seen as a significant barrier to the recruitment and retention of both men and women. Far fewer internationally-recruited women than men are married with their spouse residing with them, however, and the differential impact of obstacles to spouse employment on hiring women is a major constraint to increasing the participation of women in the centers.<sup>10</sup> The Board should encourage management to define a broad strategy to address this difficult but significant human resources issue. This should include a policy that would permit appropriate employment within the center under specific conditions and a review of right-to-work clauses in headquarters' and outreach site agreements. Perhaps most importantly, such a strategy should define the centers' commitment and services it will provide to assist spouses and partners in locating viable professional opportunities in the outside community or in otherwise furthering their own professional goals.<sup>11</sup> Centers need to be proactive on this issue if they are going to compete successfully in the international market for high quality staff.

### **Gender and Family-Related Policies**

Policies that recognize the differing needs of a diverse staff contribute to a workplace culture that promotes productivity and ensures the retention of valuable scientists and professionals. For such a work environment, appropriate policies and procedures should be in place with respect to the following areas:

- *Diversity*, a policy that ensures that staff diversity concerns play a role in recruitment, and that there is diverse representation on project teams and staff committees. This is more than equal opportunity. It recognizes the diversity of staff as an asset to the organization.<sup>12</sup>
- *Maternity and paternity leave*, a policy that authorizes adequate paid leave before and after birth for the mother, paid paternity leave after birth for the father, paid leave for both parents after adoption, and the opportunity for family leave without pay in unusual circumstances surrounding birth or adoption.

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<sup>10</sup> See D. Merrill-Sands (1997). *1997 CGIAR Human Resources Survey: International Staffing at the CGIAR Centers with a Focus on Gender*. Washington, D.C.: World Bank, CGIAR Secretariat, Gender Program Working Paper, No. 15

<sup>11</sup> See M. Blair (1992). *Spouse Employment in Organizations Around the World: A Toolkit for Developing Policies and Practices*. Washington, D.C.: World Bank, CGIAR Secretariat, Gender Program Working Paper, No. 2

<sup>12</sup> R. Ely and D. Thomas (1996). "Making Differences Matter: A New Paradigm for Managing Diversity." *Harvard Business Review*, September-October 1996.

- *Child rearing and other family leave*, a policy that defines the duration and conditions under which staff may request leave without pay to carry out family responsibilities.
- *Sexual harassment*, an explicit policy that clearly defines sexual harassment, outlines procedures for complaints, specifies consequences, and includes confidentiality during the inquiry for both the complainant and alleged perpetrator.<sup>13</sup>
- *Spouse/partner employment*, a policy that defines conditions under which employment at the center may be available, as well as assistance the center provides spouses or partners of internationally-recruited staff in obtaining appropriate employment elsewhere or otherwise furthering his/her professional goals.
- *Marriage between staff members*, a policy to clarify the conditions of continuing employment for both parties, including allowable benefits.
- *Flexible work hours*, a policy that permits staff to honor family or other responsibilities in their personal lives by modest adjustment in the hours of arrival and departure.

### **Procedures Related to Gender Staffing**

As noted in the discussion of issues above, three management procedures are particularly significant with respect to gender staffing. Thus, Boards should ensure that the following are effective in design and consistent in implementation:

- Standardized procedures for recruitment;
- Position grade and salary classification system;
- Performance management system.

### **Workplace Culture and Practices**

The gender implications of workplace culture and practices, while of vital importance for creating a gender equitable work environment, are the most difficult for Board members to assess. Critical areas of work culture and practices that have an impact on both gender equity and organizational performance include the organizational values, norms, and core assumptions about work that are promoted in the organization; the work styles that are rewarded, including appreciation of “invisible” work; communications systems; consultation and decision-making processes; work processes and systems for dividing labor, responsibilities, and resources; leadership and management styles; collaboration and teamwork; and, very importantly, the use and control over time and the degree to

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

which this affects the ability of staff to balance work and personal life.<sup>14</sup> It is useful for Boards to be aware of the potential gender implications of these facets of the organization.<sup>15</sup>

#### **IV. STRENGTHENING BOARD CAPACITY WITH RESPECT TO GENDER**

To ensure their own effectiveness and breadth of perspective and expertise, Boards also need to maintain diversity in membership composition in terms of gender, discipline, cultural background, and professional expertise. In 1997, women comprised 22% of Board membership and 30% of those in leadership positions, a substantial increase since 1991. Nonetheless, the CGIAR System is urging a continuing effort to achieve gender equity. Having stronger representation of women on the Boards is a critical step in bringing women's perspectives to bear on policy-making in the centers and to building a more gender equitable work environment. It is also a positive indicator for women who are considering applying for or accepting senior positions within a center. In addition, it is suggested that in order to strengthen their own capacity to guide and monitor gender and broader diversity issues, Boards give priority to including professionals amongst their membership who have expertise in human resources management and in diversity and gender staffing issues.<sup>16</sup>

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<sup>14</sup> See L. Bailyn, J. Fletcher, and D. Kolb (1997). "Unexpected Connections: Considering Employee's Personal Lives Can Revitalize Your Business". *Sloan Management Review*, vol. 38, No. 4.

<sup>15</sup> See D. Merrill-Sands (1996). "Addressing Gender Issues in the Workplace", *CG Gender Lens*, CGIAR Gender Staffing Program Newsletter, Vol. 1, Issue 1, Simmons Institute for Leadership and Change, Simmons College, Boston, MA. See also D. Merrill-Sands, et al. (1998). *Gender Issues in the Work Place: Lessons Learned From Action Research*. Washington, D.C.: World Bank, CGIAR Secretariat, CGIAR Gender Program Working Paper No 18 (forthcoming in 1998).

<sup>16</sup> See *CGIAR Board Reference Guide #3, Creating a Well-Balanced Board*, CGIAR Secretariat, Washington D.C.

## ANNEX 1: MONITORING DATA FOR GENDER STAFFING

It is suggested that the Board request the following data every three years for monitoring purposes.

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

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

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

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

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

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

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

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

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

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

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

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

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

## ANNEX 2: HUMAN RESOURCES INDICATORS

### SUMMARY OF DATA FROM THE 1997 CGIAR HUMAN RESOURCES SURVEY <sup>17</sup>

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

**Table 1: Staffing profile by category, 1997**

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

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

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

<sup>17</sup> Source: D. Merrill-Sands (1997). 1997 CGIAR Human Resources Survey: International Staffing at the CGIAR Centers with a Focus on Gender. Washington, D.C.: World Bank, CGIAR Secretariat, Gender Program Working Paper, No. 15

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

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

### ANNEX 3: RESOURCE MATERIALS

To learn more about best practices associated with key areas of gender staffing, we suggest that Board members consult the following resources available from the Gender Staffing Program.

*Spouse Employment in Organizations Around the World: A Toolkit for Developing Policies and Practices*; Madelyn Blair, CGIAR Gender Program Working Paper No. 2, December 1992.

*Spouse Employment at IRRI: A Case Study*; Deborah Merrill-Sands; CGIAR Gender Program Working Paper No. 3, March 1993.

*Strengthening the Recruitment of Women Scientists and Professionals at the International Agricultural Research Centers: A Guidelines Paper*; Sarah Ladbury; CGIAR Gender Program Working Paper, No. 4, October 1993.

*Gender Staffing in the CGIAR: Achievements, Constraints, and a Framework for Future Action*, CGIAR Gender Program Working Paper, No. 12, October 1995.

*Sexual Harassment in the Workplace: How to Recognize It; How to Deal With It*. Joan Joshi and Jodie Nachison, CGIAR Gender Program Working Paper, No. 13, October 1996.

*Maximizing Recruitment Resources: Using the World Wide Web*. Bonnie Folger McClafferty, CGIAR Gender Program Working Paper No. 14, January 1997.

*1997 CGIAR Human Resources Survey: International Staffing at the CGIAR Centers with a Focus on Gender*. Deborah Merrill-Sands, CGIAR Gender Program Working Paper No. 15, October 1997.

*Gender Issues in the Work Place: Lessons Learned From Action Research*. Deborah Merrill-Sands, et. al., CGIAR Gender Program Working Paper (forthcoming in 1998).

*Towards Gender Equity: Suggested Policies and Procedures*. Joan Joshi et al., CGIAR Gender Program Working Paper (forthcoming in 1998).