



Diversity and Inclusion

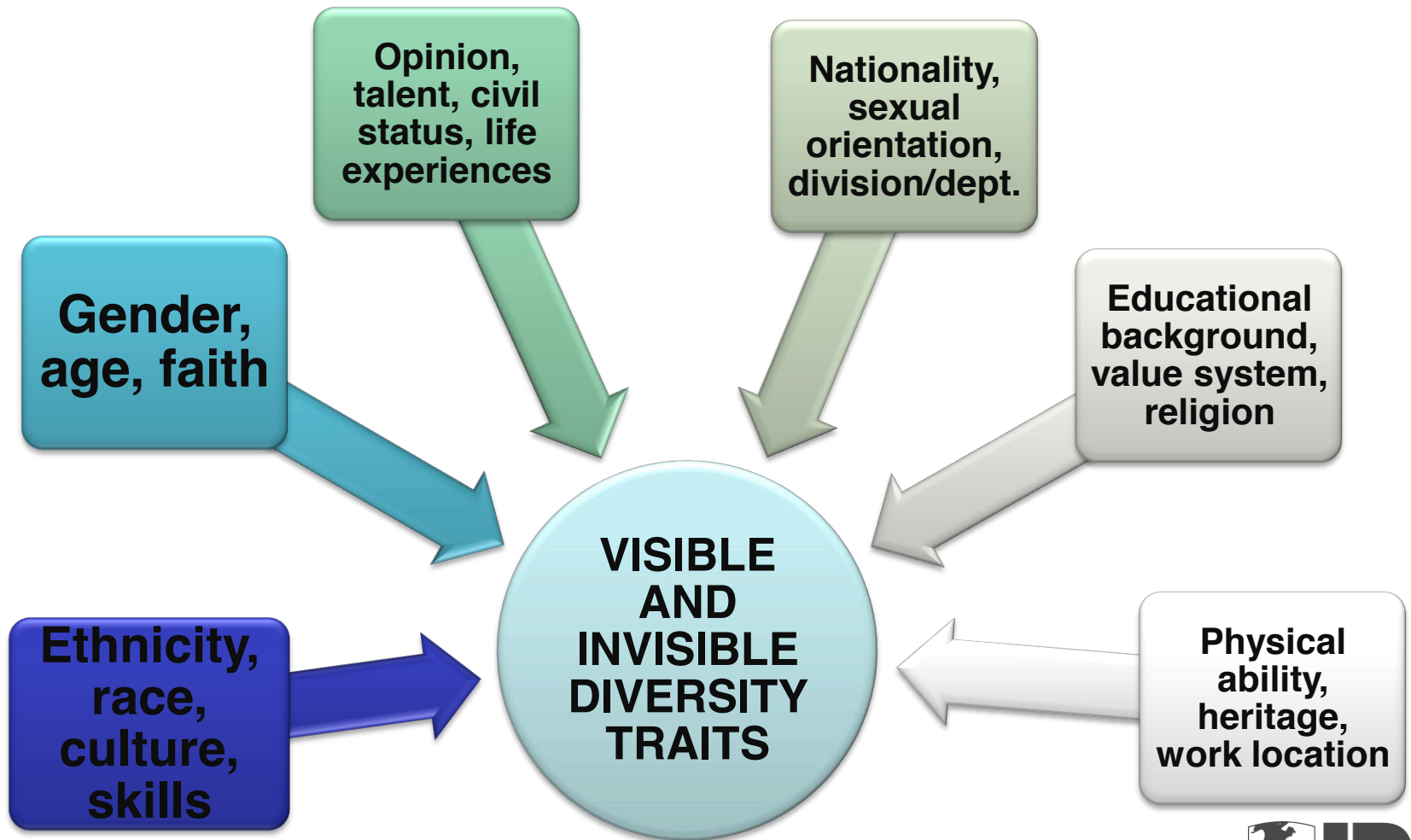
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**Presentation/ handout at discussion organized by the
Government Accountability Project**

Washington, D.C., January 12, 2010

What makes us diverse? Some examples



ACHIEVEMENTS

Gender equality key figures:

- **Increase in women in professional positions – of all women staff 62% were in this category in 2006 increasing to 71% in May 2009**
- **More women at Executive and Country Representative level – 15% in 2006 to 22% in May 2009**
- **Increase in representation of professional women in Country Offices – among all locally recruited staff in Country Offices, representation of women has seen an increase from 45% in 2006 to 50% in May 2009**

LEADERSHIP IN DIVERSITY CONFERENCE – SETTING THE TONE FROM THE TOP (Nov 2009)



**Keynote speaker Melanne Verweir,
Ambassador-at-Large for Global
Women's Issues
U.S. Department of State**

- **230 participants including 50 speakers recommended 115 diversity actions. Facebook discussants contributed 25 of the recommendations. IDB managers selected 10 recommendations for analysis, incorporation into IDB's decision-making process and implementation**

LEADERSHIP IN DIVERSITY CONFERENCE – SETTING THE TONE FROM THE TOP (Nov 2009)



Plenary speaker Richard Fletcher, Trustee, Phelps Stokes Fund, outlined IDB's 50-year history from a diversity perspective

- **The Professional Women's Network, the Staff Association, the Young Connection and expert working groups will help to move the 10 conference recommendations forward. The IDB will report publicly on progress in Nov 2010**

LEADERSHIP IN DIVERSITY CONFERENCE – SETTING THE TONE FROM THE TOP (cont'd)

Priorities in follow-up:

- **Proactive recruitment focus on Afro-descendants and indigenous peoples, with aim to achieve gender parity**
- **Human resources policy and action plan on persons with disabilities**
- **Awareness raising, diversity coaching and training**
- **Flexible work arrangements, mentoring and inclusive work culture through resource groups for employees**
- **Web-based communications activities to galvanize external and internal support for the 10 resolutions**

Recruitment and sourcing

Sourcing Strategy – key actions

- Outreach to governments and other agencies
- Presence at university-organized career fairs in Europe and the U.S. to be extended to Latin America and the Caribbean, with particular emphasis on under-represented countries/groups or profiles

Recruitment and sourcing (cont'd)

- **Use of IDB country offices to source candidates (particularly for under-represented groups)**
- **Employee referrals**
- **Networking sites**



**Diversity
conference
Nov. 2009**

Recruitment and sourcing (cont'd)

Challenges

- ☐ **Ambitious targets set out in the human resources diversity framework (tentative, needs formal approval: 50% women at all levels by 2015, diversity recruitment goals based on results of 2010 self-identification exercise)**
- ☐ **Gender parity and racial diversity at top levels**
- ☐ **Recruitment of persons living with disabilities**

Talent management and succession planning

Being implemented from early 2010:

- ✓ **Career Management Framework – a new approach to career development, based on:**
 - a) **A coherent mapping of staff members to career roles, paths and tracks**
 - b) **A reference library of key responsibilities, accountabilities and requirements will be available to managers and staff members, to assist them in discussions relating to career management matters**

Talent management and succession planning (cont'd)

The aim of the new Career Management Framework is to enhance:

- Transparency
- Diversity
- Mobility (intra- and inter-departmental as well as between Headquarters and Country Offices)
- Flexibility

Talent management and succession planning (cont'd)

Strengthening existing options as per diversity conference recommendation:

- ✓ **Flexible work arrangements – work from home; telecommuting; compressed work hours**

Ready for implementation:

- ✓ **Voluntary self-identification of race/ethnicity from February 2010 via the intranet/human resources**

To be presented for formal decision:

- ✓ **Recruitment targets to be set based on outcome of self-identification**

Talent management and succession planning (cont'd)

Ready for implementation in 2010:

- ✓ Gender parity on promotion panels

To be presented for formal decision:

- ✓ Updating human resources policy to include guidelines on selection of diverse candidates

Challenge: What would be the order of priority of the array of diversity criteria when selecting or promoting under-represented candidates/employees?

Talent management and succession planning (cont'd)

Challenges

- ☐ Ambitious targets in diversity framework, particularly at higher management level
- ☐ Buy-in from over-represented segments of staff population
- ☐ Diversity of thought/openness to other opinions, approaches to business and/or interpersonal relationships

Talent management and succession planning (cont'd)

Challenges

- ☐ Mobility from HQ to country offices and vice-versa – language restrictions for some
- ☐ Meeting recruitment targets following a voluntary self-identification
- ☐ Convince internal and external stakeholders that IDB seeks the best qualified and suitable candidates while ensuring more diversity in recruitment and advancement
- ☐ Succession planning



**Flo McAfee, President of Summerland Studio,
moderating the opening plenary of the Nov 2009
Leadership in Diversity Conference – Setting the Tone from the Top**

www.iadb.org/diversityconference

Inter-American Development Bank / www.iadb.org

