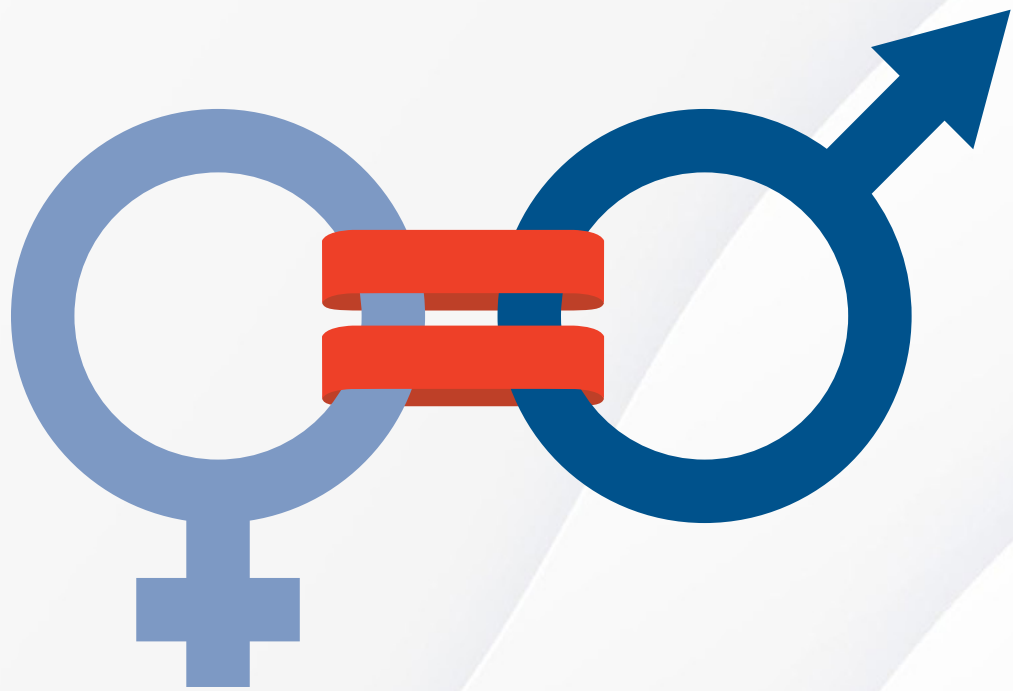


Assessment of the current situation and proposed recommendations in the areas of recruitment, career progression and salaries from a diversity, gender and intersectionality perspective



EXECUTIVE SUMMARY

**IDI External Diversity and Gender Support for IDI's
Human Resources
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February 2022**

EXECUTIVE SUMMARY

INTOSAI Development Initiative (IDI) is a strong ally in gender and diversity with continued efforts towards promoting effective, accountable and inclusive Supreme Audit Institutions (SAIs), leaving no one behind. As part of these efforts, and to further build upon its successes and accelerate progress in the area of gender and diversity, IDI developed its Gender Analysis Framework and Guidance (2019), IDI's Gender Strategy (2020) and IDI's multi-annual Gender Action Plan (2020-2023). Finally, a new IDI Gender Policy (2021) with an intersectional and inclusive perspective was published, responding to the recommendations of the current Strategic Plan.

In this context, and due to its level of maturity in this field, IDI aims to assess whether the gender and diversity dimensions are adequately addressed in its Human Resources management, specifically on recruitment and hiring, career progression, and salaries. By conducting an independent assessment,¹ and integrating the assessment's findings and recommendations into an action plan, IDI plans to further enhance its commitment to gender and diversity.

The participatory approach entails mainstreaming gender and diversity concerns into all policies and initiatives and takes into consideration five key areas of analysis in every organisation: 1) gender and diversity in existing competencies, and capacity building; 2) gender and diversity in work unit's objectives, programming and implementation cycles, and choice of partner organisations; 3) information and knowledge management within IDI, gender equality and diversity as reflected in its products and public image; 4) staffing and human resources, decision-making and organisational culture and; 5) perception of the organisation in its achievements on gender equality. Due to the focus on HR processes, such as recruiting and hiring, career progression and salaries, this assessment is centred on the "Decision-making processes" area, even though all areas of analysis were reviewed to understand the organisational context.

The assessment collected both objective and subjective data. More than 50 relevant documents were reviewed during the desk review, including strategic, technical, managerial, administrative, organisational, and gender and diversity related documents. An online staff survey was carried out with a total of 41 respondents (response rate of 83%), complemented by 13 individual semi-structured interviews with a diverse pool of employees in all tiers of the organisation. A workshop with IDI's Gender Champions identified possible barriers and solutions to recruitment, career development and salaries from a gender perspective. The methodology included an intensive validation process that showcased the Management Team's strong commitment and dedication towards gender and diversity mainstreaming.

¹ The methodology draws heavily on the International Labour Organization (ILO) Participatory Gender Audit (PGA) methodology designed to support organisations' approach to gender equality and adapted to include diversity issues.

As result of the assessment, the main findings in IDI's HR processes for recruiting and hiring, career progression and salaries are as follows:

- **Recruitment and hiring**

- Strong institutional commitment perceived towards improving the processes of recruiting and hiring from a gender and diversity perspective with a consolidated gender and diversity awareness approach to recruiting, and sensitivity to possible barriers in the job market from this perspective. Efforts towards gender and diversity recruiting are evident in job adverts, screening processes, interview management and recruitment panels. However, recruitment and hiring processes do not have a gender and diversity lens formally integrated and panel members have not received specific training on bias in selection processes.
- IDI is perceived as a highly reputable employer with a friendly environment and good work/life balance policies by potential candidates. This is emphasised by an outstanding, flexible and customised onboarding process for new joiners. However, lately this has proven to be time-consuming and a challenge to HR processes.

- **Career progression**

- IDI is perceived as a great place to work by staff, with a mindful response to COVID-19. Staff recognise the efforts of the Management Team to mainstream gender equality and diversity in the organisation.
- IDI's efforts to prioritise the competency framework and to formally define career plans and its relation to performance appraisal must continue without hesitation.

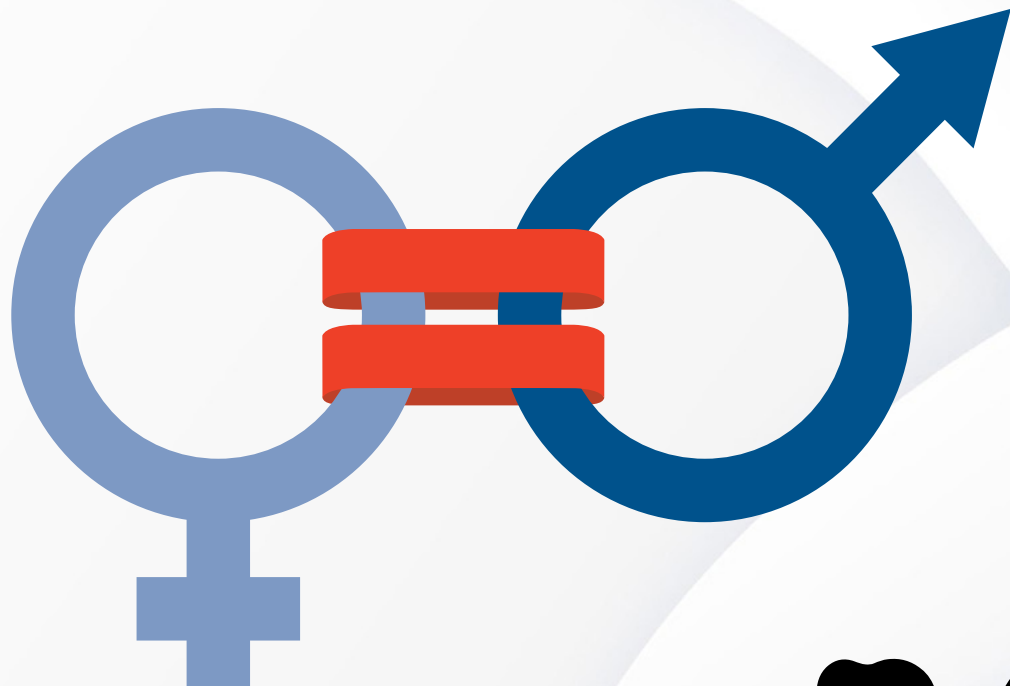
- **Salaries**

- IDI has carried out successful efforts to avoid a gender pay gap in staff positions. Best practices have been identified in this process, such as limited salary negotiation or salary transparency.
- Salaries are perceived in a positive way by staff, more so by managers and senior managers (overly represented by men) and less so by coordinators and senior coordinators (overly represented by women).

The main recommendations to consider as a result of the described findings are described briefly:

- **General recommendations**
 - Allocate specific budget and resources to support HR processes;
 - Formally define HR processes with a gender and diversity lens;
 - Systematically analyse HR processes' information to identify trends and gaps;
 - Unconscious bias training to Management Team and staff.
- **Recruitment and hiring**
 - Review job adverts to ensure that they encourage diverse candidates to apply;
 - Analyse demographic information available from the pipeline of candidates;
 - Home-based models of work at different stages;
 - Harness the existing contact and relations to relocate partners/spouses;
 - Consolidate gender awareness to other diversities.
- **Career progression**
 - Continue to further define job positions and responsibilities;
 - Continue to collect and analyse data regarding the workforce.
- **Salaries**
 - Continue efforts to have no pay gap.

Finally, IDI is now coordinating the next phase of prioritization of recommendations and definition of the action plan to capitalise on the results of the assessment and further enhance IDI's contribution to gender equality and diversity.



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