

# Global Review of Good Practices for Promoting Women's Access to Leadership Positions in Public Administration

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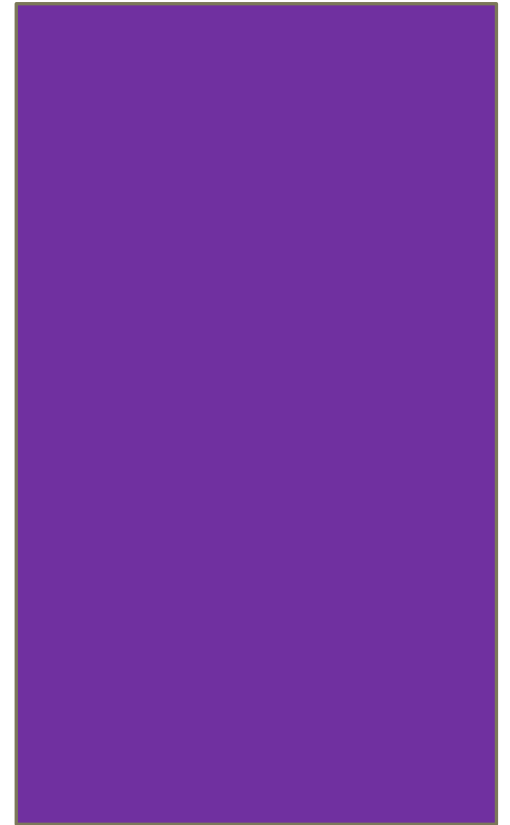
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# PURPOSE

To conduct a desk review of country-level practices that are known to improve the representation and engagement of women in leadership roles in public administration around the globe.



# Methodology

1. Identification of countries known to have improved access to leadership roles for women in public administration both at the national and subnational levels;
2. Identification of specific good practices at the national and subnational levels that are known to improve access to leadership for women in public administration; and
3. Categorization and presentation of the good practices to identify actionable and transferable practices.

# Criteria and Analytical Strategy

1. Identification of impactful practices that have improved women's advancement into leadership and often male-dominated roles in public administration.
2. Good practices were also included if aligned with the “institutional mechanisms for the advancement of women” as identified by the Beijing Declaration and Platform for Action
3. Prioritized practices implemented after the year 2015
4. Ensured regional representation of good practices

# Criteria and Analytical Strategy

The report reflects on three categories of institutional mechanisms that aim at advancing women into leadership roles in public administration:

1. Institutional mechanisms to correct inequalities
2. Human capital development practices
3. Human resource practices

# Category 1- Institutional Mechanisms to Correct Inequities

Categories	Sub-categories	Description
Institutional mechanisms to correct inequities	<ul style="list-style-type: none"><li>• Corrective measures against gender-based discrimination</li><li>• Corrective measures against gender-based harassment</li><li>• Corrective measures against pay inequality</li><li>• Gender mainstreaming practices</li><li>• Research, data to promote gender analysis</li><li>• Incentives and accountability mechanisms</li></ul>	Mechanisms to correct gender inequalities by restructuring the institutional framework

# Examples- Institutional Mechanisms to Correct Inequities

- **Romania** CNCD - an independent and autonomous entity that combats gender-based discrimination and promotes equal treatment of men and women in the workforce.
- **Malaysia** the “Guideline for Handling Sexual Harassment Case at the Workplace” requires Human Resource Officers and Heads of Department to prevent and manage gender-based harassment complaints.
- **Gabon** rectified the 1994 Labor Code. The revised law mandates equal remuneration for men and women in the workforce.
- **Mauritius** the Parliamentary Gender Caucus has established a network of high-level gender focal points across ministries.

# Strategies: Institutional Mechanisms to Correct Inequities

## **Gender Mainstreaming:**

- Establishment of gender equality policies in public administration
- Monitoring of implementation of gender equality policies
- Mandatory gender sensitivity training in civil service
- Stakeholder engagement in gender mainstreaming efforts

## **Research and data to promote gender analysis:**

- Collection of gender statistics and performing gender analysis
- Use of gender statistics to design evidence-based policies and programs

## **Incentives and accountability mechanisms:**

- Establishment of national performance management programs that monitor gender equality performance
- Guideline for handling sexual harassment case at the workplace



# Category 2- Human Capital Development Practices

Categories	Sub-categories	Description
Human capital development	<ul style="list-style-type: none"><li>• Formal training and development practices</li><li>• Mentorship and support practices</li></ul>	Practices that enhance the skills and capacities of women to engage in decision-making roles in public administration as well as training on gender awareness and unconscious bias targeting men to eliminate barriers that women encounter in the workforce.

# Examples- Human Capital Development Practices

**The Solomon Islands** National Action Plan (NAP) mandates public sector organizations to work towards advancing women's engagement in leadership and decision-making roles.

- Training and development opportunities for the advancement of women public servants into leadership roles

**The United Arab Emirates:** women and youth are trained to engage and innovate in male-dominated fields of peace, safety, and security.

**Mongolia** adopts a quota-like approach that aims at proportional recruitment and training of women administrators with the intention of preparing them for leadership roles.

# Strategies: Human Capital Development Practices

## **Formal training and development strategies:**

- Training for leadership succession
- Access to leadership-focused training such as management, policy development, organizational analysis and administrative processes
- Training and capacity-building programs tailored towards men engagement in gender equality efforts

## **Mentorship and support:**

- Mentor/supervisor pairing at talent development programs
- Mentorship program with experienced public servants and peers to educate and inform about career advancement in the public service
- Leadership coaching

# Category 3- Human Resource Practices

Categories	Sub-categories	Description
Human resources practices	<ul style="list-style-type: none"><li>Recruitment, retention and promotion practices, including quotas</li><li>Work-life balance practices</li></ul>	Practices aimed at removing barriers and improving the engagement of women in leadership and decision-making roles

# Examples- Human Resource Practices

**Colombia** the National Quota Law mandates at least 30 per cent of upper-level decision-making roles in public administration to be occupied by women.

**Latvia** public sector employee survey data to assess the well-being of public servants and guide programs to support the psychological needs of public administrators.

**Japan** has developed nursery services, which are available to male and female public servants.

**Pakistan** implemented regulations to exempt women from the rotation policy that compels public servants to work outside of their home province’.

# Strategies: Human Resource Practices

## **Recruitment, retention and promotion practices:**

- Audit of human resource practices
- Training and development as a mechanism to attract women into male-dominated professions

## **Work-life balance practices:**

- Employee wellbeing survey
- Access to affordable childcare
- Flexible working hours
- Exemption from mandatory rotation policy
- Elderly care policies, and re-entry programs

## **Quotas:**

- Application of gender quotas or “quota-like” policies and procedures



Thank You!

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