



**United
Nations**

Department of
Economic and
Social Affairs

5 GENDER
EQUALITY



16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Human Resource Policies and Practices: Priorities, Action Lines, and Measurable Indicators

Promoting the Presence and Leadership of Women in Public
Institutions at the National and Local Levels in Asia and the Pacific
Regional Workshop, 22-25 April, 2024, Bangkok, Thailand

Human
Resource
Policies and
Practices to
Encourage
Gender Equality
and Parity in
Leadership
Positions

Recruitment

Retention & Promotion

Leadership training & Capacity Building

Work-Life Balance Policies

Workplace Harassment Protection

Good Practice Examples

Recruitment

Numerical Targets

Mexico 2013–2018 National Programme for Equal Opportunities and Non-Discrimination Against Women (PROIGUALIDAD) **gender parity** in management positions

New Zealand 45% women on all state sector boards and committees

France 2013 Sauvadet Law of 40% quota for nominations to top civil service

Colombia 2000 law of a min of 30% quota for women in decision-making

Preferential Treatment

Austria the Federal Equal Treatment Act, and the Act on Advertisement of Vacancies preferential treatment of equally qualified female candidates in units with a percentage of female employees under 50%

Retention & Promotion

- **New Zealand** the Ministry of Women's Affairs runs the **Nominations Service** and maintains a database of women candidates.
- **Chilean** central senior civil service system, **Chilean Sistema de Alta Dirección Pública (ADP)**, was created to recruit a professional meritocratic senior management, and conducts hiring based on public competition.
- **The Civil Service Diversity and Inclusion Dashboard** in **UK** includes, among others, data related to representation of women in the senior civil service by grade and by department to make it easy for everyone to scrutinize progress.

Leadership Training & Capacity Building

Leadership Training and Mentoring Targeted to Women

Sweden State Leads Equally Programme

UK Gender Champions and Accelerated Development Program

Ireland W-Lead Formal Leadership Executive Programme

Canada Mentorship Plus and Mosaic Programme for EX

Gender Equality Training Targeted to Managers

Spain advanced course of 25 hours on gender equality

Australia 2025 Public Service Workforce Strategy & APS Academy

Work-Life Balance Policies

Sweden has made part-time possible for both senior and general civil servants working in public administration, and introduced “working time based on trust” where senior civil servants can make their own choices about working time. However, managers working under this arrangement cannot be compensated for overtime because they do not have fixed work hours.

The **Portuguese** Public Administration offered a free online training module for its teleworking employees and managers during the COVID-19 pandemic. The training module included ten webinars that were accessible 24/7, which allowed maximum flexibility to participants

In **Pakistan**, one measure that has helped the Punjab Government retain women in public sector has been the provision of transport services for women employees and exempts them from the *Rotation Policy*.

Workplace Harassment Protection

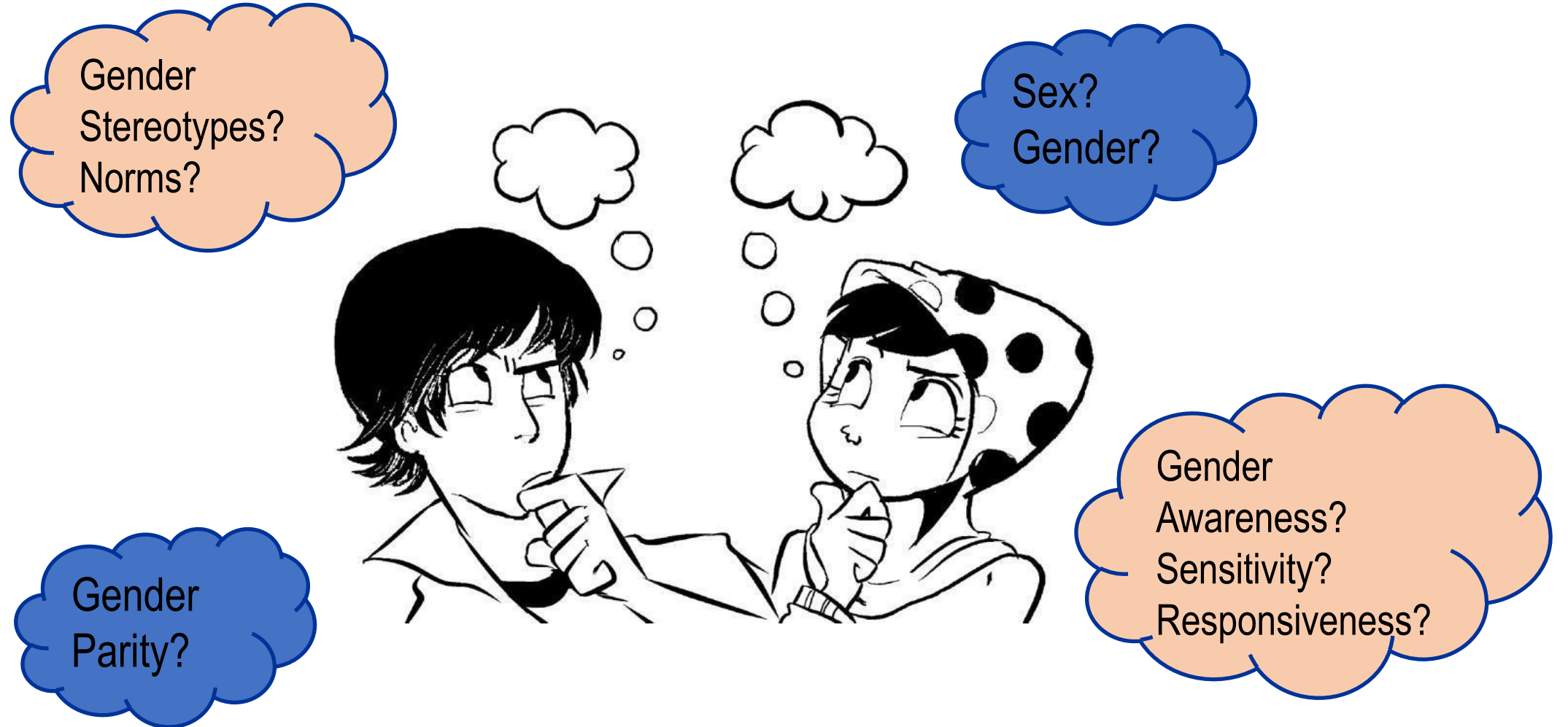
In the **UK**, the 2022-2025 Diversity and Inclusion Strategy, , uses the Civil Service People Survey to monitor progress on bullying, harassment and discrimination.

Australian Gender Strategy (2021-2025) recommends establishing mechanisms for everyday sexism and more insidious forms of harassment and bullying that often go unreported.

In cases of non-compliance with the 30% gender quota in senior civil servant levels, the constitutional court in **Colombia** declares the public officer who made the non-complying appointment responsible. The Department of Public Administration submits an annual report to the Inspector General's Office, which, in turn, sanctions non-compliant entities.

LARGER ISSUES TO KEEP IN MIND

CREATING AN INSTITUTIONAL CULTURE OF GENDER EQUALITY IN PUBLIC INSTITUTIONS STARTS WITH QUESTIONS



CONTINUES WITH EFFORTS TO INTERNALIZE AND MAINSTREAM GENDER EQUALITY IN PUBLIC INSTITUTIONS

Gender equality means that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. **Gender equality implies that the interests, needs, constraints and priorities of all individuals regardless of their gender are considered with equal value while recognizing intersectionality.**

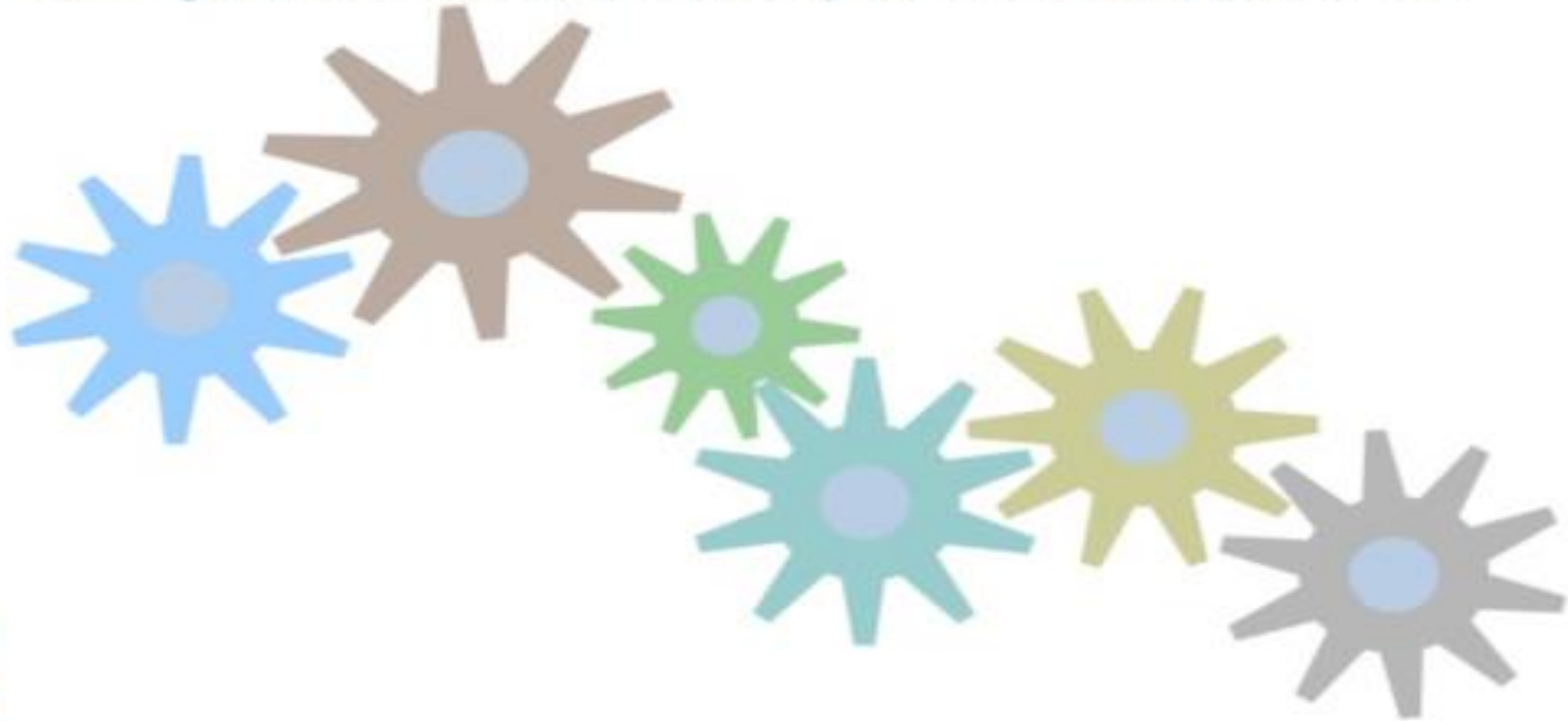
Gender equality is not an issue just for women and **should concern and fully engage men** as well as women.

Equality between **women and men is seen both as a human rights issue** and as a precondition for, and indicator of, sustainable people-centred development.

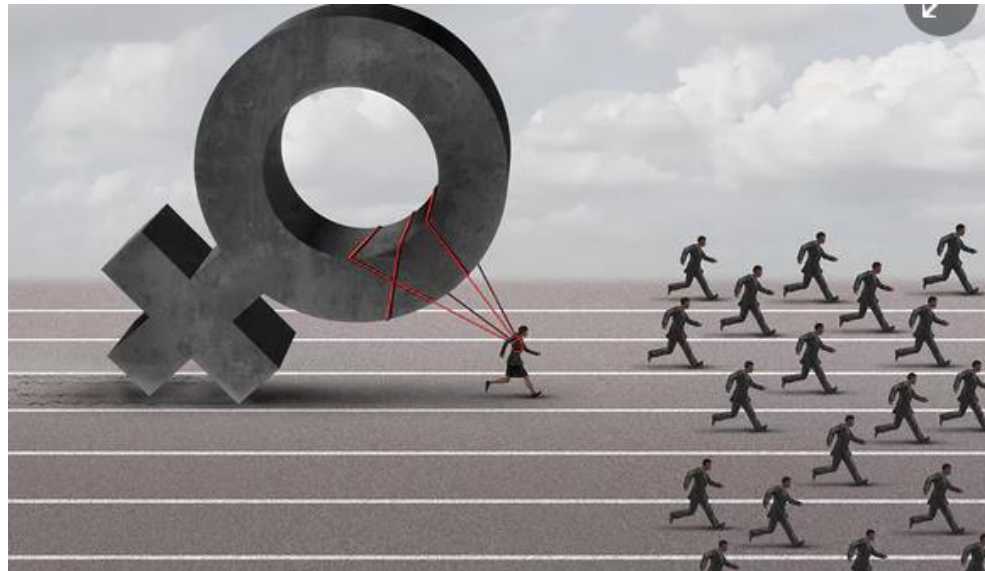
What is mainstreaming?

2

Integrate an idea/ theme into an entity (institution or process) to **change** the nature of that entity's culture and practices



REQUIRES A FOCUS ON UNDERSTANDING AND FIGHTING AGAINST GENDER STEREOTYPES



Power differential



Equality imbalance

REQUIRES A COMMITMENT TO CHALLENGE AND CHANGE INSTITUTIONAL CULTURE AND HR POLICIES

Gender Blind

No recognition of gender as a determinant of outcomes

Gender Neutral

No distinction between different needs and outcomes between men and women

No difference in impact on women

Gender Sensitive

Recognize and reduce symptoms of gendered differences and gender disparity

Equality in opportunity

Gender Responsive

Actively seek to reduce gender gaps & achieve equality in outcome.

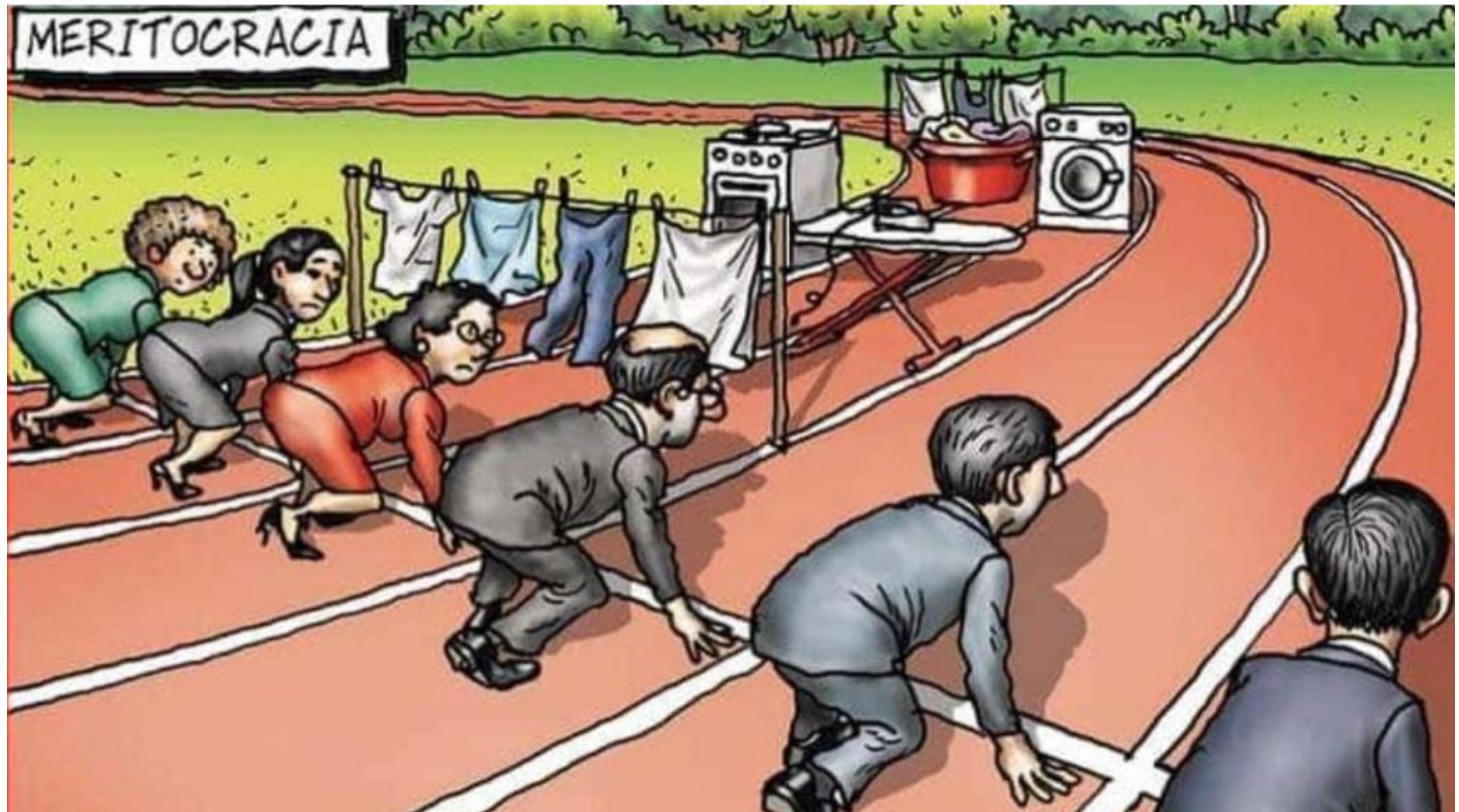
Attempt to overcome historical gender bias

Gender Transformative

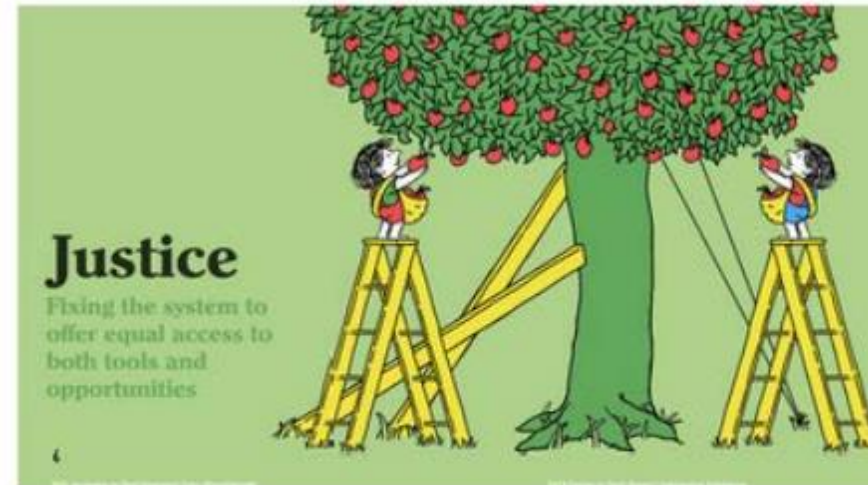
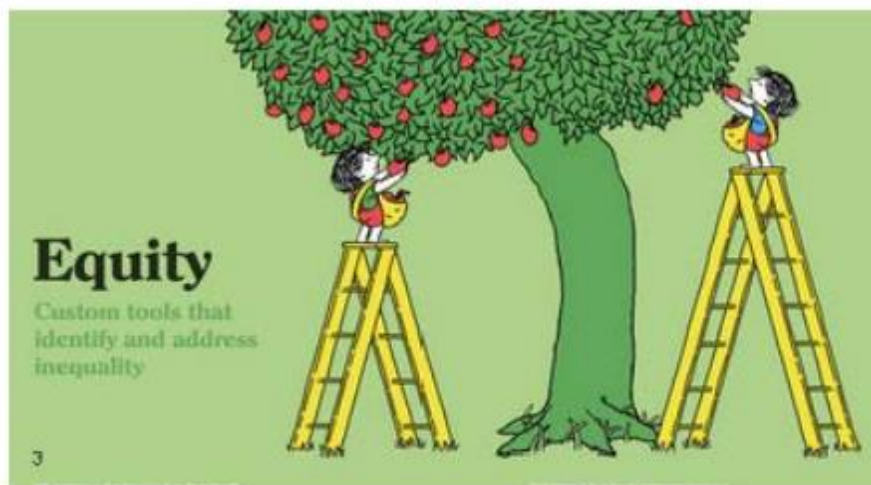
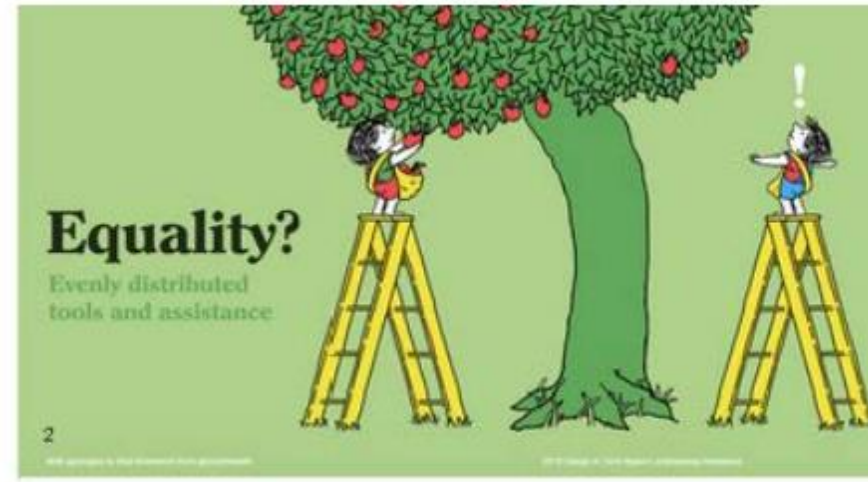
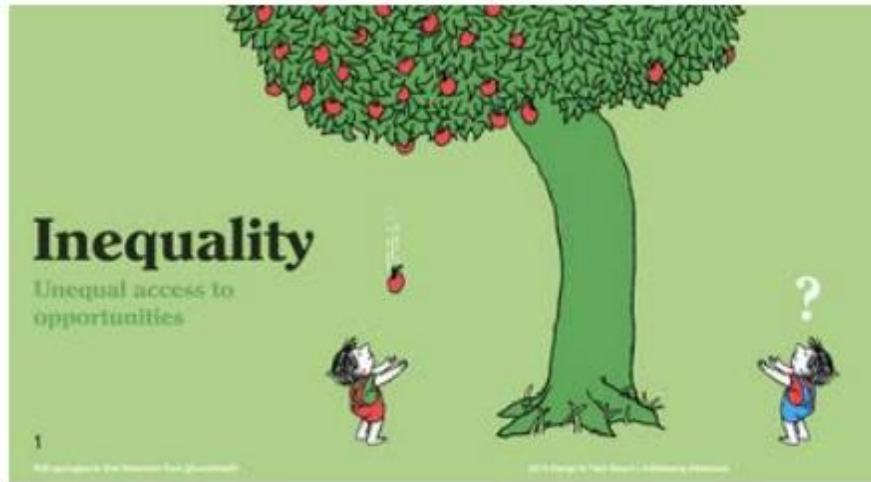
Challenge structural inequality and discriminatory norms

Redress gendered power dynamics.

REQUIRES A COMMITMENT TO MERITOCRACY WHICH DOES NOT DEPEND ON GENDER-BLIND POLICIES



REQUIRES A LONG-TERM VISION FOR CHANGE





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THANK YOU.