Gender Equality Audit

Department of Foreign Affairs and Trade

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Contents

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Acknowledgements

Acronyms

AP – Assistant Principal

ASec – Assistant Secretary

CSO – Central Statistics Office

CAW – Commission on the Advancement of Women

CoE – Council of Europe

DFAT – Department of Foreign Affairs and Trade

DfID – Department for International Development

EU – European Union

Gender Equality Human Resource Strategy and Action Plan – Gender Equality Human Resource Strategy and Action Plan

GIF – Gender Integration Framework

GP – Gender Proofing

HEO – Higher Executive Officer

HR – Human Resources

ICTU – Irish Congress of Trade Unions

ILO – International Labour Organisation

PO – Principal Officer

MAC – Management Advisory Committee

PMDS – Performance Management Development System

OECD - Organisation for Economic Co-operation and Development

ORP – Organisational Review Programme

UN – United Nations

Executive Summary

The purpose of this report is to present the findings and recommendations of the gender equality audit of the Department of Foreign Affairs and Trade (DFAT), as undertaken by Wright Consultancy and Associates in 2013, in collaboration with the Department's Management Advisory Committee Sub Committee on gender equality. The overall objective of the audit was to "independently examine and assess to what degree the Department of Foreign Affairs and Trade's policies, practices, systems, procedures, staffing, culture and resources, deliver on promoting gender equality within the Department, and more broadly, if they adhere fully to National and European legislative obligations around equality and employment".

Context

In 2012 the Department of Foreign Affairs and Trade's Management Advisory Committee established the sub-committee on Gender Equality to develop a gender equality strategy for the Department. The Sub-Committee is in the process of developing a gender equality human resource strategy and action plan for the Department which will make recommendations on how DFAT can tackle gender inequalities, and mainstream and monitor gender equality. As part of this process, the Department commissioned a gender equality audit to inform the strategy and action plan.

Progress on gender equality is gauged by many criteria. To ensure a comprehensive analysis and to build on the work that had already been undertaken by the Department, the gender equality audit was carried out in a participatory manner utilising both qualitative and quantitative methods. The main components of the audit comprised a literature and desk review, and a wide consultative process, which included questionnaires distributed to DFAT staff via an intranet survey (both intranet and hard copy), in-depth interviews with staff from a broad range of grades and backgrounds, with ex-DFAT staff, with representatives from public and private sector organisations, and feedback from eight national and international facilitated focus-group sessions.

Key Findings

The findings are intended to provide a useful baseline for the Department and its Sub-Committee on Gender Equality in developing a Gender Equality Human Resources Strategy and Action Plan to support the attainment of equal treatment and working conditions for all DFAT employees, ensuring fairness in career and personal development, retention of staff and a more efficient and effective Department.

As is stated in the ORP, the Department is noted and commended for both its customer service and its foreign service[1], a fact that is highlighted by many consulted whose pride in the Department's work and calibre of staff is evident.

The significant breadth and also depth of the work of the Management Advisory Committee Gender Equality Sub-Committee, resourced entirely by existing employees at DFAT on a volunteer basis, illustrates a strong commitment to accelerating progress towards achieving gender equality. The considerable expertise of members of the Sub-Committee in the subject area of gender equality policy demonstrates a developing skills base within DFAT, among senior staff members, that is critically supportive to the realisation of gender equality goals.

The Department is facing unique challenges, relative to other government departments, in embracing diversity, developing gender balance and talent management as:

(i) Relative to other countries, Ireland has a small Foreign Service, which impacts its capacity to implement policies and practices to support diversity.[2]

(ii) The nature of the work requires a vocational mind-set with high levels of flexibility and commitment, which are at odds with a growing generational demand for work life balance, and evolving Irish HR policies.

(iii) The issue of family responsibility is an ongoing challenge. The demands of a Foreign Service posting, with its inherent role and commitment to public service, require continuous availability, long working hours, challenging postings and strenuous workloads. Family policy is unfavourable to the career advancement of those with family responsibilities, given the competitive nature of the service.

(iv) Exacerbated by a situation where those on leave, e.g. maternity, study, parental, carers, career, long term sick leave are not replaced, the audit found that there is a 'culture of resentment around leave' caused, at least to some extent by the increased workloads of the colleagues of employees who are out on leave.

Staff considered the gender imbalance at different grades in the Department to be an important organisational issue, not only in terms of reputation, but also in terms of getting the best from the potential of staff. Reaching the DFAT goal, first set out in the Department's 2002 – 2004 Human Resource strategy of 30-35% female representation at senior levels will require a concerted effort. The lack of cultural acceptance or norms of career breaks in these grades may further disincentivise women from pursuing career progression to more senior posts.

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[1] Department of Public Expenditure and Reform (2011), "Organisational Review Programme Report on the Department of Foreign Affairs and Trade, pp. 16-17
[2] Williams, J (2012) "Human Resources and Gender Diversity", Sia Group Report for DFAT

Conclusion

The staff of the Department have an atypically strong workplace appreciation of gender equality as a mainstream issue at the core of DFAT's business, and they demonstrate an unprecedented openness to issues of gender equality at senior levels. This represents an excellent basis for accelerated progression towards gender equality at DFAT.

While it is not within the Terms of Reference of this audit to provide detailed recommendations for improving DFAT's approach to gender equality, where possible this report provides signposts and general recommendation for developing next steps appropriate to the findings.

It is important to note that the findings and learnings arising from the audit, though considerable in breadth and requiring the underpinning, reinforcement and commitment, of senior management and the resources for implementation, do not comprehensively represent all the recommendations of DFAT's forthcoming gender equality human resources action plan. This audit is just one of a number of exercises, informing the Management Advisory Committee through its Sub-Committee on Gender Equality. The significant research exercises of the Management Advisory Committee Gender Equality Sub-Committee, will represent the most comprehensive information source to guide the development of the gender equality human resources action plan, which has the potential to make sustainable gains in achieving progress towards gender equality and diversification.

Key Recommendations

The following are some of the key recommendations emanating from this audit. Other recommendations are detailed in Chapter 4.

1. The audit strongly recommends putting in place a Diversity Policy over the next 1-3 years, and replacing the Gender Equality Network with a Diversity Council, as is now best practice in many organisations. Diversity policy / councils embrace a wider agenda including civil status, family status, sexual orientation and age, and consequently engage a wider cross section of staff in organisations.

2. Another intervention recommended is to dedicate resources at a suitably influential grade, to a fulltime Diversity/Gender Equality officer, with sufficient expertise in the incorporation of gender considerations into all policies, programmes, practices and decision-making so that at every stage of development and implementation, an analysis is made of the effects on women and men, and appropriate action taken (gender mainstreaming).[3]

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[3] Gender Mainstreaming involves the incorporation of gender considerations into all policies, programmes, practices and decision-making so that at every stage of development and implementation, an analysis is made of the effects on women and men, and appropriate action taken. (Crawley, M. O'Meara, L., 2002)

3. Specifically, targeted capacity-building at senior levels represents the most promising and transformative strategy in the immediate term. This audit strongly recommends that ensuring that all policies and practices within organisations have equally beneficial effects on men and women (gender proofing)[4] is undertaken on the key decision making areas that have the most impact on the advancement of gender equality, e.g. promotions, postings, competency development and assignments. This should be made clear in the HR policies and strategy. Equally, the protocols and procedures, both formal and informal, surrounding maternity leave and other special leave schemes are in need of revision so that there are targeted actions towards employee talent development and rewards. While gender proofing is a measure of equality, it does not progress diversity and it must be achieved as part of an overall integration approach.

4. It is recommended that the Department engages in a talent management system that maps out the job definitions of roles for significant positions, and the steps required to develop the necessary competencies and experience.

5. The audit recommends cultural exercises within workplace settings to address the issue of working time, through initiatives such as lunch time talks, facilitated lunch time workshops, and/or 'table talk' where discussion prompt cards are displayed on coffee room/canteen tables to encourage appraisal of work-life balance of employees.

6. The most critical determinant of DFAT's success in reaching improved gender equality, is that accountability systems be put in place to encourage the achievement of measureable progressions, if the Department is to be successful in improving gender equality. These measures need to be driven by the Management Advisory Committee sub-committee to inform and influence decisions that impact gender equality

7. Furthermore, the identification of champions in the context of mentoring schemes that use flexible working methods, preferably among senior ranking staff, is strongly recommended.

8. It is strongly recommended that further flexible work practices be piloted (e.g. extending e-working options) and rolled out on a continuous basis. Consultations with the Government's Chief Information Officer, and partner organisations such as O2's business to business service, will support the Department with best practice systems and tools to enable secure and effective virtual working options for staff.

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[4] Gender Proofing is the means by which it is ensured that all policies and practices within organisations have equally beneficial effects on men and women (Crawley, M. O'Meara, L., 2002)

Chapter 1: Introduction

A gender equality audit of the Department of Foreign Affairs and Trade was undertaken to inform the development of a Gender Equality Human Resources Strategy and action plan. Gender equality is officially acknowledged at DFAT to be critical for ensuring fairness in career development, retention of staff, and a more efficient and effective workplace culture. Undertaken by Wright Consultancy & Associates, the gender Equality audit provides an independent review of practices instrumental for promoting gender equality at DFAT.

The audit uses a mixed-methodology approach consisting of a literature review; a review of secondary data; a quantitative survey of staff at DFAT (overall response 420 staff; rate of approx. 1 in 3), and participatory methods consisting of consultations, semi-structured qualitative interviews of individuals internal and external to DFAT, and focus groups with different strata of employees. Consistent with the approaches of gender equality audits implemented internationally and in organisations comparable to DFAT, the Audit sought to explore the factors impacting on the achievement of gender equality at DFAT. The current report sets out the main findings arising from the audit, representing an important step for DFAT in pursuing its commitment to achieving gender equality.

The body of this report is divided into four sections:

- Chapter 2 – Audit methodology outlines in detail the approach and methodology used.
- Chapter 3 – Literature Review provides an overview of Department relevant issues relating to gender equality and women in the workforce.
- Chapter 4 – Audit Findings, Analysis and Recommendations.
- Annexes - including detailed analysis and supporting documentation

The Department of Foreign Affairs and Trade is one of the oldest Departments of the Irish State. It was initially known the Department of External Affairs, and more recently in 2011 was renamed as the Department of Foreign Affairs and Trade (DFAT). The Mission Statement of the Department is "to promote and protect abroad the values, interests and economic wellbeing of Ireland and its people".[5] Its primary role is to advise Government officials on all aspects of foreign policy and to co-ordinate Ireland's response to international developments. It also supports the pursuit of peace, partnership and reconciliation on the island of Ireland and to the deepening of Ireland's relationship with Britain. Furthermore, it promotes the economic interests of Ireland, provides support to Irish citizens abroad and is responsible for the management of Ireland's Development Co-operation Programme – Irish Aid.[6]

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[5] Department of Foreign Affairs and Trade 2011, "Statement of Strategy 2011-2014"
[6] Department of Public Expenditure Reform 2011 *ORP Report on the Department of Foreign Affairs and Trade*

The Department consists of 73 diplomatic and consular offices abroad, referred to as "missions", as well as the British Irish Inter-Governmental Secretariat in Belfast and the North-South Ministerial Council Joint Secretariat in Armagh. The network of missions is uniquely placed to perform, on behalf of the Irish Government and people, a diverse range of representational, promotional and assistance functions and these offices are an integral and essential tool for the delivery of the Department's high level goals. The Department is markedly different from other Government Departments in that its focus is primarily outside the State. This international focus brings multiple complex challenges, some of which involve responding to unpredictable short term issues, while others are of a more long term nature. The nature of the Department's work puts an onus on staff to be flexible and versatile.

The Department Foreign Affairs and Trade currently has an authorised permanent establishment of 1358.8. A total of 55.1% of staff work at HQ, 43.5% staff work abroad and 1.33% of staff are based in Armagh and Belfast. The Department's staff comprises three streams: general public service, diplomatic staff and specialist/technical staff. All diplomatic staff, and come specialist staff, are invited to rotate to new jobs and new countries every 2-4 years. It is possible for a diplomat to have 5–10 different postings abroad in the course of their career. Specialist/technical staff also have a similar rotation during their career. Few organisations, apart from some multinational companies, expect their staff to be so personally flexible.

Taking the particular attributes of DFAT as a workplace into account, a multi-pronged methodology is required to comprehensively examine workplace structures and cultural dynamics that are critical for gender equality. The next chapter details and explains this methodology.

Chapter 2: Gender Equality Audit Methodology

This chapter details the approach and methodology used in carrying out this audit.

Progress on gender equality is gauged by many criteria. In reviewing an organisation's implementation of gender equality it is important to use a number of methods to ensure a comprehensive, thorough and accurate analysis. For the independent gender equality audit of DFAT, the consultants used both qualitative and quantitative methods. The methodology drew from a range of social science research tools, triangulating across internal data sources. Both primary and secondary data sources were used.

Following consultations with the Strategy and Performance Division and the Management Advisory Committee (MAC) Gender Equality Sub-Committee the approach, methodology and work plan were agreed. The work plan had three phases: (*1*) *desk review and initial consultations; (2) Gender equality audit consultative phase involving an organisation-wide questionnaire, interviews and focus groups; (3) Final report and presentation of findings and recommendations*.

The desk review examined key policies and literature, including gender relevant policies, procedures and strategies. The consultants are grateful to members of the Research Groups of the MAC Sub-Committee on gender equality who collated valuable information for the purposes of the Audit and assisted with access to data and interviewees. The documents reviewed in the desk study are listed in the bibliography. The categories and numbers of qualitative interviews and focus groups are listed in Annex 1.

An online organisational assessment questionnaire (see Annex 3) was distributed to all staff on DFAT's payroll (via DFAT intranet site and by traditional mail, where applicable). The questionnaire, based on the UK Department for International Development's (DfID) gender equality audit methodology, was designed to gather data on the knowledge, competence, capacity, experiences, perceptions and individual performance of staff and management. A total of 420 respondents were included in the final analysis in a sample that proportionately represented the attributes of employees across DFAT. The Evaluation and Audit Unit provided significant technical support throughout this and the consultation phase, as well as seeking input and clarity of the final report.

Analysis was completed using SPSS statistics (software package) for all questionnaire responses. Attributes of respondents' "stream", "grade", "age", "marital status" and "dependents" were cross-tabulated with the specific attribute of gender. This provided a valuable breakdown of gender-specific trends within each of these groups. Cross-tabulation was also used to analyse the data generated by each question individually. For questions with open-ended responses (questions 3, 5, 8, 9, 17, 18, 20) a coding system unique to the project was used.

Qualitative interviews and focus groups were an essential aspect of the gender equality audit and explored individual as well as group positions on gender equality. Eight focus group

sessions represented staff from all grades and streams and interviews were held specifically with female and male representatives from senior, middle management and general staff, including staff who avail of work-life balance schemes. The qualitative interviews and focus groups analysed organisational culture, conscious/unconscious biases, and further explored key issues arising from the desk review. To enhance the contextual analysis, a number of interviews were held externally with key personnel from other Government Departments and private sector companies. The categories and numbers of qualitative interviews and focus groups are presented in Annex 1.

All data generated through the DFAT gender equality audit was treated strictly in accordance with ethical and data protection standards.

Limitations

While every effort was made to engage as widely as possible with all employees at DFAT, the timeframe allowed for this research (28 days) posed inevitable limitations on the range and breadth of potential research exercises. Participation in the survey, interviews and focus groups was voluntary and, on occasion, employees had to absent themselves unexpectedly due to unexpected work commitments.

A requirement of this audit was to examine existing HR policies, however, as all of these policies are currently at different stages of review, it was decided that it would not serve the organisation to audit them, as they are in transition.

There are aspects to the job including the postings system which pose challenges to family life. These will be taken into account in the development of relevant policies e.g. in the planned postings policy, but they can never be entirely removed due to the disruptive nature of moving abroad.

Chapter 3: Literature Review

This chapter presents a summary of the literature that was found to be most relevant to the topics and questions included in the scope of this audit, specifically best practice in terms of policies, practices, staffing and culture. The areas covered in the research that are presented in here have been chosen to provide a context and benchmarking setting that is appropriate to the findings that arose from the audit.

Equality is not only an intrinsic value and right, it is also instrumental in achieving economic growth, organisational effectiveness and social change. Gender equality refers to the equal participation, visibility, power, rights and opportunities of women and men in all forms of public life. Equality does not mean that women and men will become the same but that women's and men's rights and opportunities will not depend on whether they are born male or female. It is broadly recognised that without fostering equal opportunity among diverse social groups, reaching optimal organisational effectiveness is difficult if not impossible (Monks, 2007).

3.1 Achieving Gender Equality to Develop Business Excellence

Multiple studies have shown that organisations perform better in attaining improved and increased outputs where there is enhanced diversity and equality of employees in the workplace. Among the key benefits identified by a study undertaken on behalf of Ireland's Equality Authority on the business impact of equality and diversity among employees were an enhanced organisational culture and an ability to recruit and retain high calibre staff (Monks, 2007). Echoing these findings, in a study focused on gender balance and equality specifically, Borisova and Sterkhova (2012) found that organisations with a higher proportion of women among their top managers demonstrated higher efficiencies than companies managed by men. A complementary mix of leadership characteristics of both men and women allowed companies achieve increased success as opposed to solely depending on the characteristics typical of men (Borisova, D., 2012:7). Contemporary managers are now required to demonstrate cultural and emotional intelligence, and relationship-orientation for successful business. "The traditional masculine/feminine hierarchy of logic/emotion is being reshaped." (Hatcher, 2003: 391)

Research undertaken worldwide indicates that understanding why gender balance enhances workplace effectiveness, goes beyond the question of whether men or women are better employees. Studies have found that men and women tend to have different approaches to work, and different leadership characteristics, a complementary mix of which are identified as enhancing workplace culture, effectiveness and outputs. One of the key studies (Hofstede, 2001) examining workplace behaviour and values in a sample of 22,000 employees across different international contexts, found that work goals between men and women differed significantly (see Barrett and Barrett, 2013). Hofstede (2001) found, "factors that were more important for men were: *advancement, earnings, training and up-to-dateness"*. For women they were: *friendly atmosphere, position security, physical conditions, and cooperation*" (Hofstede, 2001: 281 cited in Barrett and Barrett, 2013: 13). While differing leadership styles of women

and men is a contested subject in academic research, it is broadly observed across various workplace contexts that women and men can have differentiated approaches. Women can have leadership styles associated with "communicative, consultative, holistic, empathetic, and inclusive qualities" (Pini, 2008: 111, Hatcher, 2003) while traditional hegemonic styles of male management are associated with strategies largely based on "control and corrective action and individualistic decision-making" (Borisova and Sterkhova, 2012:7).

Contemporary management best practice that fosters "inspiration, efficient communication, participative decision making and intellectual stimulation" requires inputs from management styles associated with both genders (Borisova and Sterkhova, 2012:7) As reviewed in the literature, however, women as well as men operating within systems dominated by older management styles can emulate strategies associated with hegemonic male behavioural norms and expectations (Singh and Vinnicombe 2001; Valiulis *et al,* 2008). The traditional cultural system, thus, can be favourable to employees exhibiting male-oriented styles, goals and behaviours. The perpetuation of the traditional cultural system can be reinforced either consciously through actors' deliberate strategies or unconsciously through cultural habit. The introduction of gender balance and diversity generally, through measures such as positive action, are often necessary to disrupt the existing system. New forms of gendered management styles can emerge in workplace settings where women, typically as a result of female leadership and/or the development of critical mass of female employees at senior levels, go "beyond imitating the male pattern or traditional pattern" (Ventura 1994: 27). This, in turn, can lead to the development of a progressive trend culminating in better-balanced workplace culture, instrumental for achieving contemporary management goals of enhancing creativity, innovation, resource efficiencies and enhanced outputs.

Informed by the findings of studies of gender and workplaces worldwide, organisations both in the public and private spheres are increasingly recognising the merit and necessity of addressing gender equality issues. Gender equality is now not only perceived as a right but also more strategically as a pivotal factor in achieving organisational excellence, best practice in management and increased as well as improved outputs. It is increasingly recognised that failure to address gender inequalities is not only costly in the economic sense but has significant and broader social consequences, including negative impacts on the fundamental unit of society, the family (Lynch et al., 2012). Pervasive effects of workplace cultures where women's needs, talent development, and opportunities for reward are not addressed are the loss of experienced and highly qualified staff in whom organisations have invested, and a reduction in staff morale, motivation and output overall.

3.2 Women in the Workforce

Increasing numbers of women in the workforce has not translated into significantly higher numbers of women in higher and management grades. With increased numbers of female workers represented in workforces worldwide, assumptions prevailed that executive ranks would naturally demonstrate a parallel representation of women through a progression of females 'up the career ladder' (Borisova and Sterkhova, 2012:12). However, gender diversity in

lower grades has not translated into higher, much less equal, representation of women at senior and management levels. While there has been an increasing trend in the representation of women in management positions, inequalities still remain (Kalev 2006:2). Correspondingly, according to various international data, an increase of female university graduates does not necessarily transpire to change the gender balance at senior management levels (Borisova and Sterkhova, 2012:12). Furthermore, the data strongly demonstrate an exodus of women from middle management positions specifically, a factor that is a critical determinant of the slow improvement in gender balance at higher management levels (Kalev 2006:2). These data, highlighting the withdrawal from management of women who actually do enter management, call for urgent attention to be paid to the factors critically influencing the prevention of women in further management progression.

The situation in Ireland with regard to gender equality in the workplace is no better than the picture internationally. While there are more female graduates with higher educational attainment than men nationally (CSO, 2012), women are still poorly represented at management levels in both the private and public sectors and on average earn less than men (CSO, 2012:10-15). Women in Ireland are likely to move more slowly through promotion grading systems than men, they are less likely to hold senior roles, and they are over-represented in low paid part-time work and in jobs with poor advancement prospects (ICTU, 2008). A key Irish study focusing on women in the Civil Service specifically (Valiulis et al., 2008) highlights that senior male managers outnumber females by 56% while female junior managers outnumber men by 2%. The study furthermore found, "the likelihood of female employees being married diminishes as they rise up the management grades. In total 86% of male senior managers are married and 86% have children. In comparison, 56% of female senior managers are married and 53% have children." (Valiulis et al., 2008:5).

Women's progression to senior managerial positions in diplomatic services also remains off track. Whilst all Council of Europe (CoE) countries and almost all UN countries are signatories to the UN Convention on the Elimination of Discrimination against Women which stipulates the inclusion of women as representatives of their country at the international level, the CoE report *'Parity Democracy - a far cry from reality'*, published in 2009, showed that no CoE member state had reached the recommended forty per cent representation of women at Ambassadorial and senior management level. Sweden had the highest percentage at 29.4%.

3.3 Barriers to Women's Advancement

One of the foremost challenges affecting women's career progression is what is termed the 'double burden', indicating the dual nature of women's career and home related responsibilities. As Fels (2005: 60) has argued: 'Women who pursue careers must cope with jobs structured to accommodate the life cycles of men with wives who don't have full-time careers'. Whilst the situation is changing and home and family responsibilities are increasingly affecting both women and men, European women still devote, on average, twice as much time as men to domestic tasks (McKinsey, 2007) with women's gendered roles of 'mother' and 'home-maker' requiring significant resources in terms of time and labour (Giele, 2008). For career women, the

demands from both the work and home spheres can result in a double or overburdening effect, which exacerbated by an absence of adequate provisions and supports such as childcare, can lead to women inevitably withdrawing from higher career positions and opportunities. In such contexts women can leave the workforce permanently or temporarily, work part-time or opt out of the tracks that lead to higher management positions (Kalev, 2006:2).

The situation is no different in Ireland where "the absence of childcare provisions and supports place… Ireland at the wrong end of every comparative chart in relation to the policies and measures that facilitate the participation of those with caring responsibilities" (ICTU, 2008: 2). Recent reports suggest that Ireland's childcare costs are the second highest in the OECD (Richardson, 2012).

In a survey of international women employees in the civil service (UK National School of Government, 2007: 5), the principal factor identified as influencing women's career progression was domestic responsibilities. The others were: undervaluing their own competence and leadership skills, long working hours, limiting personal beliefs and insufficient self-confidence (UK National School of Government, 2007: 5).

Another multi-faceted factor which affects women's progression in the workforce relates to women's confidence and ambition. It is noted in the literature that women are less inclined than men to recognise and appreciate their own performance and more likely to underplay their ability (Valiulis et al, 2008:16). A study by McKinsey (2007:8) found that "70% of female respondents rate their own performance as equivalent to that of their co-worker while 70% of men rate themselves higher than their co-workers". While limiting factors such as self-confidence and undervaluing one's own skills can be personal or individualistic in nature, they are also explicable by cultural factors causing women's lower aspirations within workplace settings (Valiulis et al, 2008).

A workplace culture that is both dominated by, and rewards, male-oriented goals and behaviour can result in the under appreciation of women's skills. Such a culture can also contribute to the exclusion of women from opportunities for advancement (Borisova and Sarkhova, 2012:12). Limiting factors relating to confidence and ambition can also be exacerbated by workplace cultures that reward work patterns characterised by long working hours and frequent travel (Borisova and Sarkhova, 2012:12). Such work patterns can be incompatible with the regular nature of family responsibilities (Valiulis et al, 2008:14). Unavailable employees can thus be excluded from the networks and spheres of influence located outside of regular working hours and locations and this can impact on their status among colleagues as well as their career advancement.

In the social psychology literature, Kanter (1977), among others, found that managers favour employees similar to themselves for reasons of communicative ease and trust. This puts expected benefits of 'critical mass' in a new analytical light, which in the most part can be explored only using qualitative techniques exploring socio-cultural issues. As discussed by Valiulis et al. (2008) in reviewing this literature, the gendered nature of 'ambition' and

'confidence' can result in a range of cultural predicaments for women. The identification and strategic use of role models or champions, a tactic used in many organisations to support female leadership and encourage female employees' development, must be undertaken in such a way that considers these cultural predicaments.

Cultural predicaments faced by women in the workforce include: extreme perceptions of their behaviour – when women act in ways that are inconsistent with gender stereotypes they are considered unfeminine and too tough; the high competence threshold: female leaders face higher standards and lower rewards than male leaders and constantly have to prove their leadership skills over and over again; and competent but disliked – women leaders are perceived as either competent or likeable, rarely both. While stereotyping is a natural cognitive mechanism, and is inevitable given our innocent tendency to make associations between categories and concepts, it is also one of the more hidden and pervasive barriers to women's advancement and promotion (Valiulis 2008:16, citing Catalyst 2007).

3.4 Addressing Gender Inequalities

> *"Managers are the gatekeepers who can create or deny opportunities to their direct reports and who wield incredible influence over whether the corporate culture and immediate work environment is perceived by those employees as inclusive or exclusionary" (Kilian-McCarty et al., 2005)*

As clearly evidenced by the international literature and data, there are gender imbalances in workplace settings worldwide and identifiable barriers are experienced by women that hinder their career advancement. In order to address gender imbalances and the specific barriers experienced by women, targeted interventions are necessary to respond to women's needs and facilitate their career progression. Organisations have adopted broad approaches to promoting diversity: establishment of organisational responsibility for diversity; moderation of managerial bias through training and feedback; reduction of the social isolation of women and minority workers (Kalev et al., 2006). In a key study, Kalev et al (2006) found that while moderation of managerial bias and initiatives to reduce social isolation of marginalised groups are essential components of an integrated approach to achieving gender equality, the most influential category of action is establishing clear mechanisms for accountability.

A number of approaches for establishing diversity and equality are discussed within the literature, examples include:
- Structures establishing responsibility (affirmative action plans, diversity committees, and diversity staff positions) alone are followed by significant increases in managerial diversity.
- Programmes that address social isolation among women (networking and mentoring programs) alone are followed by modest changes.
- Programmes that target managerial stereotyping through education and feedback (diversity training and diversity evaluations) alone are not followed by increases in diversity (Kalev et al, 2006)

Conclusion

The literature suggests that one of the most effective ways of affecting change is through 'top down' commitment and support, necessarily underpinned by political will. Sustained, coordinated and active commitment on the part of senior management in agreeing upon and holding employees accountable for measures of success relevant to increasing equality and diversity is necessary (Kilian-McCarty et al, 2005). Measurement tools, relevant to various levels of management, can include peer review; employee attitude surveys; performance reviews that incorporate equality and diversity objectives; and periodic reviews of workforce demographics. Successful companies often link diversity and equality success to management bonuses and incentives and, in such cases, enhanced results from diversity training and evaluations, networking, and mentoring are evident (Kalev et al, 2006:3).

Evidence suggests that establishing responsibility for achievement of diversity can in turn lead to increases in managerial diversity over time (Kalev et al, 2006). The literature suggests that while initiatives targeted at employees and individual employee development are important, and crucial in overall progress towards gender equality generally, the structural constraints, biases and shortcomings present in organisations represent the overarching impediment to achieving gender equality. However, where leaders are not rewarded for achieving equality goals or held accountable for the non-achievement of equality goals, there can be little or no impact on equality (Kilian-McCarty et al, 2005:159. In short, employees cannot be held solely accountable for gender inequalities in organisations. The gender mainstreaming of organisational structures in which employees operate impact more on the achievement of gender equality overall, than initiatives targeted at employee development and change (Kalev et al, 2006).

The findings of this literature review influenced lines of investigation across sectors to review perceptions and standards of best practice, and also influenced the questions formulated for the consultation phase. The findings of these are presented in the next chapter.

Chapter 4: Context Analysis, Findings and Recommendations

This chapter presents feedback data and analysis from the organisational survey and qualitative exercises, including the desk review, focus groups and interviews. The feedback also includes specific recommendations, made by both DFAT staff, and external industry experts, that warrant consideration in the context of the gender equality audit.

As stated in the ORP, the Department is noted for its commendable customer service and foreign-service,[7] a fact which is highlighted by many respondents, whose pride in the department's work and calibre of staff is evident. This point was emphasised in responses to the question of '*How important do you think a gender equality policy is for the realisation of DFAT's objectives?* However, challenges with DFAT's internal systems and efficiencies, traditional style, and different approaches taken between diplomatic service, general service and technical employees, is also supported by these questionnaire findings. [7]

For the most part, the data represent key gender related issues at DFAT for which compatible solutions can be sought in the multitude of strategies presented in the policy and academic literatures. The recommendations included in this section aim to give guidance as to the types of tools, methods or approaches that constitute current best practice in the private and public sectors, in addressing the specific gender issues identified by the gender equality audit.

This next section presents an overview of the strategies, and practices of the Department garnered from the desk review. The qualitative findings of the survey; the responses to the interviews, and focus groups are then put forward.
Additional detail is available in Annex 4.

4.1 Desk Review

The Department Foreign Affairs and Trade currently has an authorised permanent establishment of 1,358.8 posts. The Department's staff comprises three streams: general service, diplomatic staff and specialists/technical staff. At any one time, between 40 and 50% of the staff of the Department are based abroad. All diplomatic staff are expected to rotate to new assignments and new countries every 2-4 years and a number of general service and specialist/technical staff are also based abroad. It is normal for a diplomat to have 5–10 different postings abroad in the course of their career. This is somewhat, a unique expectation. Few organisations, apart from some multinational companies, expect their staff to be so personally flexible.

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[7] Organisational Review Programme Report on the Department of Foreign Affairs and Trade.

Figure 1 - Representation by Gender in the Department of Foreign Affairs and Trade, June 2013.
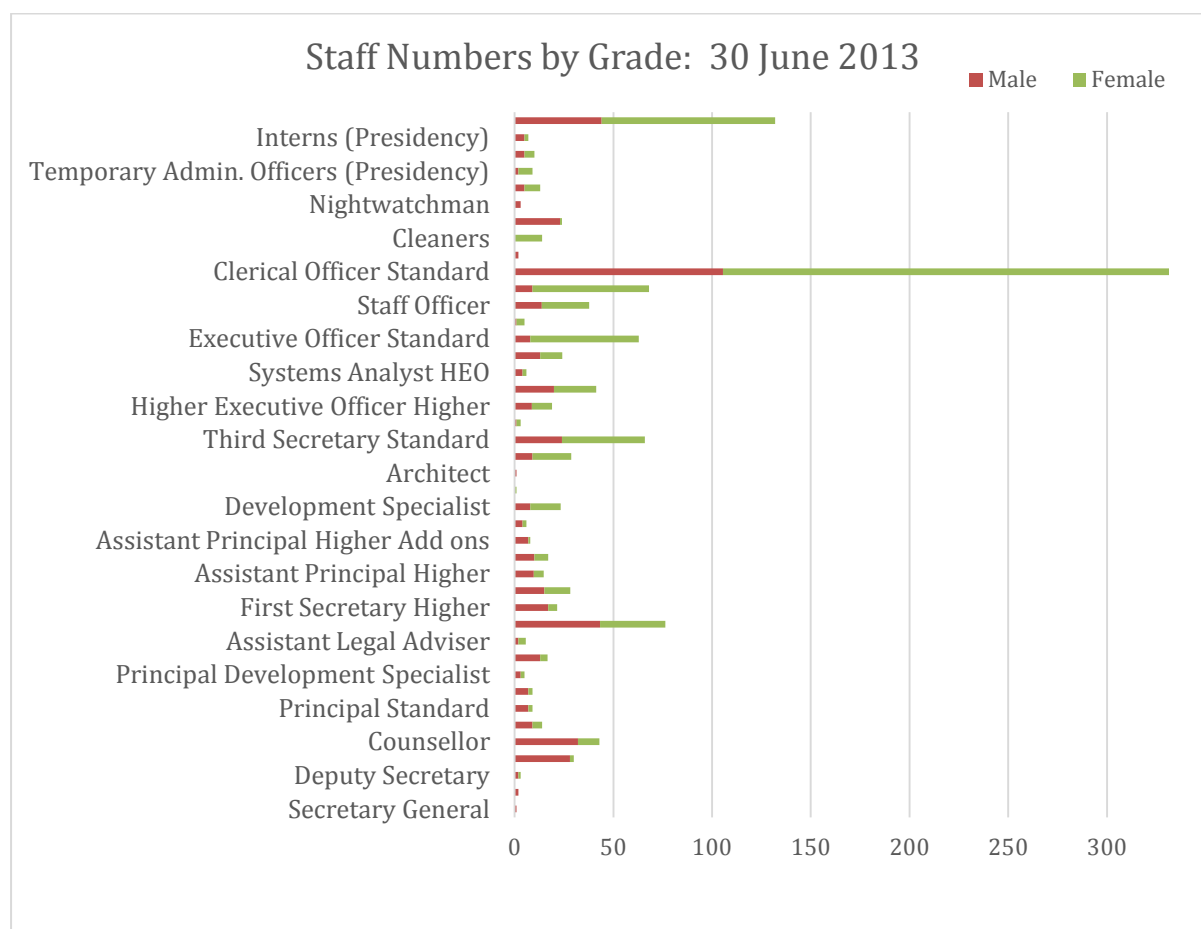
In terms of gender equality, this audit found that Department has made concerted efforts to ensuring equal opportunity, treatment and working conditions for all its employees, particularly so since the relevant MAC sub-committees was established. The Irish Government initiated the development of a Gender Equality Policy for the Civil Service (2001) and a National Women's Strategy (2007). These instruments identified equality of opportunity for both men and women as a key principle and committed the Civil Service to applying this principle in its human resource policies and practices. The instruments are particularly focused on ending the gender imbalance at senior and middle management levels and require each Department to identify strategic objectives and equality goals for increasing women's representation, particularly at the higher management levels. Two documents were developed to assist and guide Departments in achieving gender equality goals: *"Making Gender Equality Happen"* and *"Monitoring Gender Equality"*.

In response to this Government wide push, the Department's Human Resource Strategy 2002-2004 recognised the need to develop "a systematic and pro-active approach to equality issues". In terms of gender equality, the Strategy stated that the Department would "continue to seek to increase representation of women at Higher Executive Officer (HEO) / Third Secretary level and above" and noted the specific targets for female representation at Assistant Principal / First Secretary level at 35% and Principal / Counsellor level at 30% by 2005. However, the results of

internal Departmental promotion competitions held at this time did not support this goal. In the only competition held subsequent to the adoption of the Human Resource Strategy the 2006 First Secretary to Counsellor competition, of 16 people placed on the final panel, 2 were women, both unmarried.

The Department committed to continuing to support the Springboard programme aimed at enhancing promotion prospects of women. This was a specific three month programme developed for women in non-management grades. As of 2002, 30 female members of staff had participated in it and it is no longer running. The Strategy also stated that every effort would be made to facilitate staff with family or personal commitments to avail of family-friendly policies such as work sharing, career breaks or flexible working hours. [8]

An important legislative obligation related to equality that will arise for organisations is the proposed introduction of what is termed 'positive duty' i.e. proactive efforts to make progress towards equality. The legislation to establish the Irish Human Rights and Equality Commission, which will merge the Equality Authority and the Irish Human Rights Commission, will include a positive equality and human rights duty for public sector organisations specifically. Public sector organisations will be required to demonstrate proactively, on an ongoing basis, how they are promoting equality and human rights.

There is a general view within the Department that gender equality is an important factor in maximising talent, retaining staff and increasing the Department's performance, and a number of efforts have been made by the Department to improve gender equality.

In 2011, the Department established a DFAT Women's Network (renamed the Gender Equality Network in 2013) which has brought in a number of motivational speakers to share their expertise on gender equality, and has generated more discussion on gender equality and increased awareness of issues to some extent. More recently, a Gender Equality Discussion Forum has also been set up, to provide staff with an online forum to share information, comments and experiences on a range of topics related to gender equality. A pilot mentoring programme was also set up for staff in the Department in 2011 and executive coaching has been provided to recently-promoted senior women. An executive coaching programme for senior women, has also just been launched by the Training and Development unit.

In 2012, interviewers for the First Secretary and Counsellor promotion competition received unconscious bias training (a preference or inclination that inhibits impartial judgement) and the competition outcome was widely seen as balanced in gender terms. A number of courses have been run by the Training and Development Unit in the last two years, which either directly addressed gender equality or had a component of the courses dedicated to the topic. Examples of these courses include:

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8 "Department of Foreign Affairs Human Resource Strategy 2002-2004".

- Unconscious Bias
- Generational Diversity
- Positive Workplace Environment
- Interviewer Training
- Cultural Awareness
- Mentoring, as Mentors and/or Mentees
- Leadership and Management
- Supervisory Management
- Executive Coaching
- Lunchtime Talks (by internal and external female role models)
- Consular (including dealing with victims of rape)

In relation to compliance with the Employment Equality Acts 1998 to 2011, (which are a direct transposition of the EU employment equality directives), the Department appears to be generally compliant in terms of practice and systems, however, one issue that was raised during the course of the audit and that needs more attention is the entitlement to parental leave for employees while on posting. The Employment Equality Acts 1998 to 2011 promote equality and prohibit discrimination, harassment and sexual harassment in employment across nine equality grounds, two of which are gender and family status. The new Gender Equality Human Resource Strategy and Action Plan should ensure compliance with these Acts in terms of access to employment and promotion, assignments, conditions of employment, treatment of pregnant workers, work-life balance and harassment / sexual harassment.

A major new Human Resources policy for DFAT is being drafted. Work will be taken forward by the MAC HR sub-committee and feedback also obtained from staff. Within this larger framework, policies on attendance management, planned postings, flexible working schemes, including e-working and the operation of "lighter model" one-diplomat missions, are being re-examined and policies updated where necessary. A requirement of this audit was to examine existing HR policies, however, as all of these policies are currently at different stages of review, it was decided not to audit them.

Usually the feedback received from the HR sub-committee/staff / and union representatives would ensure that no serious (conscious or unconscious) gender-bias would result from agreed policies.

However, despite these efforts, gender inequalities still remain evident (27% at Counsellor/Principal Officer, 8% at Assistant Secretary) not only in DFAT but across all Government Departments and society as a whole, with this disparity particularly evident at the senior and middle management levels. Both the qualitative and quantitative data demonstrate that the majority of women in the most senior grades of the Irish Civil Service are either unmarried or do not have children, or indeed both (Valiulis, 2008:15).

Interviews with senior HR managers across the public and private sectors concluded that in general, women in careers in Irish society reach a tipping point when they have young families, and across the sectors, women leave companies, either looking for roles that are relatively flexible/offer work life balance, or take time out to focus on the demands of family life. Many multi-national organisations plan for this by utilising rigorous talent management systems to fast track young women, so that when they return from maternity leave, or career break, they are comparatively on par with their peers, and haven't lost competitive advantage in terms of their skills, competencies and experiences.

A comparison undertaken with other foreign ministries of similar size and resources concluded that these appear to be facing similar challenges. Other Ministries (Sweden, Switzerland, New Zealand, the Netherlands) engaged in gender equality and diversity in the last 15 years, but many are experiencing difficulties in 'gender mainstreaming' and accountability. This was partly due to the economic downturn, and also due to lack of engagement or meaningful integration into the organisation's culture were also cited. Sweden is known for its equality and diversity policies and for an ethos than underpins equity and fairness, but economic challenges have seen a recent regression in terms of practices and supports, though it continues to have a very generous paid parental leave scheme which both parents must avail of where men take on and have more appreciation of child-caring responsibilities. Larger services have been able to use their economies of scale to facilitate working practices and policies that are not feasible in smaller services. The conclusion from this comparison is that life in a Foreign Service provides on-going challenges to achieving family friendly practices, and work life balance[9]. However, other foreign services, no doubt offer learning opportunities, and continued benchmarking against the likes of Austria, the Netherlands and Finland would serve the Department.

The persona exercise (McGuire, 2001) is a group work method used in the focus groups to encourage participants' identification of the circumstances and traits of those who are most favourably positioned towards career advancement and those who are most unfavourably positioned. Essentially, the persona exercise aimed to characterise two stereotype DFAT employees, one who is likely to advance quickly in their career, and the other who is likely to progress more slowly, if at all.

Each focus group, through small group work, developed a collection of one or other of these two opposing stereotypes. The objective of the exercise was to identify the workplace practices that DFAT employees associate specifically with career advancement on one hand, and non-advancement on the other. Clearly, the personas demonstrated that family responsibilities, flexibility, and 'round the clock' availability and ambitions relating career advancement were critical factors deciding employees' career progression. Long working days and continuous

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9 Williams, J. "Re: Human Resources and Gender Diversity", 2012. Sia Group Report for the Department of Foregn Affairs and Trade.

engagement in new opportunities for advancement and personal exposure are, as discussed in the literature, representative of a traditionally male generated culture for career advancement.

Figure 2 below represents an amalgamation of key circumstances and traits of the two employee stereotypes created by DFAT employees. Of 12 personas created, three males and one female were in the first category (favourably positioned towards advancement) while 4 females and one male were in the second category (unfavourably positioned towards advancement). Some of the stereotypes presented by the focus groups were non gender specific, which indicated the values and qualities of the organization, regardless of gender.

The two personas presented in Figure 2 represent an amalgamation of these 12 personas, each representing a collection of attributes of a hypothetical employee most favourably positioned towards career advancement and another who is unfavourably positioned.

Figure 2 - Persona Exercise

Typical Day

7am work start, beginning with emails, phone meetings en route to work, and a breakfast meeting before 9am

Relentless schedule throughout the day, incorporating meetings during coffee breaks and lunch

Says 'yes' to most work related requests

Late finish, with little or no undertaking of family responsibilities

May attend a work-related dinner or social function

6am start, undertaking preparation of children's clothing, breakfasts, lunches and other preparations for crèche/school. Arrives at work at 9am

Busy schedule throughout the day, working through lunch. While managing to meet work responsibilities, would like to do more. Not creating new opportunities or seeking new challenges

Conscious of the need to get home on time

Little or no participation in work networks/occasions outside office hours, tending to family responsibilities after 5pm

Engagement with Promotional Opportunities

Proactive approach, strategically creating opportunities for career advancement and exposure

Anticipating and planning for next promotion opportunity

Tentatively preparing for promotion opportunities, somewhat reluctant to apply due to the additional work promotion will bring in the context of lack of time, and family responsibilities

Hindered by lack of opportunities to transfer between streams

Feels less visible and valued than other employees who have few or no family responsibilities

Voluntary Engagement

Various networking events
Union Executive
Volunteers for most events

Lunchtime seminars
Little or no engagement in activities outside
9–5 working hours

Career Aspirations

Secretary General, Management Advisory Committee, Ambassador

First Secretary and possibly higher but feels that owing to family responsibilities not to be a candidate for higher level positions

The ORP states that 'the Department has an intensely competitive internal culture amongst its diplomats which drives a culture of individual high performance.[10] During consultations, this 'alpha' competitive culture (both male and female) noted that it had led to high levels of frustration as promotion opportunities decreased. This frustration that staff feel about their career prospects is exacerbating commentary about equality, sometimes in an unhelpful way. Furthermore, because of the absence of a robust feedback culture in the Department, staff often are unclear as to why they got promoted/didn't get promoted. Feedback from the consultations proposed that in the absence of 'truths', rumours abound, and assumptions are made as to why (promotions were awarded/not awarded), with family circumstances often being cited when that may not necessarily be the case. Furthermore, staff and management have suggested the need for greater clarity on what behaviours and competencies are rewarded in the organisation, and that a more robust system of feedback would better serve the Department.

4.2 Gender Integration Framework Model

The Gender Integration Framework (GIF) was chosen as a tool for this audit because of its relevance to the particular development stage DFAT is at in addressing issues of gender equality and because of the preparatory nature of the audit in assisting DFAT to prepare a Gender Equality Human Resource Strategy and Action Plan. Other frameworks, such as the ILO methodology, for undertaking Gender Audits are useful in contexts that already have rigorous and cross-cutting gender equality policies established in organisations. In such contexts, the ILO methodology can be used to examine in detail how gender equality policies are being implemented, and to examine a range of human resources data. At time of writing, these policies were being reviewed by Corporate Services Division, which rules out the ILO methodology as a suitable framework.

The GIF, developed by the Commission for the Advancement of Women, represents a process cycle that consists of each of Political Will, Organisational Culture, Human Development and Rewards, Targeted Interventions, and Accountability. Each stage in the cycle depends on the successful integration of the previous stage, and the integration of each phase takes time to integrate into the organisation's culture. The GIF neatly helps to illustrate the key areas of attention to which DFAT must concentrate its efforts in preparing groundwork for a meaningful gender equality strategy and to ensure DFAT's compliance with gender equality best practice.

The GIF outlined below focuses on the conditions necessary for organisations to embark upon a gender equality strategy. The gender equality audit takes the standard

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[10] Organisational Review Programme Report on the Department of Foreign Affairs and Trade.

GIF as a starting point and incorporates organisational characteristics of DFAT to ensure relevance to the Department.

Figure 3 - Gender Integration Framework (GIF)
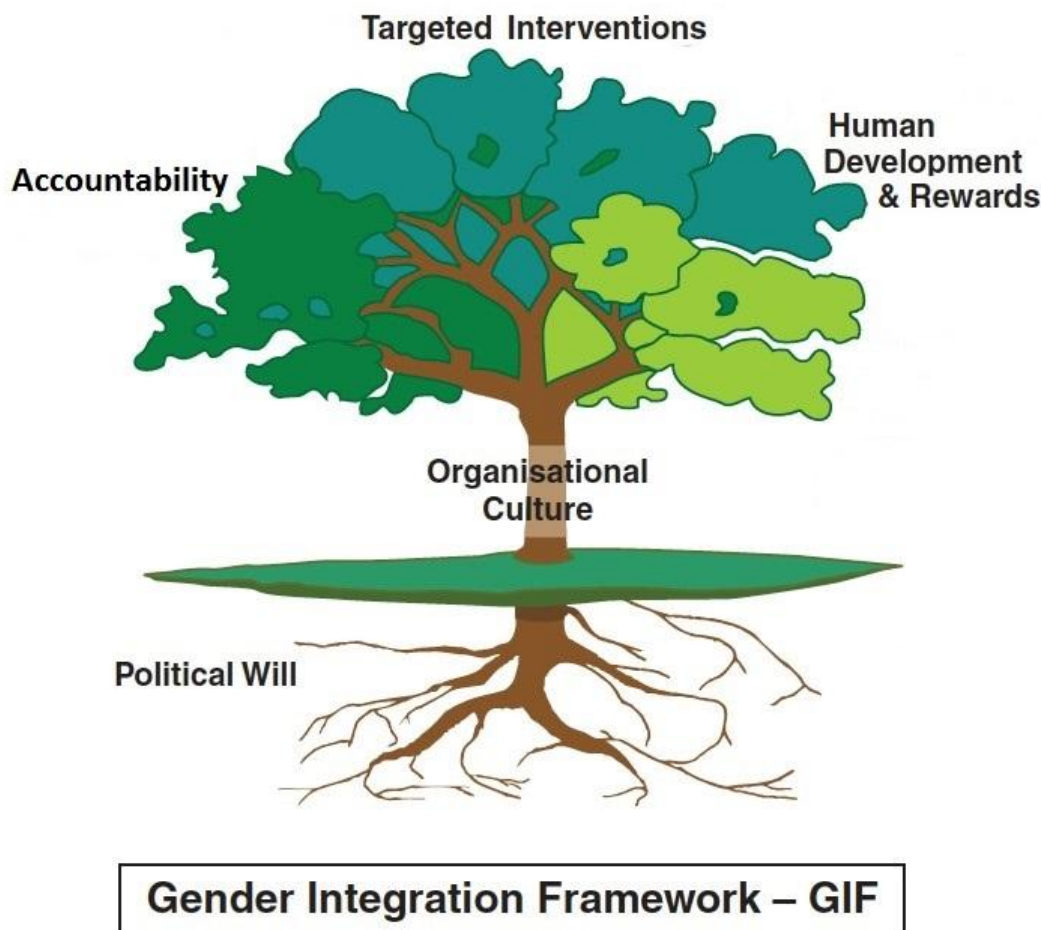
Under the GIF qualitative findings are categorised according to five key areas, in the context of gender equality strategies as follows:

1. *Political Will*: The underpinning, reinforcing commitment to gender equality on the part of the higher management and political structures of an organisation

2. *Organisational Culture*: The habitual relations between employees, in both formal and informal workplace settings, that have implications for gender relations.

3. *Human Development and Rewards*: The ways in which an organisation deliberately seeks to develop, accommodate and reward both male and female patterns of work and behaviours

4. *Targeted Interventions*: Deliberate actions targeting gender inequality specifically.

5. *Accountability*: Organisations operating in political settings where there are legal as well as social expectations of gender equality, must demonstrate adherence to particular standards.

4.3 Political Will

Political Will refers to the underpinning, reinforcing commitment to gender equality on the part of the higher management and political structures of an organisation, that should permeate and be visible to employees at all levels.

Findings:

The qualitative research exercises confirmed the results of the survey, highlighting considerable political will that, particularly in recent years, has demonstrated "unprecedented openness" at the highest level to gender equality issues. This has supported the drive on the part of the MAC, and its Sub-Committee on Gender Equality, to achieve progress in addressing inequality. The qualitative data also contained specific references to levels of expertise in gender related issues among some staff in senior and management roles, and that this expertise utilised could reinforce DFAT's commitment to gender equality. References were made to the presence of "champions" of gender equality at senior levels.

The significant breadth and also depth of the work of the Gender Equality Sub-Committee, resourced entirely by existing employees at DFAT on a volunteer basis, illustrates a strong commitment to accelerating progress towards achieving gender equality. The considerable expertise of members of the Sub-Committee in the subject area of gender equality policy demonstrates a developing skills base within DFAT, among senior staff members, that is critically supportive to the realisation of gender equality goals.

The majority of respondents felt that there were sufficient actions on the part of DFAT to *discourage* gender inequality. However, the proportion, that believed that DFAT is effective in *encouraging* gender equality, was notably smaller (less than half of all respondents). The nature of the answers reflect a common scenario in organisations embracing gender equality and diversity. The employees are aware of the commitment to gender equality, and of discouragement of explicit forms of gender inappropriate behaviour, with these commitments representing a clear political intent. However, although these are fundamental requisites for generating a culture of gender equality, the experience of many of the staff is not that of an organisation proactively engaging in positive actions to improve gender equality.

At face value, it looks like the majority of the Department believe that there is commitment to gender equality, which is a positive finding. However, on further analysis, it becomes apparent that staff at more junior grades, and the majority of female staff, believe that there is an absence of commitment (see Figure 4) and this perception must be met and managed through targeted interventions, which will be discussed later.

Figure 4 - Does DFAT promote Gender Equality in its approach to work?
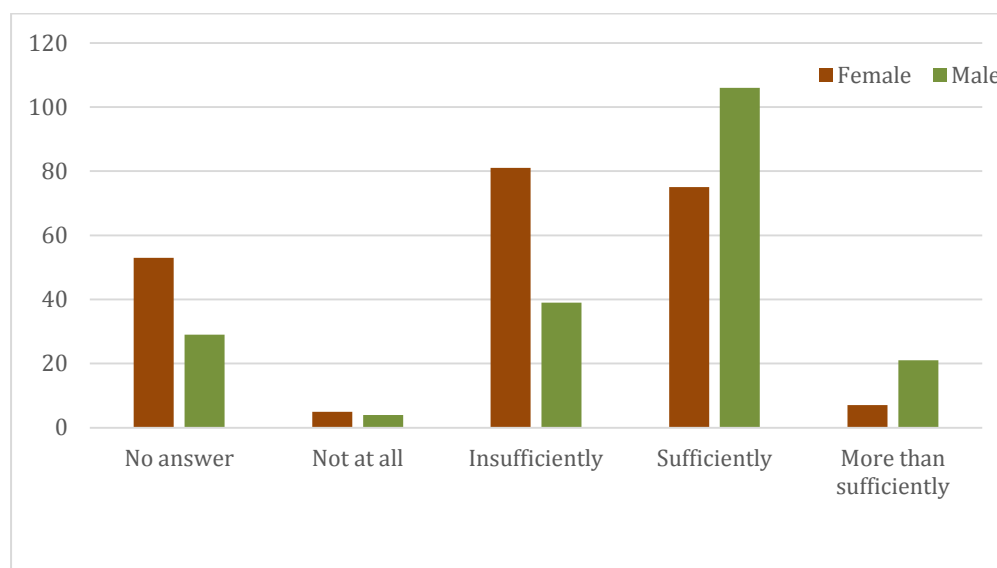
Recommendations for sustaining and developing Political Will

Issue/Context:

The work being undertaken by the MAC Sub-Committee on Gender Equality is a key aspect in ensuring that Political Will over the longer term is improved and sustained, and is backed by genuine efforts to improve gender equality in the Department. As the profile and success of the Sub-Committee gains strength, this will in turn serve to reinforce employees' perceptions of the strong political will underpinning efforts to achieve gender equality at DFAT.

Many interviewees expressed a concern that when the current Secretary General and some senior MAC members retire or rotate over the next 5 years, much of the political-will may go with them, and that the Department may lose ground on the awareness and commitment which is being presently demonstrated.

Recommendation 1:

The buy in and engagement of senior male champions, (especially at counsellor/PO grades) as well as female champions in a diversity council, (and other targeted interventions) is strongly recommended in conveying a political message from the highest levels at DFAT that gender equality is a critical and sustainable part of DFAT's agenda.

Issue/Context:

Organisations that have recently begun to move beyond focusing on gender equality as a solitary process, and instead have included it as a major component of an overall diversity programme. The Literature and these organisations use both, with an acceptance that diversity policies and programmes are more inclusive and universal (e.g. civil status, family status, sexual orientation and age). This shift in perspective

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allows more equal championing and engagement by both men and women, reducing the possibility of gender equality being seen as something that relates solely to women.

Recommendation 2:

(i) This audit recommends that the sub-committee investigate Diversity Councils (e.g. such as those pioneered by IBEC) as a future step in the maturation of gender equality in the Department, and also the buy in by all levels into the values, and importance of equality.

(ii) In order to provide a favourable environment to increase the momentum of progression towards gender equality, improving a consistent and united (political) stance among managers at all levels, was cited as a critical need. While it was observed by DFAT employees participating in the research exercises that there were numerous champions of gender equality, it was frequently cited that capacity building workshops were needed for managers at all levels at DFAT, to facilitate the sharing of knowledge in relation to gender equality.

4.4 Organisational Culture

Organisational culture refers to the habitual relations between employees, in both formal and informal workplace settings, that have implications for gender relations. Organisational culture also refers to the normative gender stereotypes, inculcated within workplace settings, which can have implications for women's and men's differentiated status and access to opportunities within the workplace.

Findings:

The survey data illustrated DFAT employees' perception of 'gender equality' as *equality*, and specifically *equality of opportunities between women and men*. A significant majority stated that gender equality was important for the realisation of DFAT's objectives, indicating a considerable appreciation of the implications of gender equality among DFAT employees. In explanations of their views on the importance of gender as instrumental to achieving DFAT's objectives, the largest proportion of respondents referred to the enhancement of efficiency and productivity. This is an important finding as it demonstrates a strong and consistent association between gender equality and DFAT's primary work objectives in the mind-sets of employees. In a context where perceptions of the usefulness of gender equality can be marginalised to isolated or secondary areas of work, such as discrete aspects of HR policy, or areas of work ostensibly perceived as targeted specifically at gender equality (Kossek et al., 2010), DFAT employees' designation of gender equality as a mainstream issue is indicative of a workplace culture that understands gender equality's mainstream position, including references made to "getting the best from employees".

The data generated by the audit consistently evidenced that employees regarded gender equality as a mainstream issue that was critically linked to the effectiveness of DFAT's main business; this in itself is a positive finding. While employees' recognition of gender equality as a mainstream rather than a marginalised issue was a positive finding, it was also found that a significant proportion of employees felt they had experienced discrimination, in particular discrimination due to family circumstances, which they felt impacted negatively on their career conditions and advancement.

However, while gender equality was broadly recognised as an important workplace attribute, it was also evident from the data that gender equality was perceived, to a limited extent, as more constitutive of DFAT's outward image publically than of a solidly equal culture internally. A large majority (87.1%) of respondents, with a balance of female and male respondents, indicated that they themselves pay attention to gender equality issues. While a majority of respondents indicated that they had not experienced a gender equality related problem (59.8%), a nonetheless significant proportion of respondents (37.9%) indicated that they had. Again, there were relatively balanced responses from male and females. However, in response to a question relating to employees' experiences of problems of discrimination, answers revealed a significant proportion of respondents indicating that they had been discriminated against because of their family situation, a form of discrimination that although is associated with both genders is closely linked in the literature with the gendered roles of females in undertaking family responsibilities.

The issue of family responsibility was a factor that emerged strongly in all of the qualitative interviews and focus groups undertaken for the audit. Crucially, employees' experiences of problematic issues relating to the accommodation of family responsibilities in their career development, was framed by a context of workplace culture at DFAT, that is characterised by a formal or informal expectation that employees are flexible in meeting the challenges of irregular working hours and locations. It was consistently found in the analysis of both the survey and qualitative data, that aspects of organisational culture that negatively impact on gender equality were strongly linked to the issues of promotions, foreign postings, maternity leave and other leave schemes.

There is a total of 1,358.8 employees at DFAT, and the overall gender ratio in the Department is 57% female and 43% male (DFAT, 2012). As stated in DFAT (2012: 47) "while 61% of officers in the Third Secretary and equivalent grades are female, and the gender ratio at First Secretary/AP level is within Government targets, female officers are seriously under-represented in the more senior ranks (27% of Counsellors and POs and 8% of Assistant Secretary and Higher Grades)". Various issues stemming from a moratorium on recruitment and promotions, as well as retirements in the context of what is considered to be a 'middle aged' workforce at DFAT (DFAT, 2012: 79), have negative effects on employees of all genders as well as DFAT's

performance as an organisation generally. Aggregate DFAT data illustrates that there have been broadly comparable numbers of retirements and resignations among male and female employees since 2010 (24 male and 26 female resignations/retirements from 2008-2013). The data do not show the circumstances in which, or the point in the career path at which, resignation takes place.

However, as noted by Inverarity (2009), Ireland's Labour Court has commented that the abolition of part time positions specifically in the context of moratorium impacts disproportionately on women due to their caring responsibilities and their reliance this. The following charts present the breakdown of grades by male and female numbers over the time period of 2010 – 2013. The charts illustrate a cross-section of grades, further details are available in the annexes.

*Figure 5 - Grades by Gender 2010 – 2013, **Male Staff***
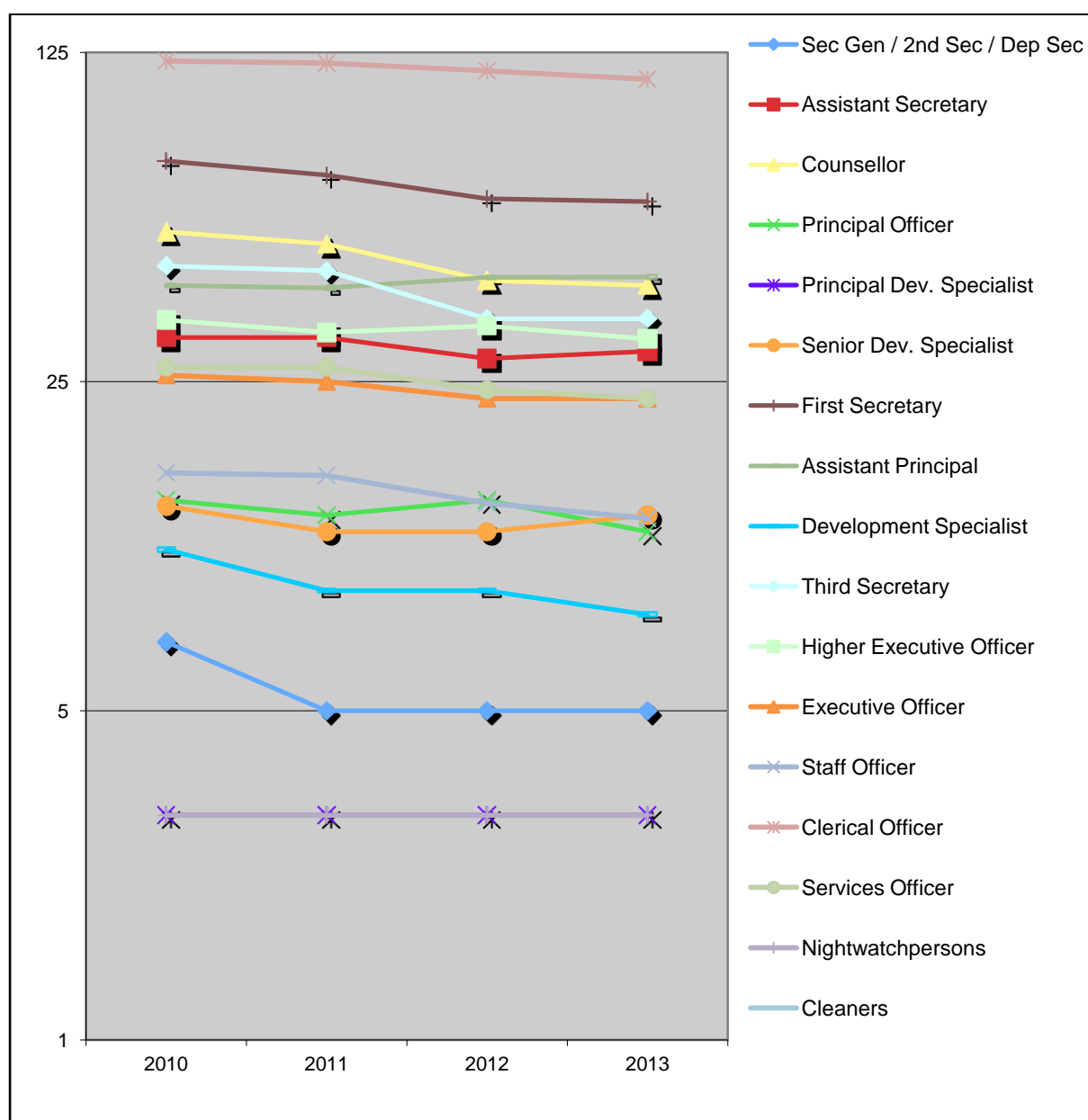
*Figure 6 - Grades by Gender 2010 – 2013, **Female Staff***
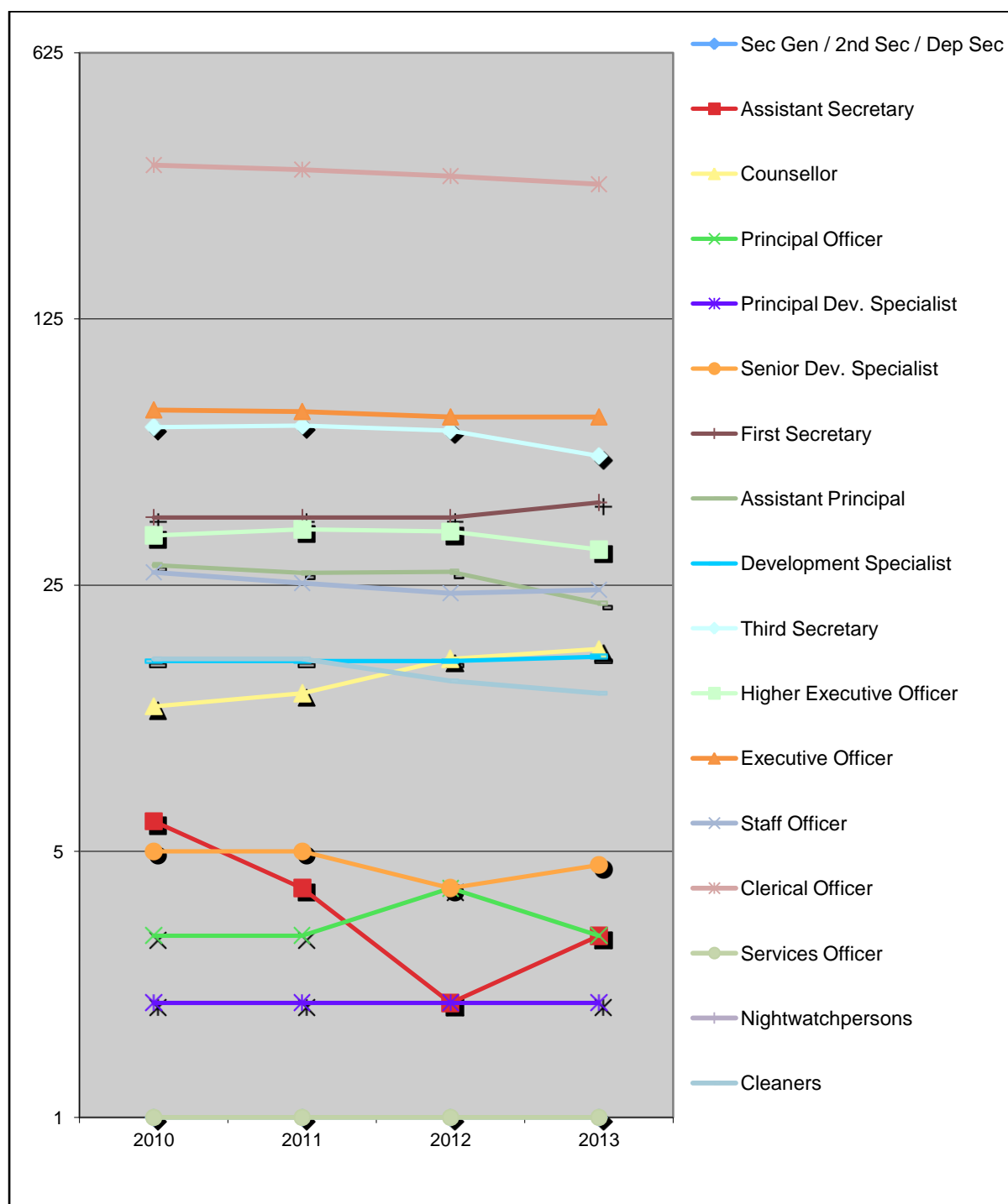
As illustrated in the graphs presenting a breakdown of grades disaggregated by gender (2010-2013), males and females employees are differently represented in grade types. While there are limitations to the data presented in the graphs in that they are not longitudinal (i.e. do not represent a long period of time) and they do not trace career progression of employees from grade to grade, they illustrate nonetheless some

illuminating trends. The largest number of male employees across the grades represented in the graphs are located in the grade of First Secretary, while the largest number of females are located in the grade of Executive Officer[11]. While there is a far lower number of males than females employed as Executive Officers, there are relatively equal numbers of males and females employed as Higher Executive Officers.

Again, while there is a far higher number of women employed as Third Secretaries, there is a far higher number of males who hold the more senior position of First Secretary. In the grades of Principal Officer, Counsellor, and Assistant Secretary, women are vastly under-represented with three times more men (364 in total) than women (90 in total) employed across these grades overall. In particular, there are over ten times more men than women employed as Assistant Secretary.

The data on uptake of career breaks (2008-2013) illustrate a far greater uptake among women, which is over double the uptake of men. Greatest uptake of career breaks among male and female employees were evidenced in the grades of Clerical Officer and Third Secretary, reflecting to some extent the greater numbers of employees employed in those grades and, potentially, cultural norms predicating the taking of career breaks within these grade types.

As grades increase in seniority, there is a decline in female uptake of career breaks, possibly indicating a culture where career breaks at levels of seniority are less culturally acceptable and/or less feasible in a practical sense. Uptake of career breaks among both male and female employees in the first Secretary Grade was comparable, masking the more universal trend where women undertake more domestic and family responsibilities. The lack of cultural acceptance or norms of career breaks in these grades may further disincentivise women from pursuing career progression to more senior posts.

To ensure the integration of diversity in other organisations, a dedicated diversity/ gender equality staff member has been appointed, whose sole role is to drive the maturation of gender equality mainstreaming. DFAT is challenged in allocating resources in the current climate. However, without the commitment to the development of specific expertise and the allocation of time to implement changes, the equality agenda will not progress. Furthermore, this officer will need to be of a significant grade to ensure a level of influence throughout the organisation. Other Foreign Services have acknowledged that since the economic downturn, the implementation of gender equality plans have floundered, and consequently evidence

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[11] The largest number of both male and female employees are in the grade of 'clerical officer'

of mainstreaming is poor. The Department will lose goodwill, and the momentum which it has gathered if it does not seek a workable solution on dedicated resources.

The TOR requested that be considered in terms of its impact on gender equality. Other significant issues such as postings, leave and career breaks dominated the consultation process, and the area of decentralisation did not come up as an issue in terms of gender equality in the consultation process.

Recommendations on Developing Organisational Culture:

Issue/Context

Feedback from the focus groups and the one to one interviews highlighted the issues of women's exclusion from networks of influence that are habitually located outside of regular working hours (i.e. evenings and early mornings) and this perception/reality must be addressed. The issue of habitual working outside of the hours in which services such as childcare are provided is not only inaccessible for those with family responsibilities but is increasingly recognised as socially damaging (Lynch et al, 2012). Furthermore, relative to our OECD counterparts, Ireland's significant childcare costs (2nd highest in OECD, Richardson, 2012) deter the primary carer from engaging in networks, as childcare fees and hours of service are prohibitive.

Recommendation 3:

Working habitually in excess of full-time working hours should not be encouraged to represent the norm (as is the historic legacy in the Department) as it represents a situation that is inaccessible to most as well as unsustainable. Obviously the nature of the work demands periods of intensive working, for which family plans can be made. However, feedback suggests that continuously long hours may also result from habits, inefficiencies, and an assumption that presenteeism is rewarded. These practices must be managed effectively through regular feedback performance meetings, and a robust use of PMDS and business planning measures and meetings.

Recommendation 4:

Another intervention recommended is to dedicate resources at a suitably influential grade, to a fulltime Diversity/Gender Equality officer, with sufficient expertise in the incorporation of gender considerations into all policies, programmes, practices and decision-making so that at every stage of development and implementation, an analysis is made of the effects on women and men, and appropriate action taken (gender mainstreaming).[12]

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[12] Gender Mainstreaming involves the incorporation of gender considerations into all policies, programmes, practices and decision-making so that at every stage of development and implementation,

Recommendation 5:

Virtual ways of working have come about significantly because of the shift in societal and generational values from 'live to work', to 'work to live'. The Government's Chief Information Officer, and organisations like O2, can provide Corporate Services with business to business recommendations on best practice systems and tools to enable secure and effective virtual working options for staff.

Recommendation 6:

The audit recommends cultural exercises within workplace settings to address the issue of working time, through initiatives such as lunch time talks, facilitated lunch time workshops, and/or 'table talk' where discussion prompt cards are displayed on coffee room/canteen tables to encourage appraisal of work-life balance of employees.

4.5 Human Development and Rewards

Human development and rewards, in the context of gender equality strategies, refers to the ways in which an organisation deliberately seeks to develop, accommodate and reward both male and female patterns of work and behaviours. It relates to evidence that women and men are not discriminated according to gender in how they are accommodated and given access to opportunities of development (for example through mentoring and training) and reward (for example through promotions,).

Findings:

The majority of those who explained why they did not believe that gender had impacted on their career progression, stated that they felt they were rewarded for their own merits and experience, irrespective of gender, or that they had not yet had a promotional opportunity, so were not in a position to answer. Many pointed to the fact that there were severe limits on opportunities for progression/promotion within DFAT and that this was the main reason why they had not advanced.

Many respondents (predominantly if not exclusively from the general service staff) perceived a discrimination in terms of access to benefits such as training and career progression, and this may also include career breaks. Female respondents alone noted, that there is a lack of women at senior management levels, and that career progression, for women, is more achievable at lower grades. It was also highlighted by women that although they had not experienced discrimination to date, they were likely to in the future particularly when they started to have families. See Figure 7

Among those who responded that gender had impacted on their career progression, the majority felt that gender had impacted *negatively* on their career progression.

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an analysis is made of the effects on women and men, and appropriate action taken. (Crawley, M. O'Meara, L., 2002)

While the majority referred to the implications of gender stereotypes, the issue of family and children/childcare was also cited frequently, as was the issue of a male majority middle and senior management replicating itself, making it more difficult for women to advance. A small proportion of men felt that they were victims of positive gender discrimination, while there were also instances of women citing that they had potentially benefitted from positive gender discrimination.

There is also evidence of gendered experiences in the data, mostly in cases of female respondents citing factors related to family responsibilities and the logistics of promotion (for example irregular work locations and hours) as mitigating against their career progression. Female respondents also noted specifically that opportunities for progression for women were relatively sparse at more senior levels. Male respondents, on the other hand, cited the potential for discrimination against them in cases where they have perceived positive action in favour of women.

Problems surrounding the non replacement of staff on leave, e.g. maternity, study, parental, carers, career, long term sick leave were cited and references were made to a "culture of resentment". Reference was also made to the issue of greater support for fathers through schemes such as paternity leave. A far larger proportion of female than male employees had participated in various schemes accommodating work situations, special leave and employee development. More female respondents availed of career breaks (see Figure 7), work sharing and carer's leave. Due to a technical error, adoption leave was omitted from the option list in the questionnaire but was cited in instances in the final open-ended answer category of the questionnaire. More males availed of secondment, while the number of females availing of study leave was higher than the number of males. It would serve the Department in the longer term to investigate why staff took career breaks.

Figure 7 - Gender / Grade Analysis of Questionnaire Respondents Who Have Availed of Career Breaks

Grade	Gender		Total
	Female	**Male**	
Assistant Secretary+	2 (3.3%)	2 (3.3%)	4 (6.6%)
1st Sec	8 (13.1%)	2 (3.3%)	10 (16.4%)
3rd Sec	7 (11.5%	4 (6.6%)	11 (18.0%)
ALA	0 (0.0%)	1 (1.6%)	1 (1.6%)
AP	3 (4.9%)	2 (3.3%)	5 (8.2%)
Counsellor	10 (16.4%)	9 (13.7%)	19 (31.1%)
DS	1 (1.6%)	0 (0.0%)	1 (1.6%)
EO	2 (3.3%)	2 (3.3%)	4 (6.6%)
HEO	1 (1.6%)	2 (3.3%)	3 (4.9%)
Other professional / technical	1 (1.6%)	0 (0.0%)	1 (1.6%)
SDS	0 (0.0%)	1 (1.6%)	1 (1.6%)
SO	1 (1.6%)	0 (0.0%)	1 (1.6%)
Total	**36 (59.0%)**	**25 (41.0%)**	**61 (100.0%)**

With regard to promotion, feedback from the focus groups and interviews indicated a general acceptance among employees that while work achievements and technical

skills were evaluated in a relatively balanced way, the issue of employees' family responsibilities, was the single most prevalent theme arising in the qualitative data. The pervasive effect of family roles on career advancement, workplace relations and access to networks associated with irregular working hours was cited in the vast majority of the interviews undertaken with female and male employees. The particular attributes of DFAT operational functions as reliant to a significant extent on "24/7 availability" and foreign assignments and postings, were cited as accentuating the difficulties of those who are relatively more time-constrained and less mobile than those with no family obligations.

Figure 8 - Gender Breakdown of Internal Promotions 2007-2013 Change CO to counsellor)
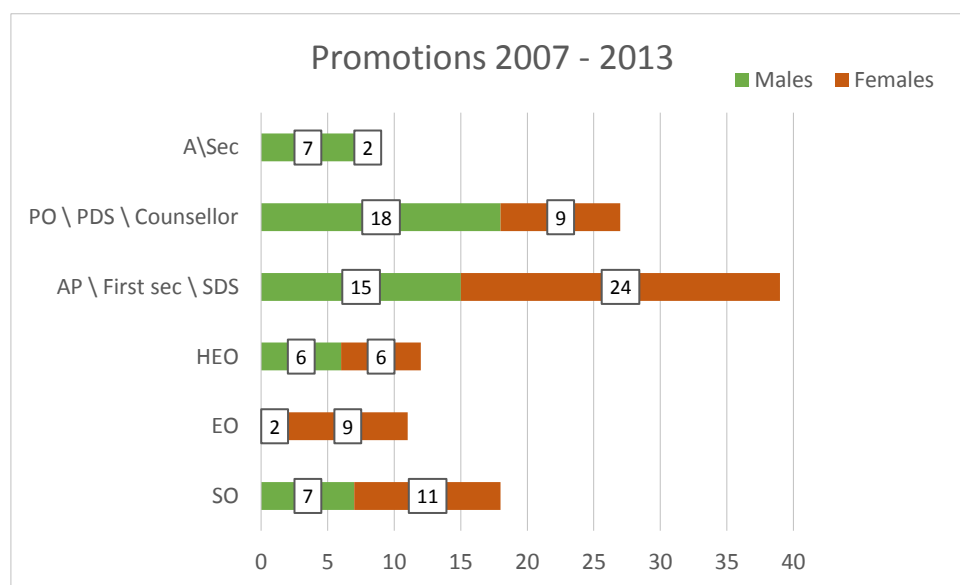
There were two main strands to the qualitative data in this regard: a sense of frustration on the part of female employees in their often conflicted efforts to 'go the extra mile' in meeting both their family and career ambitions; and the need for supports and services (work flexibility and facilities such as adequate childcare) that not only facilitated and assisted in fulfilling both family and career ambitions, but were more accepting of the duality of their ambitions.

It was consistently expressed by both female and male interviewees that family responsibilities impacted negatively on career progression and females' career progression in particular. Strikingly, schemes such as maternity leave and career breaks tended in the main to be identified not as supportive to employees' balancing of family and career responsibilities and ambitions, but as representing a departure in females' careers where workplace respect and potential career advancement were consequently diminished. These data highlight the critical importance of generating a culture of openness towards, and appreciation of, employees' family responsibilities and ambitions, without which employees availing of schemes can paradoxically experience somewhat unsupportive rather than supportive work environments. In the context of a workplace culture that has weak appreciation and accommodation of

family responsibilities, and places relatively strong value on what are ostensibly considered to be male traits and approaches to work, female employees are marginalised from realistic employee development and reward opportunities.

Data generated through the focus groups yielded feedback disproportionately on Human Development and Rewards by comparison to other areas. The key issues arising were the need for DFAT career advancement to accommodate family responsibilities and the need to address a culture of traditional management styles. To some extent, these issues are intertwined and recommendations to address them are mutually dependent.

Recommendations on Developing Human Resources and Rewards:

Issue/Context:
Considering the small proportion of women in Assistant Secretary roles at DFAT (8%), "the merits of positive action in promotions contexts warrants serious consideration" (Jennings, 2010). While both male and female participants in the audit cited some negative perceptions of positive action, it nonetheless remains the case that in order to redress what is currently an unequal workplace scenario where women are under-represented, positive action for a limited number of years may be necessary to achieve the critical mass (30%)[13] for gender balance to become more sustainable.

There is a concern among senior management that a focus on the proportion of women at Head of Mission level is likely to distort the career progression of women in the Department. If, in the short to medium term, a significant proportion of women are obliged to serve abroad at Head of Mission level to fulfil a gender balance quotient, then they will miss out on significant senior management experience at home which could have a long term detrimental effect on their careers. There is also the risk that dissatisfaction will build up among those officers under pressure to serve abroad (mostly female) and those without an equivalent opportunity to serve abroad (mainly men). A way around this is to look at the gender balance of the grade as a whole, both at home and abroad, and not just at a subset of the grade.

Recommendation 7:
One strategy of positive action is to actively and deliberately foster females in middle management positions to pursue their career advancement and to provide them with access to customised capacity building/training/mentoring on demand. The communication of this positive action, and its timeframe will need to be managed

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[13] "Department of Foreign Affairs Human Resource Strategy 2002-2004".

effectively, confronting the often negative perceptions of positive action among male and also female employees.

Recommendation 8:

Gender-proofing[14] of documents and policies should be integrated in their design, from the outset, and not towards the end of the process when drafts are almost finalised. To achieve this, greater gender equality expertise needs to be developed throughout Units.

Issue/Context

Reflecting the particular characteristics of DFAT as a Department that operates internationally and that involves foreign postings and assignments, schemes that provide for the needs and welfare of employees with family responsibilities are critical. With regard to employee development and employees' access to schemes such as career breaks and secondment, a range of recommendations arose from the survey and qualitative data. The benefits of career breaks and work placements elsewhere can result in an enhancement of diversity in workplace culture and employee development.

Recommendation 9:

(i) Consideration of offering employees an option to defer foreign postings for a fixed period, as is in place in the US and other foreign ministries, is strongly recommended.

(ii) A recommendation arising from the gender equality audit data relating to the particular situations of the spouses/civil partners/partners of employees on foreign postings is that a support structure be put in place, which will ultimately have the effect of increasing the pool of employees who can realistically consider and take up foreign postings. Such a support structure will have a positive impact on gender equality and will also support cases where both spouses/partners are employees of DFAT. To aid decision making, a document outlining what is, and what is not available in different countries should be undertaken.

Recommendation 10:

(i) Contemporary work practices characterised by flexibility (e.g. e-working) are supportive of employees' family commitments and it is strongly recommended that further flexible work practices be piloted and rolled out on a continuous basis. While the e-working pilot has been successful, demand has exceeded supply. Feedback has indicated that increasing the number of e-working places would be a welcomed initiative.

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[14] Gender Proofing is the means by which it is ensured that all policies and practices within organisations have equally beneficial effects on men and women (Crawley, M. O'Meara, L., 2002)

(ii) Furthermore, the identification of champions in the context of mentoring schemes that use flexible working methods, preferably among senior ranking staff, is strongly recommended.

Issue/Context:

Exacerbated by a situation where those on leave, e.g. maternity, study, parental, carers, career, long term sick leave are not replaced, the audit found that there is a 'culture of resentment around leave' caused, at least to some extent by the increased workloads of the colleagues of employees who are out on leave.

Recommendation 11:

(i) With respect to planning for cover on maternity leave, the Department of An Taoiseach has initiated a 'maternity pool' scheme, which could improve the situation at DFAT. The MAC sub-committee should investigate its potential for DFAT.

(ii) Inviting experienced general service staff to participate in a relief pool, may offer the Department with a wider range of choices.

Recommendation 12:

(i) Internal communication, and feedback are critical to ensuring effective gender equality mainstreaming. The evaluation and development of employee 'talent' development appraisals at 'exit' and 'entry' in the context of maternity leave, (other forms of special leave, career breaks and postings) is strongly recommended in an effort to improve, and actively manage, the overall culture of special leave and break schemes.

(ii) Reducing the perception of exclusion of those on leave, through supportive communication schemes such as Electric Ireland's "Keep in Touch" Programme where employees can elect to receive selected communications, is recommended. While the Department endeavours to keep in touch with staff on various types of leave, feedback from the consultation phase suggests that it is driven by the Department's needs, rather than the individual's needs. An appraisal of the impact of breaks, leave and postings on career progression, with reference to workplace contexts comparable to DFAT, is also recommended.

4.6 Targeted Interventions

Targeted interventions refer to deliberate actions on the part of DFAT targeting gender inequality, specifically DFAT internal structures that promote awareness of gender equality issues, and overcoming biases and constraints that result in women not maximising their potential contributions to the workplace.

Findings:

The results highlight that a significant majority of respondents are aware of the civil service's gender equality policy, which is a positive indicator of DFAT's targeted interventions in promoting general awareness of gender equality issues. Furthermore, the single most significant source of information on gender equality was identified as the DFAT intranet, which provides further evidence of the impact of internal interventions on employees' awareness. However, employees' responses to questions seeking to explore the impact of targeted interventions, such as training, indicated that there may be potential in developing and providing more interventions in which employees can participate. While a significant majority acknowledged that there was political will underpinning DFAT's commitment to gender equality, relatively fewer employees felt that this commitment was demonstrated in consistent practical actions to assist gender equality.

Responses to questions seeking to establish employees' views in relation to DFAT's provision of gender-related capacity building and training opportunities, and DFAT's promotion of diversity and gender equality in workplace culture were relatively balanced and taken together did not evidence a strong trend in either direction. However, females were more likely overall to state that gender-related training, capacity building and active promotion of gender equality were insufficient. With a significant majority of respondents indicating that they were not aware of or had ever participated in gender-related activities/training, a similar majority indicated that they would be interested should further training become available.

Considering that the majority of those who were aware of/had participated in activities/training, were not in a position to identify the particular initiative/intervention that the activity/training was associated with (e.g. Gender Network Event / lunchtime talks/ specific training), the promotion and advertising of specific events may have potential for strengthening. A majority of respondents indicated their belief that gender-related training is relevant to all staff (i.e. not just management) and specified "Gender Equality Training" as the most important. On the basis of this clear evidence of employees' willingness to engage, the potential for further targeted interventions to have an impact is considerable and represents a major route of opportunity at DFAT.

The main issues highlighted in the qualitative data with regard to targeted interventions was the need for gender mainstreaming in all HR initiatives and policies as well as additional initiatives relating specifically to gender. Interviewees stated that while the initiatives relating specifically to gender offered at DFAT were useful, they were not *always* accessible to all staff, due to location or due to the confined groups towards which the initiatives were targeted. While the need for dedicated initiatives for senior and management staff was cited, it was also cited that broader and inclusive initiatives in which all staff could participate were crucial. Equally, interviewees highlighted the need for gender related issues to be addressed in initiatives beyond

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those with gender equality as their main objective. In this context, a need for increased mainstreaming of gender considerations across all HR initiatives and policies, maintaining a gender focus as much as possible throughout HR operations, was emphasised.

Recommendations of Targeted Interventions to support Diversity and Gender Equality:

Issue/context:

Considering that the perception of 75% of survey respondents was that they were not aware of, or had not participated in gender-related workplace activity/training, and that 74.5% of respondents indicated their interest in participating in such activity/training, there is a major opportunity to provide employees with a suite of various gender-related activities and capacity building initiatives, enhancing those already offered at DFAT. Among those who were aware of/had participated in gender related activities/training, the small proportion that could identify the workplace initiative with which the activity/training was associated, also points to opportunities to open out and ensure that all grades are informed of (including staff who don't have access to the internet) existing initiatives underway at DFAT such as the Gender Equality Network, and its series of lunchtime seminars, the Gender Equality Discussion Forum and the mentoring scheme (which was referenced by a small number of employees at DFAT).

Recommendation 13:

(i) It is recommended that management are made aware and consistently promote and encourage staff to attend these initiatives. Gender Equality Training was a preferred option of DFAT employees and, along with more informal events such as talks and discussion groups, is a key recommendation of this audit. As mentioned previously in the report, the trend in organisations where gender equality has been on the agenda for some time is to use more inclusive language like 'diversity training', and gender intelligence training instead of unconscious bias training.

(ii) The obligatory participation of all managers in a minimum number of training/capacity building events and initiatives is a strong recommendation from staff and management. Demonstrating engagement with such initiatives/events is crucial to the role of managers and their participation will have a positive impact on managers' understanding of gender related issues while also enhancing a consistent and united stance of managers re gender equality issues. Furthermore, a compulsory online evaluation questionnaire is recommended in line with best practice.

(iii) A further suggestion is for Corporate Services to consider gender equality mainstreaming measures for both managers and staff, so that culture and attitude changes can be measured. To do so, business planning and performance management meetings need to be used more rigorously to assess the implementation of training.

Completing training is only the starting point of a conversation between staff and line managers. As per the international evidence indicating that participation in training alone has little or no impact on progression towards gender equality, accountability measures that reward managers for engaging and penalise managers for not engaging are necessary.

Recommendation 14:

(i) Participatory workshops exploring unconscious biases/gender intelligence were cited by participants in the gender equality audit as having particular potential and this is one focus of capacity building that is recommended by this Audit to be obligatory and customised for DFAT managers considering the influence unconscious biases can have on promotion decisions specifically.

(ii) A diversity training programme was also recommended by external equality specialists, one that incorporates compulsory on line evaluation annually. As previously stated, training needs to be followed up on wither though group discussion, or one to one conversations with managers.

(iii) Furthermore, the Training and Development Unit could use the structure of the Department to push gender training by asking heads of division to ensure sufficient take up of training opportunities from their divisions. Currently, training is advertised on the intranet and is voluntary, approaching from multiple angles might assist in strengthening the awareness.

(iv) While the Gender Equality Human Resource Strategy and Action Plan may prioritise standard equality training events, every training event should be used to promote the values, and ethos including equality, rather than exclusive equality agenda programme i.e. leadership, communications, pre and post training should incorporate gender equality and diversity training. This would also extend to staff communications and literature. So while equality and diversity are prioritised, they would also be incorporated across all of the organisations activities.

4.7 Accountability

Organisations operating in political settings where there are legal as well as social expectations of gender equality must demonstrate adherence to particular standards. How organisations adhere to, or exceed, these standards are critical and quantifiable indicators of their commitment to gender equality.

Findings:

The Department's policies on recruitment and promotion are fully in line with civil service policies which are informed by Irish and EU equality legislation. Recruitment is carried out by the Public Appointments Service in accordance with the procedures defined in the Codes of Practice issued by the Commission for Public Service Promotions (www.cpsa-online.ie). DFAT internal promotions as well as promotions into DFA from external competitions are also governed by these Codes of Practice.

All appointments made under these Codes must comply with relevant employment and equality legislation.

To date, there has not been a systematic approach taken by the Department in collating comprehensive statistics which would inform and greatly influence senior management in relation to gender equality decision making and policy formulation in key areas: such as postings, promotions, career breaks etc. within the Department.

An organisation that is seen to be fair has much greater ability to boost morale, therefore its decision making needs to be transparent and consistent. Accountability is a key tool in building staff commitment. If managers commit to communicating objective information, it reduces the incidence of misinformed speculation.

Recommendations to develop Accountability:

Recommendation 15:

(i) The Gender Equality Human Resource Strategy and Action Plan currently in preparation at DFAT, should directly reflect the requirements of the Employment Equality Acts, addressing the key issues of access to *employment and promotion; assignments' conditions of employment; treatment of pregnant workers; work-life balance; and harassment or sexual harassment*. The Gender Equality Human Resource Strategy and Action Plan, as planned, should reference DFAT's compliance with the Employment Equality Acts and review the existing complaints mechanism to ensure that it is fit for purpose.

(ii) The development of the Gender Equality Human Resource Strategy and Action Plan will also provide an opportunity to appraise DFAT's operations in light of the proposed 'positive duty' requirement and to explore possible mechanisms for reporting procedures in relation to its own implementation in that context henceforth.

Recommendation 16:

Considering the importance of mechanisms of accountability and responsibility for making measurable gains in achieving gender equality in organisations, the establishment of such mechanisms is of critical importance at DFAT. Developing detailed policies and protocols and the designation of responsibilities to particular staff members in establishing accountability will require significant commitment at senior management and HR levels. *Affirmative action plans, diversity committees,* and *diversity staff positions* are examples of accountability mechanisms (US National Partnership, 2000).

Recommendation 17:

A participatory approach to the identification of appropriate accountability mechanisms, (including detail of how Equality Officers should ideally operate)

involving workshops and focus groups with employees from all strata of DFAT, will maximise their success. Furthermore, a participatory approach can facilitate the adaptation of standard tools developed outside DFAT to have maximum effectiveness within DFAT. The inclusion of the chosen accountability mechanisms in the Gender Equality Human Resource Strategy and Action Plan is compatible with the proposed 'positive duty' requirement and associated reporting procedures likely to become incumbent on DFAT henceforth.

Issue/Context:

The Department specifically needs to evaluate its system of measuring data on recruitment, retention, posting, promotions, and stereotyping of certain jobs, and identify efficiencies and systems of effective monitoring. The analysis of relevant statistics needs to be reported at quarterly or annual MAC meetings.

The following are further statistics that diversity councils in benchmarked organisations collate:

- How many women sit at the higher levels of performance curve?
- How many women are getting policy/security, high level Ambassador roles?
- Where are the Department's challenging roles at different grades, and what is the gender balance in these roles?

Recommendation 18:

(i) Having to report these statistics at MAC meetings, and engage in discussion/follow up, is important in continuing the focus and commitment to equality. This audit recommends that review and discussion be pushed by the sub-committee.

(ii) The incorporating of gender equality targets and tasks into business planning performance management and role profiles, particularly outlining the responsibility of line management to strengthen accountability frameworks, is strongly recommended.

A system of tracking statistics, and feeding them back at quarterly and annual meetings, is seen as best practice in this area.

Concluding Comment

As stated previously, the findings and learnings arising from this audit, though considerable in breadth and requiring political will and resources to implement, do not comprehensively represent all the constituent recommendations of the DFAT's forthcoming Gender Equality Human Resources Strategy and Action Plan. This audit is just one of a number of exercises, informing the MAC through its Sub-Committee on gender equality research, which has the potential to make sustainable gains in achieving progress towards gender equality and diversification.

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Annex 1: Sampling Methods and Logistics

A total of forty interviews were carried out. Thirty of those were with Department staff across all grades and divisions, and recently retired staff. The other ten interviews were carried out with external agencies / departments / companies. People were chosen with specific skills and insights from the following areas:

       Equality specialists
       Senior management of other Government Departments.
       Intervention experts
       Employers groups
       HR consultants
       Private sector companies leading in the area of Diversity / Gender equality

The focus groups were carried out internationally via video conference, covering Asia, Americas, Africa, Europe, across grades and streams. One focus group took place in Limerick with Irish Aid. All others were held in Harcourt Street and Iveagh House across the breadth of grades, specialisms and divisions.

Annex 2: Gender Equality Audit Questionnaire

The Department of Foreign Affairs and Trade (DFAT) is in the process of developing a *Gender Equality Human Resources Strategy and Action Plan*, which will make recommendations on how it can promote gender equality at all levels internally. It is envisaged that the strategy and action plan will set out a clear operational strategy to assist DFAT in achieving enhanced gender equality for all its employees.

One of the actions currently underway in developing a *Gender Equality Human Resources Strategy and Action Plan* is a gender equality audit, which is being undertaken by Wright Consultancy. As part of the gender audit, all DFAT staff members are being asked to complete the enclosed questionnaire. The questionnaire is based on standard gender research methods used internationally in workplace contexts comparable to DFAT. There are 20 questions, which should take no longer than 10 minutes to answer. The data generated through questionnaire is strictly anonymised and ethical guidelines will be adhered to in the use and protection of data gathered throughout the gender audit process. For each of the following questions, can you please circle the answer(s) you consider most appropriate.

1. **Are you aware that there is a gender equality policy for the civil service?**

    Yes
    No

2. **What is your main source of information on gender equality issues?**
   (drop down box with the following; DFAT Intranet, Internet, Union, Other)

3. **Can you summarise in one sentence what gender equality means to you?**
   Short text box here

4. **Do you believe DFAT, and in particular its senior management, is committed to gender equality?**

    Yes
    No

    If yes, do you believe that this commitment is reflected in approaches to work and practical actions to assist gender equality?

    More than sufficiently

Sufficiently
Insufficiently
Not at all

5. **How important do *you* think a gender equality policy is for the realisation of DFAT's objectives?**

   Very important
   Important
   Of limited importance
   Not at all important

   Can you briefly explain your answer? (limit to 400 characters)
   Short text box here

6. **Have you ever been promoted within DFAT?**

   Yes\No
   If so, how many times? *(drop down box with no's 1-8)*

7. **Have you been placed on a promotion panel within DFAT?**

   Yes\No
   If so, how many times? *(drop down box with no's 1-8)*

8. **Have you ever decided *not* to put yourself forward for promotion in DFAT?**
   Yes/No

   If yes, do you feel that your decision was in any way influenced by gender?
   Please explain (limit to 400 characters)
   Short text box here

9. **Do you feel that your gender has in any way (positively or negatively) impacted on your career progression in DFAT?**
   Yes/No
   Please explain: (limit to 400 characters)
   Short text box here

10. In your view, does DFAT offer enough opportunities (e.g. capacity-building/ training), to strengthen your overall knowledge of gender equality issues in the workplace?

> More than sufficient
> Sufficient
> Insufficient
> No opportunities at all

11. In your view, does DFAT promote gender equality and respect for diversity in workplace decision-making, workplace behaviour, and culture? If so how would you rate its effectiveness:

> Excellent
> Sufficient
> Insufficient
> It does not have such a policy

12. In your view, does DFAT discourage expressions of gender inequality, such as jokes, that may be offensive from a gender perspective?

> More than enough
> Enough
> Not enough
> None at all

13. How much attention do *you* pay to ensuring gender equality and respectful relations between staff in your workplace in DFAT?

> A lot
> Some
> Not enough
> None at all
> No opinion

14. Are you aware of/ have ever participated in any workplace activity/training to address gender-related issues at DFAT?

Yes/No

Please specify the activity/training:
Short text box here

15. Would you consider further training on gender equality useful?
Yes /No

If yes, for whom?
All Staff
Management only
No opinion

16. Have you ever encountered a gender equality related problem in DFAT?

Yes/No

17. Which of the following actions do you think could assist or improve gender equality in DFAT? (you may choose more than one action)

Gender proofing of all DFAT Policies and practices
Gender Equality Training
Gender Equality Network
More friendly work share practices
Easier access to career breaks
Mentoring scheme
Incorporating gender indicators into performance appraisals

No other action required
Other, please specify *Short text box here*

18. Have you ever experienced discrimination in your role in the Department?

Yes\ No
If yes, please indicate the context in which you feel you were
discriminated against?
(you may choose more than one)

Gender
Marital status
Family status *(e.g. pregnant or with children or other dependants)*
Stream *(e.g. general service, diplomatic, professional)*
Age
Sexual Orientation
Religion
Race
Disability
Other *Short text box here*

19. Have you ever availed of any of the following:

Yes/No

Career break
Work sharing
E-Working
Maternity Leave
Parental Leave
Carer's Leave
Study leave
Secondment to another EU\UN agency or Government Department

20. Are there any further comments or workplace gender issues that you consider important and wish to mention here:

FINAL TEXT BOX HERE

For hard copies, please affix the following question on separate sheet

21. Attributes

Gender: (Drop down box here) Male / Female/Transgender
Grade: (Drop down box here) CO / SO / EO /HEO / AO /3rd Sec / AP /1st Sec / DS /
            SDS /PDS / Counsellor/PO
            Other Professional/Technical / Cleaning / Services officer / Local Staff /
            Assistant Secretary/SG/Deputy SG
Stream: General Service/Diplomatic/Professional/Technical
Age: 20-30 /31-40 /41-50 / 51-60 / 61 +
Status: Single/Married/Civil Partnership/Cohabiting

Dependents/Dependents

For hard copies, please affix the following thanks/request on separate sheet

Thank you for your assistance

Annex 3: Gender Equality Audit Collated Responses

DFAT, September 2013

Data Analysis

Part I: Analysis of attributes of questionnaire respondents
        Section 1: Attributes
        Section 2: Attributes – Crosstabulation

Part II: Analysis of Questionnaire Answers and Responses
        Section 3: Questionnaire Answers

Total respondents: 420

Section 1: Attributes

The attributes of each questionnaire respondents are given below in tables 1.1 to 1.6. A total of 420 responses were received.

Table 1.1: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	221	52.6	52.6	52.6
	Male	199	47.4	47.4	100.0
	Total	420	100.0	100.0	

Table 1.2: Grade

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CO	75	17.9	17.9	17.9
	1st Sec	57	13.6	13.6	31.4
	3rd Sec	46	11.0	11.0	42.4
	Counsellor	41	9.8	9.8	52.1
	Local Staff	41	9.8	9.8	61.9
	EO	35	8.3	8.3	70.2
	AP	22	5.2	5.2	75.5
	Assistant Secretary+	22	5.2	5.2	80.7
	HEO	22	5.2	5.2	86.0
	DS	14	3.3	3.3	89.3
	Other professional/technical	13	3.1	3.1	92.4
	SDS	8	1.9	1.9	94.3
	SO	6	1.4	1.4	95.7
	AO	5	1.2	1.2	96.9
	PO	5	1.2	1.2	98.1
	Services officer	4	1.0	1.0	99.0
	PDS	3	.7	.7	99.8
	ALA	1	.2	.2	100.0
	Total	420	100.0	100.0	

Table 1.3: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31-40	134	31.9	31.9	31.9
	41-50	116	27.6	27.6	59.5
	51-60	106	25.2	25.2	84.8
	20-30	41	9.8	9.8	94.5
	61+	23	5.5	5.5	100.0
	Total	420	100.0	100.0	

Table 1.4: Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	257	61.2	61.2	61.2
	Single	140	33.3	33.3	94.5
	Co-habiting	14	3.3	3.3	97.9
	Civil Partnership	9	2.1	2.1	100.0
	Total	420	100.0	100.0	

Table 1.5: Dependents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	231	55.0	55.0	55.0
	No	189	45.0	45.0	100.0
	Total	420	100.0	100.0	

Table 1.6: Stream

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General Service	184	43.8	43.8	43.8
	Diplomatic	178	42.4	42.4	86.2
	Professional/Technical	58	13.8	13.8	100.0
	Total	420	100.0	100.0	

Section 2: Attributes - Crosstabulation

Table 2.1 (a): Grade / Gender

Grade			Gender		Total
			Female	Male	
	1st Sec	Count	23	34	57
		% of Total	5.5%	8.1%	13.6%
	3rd Sec	Count	28	18	46
		% of Total	6.7%	4.3%	11.0%
	ALA	Count	0	1	1
		% of Total	0.0%	0.2%	0.2%
	AO	Count	5	0	5
		% of Total	1.2%	0.0%	1.2%
	AP	Count	10	12	22
		% of Total	2.4%	2.9%	5.2%
	Assistant Secretary+	Count	4	18	22
		% of Total	1.0%	4.3%	5.2%
	CO	Count	51	24	75
		% of Total	12.1%	5.7%	17.9%
	Counsellor	Count	11	30	41
		% of Total	2.6%	7.1%	9.8%
	DS	Count	10	4	14
		% of Total	2.4%	1.0%	3.3%
	EO	Count	20	15	35
		% of Total	4.8%	3.6%	8.3%
	HEO	Count	11	11	22
		% of Total	2.6%	2.6%	5.2%
	Local Staff	Count	33	8	41
		% of Total	7.9%	1.9%	9.8%
	Other professional/technical	Count	6	7	13
		% of Total	1.4%	1.7%	3.1%
	PDS	Count	2	1	3
		% of Total	0.5%	0.2%	0.7%
	PO	Count	1	4	5
		% of Total	0.2%	1.0%	1.2%
	SDS	Count	4	4	8
		% of Total	1.0%	1.0%	1.9%
	Services officer	Count	0	4	4
		% of Total	0.0%	1.0%	1.0%
	SO	Count	2	4	6
		% of Total	0.5%	1.0%	1.4%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

Table 2.1 (b): Gender Ration in the DFAT (15th October, 2013)

Grade	Female	Male
Secretary General, Second Secretary, Deputy Secretary, Assistant Secretary and equivalent	10.5%	89.5%
Counsellor/Principal Officer and equivalent	27%	73%
First Secretary/Assistant Principal and equivalent	42%	58%
Third Secretary/Administrative Officer/Higher Executive Officer and equivalent	58%	42%

Executive Officer and equivalent	75%	25%
Staff Officer	64%	36%
Clerical Officer	71%	29%
Service Officers/Nightwatchperson and Cleaners	35%	65%

Table 2.2: Age / Gender

			Gender		Total
			Female	Male	
Age	20-30	Count	26	15	41
		% of Total	6.2%	3.6%	9.8%
	31-40	Count	83	51	134
		% of Total	19.8%	12.1%	31.9%
	41-50	Count	58	58	116
		% of Total	13.8%	13.8%	27.6%
	51-60	Count	46	60	106
		% of Total	11.0%	14.3%	25.2%
	61+	Count	8	15	23
		% of Total	1.9%	3.6%	5.5%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

Table 2.3: Status / Gender

			Gender		Total
			Female	Male	
Status	Civil Partnership	Count	5	4	9
		% of Total	1.2%	1.0%	2.1%
	Co-habiting	Count	10	4	14
		% of Total	2.4%	1.0%	3.3%
	Married	Count	114	143	257
		% of Total	27.1%	34.0%	61.2%
	Single	Count	92	48	140
		% of Total	21.9%	11.4%	33.3%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

Table 2.4: Dependents / Gender

			Gender		Total
			Female	Male	
Dependents	No	Count	113	76	189
		% of Total	26.9%	18.1%	45.0%
	Yes	Count	108	123	231
		% of Total	25.7%	29.3%	55.0%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

Table 2.5: Stream / Gender

			Gender		Total
			Female	Male	
Stream	Diplomatic	Count	72	106	178
		% of Total	17.1%	25.2%	42.4%
	General Service	Count	112	72	184
		% of Total	26.7%	17.1%	43.8%
	Professional/Technical	Count	37	21	58
		% of Total	8.8%	5.0%	13.8%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

Table 2.6: Grade / Age

			Age					Total
			20-30	31-40	41-50	51-60	61+	
Grade	1st Sec	Count	0	25	22	9	1	57
		% of Total	0.0%	6.0%	5.2%	2.1%	0.2%	13.6%
	3rd Sec	Count	8	36	2	0	0	46
		% of Total	1.9%	8.6%	0.5%	0.0%	0.0%	11.0%
	ALA	Count	0	1	0	0	0	1
		% of Total	0.0%	0.2%	0.0%	0.0%	0.0%	0.2%
	AO	Count	4	1	0	0	0	5
		% of Total	1.0%	0.2%	0.0%	0.0%	0.0%	1.2%
	AP	Count	1	1	6	12	2	22
		% of Total	0.2%	0.2%	1.4%	2.9%	0.5%	5.2%
	Assistant Secretary+	Count	1	0	0	13	8	22
		% of Total	0.2%	0.0%	0.0%	3.1%	1.9%	5.2%
	CO	Count	10	28	16	17	4	75
		% of Total	2.4%	6.7%	3.8%	4.0%	1.0%	17.9%
	Counsellor	Count	0	4	16	16	5	41
		% of Total	0.0%	1.0%	3.8%	3.8%	1.2%	9.8%
	DS	Count	0	4	6	4	0	14
		% of Total	0.0%	1.0%	1.4%	1.0%	0.0%	3.3%
	EO	Count	9	10	9	7	0	35
		% of Total	2.1%	2.4%	2.1%	1.7%	0.0%	8.3%
	HEO	Count	0	2	9	11	0	22
		% of Total	0.0%	0.5%	2.1%	2.6%	0.0%	5.2%
	Local Staff	Count	5	13	13	9	1	41
		% of Total	1.2%	3.1%	3.1%	2.1%	0.2%	9.8%
	Other professional/technical	Count	2	5	6	0	0	13
		% of Total	0.5%	1.2%	1.4%	0.0%	0.0%	3.1%
	PDS	Count	0	0	1	1	1	3
		% of Total	0.0%	0.0%	0.2%	0.2%	0.2%	0.7%
	PO	Count	0	1	3	1	0	5
		% of Total	0.0%	0.2%	0.7%	0.2%	0.0%	1.2%
	SDS	Count	0	0	5	2	1	8
		% of Total	0.0%	0.0%	1.2%	0.5%	0.2%	1.9%
	Services officer	Count	0	1	1	2	0	4
		% of Total	0.0%	0.2%	0.2%	0.5%	0.0%	1.0%
	SO	Count	1	2	1	2	0	6
		% of Total	0.2%	0.5%	0.2%	0.5%	0.0%	1.4%
Total		Count	41	134	116	106	23	420
		% of Total	9.8%	31.9%	27.6%	25.2%	5.5%	100.0%

Table 2.7: Grade / Status

			Status				Total
			Civil Partnership	Co-habiting	Married	Single	
Grade	1st Sec	Count	2	2	42	11	57
		% of Total	0.5%	0.5%	10.0%	2.6%	13.6%
	3rd Sec	Count	1	3	22	20	46
		% of Total	0.2%	0.7%	5.2%	4.8%	11.0%
	ALA	Count	0	0	1	0	1
		% of Total	0.0%	0.0%	0.2%	0.0%	0.2%
	AO	Count	0	0	1	4	5
		% of Total	0.0%	0.0%	0.2%	1.0%	1.2%
	AP	Count	1	1	18	2	22
		% of Total	0.2%	0.2%	4.3%	0.5%	5.2%
	Assistant Secretary+	Count	1	0	20	1	22
		% of Total	0.2%	0.0%	4.8%	0.2%	5.2%
	CO	Count	1	0	37	37	75
		% of Total	0.2%	0.0%	8.8%	8.8%	17.9%
	Counsellor	Count	1	2	29	9	41
		% of Total	0.2%	0.5%	6.9%	2.1%	9.8%
	DS	Count	0	0	6	8	14
		% of Total	0.0%	0.0%	1.4%	1.9%	3.3%
	EO	Count	0	2	14	19	35
		% of Total	0.0%	0.5%	3.3%	4.5%	8.3%
	HEO	Count	0	1	14	7	22
		% of Total	0.0%	0.2%	3.3%	1.7%	5.2%
	Local Staff	Count	2	2	25	12	41
		% of Total	0.5%	0.5%	6.0%	2.9%	9.8%
	Other professional/technical	Count	0	0	10	3	13
		% of Total	0.0%	0.0%	2.4%	0.7%	3.1%
	PDS	Count	0	0	1	2	3
		% of Total	0.0%	0.0%	0.2%	0.5%	0.7%
	PO	Count	0	0	4	1	5
		% of Total	0.0%	0.0%	1.0%	0.2%	1.2%
	SDS	Count	0	0	8	0	8
		% of Total	0.0%	0.0%	1.9%	0.0%	1.9%
	Services officer	Count	0	0	3	1	4
		% of Total	0.0%	0.0%	0.7%	0.2%	1.0%
	SO	Count	0	1	2	3	6
		% of Total	0.0%	0.2%	0.5%	0.7%	1.4%
Total		Count	9	14	257	140	420
		% of Total	2.1%	3.3%	61.2%	33.3%	100.0%

Table 2.8: Grade / Dependents

			Dependents		Total
			No	Yes	
Grade	1st Sec	Count	19	38	57
		% of Total	4.5%	9.0%	13.6%
	3rd Sec	Count	32	14	46
		% of Total	7.6%	3.3%	11.0%
	ALA	Count	1	0	1
		% of Total	0.2%	0.0%	0.2%
	AO	Count	4	1	5
		% of Total	1.0%	0.2%	1.2%
	AP	Count	7	15	22
		% of Total	1.7%	3.6%	5.2%
	Assistant Secretary+	Count	7	15	22
		% of Total	1.7%	3.6%	5.2%
	CO	Count	43	32	75
		% of Total	10.2%	7.6%	17.9%
	Counsellor	Count	12	29	41
		% of Total	2.9%	6.9%	9.8%
	DS	Count	8	6	14
		% of Total	1.9%	1.4%	3.3%
	EO	Count	20	15	35
		% of Total	4.8%	3.6%	8.3%
	HEO	Count	10	12	22
		% of Total	2.4%	2.9%	5.2%
	Local Staff	Count	14	27	41
		% of Total	3.3%	6.4%	9.8%
	Other professional/technical	Count	4	9	13
		% of Total	1.0%	2.1%	3.1%
	PDS	Count	2	1	3
		% of Total	0.5%	0.2%	0.7%
	PO	Count	3	2	5
		% of Total	0.7%	0.5%	1.2%
	SDS	Count	1	7	8
		% of Total	0.2%	1.7%	1.9%
	Services officer	Count	1	3	4
		% of Total	0.2%	0.7%	1.0%
	SO	Count	1	5	6
		% of Total	0.2%	1.2%	1.4%
Total		Count	189	231	420
		% of Total	45.0%	55.0%	100.0%

Table 2.9: Grade / Stream

			Stream			Total
			Diplomatic	General Service	Professional/Technical	
Grade	1st Sec	Count	57	0	0	57
		% of Total	13.6%	0.0%	0.0%	13.6%
	3rd Sec	Count	46	0	0	46
		% of Total	11.0%	0.0%	0.0%	11.0%
	ALA	Count	0	0	1	1
		% of Total	0.0%	0.0%	0.2%	0.2%
	AO	Count	1	4	0	5
		% of Total	0.2%	1.0%	0.0%	1.2%
	AP	Count	2	20	0	22
		% of Total	0.5%	4.8%	0.0%	5.2%
	Assistant Secretary+	Count	22	0	0	22
		% of Total	5.2%	0.0%	0.0%	5.2%
	CO	Count	0	74	1	75
		% of Total	0.0%	17.6%	0.2%	17.9%
	Counsellor	Count	41	0	0	41
		% of Total	9.8%	0.0%	0.0%	9.8%
	DS	Count	2	0	12	14
		% of Total	0.5%	0.0%	2.9%	3.3%
	EO	Count	2	30	3	35
		% of Total	0.5%	7.1%	0.7%	8.3%
	HEO	Count	1	21	0	22
		% of Total	0.2%	5.0%	0.0%	5.2%
	Local Staff	Count	3	22	16	41
		% of Total	0.7%	5.2%	3.8%	9.8%
	Other professional/technical	Count	0	1	12	13
		% of Total	0.0%	0.2%	2.9%	3.1%
	PDS	Count	0	0	3	3
		% of Total	0.0%	0.0%	0.7%	0.7%
	PO	Count	1	2	2	5
		% of Total	0.2%	0.5%	0.5%	1.2%
	SDS	Count	0	0	8	8
		% of Total	0.0%	0.0%	1.9%	1.9%
	Services officer	Count	0	4	0	4
		% of Total	0.0%	1.0%	0.0%	1.0%
	SO	Count	0	6	0	6
		% of Total	0.0%	1.4%	0.0%	1.4%
Total		Count	178	184	58	420
		% of Total	42.4%	43.8%	13.8%	100.0%

Table 2.10: Age / Status

			Status				Total
			Civil Partnership	Co-habiting	Married	Single	
Age	20-30	Count	0	6	3	32	41
		% of Total	0.0%	1.4%	0.7%	7.6%	9.8%
	31-40	Count	2	4	73	55	134
		% of Total	0.5%	1.0%	17.4%	13.1%	31.9%
	41-50	Count	3	4	78	31	116
		% of Total	0.7%	1.0%	18.6%	7.4%	27.6%
	51-60	Count	4	0	82	20	106
		% of Total	1.0%	0.0%	19.5%	4.8%	25.2%
	61+	Count	0	0	21	2	23
		% of Total	0.0%	0.0%	5.0%	0.5%	5.5%
Total		Count	9	14	257	140	420
		% of Total	2.1%	3.3%	61.2%	33.3%	100.0%

Table 2.11: Age / Dependents

			Dependents		Total
			No	Yes	
Age	20-30	Count	36	5	41
		% of Total	8.6%	1.2%	9.8%
	31-40	Count	77	57	134
		% of Total	18.3%	13.6%	31.9%
	41-50	Count	35	81	116
		% of Total	8.3%	19.3%	27.6%
	51-60	Count	35	71	106
		% of Total	8.3%	16.9%	25.2%
	61+	Count	6	17	23
		% of Total	1.4%	4.0%	5.5%
Total		Count	189	231	420
		% of Total	45.0%	55.0%	100.0%

Table 2.12: Age / Stream

			Stream			Total
			Diplomatic	General Service	Professional/Technical	
Age	20-30	Count	13	24	4	41
		% of Total	3.1%	5.7%	1.0%	9.8%
	31-40	Count	66	51	17	134
		% of Total	15.7%	12.1%	4.0%	31.9%
	41-50	Count	46	45	25	116
		% of Total	11.0%	10.7%	6.0%	27.6%
	51-60	Count	39	57	10	106
		% of Total	9.3%	13.6%	2.4%	25.2%
	61+	Count	14	7	2	23
		% of Total	3.3%	1.7%	0.5%	5.5%
Total		Count	178	184	58	420
		% of Total	42.4%	43.8%	13.8%	100.0%

Table 2.13: Status / Dependents

			Dependents		Total
			No	Yes	
Status	Civil Partnership	Count	4	5	9
		% of Total	1.0%	1.2%	2.1%
	Co-habiting	Count	10	4	14
		% of Total	2.4%	1.0%	3.3%
	Married	Count	55	202	257
		% of Total	13.1%	48.1%	61.2%
	Single	Count	120	20	140
		% of Total	28.6%	4.8%	33.3%
Total		Count	189	231	420
		% of Total	45.0%	55.0%	100.0%

Table 2.14: Status / Stream

			Stream			Total
			Diplomatic	General Service	Professional/Technical	
Status	Civil Partnership	Count	5	4	0	9
		% of Total	1.2%	1.0%	0.0%	2.1%
	Co-habiting	Count	8	6	0	14
		% of Total	1.9%	1.4%	0.0%	3.3%
	Married	Count	118	100	39	257
		% of Total	28.1%	23.8%	9.3%	61.2%
	Single	Count	47	74	19	140
		% of Total	11.2%	17.6%	4.5%	33.3%
Total		Count	178	184	58	420
		% of Total	42.4%	43.8%	13.8%	100.0%

Table 2.15: Dependents / Stream

			Stream			Total
			Diplomatic	General Service	Professional/Technical	
Dependents	No	Count	79	94	16	189
		% of Total	18.8%	22.4%	3.8%	45.0%
	Yes	Count	99	90	42	231
		% of Total	23.6%	21.4%	10.0%	55.0%
Total		Count	178	184	58	420
		% of Total	42.4%	43.8%	13.8%	100.0%

Section 3: Analysis of Questionnaire Answers and Responses

1. Are you aware that there is a gender equality policy for the civil service?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	347	82.6	82.6	82.6
	No	73	17.4	17.4	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
Are you aware that that there is a gender equality policy for the civil service?	No	Count	47	26	73
		% of Total	11.2%	6.2%	17.4%
	Yes	Count	174	173	347
		% of Total	41.4%	41.2%	82.6%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

2. What is your main source of information on gender equality issues?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DFAT Intranet	158	37.6	37.6	37.6
	Other	116	27.6	27.6	65.2
	Internet	88	21.0	21.0	86.2
	Union Information	52	12.4	12.4	98.6
	No answer	6	1.4	1.4	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
What is your main source of information on gender equality issues?	No answer	Count	4	2	6
		% of Total	1.0%	0.5%	1.4%
	DFAT Intranet	Count	76	82	158
		% of Total	18.1%	19.5%	37.6%
	Internet	Count	55	33	88
		% of Total	13.1%	7.9%	21.0%
	Other	Count	59	57	116
		% of Total	14.0%	13.6%	27.6%
	Union Information	Count	27	25	52
		% of Total	6.4%	6.0%	12.4%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

3. Can you summarise in one sentence what gender equality means to you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Equality	154	36.7	36.7	36.7
	Equal Opportunities	149	35.5	35.5	72.1
	No / No answer	38	9.0	9.0	81.2
	Fairness	22	5.2	5.2	86.4
	Obsolete gender	20	4.8	4.8	91.2
	Merit	15	3.6	3.6	94.8
	Elimination of discrimination	11	2.6	2.6	97.4
	Inequality	11	2.6	2.6	100.0
	Total	420	100.0	100.0	

4. Do you believe DFAT, and in particular its senior management, is committed to gender equality?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	300	71.4	71.4	71.4
	No	116	27.6	27.6	99.0
	No answer	4	1.0	1.0	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
Do you believe DFAT, and in particular its senior management, is committed to gender equality?	No answer	Count	2	2	4
		% of Total	0.5%	0.5%	1.0%
	No	Count	80	36	116
		% of Total	19.0%	8.6%	27.6%
	Yes	Count	139	161	300
		% of Total	33.1%	38.3%	71.4%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

If yes, do you believe that this commitment is reflected in approaches to work and practical actions to assist gender equality?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sufficiently	181	43.1	43.1	43.1
	Insufficiently	120	28.6	28.6	71.7
	No answer	82	19.5	19.5	91.2
	More than sufficiently	28	6.7	6.7	97.9
	Not at all	9	2.1	2.1	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
If yes, do you believe that commitment is being implemented?	No answer	Count	53	29	82
		% of Total	12.6%	6.9%	19.5%
	Insufficiently	Count	81	39	120
		% of Total	19.3%	9.3%	28.6%
	More than sufficiently	Count	7	21	28
		% of Total	1.7%	5.0%	6.7%
	Not at all	Count	5	4	9
		% of Total	1.2%	1.0%	2.1%
	Sufficiently	Count	75	106	181
		% of Total	17.9%	25.2%	43.1%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

5. How important do *you* think a gender equality policy is for the realisation of DFAT's objectives?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very important	218	51.9	51.9	51.9
	Important	147	35.0	35.0	86.9
	Of limited importance	45	10.7	10.7	97.6
	Not at all important	9	2.1	2.1	99.8
	No answer	1	.2	.2	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
How important do YOU think a gender equality policy is for the realisation of DFAT's objectives?		Count	0	1	1
		% of Total	0.0%	0.2%	0.2%
	Important	Count	61	86	147
		% of Total	14.5%	20.5%	35.0%
	Not at all important	Count	2	7	9
		% of Total	0.5%	1.7%	2.1%
	Of limited importance	Count	14	31	45
		% of Total	3.3%	7.4%	10.7%
	Very important	Count	144	74	218
		% of Total	34.3%	17.6%	51.9%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

Can you briefly explain your answer?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good for efficiency and productivity of DFAT	135	32.1	32.1	32.1
	No answer	100	23.8	23.8	56.0
	Perception of DFAT at home and abroad	50	11.9	11.9	67.9
	Fairness and equality	36	8.6	8.6	76.4
	Opportunity for advancement	25	6.0	6.0	82.4
	Other priorities	22	5.2	5.2	87.6
	Merit / gender-proofing	19	4.5	4.5	92.1
	Education	17	4.0	4.0	96.2
	Wider rights issue	11	2.6	2.6	98.8
	Important role of management	5	1.2	1.2	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
Column1	Education	Count	13	4	17
		% of Total	3.1%	1.0%	4.0%
	Fairness and equality	Count	18	18	36
		% of Total	4.3%	4.3%	8.6%
	Good for efficiency and productivity of DFAT	Count	74	61	135
		% of Total	17.6%	14.5%	32.1%
	Important role of management	Count	5	0	5
		% of Total	1.2%	0.0%	1.2%
	Merit/gender-proofing	Count	7	12	19
		% of Total	1.7%	2.9%	4.5%
	No answer	Count	49	51	100
		% of Total	11.7%	12.1%	23.8%
	Opportunity for advancement	Count	17	8	25
		% of Total	4.0%	1.9%	6.0%
	Other priorities	Count	6	16	22
		% of Total	1.4%	3.8%	5.2%
	Perception of DFAT at home and abroad	Count	28	22	50
		% of Total	6.7%	5.2%	11.9%
	Wider rights issue	Count	3	8	11
		% of Total	0.7%	1.9%	2.6%
Total		Count	220	200	420
		% of Total	52.4%	47.6%	100.0%

6. Have you ever been promoted within DFAT?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	243	57.9	57.9	57.9
	Yes	174	41.4	41.4	99.3
	No answer	3	.7	.7	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
Have you ever been promoted within DFAT?		Count	2	1	3
		% of Total	0.5%	0.2%	0.7%
	No	Count	148	95	243
		% of Total	35.2%	22.6%	57.9%
	Yes	Count	71	103	174
		% of Total	16.9%	24.5%	41.4%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

If so, how many times?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N/A	248	59.0	59.0	59.0
	1	92	21.9	21.9	81.0
	2	55	13.1	13.1	94.0
	3	20	4.8	4.8	98.8
	4	4	1.0	1.0	99.8
	5	1	.2	.2	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
If Yes, how many times?	N/A	Count	150	98	248
		% of Total	35.7%	23.3%	59.0%
	1	Count	42	50	92
		% of Total	10.0%	11.9%	21.9%
	2	Count	21	34	55
		% of Total	5.0%	8.1%	13.1%
	3	Count	7	13	20
		% of Total	1.7%	3.1%	4.8%
	4	Count	1	3	4
		% of Total	0.2%	0.7%	1.0%
	5	Count	0	1	1
		% of Total	0.0%	0.2%	0.2%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

7. Have you been placed on a promotion panel within DFAT?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	287	68.3	68.3	68.3
	Yes	130	31.0	31.0	99.3
	No answer	3	.7	.7	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
Have you been placed on a promotion panel within DFAT?		Count	2	1	3
		% of Total	0.5%	0.2%	0.7%
	No	Count	158	129	287
		% of Total	37.6%	30.7%	68.3%
	Yes	Count	61	69	130
		% of Total	14.5%	16.4%	31.0%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

If so, how many times?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N/A	291	69.3	69.3	69.3
	1	76	18.1	18.1	87.4
	2	37	8.8	8.8	96.2
	3	14	3.3	3.3	99.5
	4	2	.5	.5	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
If so, how many times?		Count	160	131	291
		% of Total	38.1%	31.2%	69.3%
	1	Count	38	38	76
		% of Total	9.0%	9.0%	18.1%

			Count	14	23	37
	2		% of Total	3.3%	5.5%	8.8%
	3		Count	8	6	14
			% of Total	1.9%	1.4%	3.3%
	4		Count	1	1	2
			% of Total	0.2%	0.2%	0.5%
Total			Count	221	199	420
			% of Total	52.6%	47.4%	100.0%

8. Have you ever decided *not* to put yourself forward for promotion in DFAT?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	251	59.8	59.8	59.8
	Yes	163	38.8	38.8	98.6
	No answer	6	1.4	1.4	100.0
	Total	420	100.0	100.0	

				Gender		Total
				Female	Male	
Have you ever decided NOT to put yourself forward for promotion in DFAT?	No answer		Count	6	0	6
			% of Total	1.4%	0.0%	1.4%
	No		Count	131	120	251
			% of Total	31.2%	28.6%	59.8%
	Yes		Count	84	79	163
			% of Total	20.0%	18.8%	38.8%
Total			Count	221	199	420
			% of Total	52.6%	47.4%	100.0%

If yes, do you feel that your decision was in any way influenced by gender? Please explain.

				Code						Total
				N/A	No	Not sure	Partially	Not stated	Yes	
Reason	N/A		Count	265	81	1	1	3	2	353
			% of Total	63.1%	19.3%	0.2%	0.2%	0.7%	0.5%	84.0%
	Age		Count	0	2	0	2	0	0	4
			% of Total	0.0%	0.5%	0.0%	0.5%	0.0%	0.0%	1.0%
	Past Experience		Count	0	5	2	1	2	2	12
			% of Total	0.0%	1.2%	0.5%	0.2%	0.5%	0.5%	2.9%
	Family		Count	0	4	0	1	6	7	18
			% of Total	0.0%	1.0%	0.0%	0.2%	1.4%	1.7%	4.3%
	Gender		Count	0	0	0	1	2	2	5
			% of Total	0.0%	0.0%	0.0%	0.2%	0.5%	0.5%	1.2%
	Health reasons		Count	0	1	0	0	0	0	1
			% of Total	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.2%
	Job details		Count	0	7	1	0	3	0	11
			% of Total	0.0%	1.7%	0.2%	0.0%	0.7%	0.0%	2.6%
	Limited opportunities with department		Count	0	4	0	0	1	0	5
			% of Total	0.0%	1.0%	0.0%	0.0%	0.2%	0.0%	1.2%
	Personal reasons		Count	0	6	0	0	1	0	7
			% of Total	0.0%	1.4%	0.0%	0.0%	0.2%	0.0%	1.6%
	Department policies		Count	0	2	0	0	1	1	4
			% of Total	0.0%	0.5%	0.0%	0.0%	0.2%	0.2%	1.0%
Total			Count	265	112	4	6	19	14	420
			% of Total	63.1%	26.7%	1.0%	1.4%	4.5%	3.3%	100.0%

9. Do you feel that your gender has in any way (positively or negatively) impacted on your career progression in DFAT?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	310	73.8	73.8	73.8
	Yes	101	24.0	24.0	97.9
	No answer	9	2.1	2.1	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
Do you feel that your gender has in any way (positively or negatively) impacted on your career progression in DFAT?	No	Count	6	3	9
		% of Total	1.4%	0.7%	2.1%
		Count	145	165	310
		% of Total	34.5%	39.3%	73.8%
	Yes	Count	70	31	101
		% of Total	16.7%	7.4%	24.0%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

Please explain.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N/A	270	64.3	64.3	64.3
	Gender stereotypes	28	6.7	6.7	71.0
	Limited opportunities / no chance of progression yet	27	6.4	6.4	77.4
	Family	23	5.5	5.5	82.9
	Positive Discrimination	22	5.2	5.2	88.1
	DFAT culture	20	4.8	4.8	92.9
	Merits	19	4.5	4.5	97.4
	Equality issues	6	1.4	1.4	98.8
	Mentoring issues	5	1.2	1.2	100.0
	Total	420	100.0	100.0	

10. In your view, does DFAT offer enough opportunities (e.g. capacity-building/training), to strengthen your overall knowledge of gender equality issues in the workplace?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Insufficient	182	43.3	43.3	43.3
	Sufficient	177	42.1	42.1	85.5
	No opportunities at all	37	8.8	8.8	94.3
	More than sufficient	17	4.0	4.0	98.3
	No answer	7	1.7	1.7	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
In your view, does DFAT offer enough opportunities (e.g. capacity-building/training) to strengthen your overall knowledge of gender equality issues in the workplace?	No answer	Count	6	1	7
		% of Total	1.4%	0.2%	1.7%
	Insufficient	Count	125	57	182
		% of Total	29.8%	13.6%	43.3%
	More than sufficient	Count	4	13	17
		% of Total	1.0%	3.1%	4.0%
	No opportunities at all	Count	22	15	37
		% of Total	5.2%	3.6%	8.8%
	Sufficient	Count	64	113	177
		% of Total	15.2%	26.9%	42.1%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

11. In your view, does DFAT promote gender equality and respect for diversity in workplace decision-making, workplace behaviour, and culture? If so, how would you rate its effectiveness?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sufficient	199	47.4	47.4	47.4
	Insufficient	158	37.6	37.6	85.0
	It does not have such a policy	30	7.1	7.1	92.1
	Excellent	24	5.7	5.7	97.9
	No answer	9	2.1	2.1	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
In your view, does DFAT promote gender equality and respect for diversity in workplace decision-making, workplace behaviour and culture? If so, how would you rate its effectiveness:	No answer	Count	5	4	9
		% of Total	1.2%	1.0%	2.1%
	Excellent	Count	8	16	24
		% of Total	1.9%	3.8%	5.7%
	Insufficient	Count	109	49	158
		% of Total	26.0%	11.7%	37.6%
	It does not have such a policy	Count	20	10	30
		% of Total	4.8%	2.4%	7.1%
	Sufficient	Count	79	120	199
		% of Total	18.8%	28.6%	47.4%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

12. In your view, does DFAT discourage expressions of gender inequality, such as jokes, that may be offensive from a gender perspective?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Enough	247	58.8	58.8	58.8
	Not enough	89	21.2	21.2	80.0
	Nothing at all	40	9.5	9.5	89.5
	More than enough	32	7.6	7.6	97.1
	No answer	12	2.9	2.9	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
In your view, does DFAT discourage expressions of gender inequality, such as jokes, that may be offensive from a gender perspective?	No answer	Count	7	5	12
		% of Total	1.7%	1.2%	2.9%
	Enough	Count	113	134	247
		% of Total	26.9%	31.9%	58.8%
	More than enough	Count	13	19	32
		% of Total	3.1%	4.5%	7.6%
	Not enough	Count	63	26	89
		% of Total	15.0%	6.2%	21.2%
	Nothing at all	Count	25	15	40
		% of Total	6.0%	3.6%	9.5%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

13. How much attention do you pay to ensuring gender equality and respected relations between staff in your workplace in DFAT?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A lot	185	44.0	44.0	44.0
	Some	181	43.1	43.1	87.1
	Not enough	26	6.2	6.2	93.3
	No opinion	17	4.0	4.0	97.4
	None at all	8	1.9	1.9	99.3
	No answer	3	.7	.7	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
How much attention do YOU pay to ensuring gender equality and respectful relations between staff in your workplace in DFAT?	No answer	Count	1	2	3
		% of Total	0.2%	0.5%	0.7%
	A lot	Count	90	95	185
		% of Total	21.4%	22.6%	44.0%
	No opinion	Count	7	10	17
		% of Total	1.7%	2.4%	4.0%
	None at all	Count	6	2	8
		% of Total	1.4%	0.5%	1.9%
	Not enough	Count	20	6	26
		% of Total	4.8%	1.4%	6.2%
	Some	Count	97	84	181
		% of Total	23.1%	20.0%	43.1%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

14. Are you aware of / have ever participated in any workplace activity / training to address gender-related issues at DFAT?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	315	75.0	75.0	75.0
	Yes	102	24.3	24.3	99.3
	No answer	3	.7	.7	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
Are you aware of/have you ever participated in any workplace activity/training to address gender-related issues at DFAT?		Count	1	2	3
		% of Total	0.2%	0.5%	0.7%
	No	Count	158	157	315
		% of Total	37.6%	37.4%	75.0%
	Yes	Count	62	40	102
		% of Total	14.8%	9.5%	24.3%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

Please specify the activity/training:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N/A	332	79.0	79.0	79.0
	Talks and Training	42	10.0	10.0	89.0
	Gender Network events	15	3.6	3.6	92.6
	DCD	10	2.4	2.4	95.0
	Own experience/position within DFAT	7	1.7	1.7	96.7
	Lunch time seminars	4	1.0	1.0	97.6
	Unconscious bias training	4	1.0	1.0	98.6
	Overseas/Other organisations	3	.7	.7	99.3
	Visiting speakers	3	.7	.7	100.0
	Total	420	100.0	100.0	

15. Would you consider further training on gender equality useful?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	313	74.5	74.5	74.5
	No	98	23.3	23.3	97.9
	No answer	9	2.1	2.1	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
Would you consider further training on gender equality useful?		Count	6	3	9
		% of Total	1.4%	0.7%	2.1%
	No	Count	31	67	98
		% of Total	7.4%	16.0%	23.3%
	Yes	Count	184	129	313
		% of Total	43.8%	30.7%	74.5%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

If yes, for whom?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All Staff	292	69.5	69.5	69.5
	No answer	69	16.4	16.4	86.0
	No Opinion	33	7.9	7.9	93.8
	Management Only	26	6.2	6.2	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
If yes, for whom?	No answer	Count	22	47	69
		% of Total	5.2%	11.2%	16.4%
	All Staff	Count	171	121	292
		% of Total	40.7%	28.8%	69.5%
	Management Only	Count	16	10	26
		% of Total	3.8%	2.4%	6.2%
	No Opinion	Count	12	21	33
		% of Total	2.9%	5.0%	7.9%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

16. Have you ever encountered a gender equality related problem in DFAT?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	251	59.8	59.8	59.8
	Yes	159	37.9	37.9	97.6
	No answer	10	2.4	2.4	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
Have you ever encountered a gender equality related problem in DFAT?	No answer	Count	4	6	10
		% of Total	1.0%	1.4%	2.4%
	No	Count	129	122	251
		% of Total	30.7%	29.0%	59.8%
	Yes	Count	88	71	159
		% of Total	21.0%	16.9%	37.9%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

17. Which of the following actions do you think could assist or improve gender equality in DFAT?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Gender equality training	244	25.1	25.1	25.1
	Gender proofing of all DFAT policies and practices	205	21.0	21.0	46.1
	More friendly work share practices	188	19.3	19.3	65.4
	Easier access to career breaks	159	16.3	16.3	81.7
	Mentoring scheme	122	12.5	12.5	94.3
	Other	31	3.2	3.2	97.4
	No answer	25	2.6	2.6	100.0
	Total	974	100.0	100.0	

Other, please specify:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N/A	362	86.2	86.2	86.2
	Sympathetic to family situations	18	4.3	4.3	90.5
	DFAT culture change	13	3.1	3.1	93.6
	Management training	12	2.9	2.9	96.4
	Education and collaboration outside DFAT	5	1.2	1.2	97.6
	No positive gender discrimination	3	.7	.7	98.3
	Gender quotas	3	.7	.7	99.0
	Fathers' rights	2	.5	.5	99.5
	Gender equality training for all staff	2	.5	.5	100.0
	Total	420	100.0	100.0	

18. Have you ever experienced discrimination in your role in the Department?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	317	75.5	75.5	75.5
	Yes	94	22.4	22.4	97.9
	No answer	9	2.1	2.1	100.0
	Total	420	100.0	100.0	

			Gender		Total
			Female	Male	
Have you ever experienced gender discrimination in your role in the Department?		Count	6	3	9
		% of Total	1.4%	0.7%	2.1%
	No	Count	143	174	317
		% of Total	34.0%	41.4%	75.5%
	Yes	Count	72	22	94
		% of Total	17.1%	5.2%	22.4%
Total		Count	221	199	420
		% of Total	52.6%	47.4%	100.0%

If yes, please indicate the context in which you feel you were discriminated against?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Gender	47	23.6	23.6	23.6
	Family status (e.g. pregnant or with children or other dependants)	40	20.1	20.1	43.7
	Stream (e.g. general service, diplomatic, professional)	34	17.1	17.1	60.8
	Age	32	16.1	16.1	76.9
	Marital status	23	11.6	11.6	88.4
	Other	10	5.0	5.0	93.5
	Sexual Orientation	8	4.0	4.0	97.5
	Disability	3	1.5	1.5	99.0
	Race	2	1.0	1.0	100.0
	Total	199	100.0	100.0	

Other:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N/A	402	95.7	95.7	95.7
	Family situation	4	1.0	1.0	96.7
	Grade/Staff stream	4	1.0	1.0	97.6
	Age	3	.7	.7	98.3
	DFAT culture	2	.5	.5	98.8
	Marital status	2	.5	.5	99.3
	Not sure	2	.5	.5	99.8
	Class	1	.2	.2	100.0
	Total	420	100.0	100.0	

19. Have you ever availed of any of the following?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Study leave	66	20.3	20.3	20.3
	Career break	61	18.8	18.8	39.1
	Maternity leave	59	18.2	18.2	57.2
	Parental leave	51	15.7	15.7	72.9
	Work sharing	39	12.0	12.0	84.9
	Secondment to another EU\UN agency or Government Department	37	11.4	11.4	96.3
	E-Working	10	3.1	3.1	99.4
	Carer's leave	2	.6	.6	100.0
	Total	325	100.0	100.0	

			Gender		Total
			Female	Male	
Have you ever availed of any of the following?	Career break	Count	36	25	61
		% of Total	11.1%	7.7%	18.8%
	Carer's leave	Count	2	0	2
		% of Total	0.6%	0.0%	0.6%
	E-Working	Count	6	4	10
		% of Total	1.8%	1.2%	3.1%
	Maternity leave	Count	59	0	59
		% of Total	18.2%	0.0%	18.2%
	Parental leave	Count	33	18	51
		% of Total	10.2%	5.5%	15.7%
	Secondment to another EU\UN agency or Government Department	Count	16	21	37
		% of Total	4.9%	6.5%	11.4%
	Study leave	Count	37	29	66
		% of Total	11.4%	8.9%	20.3%
	Work sharing	Count	35	4	39
		% of Total	10.8%	1.2%	12.0%
Total		Count	224	101	325
		% of Total	68.9%	31.1%	100.0%

20. Are there any further comments or workplace gender issues that you consider important and wish to mention here?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N/A	302	65.5	65.5	65.5
	Culture change	42	9.1	9.1	74.6
	Job v family	32	6.9	6.9	81.6
	Maternal/Paternal rights	22	4.8	4.8	86.3
	Management responsibility and composition	21	4.6	4.6	90.9
	Training and awareness	17	3.7	3.7	94.6
	Non-discriminatory practice	8	1.7	1.7	96.3
	Not important	8	1.7	1.7	98.0
	Gender stereotyping of jobs	7	1.5	1.5	99.6
	External stakeholders	2	.4	.4	100.0
	Total	461	100.0	100.0	

Annex 4: Research Groups of the DFAT MAC Sub-Committee on Gender Equality

Group A: Diagnosis and Mapping
This group is tasked with assessing the present situation regarding gender balance in DFAT and identification of recent trends, through assembly of relevant data considering all grades represented within DFAT, including technical and specialist streams.

Group B: Best Practice and Initiatives
This group is tasked with identifying broader strategic goals/methodologies that have successfully led to improvements in gender balance in i) other public sectors, ii) other Irish Government Departments, and iii) the private sector. The group has prepared a joint report with Group D, An overview of gender equality initiatives in Irish Public and Private Sector Organisations and in other Foreign Ministries – challenges and lessons learned (May, 2013).

Group C: Work-life balance and Family-friendly Policies
This group is tasked with examining policies, including but not limited to Departmental policies, with a view to exploring whether there is scope to improve or expand the schemes currently offered by the Department. The group has prepared a report on Work-Life Balance and Family Friendly Policies (May, 2013).

Group D: Foreign Assignments
This group is tasked with examining the particular challenges and impact of foreign assignments on women serving in the Department including those with family commitments, and, in consultation with Human Resources, recommend initiatives inspired by best practice in other Foreign Ministries to improve outcomes for gender equality in this area. This group prepared a joint report with Group B (as above) (May 2013). The input from Group D will focus on best practice in relation to gender equality and foreign assignments and will make recommendations on the way forward.

**Group E: Career Development; Stereotyping**
This group is to consider the ways and to what extent gender stereotyping impacts on career development and progression focussing on i) assignments at HQ, ii) postings and, iii) promotion structures. The group prepared an interim report in November 2012 on Gender Stereotyping and Career Development which reviewed potential gender bias in selected overseas and HQ assignments over a 15-year period between 1997 and 2012.

Annex 5: Detailed Findings

1. In response to the question, *"Do you believe DFAT, and in particular its senior management, is committed to gender equality?"* 71.4% answered yes and of these, 139 were female and 161 were male. Of those who answered no, female respondents represented a majority: 80 women to 36 men.
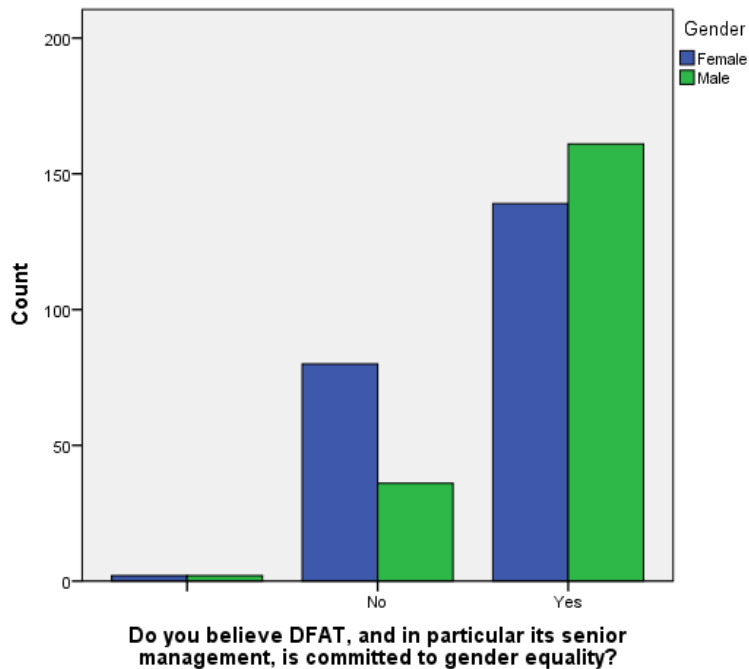

2. A total of 66.4% of respondents felt that DFAT does enough or more than enough to discourage expressions of gender inequality, such as jokes, that may be offensive from a gender perspective (54.8% male : 45.2% female). Of those who answered 'Not enough' or 'Nothing at all', there was a majority of female
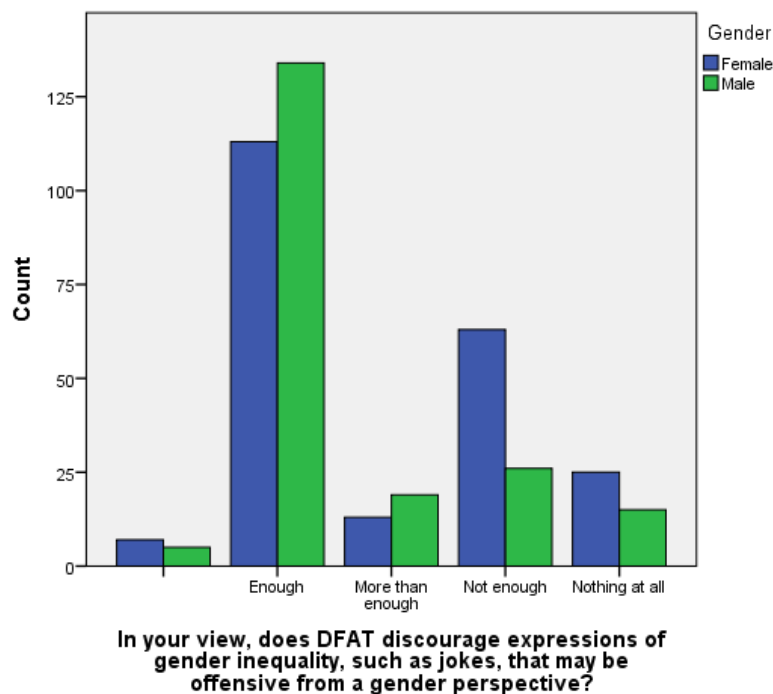
respondents (68.1% female : 31.9% male).

3. In response to the following question, *"In your view, does DFAT promote gender equality and respect for diversity in workplace decision-making, workplace behaviour, and culture? If so, how would you rate its effectiveness?"* 47.7% answered 'Sufficient', while 37.6% answered 'Insufficient', accounting for a total of 85% of responses. The majority of those who answered 'Sufficient' were male (59.9% male : 40.1% female), and the majority of those who answered 'Insufficient' were female (69.0% female : 31.0% male). A total of 7.1% of responses answered that there was no such policy.

In your view, does DFAT promote gender equality and respect for diversity in workplace decision-making, workplace behaviour and culture? If so,
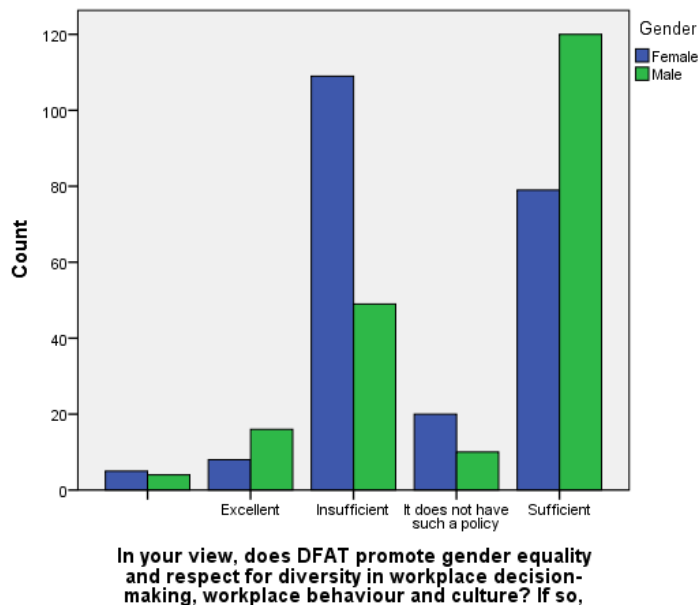
Organisational Culture
Five questions were included in the survey to gain a picture of the organisational culture at DFAT with regard to gender.

The first (open ended) question sought to explore what 'gender equality' means to employees at DFAT. The majority of respondents cited interpretations of it meaning *"equality between women and men"* (36.7%); and, in more specific terms, *"equal opportunities for both men and women"* (35.5%). With a 9% incompletion rate, respondents' remaining interpretations related to *"fairness"; and "elimination of discrimination"*. A minority stated how gender equality unfairly tends to focus on women rather than on men, calling for the *"osboletion of gender"* and *"equal merit"* and the vast majority of those who stated such were male.

A total of 86.9% of respondents felt that a gender equality policy for the realisation of DFAT's objectives was for them either very important or important. This figure accounted for 56.1% female respondents and 43.9% male respondents. In response to an open-ended question inviting explanations for their answers (with a 23.8% non-completion rate), the majority of respondents stated that a gender equality policy at DFAT was important specifically for reasons of maximising efficiency and productivity (32.1%). Within these responses, there were frequent references to the importance of staff as DFAT's main resource and current recruitment restrictions were highlighted as contributing further to the importance of 'getting the best' from employees. A considerable proportion of respondents (11.9%) offered that gender equality policy is important in terms of public perception of DFAT at home and abroad. In this context, some respondents pointed to some inconsistency between DFAT's external image as a promoter of gender equality and its approach to gender equality internally among employees.

When asked, "How much attention do *you* pay to ensuring gender equality and respected relations between staff in your workplace in DFAT?" the majority of respondents, 87.1% selected 'some' or 'a lot'. Of these, there were similar proportions of male (48.9%) and female (51.1%) respondents. A majority of female respondents selected either 'none at all' (73.7% female : 26.3% male) or 'not enough' (77.4% female : 22.6% male).

A majority of 59.8% of respondents had not encountered a gender equality related problem at DFAT, while a significant proportion of 37.9% nonetheless had. A gendered analysis of the answers reveals that no group responded overwhelmingly in either direction. Of those who answered no, 51.4% were female, 48.6% were male, while of those who answered yes, 55.4% were female, and 44.6% were male.

75.5% of respondents stated that they had not experienced discrimination in their roles at DFAT. Of those who had experienced discrimination (22.4%), the majority were female (76.7% : 23.3% male). The majority of this discrimination was identified as gender-related (23.6%), with 20.1% identified as related to family situation, a factor understood in the literature as being crucially linked moreover to women's gendered roles.

Human Development and Rewards
Mainstreaming into culture is needed, rather than big initiatives that come across as ticking boxes… The discussion is wider than gender discrimination - work methods, flexibility, creativity (of solutions) very much needed by society

(DFAT Interviewee, 2013)

"To create an environment where flexible working is not seen as career-limiting"

The survey included five questions to specifically explore employees' gendered experiences of human development and reward at DFAT.

57.9% of survey respondents (39% male; 61% female) answered that they had not been promoted within DFAT. Of those who answered yes (41.1%), the majority of those who were promoted were male (41.0% female; 59.0% male).

A comparably proportioned majority of respondents (68.3%) also answered no when asked if they were ever placed on a promotion panel within DFAT (45.0% male; 55.0% female). However, in contrast to answers to the question of whether they had ever been placed on a promotional panel, there was a closer split between both genders answering yes (47.0% female; 53.0% male). Additionally, the majority of those who answered yes were placed on a promotion panel once (18.1%), this was split equally between male and female respondents.

A majority of 59.8% respondents answered 'no' to the question of whether they had in the past decided *not* to put themselves forward for promotion at DFAT. A slight majority of those who answered 'no' were female (47.8% male: 52.2% female).

Female respondents also accounted for a slight majority of those who answered 'yes' to the question of whether they had in the past decided *not* to put themselves forward for promotion at DFAT (51.5% female : 48.5% male). A majority of the 38.2% who answered 'yes' stated that they did not feel that their decision was influenced by gender. Of those who explained their answers, 4.3% cited family responsibilities and 2.6% cited the logistics of promotion (travel, working late for example) as factors influencing their decisions.

A large majority of respondents answered no when asked if they felt their gender had in any way (positively or negatively) impacted on their career progression in DFAT (73.8%). Of these, a slight majority were male respondents (46.7% female : 53.3% male). However, of those who answered yes, female respondents constituted a greater majority (30.5% male : 69.5% female).

When asked to identify an action to assist or improve gender equality at DFAT, Gender Equality Training was the most popular choice among respondents (25.1%)

When asked which action could assist or improve gender equality in DFAT[15], 'Gender Proofing of DFAT Policies and Practices' was chosen by 21% of respondents (ranked second after 'Gender Equality Training', relating to Targeted Interventions, discussed above). Of those who proposed other actions to improve gender equality at DFAT, the majority proposed greater accommodation of family situations in the workplace.

The issue of 'a culture of resentment' around maternity leave was cited and prevalently, the suggestion of replacing those on maternity leave was made. Other respondents specifically suggested increased support of male employees' roles as fathers with most making references to paternity leave.

Almost half of respondents had availed of opportunities specified as Career break; Work sharing; E-Working; Maternity Leave; Parental Leave; Carer's Leave; Study leave; Secondment to another EU\UN agency or Government Department. Of these, study leave was the most popular (20.3%), followed by career breaks (18.8%) and maternity leave (18.2%). The majority of these opportunities were taken by female respondents (68.9% : 31.1%).

In order of popularity, the most popular choices among female respondents were maternity leave (26.5%); study leave (16.5%); career break (16.2%); work sharing (15.8%); parental leave (14.8%); secondment (7.2%); e-working (2.7%); carer's leave (0.3%).

In order of popularity, the most popular choices among male respondents were study leave (28.7%); career break (24.8%); secondment (21.0%); parental leave (17.7%); e-working and work sharing (both 3.9%).

Targeted Interventions
Six key questions included in the Gender Equality Audit Survey explored Targeted Interventions specifically, with aspects of a further two questions implicated in the findings:

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[15] Gender Equality Training was the most popular choice among respondents 25.1%, relating to 'Targeted Interventions'

One of the baseline indicators for assessing targeted interventions is the extent to which employees are aware of their organisation's gender equality policy. The majority of survey respondents (82.6%) were aware of the gender equality policy for the civil service, with an almost even split between male and female respondents (174 female : 173 male).

The main source of information on gender equality issues for survey respondents was specified as the DFAT intranet (37.6%). Among those who cited the Internet as their main source of this information (21%), there was a larger proportion of females.

Among the 71.1% who agreed that "DFAT, and in particular its senior management, is committed to gender equality" (a question exploring Political Will), answers to a sub-question indicated that 43% felt that this commitment is sufficiently reflected in DFAT's approaches to work and practical actions to assist gender equality, while 28.6% felt it is insufficiently reflected. The majority of the 43% were male; the majority of the 28.6% were female.
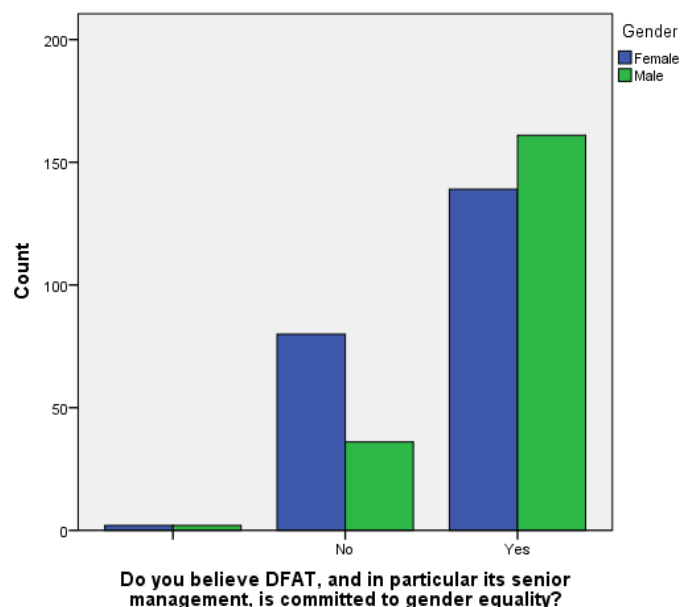

When asked if DFAT offered enough opportunities (e.g. capacity-building/training), to strengthen employees' overall knowledge of gender equality issues in the workplace, 43.3% answered 'Insufficiently' while 42.1% answered 'Sufficiently'. These answers accounted for 85.5% of total responses received for this question, with the remainder answering more than sufficient (5.7%); not at all (7.1%) and the remaining respondents providing no answer. The majority of those

who answered 'Insufficient' were female (68.8%); the majority of those who answered 'Sufficient' were male (63.9%).

In your view, does DFAT offer enough opportunities (e.g. capacity-building/training) to strengthen your overall knowledge of gender ...
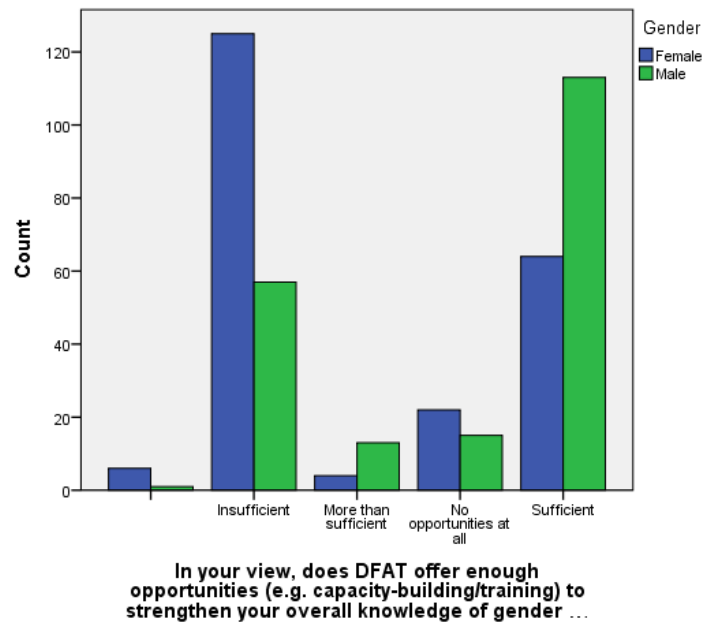
A similar outcome was observed on analysis of responses to the question, "In your view, does DFAT promote gender equality and respect for diversity in workplace decision-making, workplace behaviour, and culture? If so, how would you rate its effectiveness?" 47.7% answered 'Sufficient', while 37.6% answered 'Insufficient', accounting for a total of 85% of responses. A total of 7.1% of responses answered that there was no such policy. Again, the majority of those who answered 'Sufficient' were male (60.6% male : 39.4% female), while those who answered 'Insufficient' were female (69.0% female : 31.0% male).

In your view, does DFAT promote gender equality and respect for diversity in workplace decision-making, workplace behaviour and culture? If so, how would you rate its effectiveness:_x000D_
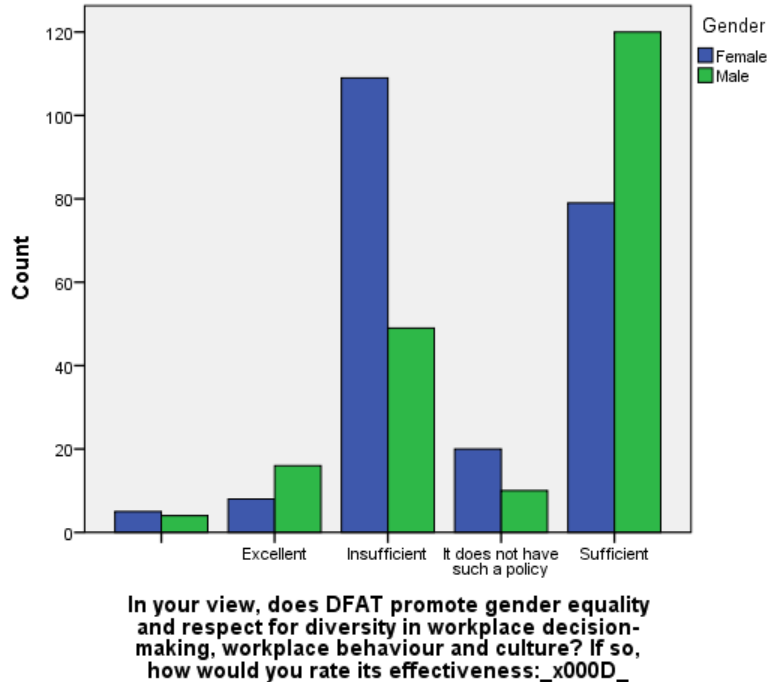
75% of respondents were not aware of, or had ever participated in, any workplace activity / training to address gender-related issues at DFAT (50.1% female : 49.9% male). Of those who were aware of or had participated in such activities or training, the majority were female respondents (60.2% female : 39.8% male). The majority of training/activities in which respondents had participated were unspecified talks and training programmes.

74.5% of respondents stated they would consider further training on gender equality useful. The majority of these were female (58.8% female : 41.2% male). The majority of respondents who answered (69.5%) felt that all staff should undergo such training, as opposed to 6.2% who felt that it should be directed at management only.

Persona exercise:
Figure (insert number) below represents the key circumstances and traits of employee stereotypes created by DFAT employees. Of 12 personas created, three males and one female were in the first category (favourably positioned towards advancement) while 4 females and one male were in the second category (unfavourably positioned towards advancement). Three personas were in a middle ground scenario and represented circumstances and traits of both stereotypes.

Annex 6 Terms of Reference

Department of Foreign Affairs & Trade
Gender Equality Audit

1.   Background

In 2012 the Department of Foreign Affairs and Trade's Management Advisory Committee established the sub-Committee on Gender Equality to develop a gender equality strategy for the Department. The sub-Committee is in the process of developing a gender equality human resources strategy and action plan for the Department which will make recommendations on how DFAT can tackle gender inequalities at all levels in the organisation. This Gender Equality strategy will contribute to DFAT's aim to achieve equal treatment and working conditions for all employees, fairness in career and personal development, retention of staff, and thus a more efficient and effective Department. The committee will also have due regard to the overarching aspect of the importance of organisational culture for the success of initiatives to promote gender equality. Since its establishment the sub-Committee has established Research Groups to focus on five key areas to gain relevant information which will help inform future policy (see Annex A). As part of this process the Department also wishes to undertake a Gender Equality Audit within the Department of Foreign Affairs and Trade to inform policy.

2.   Purpose of the Gender Audit

The Overall Objective of the gender equality audit is to independently examine and assess to what degree the Department of Foreign Affairs and Trade's policies, practices, systems/procedures, staffing, culture and resources deliver on promoting gender equality within the Department[16] and more broadly if they adhere fully to national and European legislative obligations around equality and employment. The Specific Objectives of the audit are:

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[16] This gender audit will focus mainly on human resource policies, business planning etc. and not on DFAT Programme policies e.g. Irish Aid policies or Human Rights policies.

- ➢ To assess the extent to which all-internal policies, procedures, systems and practices adhere to legislative and public sector obligations
- ➢ To assess the extent to which consideration is given within all-internal policies, procedures, systems and practices to promote gender equality
- ➢ To assess the tools and systems in use by the Department of Foreign Affairs and Trade which yield Management information that informs decision making, on issues such as training, allowances, acting up /promotions etc.)
- ➢ To assess any possible impact that career breaks, postings, decentralisation, assignments, promotions have on gender equality
- ➢ To assess the particular impact which gender equality has on career progression for women within the Department, in view of the interaction with other grounds of inequality such as age and family status
- ➢ To assess the general level of understanding and knowledge on gender equality amongst staff
- ➢ To assess baseline information on the operation of gender equality across the Department of Foreign Affairs and Trade
- ➢ To identify gaps in Departmental policy, practice and systems/ procedures on promoting gender equality and to recommend a way forward in closing these gaps
- ➢ To make recommendations on gender equality related training needs within the Department
- ➢ To make recommendations on how gender equality can be strengthened within the Department.

3. Methodology & Scope

The expert will be required to prepare a detailed methodology and work plan which will be agreed in advance of commencement. However it is expected that the key feature of the audit is that it should be participatory, evidence-based, help build capacity, and provide a baseline and findings as the basis for a future action plan. The audit should employ a range of methodologies including;

1. Desk top study of policies & literature review
2. Study of work of DFAT subgroups on gender issues
3. Surveys/Questionnaire
4. Focus group discussions
5. Individual interviews (person to person and/or distance)

As part of this methodology it is anticipated that the following specific tasks will be undertaken:

- Design an audit plan for the Desk top review and the organisational assessment questionnaire for staff and management.
- Carry out a review of key strategic plans identified (as per Annex B), publications, internal and external policy papers, procedures, manuals, and systems including performance management and make recommendations as to how gender equality can be best mainstreamed within them.
- Carry out a review of internal organisational structures; (organigram, staff gender balance, the division of tasks and responsibilities, and decision-making structures, postings, assignments training, support services to staff overseas, local staff abroad[17]) as well as staff needs, attitude, behaviour, beliefs and values from a gender equality perspective and make recommendations for promoting greater gender equality in policy, structure and practice.
- Carry out a short review of gender equality promotion policies and practices of a small number of selected like minded Foreign Ministries.

In addition the audit will include such tests and auditing procedures as the auditor considers necessary under the circumstances

4. Outputs

The main output of this Audit is the production of a final report, which will be attentive to the following:

- A full report of the process, methodology, findings plus annexes if required and executive summary
- Information on the approach employed in the Audit
- Baseline information on the operation of gender equality across the Department of Foreign Affairs and Trade
- Key findings on how to address the identified gender equality related gaps and issues, which will provide input for the DFAT gender equality action plan
- Identification of gender equality training needs and opportunities for staff and management

In addition the expert will also be expected to present the audit findings to the Management Advisory Committee of the Department.

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[17] Including HR structures, circulars and practises for HQ-based staff and locally employed staff overseas.

5. Selection Criteria

The intending service provider is expected to demonstrate the following competencies

- Knowledge, experience with and understanding of gender equality issues.

- Familiarity with Equality legislation and organisational practises including operation of performance management systems with respect to ensuring gender equality.
- Proven capacity and experience in undertaking gender equality audits or other types of social auditing and/or Reviews.

Tender proposals and evaluation criteria

Tenders are invited from individuals with a proven track record in conducting gender equality audits/reviews. Tenders should include an outline of the proposed approach and methodology to address the terms of reference outlined above, include a budget of the estimated cost and the estimated number of days and a timeframe for the completion of the assignment. It is not envisaged that more than 25 days will be required. Confirmation of availability and ability to meet the timescale indicated is also required. A Curriculum Vitae (s) should also be provided. Please note if based at an organisation/ institution, the candidate is requested to submit a letter from that institution/organisation indicating their agreement for the candidate to undertake this audit.

6. Award Criteria

Tenders will be evaluated on the following basis

- Quality of Proposal and outline approach   30%
- Knowledge, experience, skills   40%
- Ability to meet Timescale   10%
- Cost   20%

7. Timeframe

It is anticipated that the audit will consist of approximately 25 days over a two month period, ideally starting in late June. Detailed timetables with breakdown of activities will be produced later following discussion with the approved consultant.

8. Management

The audit will be undertaken in the Department's Head Office. It may also involve linking up with some missions abroad by VC link or teleconference where appropriate. It will be managed by the Strategy and Performance Division of the Department and oversight of the audit will be provided by a Reference Group comprising of representatives from various Units of the Department including the Evaluation and Audit Unit. This Reference Group will act in an advisory capacity and will provide feedback on reports.