



USAID's Engendering Industries Best Practices Framework for Advancing Gender Equality in Male-Dominated Industries:

7.3 Develop promotion processes to counteract bias in promotions

About Your Gender Equality Plan

The following Gender Equality Plan was generated using Engendering Industries' online tool: [The Best Practices Framework for Advancing Gender Equality in Male-Dominated Industries](#). The best practices listed in this plan were identified and included to fill gender equality gaps at your organization. The information included in your plan provides an overview of how to implement best practices, challenges to implementation, and markers of success. More information and resources for advancing gender equality at your company are available at EngenderingIndustries.org.

Description

Follow successfully proven practices that include:

- Once a year all managers are invited to submit proposals on a set number of employees for promotion
- The committee assesses all candidates based on their potential to successfully perform in a new role
- Promotions are granted consensually
- In case no consensus can be reached, the best candidates are invited to participate in an application process, where assessment of these candidates can be done by an external party

Establish a promotion committee with equal representation of female and male high-level leaders who meet on a regular basis to evaluate current talent pool and potential of individuals for promotions

Challenges to Implementation

Company politics may influence decisions on promotions

Women may not be in visible functions and therefore not as known to committee members

May be difficult to nominate female committee members when they are underrepresented in leadership roles

What Success Looks Like

Promotion committee is functional and used for all promotions

Resources and Tools

Guide: [A Toolkit for Recruiting and Hiring a More Diverse Workforce](#) (University of California, Berkeley)

Guide: Tailoring Organizational Practices to Achieve Gender Equality: A Best Practice Guide (Chapter 4: Promotion and Succession Planning) (Gender Equality in Decision-Making, GEM)

Article: Why Do So Many Men Become Incompetent Leaders? (HBR)

Article: How to Make Unbiased, Merit-Based Employee Promotion Decisions with Data (Toolbox)