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USAID Engendering Industries
Workforce Gender Equality Accelerated Program

Gender Equality Rapid Organizational Assessment
GUIDANCE DOCUMENT

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INTRODUCTION

The [Workforce Gender Equality Accelerated Program](#) prepares managers to become agents of change within their organizations. This **Rapid Organizational Assessment** is to be completed by all selected program participants together in order to assess the organization's main gender gaps and help us adapt the program to your needs and better support and evaluate your future gender interventions prior to the start of the program. In order to complete this assessment, it may require some work with other teams including human resources management. The estimated time to complete is 4-6 hours. If you have any questions about the organizational assessment process or tools please contact: Gender.Accelerated@tetratech.com

The Rapid Organizational Assessment covers five (5) thematic areas and will be completed using an online form. 1. Policies, 2. Best Practices, 3. Staff Composition and Human Resources, and 4. Broad Organizational Strategies and 5) Gender Equality Roadmap Assessment
Data gathered will be reviewed by the Program Facilitator and Engendering Industries team and discussed as part of the Accelerated Program in order to help:1) Identify gender equality gaps within the organization to support the strategic development of activities; 2) Support participants to develop a business case that demonstrates how gender equality will benefit the organization's bottom-line; 3) Measure change and results with a repeated assessment following program completion and activity implementation.

This Rapid Organizational Assessment should be completed by all participants together to facilitate group learning and collaboration and may require some work with other teams including human resources management.

Aggregate data will be shared with program participants, but individual company-level information gathered as part of this assessment will not be shared with anyone other than the program facilitator and implementing team without the expressed permission of the program participant.

PLEASE NOTE: This assessment is completed using on online Google Form and cannot be saved and finished later. It must be completed in one sitting so please ensure that you have a quality internet connection prior to completing so as not to lose any responses before submission.

Please use this document as a guide and reference as you fill out the online **Rapid Organizational Assessment Form**. It's recommended that you review this guide and gather all required materials for the assessment BEFORE beginning to enter responses in the online form.

PRIVACY AND CONSENT AGREEMENT

The purpose of the Rapid Organizational Assessment is to gather the information that will be discussed as part of the Accelerated Course in order to help:1) Identify gender equality gaps within the organization to support the strategic development of activities, 2) Support participants as to develop a business case that demonstrates how gender equality will benefit the organization's bottom-line, 3) Measure change and results with a repeated assessment following program completion and activity implementation. This is an organizational self-assessment with support of Engendering Industries and its Workforce Gender Equality Accelerated Course participating university partners to collect, analyze, and interpret the results.

You are invited to complete this assessment because you are a participant in the Accelerated Course. Your organization's participation in this rapid assessment is a prerequisite to joining the Accelerated Course and critical pre-program activity to support your organization's and individual participant's success in the program. By enrolling in the program, your organization has committed and consented to conduct this assessment.

The procedure involves filling an online survey that will take approximately 4-6 hours, with the expectation that all of your organization's individual program participants will contribute to the completion of this assessment. Your responses will be kept confidential and we do not collect personally identifiable information such as your name, email address or IP address. The questions will be about your company's policies, best practices, general staff composition, and human resources, as well as broad organizational strategies.

We will do our best to keep you and your organization's information confidential. All data is stored in a password-protected electronic format. To help protect the confidentiality of responses, any results shared will not contain information that will personally identify you or other individuals and employees within the organization. The results of this assessment will be used for the purpose of Course participants understanding opportunities and constraints within their organization to accomplish the above-stated goals, and will be shared only with program participants and your organization, and will be discussed during the program with academic institution partners and other organization program participants. However, you may wish to opt-in to sharing anonymized results, without revealing the name of your organization, with the Accelerated Course administrators for the purpose of conducting comparative analysis across participating organizations. This will contribute to broader global learning about improving gender equality at organizations with yours.

If you have any questions about the assessment process or tools please contact: workforcegenderequalitycourse@tetratech.com

CONSENT TO OPT-IN TO SHARE ANONYMIZED ORGANIZATIONAL ASSESSMENT FOR AGGREGATED ANALYSIS: Please select your choice below.

Clicking on the "agree" button below indicates that:
- you have read the above information

- your organization agrees to have its organizational assessments results aggregated and anonymized, combined with other organizational assessment results for purposes of aggregated cross-organizational analysis

If you do not wish to consent to opt-in to share your organization's data for the purposes of aggregated cross-organizational assessment, please decline to share by clicking on the "disagree" button.

- ❑ Agree
- ❑ Disagree

SECTION 1: POLICIES

Engendering Industries has identified human resource policies that directly address gender equality and others that are more effective when integrating principles of equality.

In this survey, you will be asked to review 12 policy types and determine if your organization has this type of policy in place. For each type of policy, you will be asked to 1) Select YES or NO if your organization has this type of policy in any form of development; and 2) if YES, indicate the stage of policy implementation (drafted, approved, or fully implemented). This is a self-assessment of your organization to better understand which policies your company has in place. A score will be given based on the number of self-reported policies in place.

What is a "Policy"?
For the purposes of this assessment, a policy is defined as a high-level overall plan embracing the general goals and acceptable procedures, e.g. guidelines, regulations, enforceable punitive or disciplinary frameworks, or institutional arrangements between the organization and other public or private entities/subcontractors. A policy that addresses issues of gender equality is an institutional, regulatory, or policy change, designed to prevent (via guidelines and enforcement) gender-based discrimination and/or to promote gender equity in the workplace. Gender equity policies promote equal enjoyment by men and women of human rights, socially valued goods, opportunities, and resources.

How do I interpret the stage of implementation for a given policy?
- **Drafted** means that a relevant entity with decision-making authority has formally proposed the measure according to the organizations' established procedures.
- **Approved** means any policy or procedure that is newly drafted or revised and has received official approval by the relevant authority (executive body, board of directors), even if not yet implemented.
- **Implemented** is defined as the active institutionalization of the policy, in such a way that affects employees and future employees in a political, economic, and or social way. For a measure to be considered implemented, it must be executed in the intended geographic locations and at the intended administrative levels.

INSTRUCTIONS: Please review the policies below. For each policy type you will be asked to indicate which of these gender equality-related policies organization currently has in place (either as a stand-alone policy or integrated into a more comprehensive HR policy such as an employee manual). Please also be prepared to identify the "stage of implementation" for each policy your organization has in place. Definitions of each stage of implementation are provided in above.

Name of Policy / Strategy	Policy Description	Yes / No	Stage of Implementation
1. Gender Equality or Gender and Social Inclusion Policy	*An effective gender equality or gender and social inclusion policy include the following: 1) Is based on international standards including related targets, responsibilities, and provisions for handling grievances; 2) Organization has well-defined gender equality and diversity goals and objectives, measures to achieve them, responsibilities for implementation, and indicators for monitoring; 3) organization demonstrates a new direction and dedicated commitment to gender equality and inclusion goals by developing and implementing a supportive strategy and action plan; 4) organization implements training programs to raise awareness of unconscious bias and build commitment to implementing the policy ; and 5) organization ensures accountability for implementation is with senior leadership.*		
2. Equal Employment Opportunity (EEO) Policy	*This policy refers to the adoption of an equal employment opportunity (EEO) policy statement at the board of directors/ownership level to ensure compliance with the national laws, as well as regional and international labor standards, and to prohibit discrimination at the workplace. The EEO should: 1) Disclose board selection process, skills, and diversity goals. 2). Appoint human resource (HR) or another organizational unit such as a gender department to implement EEO policy and other company gender equality and diversity policies, strategies, programs, and initiatives aimed at promoting gender equality and diversity and dedicate necessary financial resources. 3) Establish a multi-divisional gender equality and diversity committee comprised of women and men with diverse social identities to plan, oversee and support the implementation of gender equality and diversity initiatives with the gender equality and inclusion and/or HR Departments 4) Create accountability by declaring specific targets and goals on gender equality and diversity and hold the company's leaders accountable for achieving these goals over a defined timeframe.*		
3. All Company Policies (support gender equality and diversity goals)	*Company policies that support gender equality and diversity goals: 1) Meet international standards and best practices; 2) Promote gender equality, social inclusion, diversity goals; 3) Improve and support change management efforts; 4) Use gender-equitable concepts and wording; 5) Involve contributions of female and male stakeholders with diverse social identities at all levels; and 5) Sensitize communications and HR departments on gender equality, diversity, inclusion, and language.*		

4. Salary Equity Policy	*This policy refers to equal remuneration for men and women workers for work of equal value which are established without discrimination based on sex. Remuneration includes the ordinary, basic, or minimum wage or salary and any additional emoluments whatsoever payable directly or indirectly, whether in cash or in kind, by the employer to the worker and arising out of the worker's employment (Equal Remuneration Convention, 1951 (No. 100), Article 1 (a) and (b), International Labor Organization). An effective salary equity policy explicitly addressing the following areas: 1) Salary discrimination within a job category, for example, "Engineer 1": A male and a female both with master's degrees in engineering and 5 years of experience being paid differently; 2) Salary discrimination between job categories, for example, having two job titles "Office Manager" and "Field Office Manager" with the same responsibilities, but "Office Manager" is paid less and held mostly by women; and 3) In the hiring and promotions processes, does not ask or use prior salary to determine current salary.*		
5. Parental Leave Policy (with Maternity and Paternity Leave)	*An effectively implemented parental leave policy: 1) Meets or exceeds in-country legal requirements for parental leave (maternity and paternity leave), based in part on a survey of employees' needs. 2) Includes additional leave or other paid time off (OPTO) options to close the gap identified by the company's benefits analysis. 3)Is communicated to all employees. 4)Includes training supervisors and managers about their role in creating a supportive climate in which employees feel comfortable using leave. 5) Encourages company leadership to take appropriate leave to encourage employees to do the same. 6) Creates and implements processes to maintain full staffing while employees are on leave. 7) Fosters formal flexible work arrangements as an agile and responsive way to enable workers to meet diverse personal and professional goals while maximizing individual contributions to team targets. 8) Includes equal well-paid parental leave policies for both parents which are effective in encouraging men's caregiving and promoting greater equality in the household, workplace, and society, helping to reduce and redistribute caregiver responsibilities and work.*		
6. Family Leave Policy (Equal for Women and Men)	*An effective policy: 1) Meets in-country legal requirements for leave.2) Includes additional leave to close the gap identified by the company's benefits analysis. 3) Communicate these benefits to all employees. 4) Includes training supervisors and managers about their role in creating a supportive climate in which employees feel comfortable using leave. 5) Encourages company leadership to take appropriate leave to encourage employees to do the same. 6) Creates and implements processes to maintain full staffing while employees are on leave.*		

7. Reconciliation of work-life and family-life policies (Equal for Women and Men)	*This policy refers to policies that meet the needs of staff for better reconciliation of work-life and family-life and align with the national legal framework, local culture, international best practices, and support corporate culture change. Global best practices include: 1) Flexible work schedule; 2) Work from home and home office, including telework options; 3) Shorter workday for returning parents; 4) Longer lunch break for baby feeding/ breast pumping; 5) Return to work programs offering catch-up training on topics to enable competitiveness for job promotions; 6) Provision of facilities such as lactation rooms, on-site childcare and family lunch options; 7) Support for external childcare (See Benefits best practice on child care); 8) Employee Assistance Program providing support for new parents and for better reconciliation of work-life and family-life (See Benefits best practice on EAP); 9) Job-sharing for female talents and leaders (see Talent and Leadership best practice on job sharing); 10) Online training in addition to in-class training, that might be difficult to attend; 11) Company benefits extended to family members; 12) Cooperation with high quality schools and financial support for tuition fees; and 13) Processes to maintain full staffing while reintegrating the returning employee*		
9. Sexual harassment and Gender-based violence (GBV) Policy	*This policy refers to the creation and implementation of sexual harassment and GBV policies with the following attributes: 1) Definition and examples of prohibited behaviors. 2) Description of reporting procedure that includes multiple reporting channels. 3) Description of rights of victims and witnesses with a survivor-centered approach to respect, safety, and confidentiality. 4) Description of individuals' responsibilities (e.g., employees, managers, supervisors, and HR) in upholding/ enforcing the policy. 5) Description of the investigation process. 6) Description of confidentiality expectations. 7) Prohibition of and punishment of retaliation. 8) Description of appropriate discipline for employees found to be in violation. 9) Includes a plan for employee-wide training on the policies for greater success in implementation. 10) Use an anonymous employee survey, management reports, or other tools to identify and evaluate incidences of sexual harassment and GBV. 11) Advocacy of greater public understanding of the cost of GBV and the benefits of acting.*		
10. Workplace Policies to Prevent and Respond to Domestic Violence	*An effectively implemented anti-discrimination policy includes the following: 1) organization has well-defined procedures that prohibit any distinction, exclusion or preference made on the basis of race, color, sex, religion, political opinion, national extraction or social origin, which include identifying who is responsible for implementation and indicators for monitoring procedures. 2) organization demonstrates a clear commitment to anti-discrimination and inclusive goals with a supportive strategy and action plan for implementation; 3) organization implements training programs to raise awareness of unconscious bias and build commitment to implementing the policy; and 4) organization ensures accountability for implementation with senior leadership.*		

11. Grievance and complaints mechanism (e.g. ability to report to HR, anonymous phone line, etc.) for handling violations of policies)	*An effective grievance and complaints mechanism: 1) Institutes a fair and transparent investigation and resolution process that creates an open environment to address complaints without fear of associated stigma or retribution; 2) Provides training for employees on compliance with anti-harassment, -abuse, and -discrimination policies; 3) Uses Employee Resource Groups to support employees who have filed complaints; 4) Includes key elements of the reporting process such as definitions and examples of unwanted or prohibited behaviors; descriptions of reporting procedure that includes multiple reporting channels; descriptions of the responsibilities of employees, managers, supervisors, and key stakeholders; descriptions of the investigation process; descriptions of confidentiality expectations; prohibition of and punishment of retaliation; and descriptions of appropriate discipline for employees found to be in violation. 5) Ensures that various modalities for reporting problems are widely available and communicated throughout the company; 6) Assigns most trusted unit or method to handle complaints; 7) Trains personnel on investigative techniques (if not outsourced) and procedures; 8) Monitors complaints and resolution handling to further improve processes.*		
12. Menstrual Health Management (MHM) Policy	*A workplace menstrual health management (MHM) policy ensures that women can manage their sanitation needs safely and with dignity while at work. An effective policy: 1) meets or exceeds national legal provisions and international best practices related to MHM; 2) Provides adequate facilities that are safe, clean, and single-sex; 3) Includes women and their inputs; 4) Addresses hard infrastructure needs such as access to cold and warm water and soap, safe and culturally appropriate disposal options, and doors that can be locked and provide full privacy; 5) Addresses soft measures such as supporting mindset and process shifts (i.e. not requiring women to ask to use the restroom), sensitizing managers and supervisors on women's sanitation needs, and supporting women's self-esteem and self-awareness to help them overcome stereotypes and negative feelings about their body.*		

If you responded "Yes" above to your organization having a **Gender Equality or Gender and Social Inclusion Policy**,

A. You indicated above that your organization has a Gender Equality or Gender and Social Inclusion Policy, please identify the main objectives of the policy below.

Gender strategy objective	Status 1: Objective is drafted 2: Objective is being implemented by the company 3: The objective with targets has been fully achieved	Please add any further detail regarding results or other information.
1.		
2.		
3.		
Add additional lines if necessary		

B. Does your organization require subcontractors and suppliers to have a Gender Equality Policy in place?

SECTION 2: BEST PRACTICES

In this section, you will identify which of the Workplace Gender Equality Best practices are in place at your organization. This will be used to understand the current practices that are implemented, existing gaps, and will help guide strategic prioritization of practices to implement. This section is best completed together with all Accelerated Course participants from your organization. Please refer to the Engendering Industries Best Practices Framework for more detailed descriptions of each best practice, as well as some examples of what success looks like. If further clarification is needed, the Workplace Gender Equality Accelerated Course Manager, Agathe Gondinet at workforcegenderequalitycourse@tetratech.com, and the Engendering Industries Team members are available to help guide you.

INSTRUCTIONS: Please indicate which of the following practices, interventions, or activities your organization is currently implementing or has recently implemented? (Select NO if this is not current practice or priority; select YES if this practice is either in the early stages of development or fully implemented)

	BEST PRACTICE	YES/NO
	ATTRACTION AND TALENT OUTREACH	
1	The company is prepared to be inclusive for women with diverse social identities	
2	The organization is showcased as a place that is inclusive of women with diverse social identities	
3	Young girls are inspired, motivated, and encouraged to study STEM subjects and to strive for a career in STEM industries	
4	Youth girls with diverse social identities are invited to become familiar with the company	
5	Outreach is conducted to educational institutions that lead to long-term attraction of female job candidates with diverse social identities	
6	Internship programs are used to promote technical jobs and the company as an employer of choice for women and men with diverse social identities	
7	Scholarships are offered to female students with a focus on STEM subjects	
8	Supervision of master thesis or paid master thesis contract is offered with a focus on female students	
9	Mentorship programs are used to promote technical jobs and the company as employer of choice	
	RECRUITING AND HIRING	
1	More diverse women candidates are attracted through inclusive job ads	
2	Targeted hiring is used to fill open positions and increase the overall percentage of women in the company in general and/or in the technical areas	
3	Company participates in (university) career fairs and regional job fairs to recruit qualified women with diverse social identities	

4	Equitable and inclusive recruitment and hiring practices are applied	
5	A diversity hiring audit was conducted to determine the conditions that are not contributing to gender equality and diversity goals	
6	Internship programs are used for direct hiring, with gender parity in intern placements and hiring	
7	Gender equality, parity, and diversity considerations are integrated into procurement policies and practices to ensure subcontractor/ supplier alignment with the company's gender equality and diversity goals	
ONBOARDING AND TRAINING		
1	Clear responsibilities are defined for everyone involved in the onboarding process	
2	Company commitment to gender equality, diversity, and inclusion during onboarding is clearly communicated	
3	Managers and other employees are encouraged to integrate and "socialize" new hires for their first year	
4	A "buddy system" for new employees as part of onboarding has been developed and implemented	
5	A system of regular check-ins has been established for new hires in their first year of employment	
6	A standardized training plan has been established with must-have training for all employees	
7	A training plan for each employee is created with a focus on the exposure of women to other work areas and duties to achieve skill parity	
8	The company regularly conducts gender awareness, anti-discrimination, diversity and inclusion, and unconscious bias training	
9	Company-wide employee and specialized management training is provided on gender equality and diversity strategies, policies, and codes of conduct	
10	Training is provided to all male and female employees and managers on what sexual harassment is, how to prevent it, report it, and respond to it with a survivor-centered approach	
11	Leadership and technical skills training are provided to women to prepare them for new roles and responsibilities	
Performance Management, Compensation, and Benefits		
1	The company has a fair and unbiased employee performance management and appraisal system and process in place	
2	A salary gap analysis has been conducted to determine if there are gender differences and adjust salaries to close identified gaps	
3	An equity and impact analysis of benefits, including usage/uptake of benefits, has been conducted	
4	The company ensures that benefits — such as medical coverage, tuition reimbursement, and retirement savings — are equally accessible to male and female employees	
5	Working conditions exist that support improved reconciliation of work-life and family-life for women and men with care duties	

6	An inclusive employee health and wellness program has been instituted to improve the health, wellbeing, and productivity to support all female and male employees	
7	An Employee Assistance Program (EAP) is available to support the mental and emotional health of female and male employees	
8	The company provides access to childcare facilities (e.g., crèche or nursery) or monetary assistance for childcare arrangements	

TALENT & LEADERSHIP DEVELOPMENT		
1	A gap analysis has been conducted to assess diverse talent pipeline health by identifying talent and leadership development needs	
2	A structured talent development plan and process are implemented to counteract bias and gender parity and diversity imbalances in the talent pool	
3	A structured and long-term leadership development plan is in place to include women with diverse social identities at all leadership levels	
4	Mentoring for women with diverse social identities is offered to cultivate their talent and mentoring for men to foster male allies	
5	Sponsorship is provided for women with diverse social identities to make them more visible for promotion	
6	The company promotes job sharing for management functions and other key roles	
7	On-the-job learning opportunities are provided, such as job shadowing and job rotations, especially for business areas in which women are underrepresented	

RETENTION AND EMPLOYEE ENGAGEMENT		
1	Workplace climate and employee satisfaction surveys are used to identify gender equality and diversity and inclusion challenges	
2	The company has a targeted strategy to retain top female talent including high-performing women, women in key technical functions, and women demonstrating leadership potential	
3	Senior leadership and staff are engaged in gender equality, diversity, and inclusion efforts	
4	The company organizes informal talks between the CEO and employees, ensuring the inclusion of women with diverse social identities	
5	The company leverages existing women's and diversity networks to support the development of good practices	

SUCCESSION PLANNING AND PROMOTION		
1	The company has established and implemented succession plans that are inclusive of women	
2	Skill mapping is used to support unbiased succession planning and promotion	
3	The company has promotion processes in place to counteract bias in promotions	

SEPARATION AND RETIREMENT		
1	The company actively addressed the gender inequality impact of retrenchment	

2	Both men and women fully participate in a retirement plan and/or financial education programs	

	CORPORATE CULTURE AND LEADERSHIP	
1	The company has established a business case for gender equality, diversity, and inclusion based on company-specific gender and diversity assessment	
2	A strategy and change management plan are in place to promote gender equality, diversity, and inclusion throughout the company	
3	Gender equality, diversity, and inclusion are part of the workplace culture	
4	Male engagement is promoted through the identification of male change agents and motivating them to act as promoters and ambassadors for gender equality	
5	Company leadership models action that supports gender equality, diversity, and inclusion	

	COMPANY PERFORMANCE AND REPORTING	
1	The company regularly collects and analyzes sex-disaggregated data to regularly monitor progress of gender equity interventions	
2	A dedicated budget is used and track of financial resources to increase gender equality and diversity	
3	Gender equality and diversity targets and/or key performance indicators (KPIs) on gender equality and D&I and disclosed in publicly available reports and indices	
4	The company has adopted international standards and endorse international commitments for gender equality	
5	The company participates in gender equality and diversity awards, rankings certification processes	

	CORPORATE COMMUNICATIONS AND BRANDING	
1	Internal and external communications are designed to communicate gender equality, diversity, and inclusion commitment and provide gender-equitable messaging, language, and photos	
2	Talented female employees with diverse social identities are showcased to promote their professional achievements	
3	The company has built a successful employer brand that is attractive to female candidates and individuals with diverse social identities	
5	The company showcases its commitment to gender equality, diversity, and inclusion through membership in relevant networks, associations, and conferences	
5	The company showcases its commitment through the adoption of international standards and participation in rankings or awards on gender equality, diversity, and inclusion	
6	The company develops or joins communication campaigns and events to promote gender equality, diversity, and inclusion	

SECTION 3: STAFF COMPOSITION AND HUMAN RESOURCES

Data on staff composition will allow us to analyze where there are gender parity gaps, and possible causes, so that your organization may strategically address specific gaps and challenges that prevent women or men from entering into certain job types or advancing in their careers. When we refer to "women" or "men" we recognize that gender identity is a continuum and refer to an individual's preferred gender identity.

This section of the assessment examines staff composition by job type and gender across your organization's workforce. Please refer to the job types and examples provided below when classifying your workforce by job type. We understand that not all organizations will have these specific job classifications but in order to better understand gender parity gaps across various levels within your organization, we encourage you to map your workforce to these job types so they most closely resemble your organizational structure and capture the entire employee workforce.

Job Types	
All Employees	*All employees that are on the company payroll, including part-time and seasonal employees.*
Supervisory / Advisory Board Members	*Applies to organizations that have an external supervisory/advisory board. This does not apply to executive board members, who are considered in the Executive manager group.*
Executive Managers	*Chief Executive Officer (CEO), President, Managing Director, General Manager, and Executive Board (not supervisory or advisory board members).*
Middle Managers	*Middle Managers are those positions that report to the Executive Manager positions and their equivalents AND have other division or department managers or supervisors who report to them (must have at least one layer of management reporting to them).*
Managers / Supervisors	*Managers, supervisors, and other program leads who are responsible for supervising one or more employees or consultants.*
Senior Professionals	*Non-managers with over 10 years of relevant experience.*
Professionals	*Non-managers with between 2-10 years of relevant work experience.*
Junior Professionals	*Non-managers with under 2 years of relevant experience.*
Pre-Entry Level	*Interns, Trainees, Working students*

Workforce Demographics

1. **What is the gender composition of the organization's employee workforce (all employees)?**
The "workforce" is defined as all people included in the organization's payroll, including all part-time employees.

	Full-Time Employees	Part-time Employees and Consultants
Total number of employees in the organization This should include all employees currently on the company payroll, including part-time employees during the most recent calendar year.	(number)	(number)
Number of women	(number)	(number)
Number of men	(number)	(number)
Percentage of women employees (total number of employees/number of women employees = %)	(%)	(%)

2. **What is the gender composition of your organization's Supervisory / Advisory Board Members (board of directors or equivalent)?** If your organization does not have a board of directors, please consider the supervisory board or group that sets the goals and direction for the organization.

Total number of persons on the board of directors (or equivalent)	(number)
Number of women on the board of directors (or equivalent)	(number)
Number of men on the board of directors (or equivalent)	(number)
Percentage of women on the board of directors	(%)

3. **What is the gender composition of your organization's Executive Managers (Chief Executive Officer, General Manager, Managing Directors, Department Heads or equivalent)?** If your organization does not have chief executives or department heads, please consider the leadership team that has responsibility for managing the company according to the goals and direction set by the advisory board (or equivalent).

Total number of executives, chiefs, or department heads Such as the Chief Executive Officer (CEO), Chief Operating Officer (COO), Chief Administrative Officer (CAO), etc., Director of Operations, Director of Finance, etc.	(number)
Number of women executive managers	(number)

Number of men executive managers	(number)
Percentage of women among executive leadership team (or equivalent)	(%)

4. **What is the gender composition of your organization's Middle Managers?** (Middle Managers are those positions that report to the Executive Manager positions and their equivalents AND have other division or department managers or supervisors who report to them (must have at least one layer of management reporting to them).

Total number of Middle Managers (must have at another manager or supervisor reporting directly to them)	(number)
Number of women middle managers	(number)
Number of men middle managers	(number)
Percentage of women among Middle Managers (or equivalent)	(%)

5. **What is the gender composition of your organization's Managers and Supervisors?** These are all other managers, supervisors and other program leads who are responsible for supervising one or more employees or consultants. Please do not include Middle Managers or Executives already counted in previous questions.

Total number of Managers and Supervisors responsible for supervising one or more employee or consultant	(number)
Number of women Managers and Supervisors	(number)
Number of men Managers and Supervisors	(number)
Percentage of women among the Management team (or equivalent)	(%)

6. **What is the gender composition of your organization's Professional Staff?** These non-managers who work in various areas throughout the company in both technical and non-technical positions.

		Women	Men	Total
Senior Professionals	Non-managers with over 10 years of relevant experience.	(number)	(number)	(number)
Professionals	Non-managers with between 2-10 years of relevant work experience.	(number)	(number)	(number)
Junior Professionals	Non-managers with under 2 years of relevant experience.	(number)	(number)	(number)

7. **What is the gender composition of your organization's technical departments?** Technical departments are related to production, technical operations, and Research and Development,

and **excludes** purchasing, marketing (including the selling and customer relation function), human resource management, accounting, and finance. In technical departments, science, technology, engineering, and mathematics skills are predominant.

Total number of employees in technical departments (including part-time employees)	(number)
Number of women in technical positions	(number)
Number of men in technical positions	(number)
Percentage of women employees in technical positions	(%)

8. **How many engineers does your company employ?**

☐ My organization does not have engineers

Total number of engineers	(number)
Number female engineers	(number)
Number of male engineers	(number)
Percentage of women among engineers	(%)

9. **What is the gender composition of your organization's nontechnical departments?**
Non-Technical departments are those typically considered to provide support functions, such as Strategy, Finance, Accounting, Human Resources, Communication and Public Relations, Procurement, Planning and Budgeting, Safety and Customer Service.

Total number of employees in non-technical departments (including part-time employees)	(number)
Number of women in non-technical positions	(number)
Number of men in non-technical positions	(number)
Percentage of women in non-technical positions	(%)

10. **Please briefly describe how the share of women has evolved across various job types over the past 5 years?**

11. **Considering the various subcontractors and suppliers contracted by your company, in general have you seen the share of women who work for those contractors and suppliers evolve over the past five years? Please explain.**

SECTION 4: BROAD ORGANIZATIONAL STRATEGY

1. **Please list 2-3 of your organization's strategic objectives.**
    Examples of broad strategic objectives are to increase the number of customers, increase revenue, improve employee satisfaction, become a trusted brand, create a customer-focused culture, etc.

    Please list 2-3 of your organization's overall strategic objectives
    -
    -
    -

2. **Please list the 3 main gender equality gaps in your organization.**
    Note that gender equality is a state *"in which both women and men, girls and boys have equal opportunity to benefit from and contribute to economic, social, cultural and political development; enjoy socially valued resources and rewards, and realize their human rights."* In the workplace, this means equal access to employment opportunities, training, career growth, leadership opportunities, and equal pay.

    The 3 main gender equality gaps in my organization are:
    1.
    2.
    3.

3. **Does your organization currently have gender equality priorities?**

    3A. **(IF YES) What are the 3 top current priorities to improve gender equality at your organization?**
    The top 3 priorities to improve gender equality in my organization are currently:
    1.
    2.
    3.

    3B. **(IF NO) What do you believe the top 3 priorities should be to improve gender equality at your organization?**
    1.
    2.
    3

4. **How has the COVID-19 crisis affected your company?**

5. **How has the COVID-19 crisis affected the situation of female and male workers differently in your company?**

6. On a scale of 1-5 how difficult was it to collect the information needed for this assessment?

- ❏ **Very difficult (5)** *I had to consult with many people/ departments and collect data from scratch.*
- ❏ **Difficult (4)** *It took some time to collect and produce the information that was not available previously.*
- ❏ **Neither easy nor hard (3)**
- ❏ **Easy (2)** Most *information was readily available.*
- ❏ **Very easy (1)** *All information was readily available.*

7. Is there anything else you'd like to share with the Accelerated Program facilitators about your organization?

SECTION 5: GENDER EQUALITY ROADMAP

A comprehensive strategy is key to achieving workplace gender equality but knowing where to get started is a common obstacle to developing one.

The Workplace Gender Equality Agency (an Australian Government statutory agency that promotes and improves workplace gender equality) developed a roadmap that tracks organizations' gender equality progress through six phases[1].

- **Avoiding** - Either gender equality is not on the radar of the organization or the organization has determined that that's not something they see as a priority or want to take action on.

- **Compliant** – Organizations report to the WGEA and comply with various pieces of legislation in relate to discrimination, sex-based harassment, etc.;

- **Programmatic** – Organizations have lots of programs that drive gender equality, such as return-to-work or flexible work schemes but no overarching strategy.

- **Strategic** – Organizations have a gender equality strategy that is aligned with their business strategy and has specific timeframes and resources allocated to it.

- **Integrated** – Organizations have a strategy and are starting to put the infrastructure, policies, and procedures in place to support it.

- **Sustainable** – Organizations culturally embed gender equality into everyday decisions and activities.

Instructions: Work with fellow program participants from your organization to determine which phase your organization is at on the Gender Equality Roadmap. Review the phases presented in the graphic below, then fill out the following table. This exercise will help you develop strategic priorities in your Gender Equality Action Plan.

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[1] For more information on the WGEA Gender Equality Roadmap and assessment tools visit: https://www.wgea.gov.au/

Gender equality roadmap

Source: Workplace Gender Equality Agency

Phase	Characteristics	Applies to my/our organization (yes/no)
Avoiding	Structural and cultural barriers to female career progression are unrecognized or denied.	
	Exclusive and/or discriminatory behavior towards women accepted and/or normalized.	
	No measurement or reporting of gender representation or equality issues.	
	No-one accepts (or sees a need to allocate) accountability for gender equality /diversity.	
Compliant	Gender equality /diversity are seen as a compliance risk, not a business enabler or imperative.	
	Any gender equality/diversity activity is limited to meeting compliance obligations.	
	Responsibility for compliance with gender legislation or regulation is owned by support functions.	
	Only data required to meet compliance obligations is gathered and is not exploited.	
Programmatic	Gender equality/diversity activity occurs only in response to issues that can't be ignored.	
	Actions and initiatives are ad hoc, reactive and tactical rather than planned, proactive and strategic.	
	Gender initiatives are disconnected and fragmented, which limits synergies, efficiencies and impact.	
	Business priorities take precedence and displace gender equality action if/when necessary.	
	Failure of gender programs initiatives to achieve progress or change undermines long-term support.	
Strategic	A specific business case for addressing gender equality is identified and promoted by leaders.	
	A gender strategy is developed which links to and supports business strategy and objectives.	

	Gender strategy is used to guide effort, investment and specific initiatives and is regularly reviewed.	
	Action plans are developed and implemented to realize gender equality strategic objectives.	
	Governance and reporting mechanisms are in place to ensure leadership oversight.	
Integrated	Gender equality best practice is integrated into business and people policies and processes.	
	The business case for gender equality is understood and embraced at all organizational levels.	
	Commitment to, and investment in, gender equality progress is unaffected by business challenges.	
	Structural and cultural barriers to female career progression are actively challenged and addressed.	
Sustainable	Business leaders hold themselves and their people publicly accountable for gender equality outcomes.	
	Leaders have the necessary capability, confidence and commitment to build gender inclusive culture(s).	
	The organization and its leaders are role models for gender equality/inclusion, and influence others.	
	Ongoing commitment to gender equality is unaffected by changes in leadership composition.	
	Gender equality is simply part of how business is done, and how people work together – always.	

----- END ASSESSMENT ---

Thank you for completing the Rapid Organizational Assessment for the Accelerated Program. Results will be compiled and shared back with you for your reference throughout your participation in the Accelerated Program. If you have any questions about this assessment or how results will be shared, please contact workforcegenderequalitycourse@tetratech.com