Develop a managers' engagement session

The design of this session is based on the [Barbershop sessions Tool # 1](#), created by HeForSHe. The proposal below has been adapted to suit the topic and audience of the project, "Supporting gender equality in multilingual contexts".

This document includes:
1. Guidelines for organizers of the session
2. Guidelines for facilitators of the session
3. Materials for participants in the session

Guidelines for organizers

Session Objective:

The main objective of the session is to bring together managers and staff with supervisory responsibilities to raise awareness on how they communicate with their teams and to discuss how to apply and promote the Guidelines for gender-inclusive language. The Guidelines are available in the six official languages and have been tailored to each language.

To organize a session:

- Consider your target group's previous knowledge and experience in the subject and their expectations of the workshop. Use a pre-training survey to gather this information, e.g. in SurveyMonkey or Google forms. Keep the survey short and manageable and give a deadline for completing it.

- Find an expert- a colleague familiar with the topic or an external consultant- to be the main facilitator. Consider inviting a high ranking UN official and/or a gender, language or communications expert to hold a short keynote on the benefits of gender-inclusive language during the introduction or suggest the facilitator to show a video that introduces the material, for suggestions see https://www.un.org/gender/content/videos-0.

- Choose the right location and make sure the facilitator and the group will have all the required resources.

- Have a follow-up plan. Create a short feedback questionnaire and send an email with the main outcomes from the session. Keep participants informed about what's next.

Guidelines for facilitators

To promote engagement, facilitators should encourage an open and informal discussion with opportunities for participants to ask questions. After the session, facilitators should give participants a short post-session feedback survey; send participants an e-mail with the main outcomes from the discussions; and keep participants informed of what's next. These steps will help ensure that participants carry the message forward.

INTRODUCTION

If appropriate for your audience, present a warm-up activity (see proposals in the Warm-up section) to break the ice and transition to the topic.

Start the session with a brief introduction on the benefits of gender-inclusive language: e.g., "Given the key role of language in shaping cultural and social attitudes, using gender-inclusive language is a powerful way to promote gender equality and eradicate gender bias."

Explain that the first part of the session will be questions for individual reflection, and the main part will be small group discussions. Each group will have a discussion leader who will ask questions, share the scenarios and manage the time. Encourage the participants to express their ideas openly and explain the Chatham House Rule: "When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed."

Ask for volunteers to be discussion leaders for each group. Explain their roles: to guide the discussion; to ensure that everyone participates; to manage the time; and be ready to share insights and conclusions from their group with the facilitator and other participants.

SMALL GROUP DISCUSSIONS
After the introduction and after the individual self-reflection, each group should discuss the questions and the excerpts of written communication below (share clean versions with participants) for at least 30 minutes. The discussion leaders should guide the discussion, making sure all participants are included and managing time. Circulate among the groups to support the discussion leaders and help solve any disputes that may arise. Remind the discussion leaders when there are 15, 10 and 5 minutes left.

The main goal of this part of the session is to help managers find ways to encourage their teams to raise awareness and use gender-inclusive language (in Arabic, Chinese, English, French, Russian or Spanish), according to the specificities of their context. To achieve

this goal, participants should come up with a list of initiatives to share with the larger group and to follow up on in a later session (suggested time: one month later).

WHOLE GROUP SHARING
When the time is up, have the group leaders join you at the front of the room. They should share (on a whiteboard, flipchart or other medium that participants can see) the main insights and key points from their groups with the rest of the participants. Set a time limit so that everyone gets their turn. If time permits, allow participants to ask questions.

CLOSING REMARKS
Close the workshop with the remarks below, adjusted according to the discussions and the outcome(s) of the session.

"Unconscious gender bias in recruitment can lead to unintentional discrimination in selection processes. Such bias can influence the evaluation of curricula vitae, assessments and interview performance, letters of recommendation, as well as in-job performance assessments. Ensuring that larger numbers of qualified women reach each stage of the application process, as well as having gender balanced assessment panels, will go some way to ensure that women are evaluated more accurately. Given the key role of language in shaping cultural and social attitudes, using gender-inclusive language is a powerful way to promote gender equality and eradicate gender bias.

Becoming aware of the negative consequences that gender stereotypes and gender-exclusive communication can have in our professional and private life is an important first step. Be critical and challenge these stereotypes when you encounter them in daily life or in your community. Using gender-inclusive language means speaking and writing in a way that does not discriminate against a particular sex, social gender or gender identity, and does not perpetuate gender stereotypes. "

END OF SESSION FEEDBACK
The interagency working group responsible for the Guidelines and the Toolbox would appreciate any feedback from organizers and facilitators in order to improve the proposed workshop. We encourage managers to share examples of communication or a list of proposed actions to build a bank of resources for future sessions. Please contact us through the "Contact and feedback" page on the United Nations Gender-inclusive language website.

Warm-up

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Show a humorous cartoon, if appropriate. You can find some good resources [here](). Ask the participants if they have any comments on the cartoon.

Questions for individual reflection

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- How do you communicate with your team?
- Do you communicate in the same way with all the members in your team, orally and in writing?
- Do you share the same general information and in the same way with all the members of the team?
- How do you encourage members of your team to speak up at meetings?
- Do you allocate equal time to all team members at meetings? Do you interrupt colleagues when they speak?
- When referring to or addressing specific individuals, do you use forms of address and pronouns that are consistent with their gender identity?
- In general, do you refer to women and men in a consistent way (meaning by their name, last name, courtesy title, or profession)?
- Do you write job-performance assessments or letters of recommendation differently for candidates of different genders?

Questions for small group discussion

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- Would you like to share any comments or reflections on the previous questions?
- Would you like to share a personal anecdote regarding gender-inclusive or gender-exclusive communication at the workplace?
- Can you share any initiative you have taken as a manager to create an enabling work environment for all staff, regardless of their gender?
- Are you aware of how you communicate with candidates of different genders in interview performance or job interviews? Is there something that you could improve?
- Regarding gender-inclusive communication, can you share best practices in your team with other managers?
- In this same regard, can you identify any areas for improvement and think about a training plan to address them?

Excerpts for discussion

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Find excerpts of written and oral communication that are relevant for your audience. Ask participants if the excerpts show elements of gender-inclusive or non-inclusive language, according to the guidelines. If there is gender-exclusive language, ask how it could be improved. Below are some examples with suggested comments for the facilitator.

1-From personal e-mails	1.1-Professor John Smith and Madeline will attend the website launching event. 1.2-Guests are cordially invited to attend with their wives. 1.3-The author of a communication must have direct and reliable evidence of the situation he is describing. 1.4-Plans to outsource some 10 services have not proceeded at the anticipated pace, as there are significant manpower shortages in our unit.
Suggested comments: 1.1-Women and men should be referred to in the same way: if one is addressed by first name, last name, courtesy title, or profession, the other should be as well. *Professor John Smith and Ms./Doctor/Professor Madeline Kendler* or *John and Madeline...* 1.2-The assumption that guests are men, and that they are married to women, reinforces gender stereotypes. It would be more inclusive to use the word *partners instead of wives* in this context. 1.3-Using the masculine and feminine pronouns (*he or she*) or changing the sentence to plural would make it more inclusive. (***Authors** of a communication must have a direct and reliable evidence of the situation **they** are describing*). 1.4 When the gender is not relevant for communication, try to use gender-neutral words. In this sentence "staffing shortages" would work without affecting the meaning.	
2-SGB-2017-1 *Staff Regulations and Rules of the United Nations*	By accepting the appointment, staff members pledge themselves to discharge their functions and regulate their conduct with the interests of the Organization only in view. Loyalty to the aims, principles and purposes of the United Nations, as set forth in its Charter, is a fundamental obligation of all staff members by virtue of their status as international civil servants;
Suggested comments: In this text, gender is not relevant so does not need to be made visible. Using the plural makes the text gender-neutral.	

3- <u>Job Opening</u>	**Languages** English and French are the working languages of the UN Secretariat. For this post, fluency in English is required. Knowledge of another official UN language is desired. **Assessment** Evaluation of qualified candidates may include an assessment exercise which may be followed by a competency-based interview. **Special Notice** Staff members are subject to the authority of the Secretary-General and to assignment by him or her. In this context, all staff are expected to move periodically to new functions in their careers in accordance with established rules and procedures. The United Nations Secretariat is committed to achieving 50/50 gender balance in its staff. Female candidates are strongly encouraged to apply for this position.

Suggested comments: In this text, we observe a gender-inclusive reference to the SG position since it doesn't refer to a specific SG. The fact that it uses the plural to talk about staff ("their careers") makes it gender-neutral.

Resources

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- https://www.un.org/gender/
- *UN System-wide Strategy on Gender Parity.* Available in <u>English</u>, <u>Arabic</u>, <u>Chinese</u>, <u>French</u>, <u>Russian</u>, and <u>Spanish</u>.
- *Guidelines for gender-inclusive communication.* Available in Arabic, Chinese, English, French, Russian and Spanish.
- <u>HeForShe Action kit for the workplace</u>
- <u>Halla Tómasdóttir, It's time for women to run for office, Ted Talk</u>

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Managers engagement session (participants)

The design of this session is based on the *Barbershop sessions Tool # 1* , created by HeForSHe. The proposal below has been adapted to suit the topic and audience of the project, "Supporting gender equality in multilingual contexts".

Goal

This session aims to help managers and supervisors to increase understanding of the "Guidelines for Gender-Inclusive Language" and to apply them to their work.

After the session, managers and supervisors will be able to list some of the benefits of using gender-inclusive language and identify steps they can take as leaders to influence change. They will also l**eave with a concrete plan** for applying the guidelines to their own work and for encouraging their staff to also learn and apply the guidelines.

Required for this activity

Facilitator, discussion leaders (volunteers from the participants), space that allows multiple groups to work simultaneously, flip chart and/or whiteboard and markers.

Time frame

1h-1.5h

What's next?
After attending this workshop, managers and supervisors are encouraged to:
* Leave with a concrete plan for applying the guidelines to their own work
* Motivate their staff to learn and apply the guidelines through the tools available at http://www.un.org/en/gender-inclusive-language/toolbox.shtml
* Arrange a follow-up meeting with fellow workshop participants to share progress on their plans for applying the guidelines
* Apply lessons learned from the follow-up meeting in their offices

Questions for individual reflection

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- How do you communicate with your team?
- Do you communicate in the same way with all the members in your team, orally and in writing?
- Do you share the same general information and in the same way with all the members of the team?
- How do you encourage members of your team to speak up at meetings?
- Do you allocate equal time to all team members at meetings? Do you interrupt colleagues when they speak?
- When referring to or addressing specific individuals, do you use forms of address and pronouns that are consistent with their gender identity?
- In general, do you refer to women and men in a consistent way (meaning by their name, last name, courtesy title, or profession)?
- Do you write job-performance assessments or letters of recommendation differently for candidates of different genders?

Questions for discussion

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- Would you like to share any comments or reflections on the previous questions?
- Would you like to share a personal anecdote regarding gender-inclusive or gender-exclusive communication at the workplace?
- Can you share any initiative you have taken as a manager to create an enabling work environment for all staff, regardless of their gender?
- Are you aware of how you communicate with candidates of different genders in interview performance or job interviews? Is there something that you could improve?
- Regarding gender-inclusive communication, can you share best practices in your team with other managers?
- In this same regard, can you identify any areas for improvement and think about a training plan to address them?

Excerpts for discussion

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Look at the following excerpts from written communications and discuss with your group if you find elements of gender-inclusive or gender-exclusive language. Point to the specific elements you identify and explain what makes them gender-inclusive or gender-exclusive. If there is gender-exclusive language, how can it be improved?

1-From personal e-mails	- Professor John Smith and Madeline will attend the website launching event. - Guests are cordially invited to attend with their wives. - The author of a communication must have direct and reliable evidence of the situation he is describing. - Plans to outsource some 10 services have not proceeded at the anticipated pace, as there are significant manpower shortages in our unit.
2-SGB-2017-1 *Staff Regulations and Rules of the United Nations*	By accepting the appointment, staff members pledge themselves to discharge their functions and regulate their conduct with the interests of the Organization only in view. Loyalty to the aims, principles and purposes of the United Nations, as set forth in its Charter, is a fundamental obligation of all staff members by virtue of their status as international civil servants;
3-Job Opening	Languages: English and French are the working languages of the UN Secretariat. For this post, fluency in English is required. Knowledge of another official UN language is desired. Assessment: Evaluation of qualified candidates may include an assessment exercise which may be followed by a competency-based interview. Special Notice: Staff members are subject to the authority of the Secretary-General and to assignment by him or her. In this context, all staff are expected to move periodically to new functions in their careers in accordance with established rules and procedures. The United Nations Secretariat is committed to achieving 50/50 gender balance in its staff. Female candidates are strongly encouraged to apply for this position.

Resources

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- UN Guidelines for gender-inclusive language in Arabic, Chinese, English, French, Russian and Spanish.
- https://www.un.org/gender/
- *UN System-wide Strategy on Gender Parity.* Available in English, Arabic, Chinese, French, Russian, and Spanish.
- *Guidelines for gender-inclusive communication.* Available in Arabic, Chinese, English, French, Russian and Spanish.
- HeForShe Action kit for the workplace
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