



Broadening Diversity and Inclusion to National Minorities

Inaugural Working Group Charts New Path

The World Bank Group took a major step forward in broadening its approach to hiring and retaining more diversity by convening its inaugural US Minorities Working Group October 14.

President Zoellick's Chief of Staff, Caroline Anstey, said the institution aims to improve the way it measures and implements diversity and inclusion. "There is a commitment to do this," said Anstey, who noted that existing efforts balancing national and gender representation—while broadly successful in moving the Bank Group in the right direction—are proving inadequate.

Former Bank Director Darius Mans chaired the high-level committee, which included senior leaders of US minority groups in academia, the public and private sectors. "I'm delighted that Bank management has committed itself to seriously undertake this initiative. It's not only

the right thing to do for the Bank as a major employer in the United States—there's also a very strong business case to do this," said Mans, who is the Acting Chief Executive Officer of the Millennium Challenge Corporation.

Anstey urged participants to innovate. "One judges new ideas by their quality. Let's make them as practical and operational as possible," she said. "My personal sense is that we need to put systems in place to build pipelines."

External participants brought a valuable perspective on ways they had improved minority participation



Chief of Staff Caroline Anstey (left) and Chief Diversity Officer Julie Oyegun flank Darius Mans, former Bank Director, who is chairing the newly formed US Minorities Working Group.

in their respective spheres of influence—academia, government, and the private sector. Likewise, participating Bank staff helped keep the discussion grounded, by sharing their personal experiences within the Bank's unique multicultural environment.

continued on page 4

Ending Violence Against Women, Jumpstarting Opportunity

When President Barack Obama appointed Melanne Verveer as Ambassador-at-Large for Global Women's Issues in April, he created a new State Department office. Since then, Verveer has been on a global stage, coordinating foreign policy issues and activities relating to the political, economic, and social advancement of women around the world.

This month, MD Ngozi Okonjo-Iweala welcomed Verveer to a session at the World Bank Group: "We are extremely lucky at the World Bank to attract the caliber of Ambassadors of

Peace that we do," said Ngozi by way of introduction. She noted that the World Bank takes keen interest—because where abuse exists, it undermines values, productivity, and freedom.

Verveer acknowledged the World Bank's innovative work on women's economic empowerment: "I participated in a panel with President Zoellick last week at the Clinton Global Initiative, and I must say he was a truly powerful voice for the topic."

"Violence against women is rooted in the United States, it's rooted in homes that one would not suspect, certainly, but it is also a very,

very serious global challenge," said Verveer, who most recently served as Chair and Co-CEO of Vital Voices Global Partnership, an international nonprofit she co-founded. "No nation is immune, it is every nation's problem, and it causes mass destruction around the globe."

In addition to horrible atrocities that occur in conflict zones, violence against women and girls happens at every phase in the life cycle, she noted. This includes sex-selective abortions that have culled as many

continued on page 4

Orienteering for Diversity & Inclusion

Bank orientations, as they go, are exciting times. New staff rush from event to event learning the ropes and making new friends.

These days, part of that process touches on diversity and inclusion (D&I) in the Bank. Recently, Sr. Program Officer Joy Searcie and HR Officer Hamish Hay led an interactive session with about 40 new staff.

“If you have a rigid orientation to time, please stand closer to the door, to the right,” declared Searcie, herself wasting no time. “If you have a more flexible time orientation, please stand closer to the computer, to the left. And if you fall in the middle, move along the line to an approximate point.”

After some interim jockeying, the united colors of Bank staff stood at attention—willing participants in a time-continuum exercise. Some predictable results emerged: a German to the far right, a couple of Latin Americans trending left.

“Our effectiveness depends on staff who bring a wide range of perspectives and competencies to collaborate globally with a diverse array of clients.”

— Joy Searcie

“How you do feel working with people on the other side?” asked Hay, eliciting some knowing coughs and laughter. New staff from Algeria, Brazil, Chile, the Dominican Republic, France, Germany, Kenya, and South Africa shared perspectives.

Searcie brought it home: “Even with something as simple as time, we have very distinct worldviews. And as we grow, we personally move



“We should have more time for this sort of thing,” said Lilian Pena.

along a continuum in our conception of time,” she said.

That broke the ice. From that point on, staff assembled in small groups for discussion. With this new cohort poised to assimilate, conversation revolved around one singular tension: how much does the Bank culture value D&I?

Searcie continued: “We deploy our diversity to create an inclusive work environment globally where all difference is respected and valued, and where all staff can contribute to the mission and achieve their full potential.”

Corporate policies support that goal. The Bank’s *Articles of Agreement* call for recruiting on as wide a geographical basis as possible. The Board has



“Knowing that there is a corporate view to support diversity is important,” said Dominique Njinkeu.

identified indicators and set targets. Beyond diversity targets, there is an institutional emphasis on inclusion—how our diverse workforce is effectively managed in meeting that goal.

Management teams of all Vice Presidencies have signed a D&I Compact; and Senior Management vets an annual strategy. The strategy’s four main elements are: leadership and accountability; reform of key staffing processes, such as recruitment, performance management, and mobility; learning in support of behavior change, including work environment and learning programs; and measurement indicators that help determine if the Bank is making D&I progress.

Searcie summed up the rationale: “Our effectiveness depends on staff who bring a wide range of perspectives and competencies to collaborate globally with a diverse array of clients.”

New staff were left wanting more: “I think it was really interesting. We should have more time for this sort of thing,” said Brazilian Lilian Pena, who recently joined LCR’s Urban Water Disaster

continued on next page

Brainstorm: Diversity & Inclusion Slogans

During a recent D&I Orientation Session, HR Officer Hamish Hay asked participants to come up with a catchy phrase to help advance institutional diversity and inclusion—something “that stops you dead in your tracks.” What follows is a selection of such suggestions during the past year, in no particular order. If you can create a suitably captivating turn of phrase, email it to: pramprasad@worldbank.org.

1. Discover the common, embrace the new
2. One tree, many branches
3. Bringing the World to the Bank: Universal Inclusion
4. Accepting difference: Sharing a common vision
5. Enriching through diversity
6. Upholding the values of many
7. Intrinsic inclusion is a delusion
8. One World, many cultures, one Bank!
9. What part of World don't you understand?
10. Diversity is the catalyst for New Ideas
11. Diversity: Lets go for it!
12. Diversity: Make it happen!
13. Many people, Many minds, One goal
14. Out of many, One
15. Inclusion is fusion
16. Be all, Reach all
17. One World, one Bank
18. Come one, come all, serve one, serve all
19. Our different lands are our common ground
20. 200 nationalities, One purpose
21. Inclusion is IN, Exclusion is OUT
22. We represent the world
23. Inclusion: Your third eye
24. It's your Bank
25. Crossing cultures, crossing borders, together
26. Unity and diversity
27. Creativity, value our difference
28. Diversity: Our common ground
29. Diversity is a mirror to our clients
30. How many languages do you NOT speak?
31. Diversity=Quality=World Bank
32. Inclusion as a solution
33. The sun shines on everyone
34. Diversity + inclusion = strength
35. See past nationality, connect at the basic human level
36. 170 nationalities: 1 mission
37. Don't be boring, be different!
38. World Bank: Reflecting the world
39. Many languages: One Voice
40. Hakunamatata!
41. Without Diversity, life would be one big Monday!
42. Diverse is beautiful
43. We reflect the world
44. Differences are our similarities
45. World Bank: From the world, for the world
46. The World Bank, more diverse than its protestors
47. The World Bank: travel the world in one city block
48. All different, all equal
49. Banking on diversity
50. Diversity is strength: United we stand, divided we fall
51. More cultures: more holidays
52. Be yourself, be different
53. Powered by diversity
54. DIVERSE: Difference, Inclusion, Values, Empathy, Respect, Sharing, Engage
55. Diversify today, succeed tomorrow
56. No sustainable development without diversity
57. Be diverse, be more
58. Who's not here?
59. Diversity and Inclusion: You can Bank on it!
60. Diversity...yes we are!

...Orienting for Diversity & Inclusion

continued from previous page

Management. “It opened my eyes to the importance of being flexible and understanding different cultures of the Bank. Each of us needs to adapt to fit into this organization.”

“Not only was it fun, but there was a lot of useful information,” said Dominique Njinkeu, a Cameroonian in PREM Trade. “Knowing that there

is a corporate view to promote diversity is important.”

Hamish Hay closed: “You can always be the difference. You have the option to make an active choice. You can say, ‘My choice is to make sure that every time I interact with a person, that person becomes bigger. That person becomes better. We can all further our mission.’”

October is
National Disability
Employment
Awareness Month

Expectation +
Opportunity =
Full Participation

...Broadening Diversity and Inclusion to National Minorities

continued from page 1

When conversation turned to the value of externships (secondments), for example, Pauline Ramprasad recalled the Bank's Share Program, which at one time had facilitated a targeted and dynamic staff exchange between the Bank Group and diverse private and public sector organizations.

In closing, the Bank's Chief Diversity Officer Julie Oyegun placed the challenge in context: "One important caveat is—whatever we do here in the United States, the odds are we'll need

to do something very similar elsewhere. This is just one of 267 country offices. Therefore, small is beautiful. We must

be pragmatic—so that we might be able to replicate some of these efforts successfully across the globe."

External Members of the US Minorities Working Group

Darius Mans. *Acting CEO, Millennium Challenge Corporation (Chair)*
 Rosa Castillo. *Manager, Hispanic College Fund*
 Ofield Dukes. *Ofield Dukes & Associates*
 Leonard Haynes. *Senior Advisor, US Department of Education*
 Stan Straughter. *Chair of the Board, Constituency for Africa*
 Nicholas Bassey. *Director, Institute for International Public Policy, United Negro College Fund Special Programs*

Rodney Green. *Interim Chair, Department of Economics, Howard University*
 Sherazade Langlade. *Employer Partnerships Manager, Upwardly Global*
 Julianne Malveaux. *President, Bennett College*
 Weldon Latham. *Partner & Head of Corporate Diversity, Jackson Lewis*
 Pat Parker. *President & CEO, Native American Management Services*
 Peter Yu. *Associate Dean, Office of African American Affairs, University of Virginia*

...Ending Violence Against Women

continued from page 1

as 100 million girls, gender-specific deprivation of health care and nutrition, genital cutting, child marriage, human trafficking, as well as honor killings and dowry burnings.

The statistics are dire: one-third of all women will face gender-based violence at some point in their lives, and in some parts of the world, this figure is as high as 70 percent. Nearly 50 percent of all sexual assaults worldwide are against girls 15 or younger.

"The crossroads we face right now," stressed Verveer, "is understanding it better, preventing it, and responding to it in ways that are more significant."

The Bank panel was sponsored by HRSCO's Domestic Violence Prevention program, in collaboration with the IMF and IADB, to recognize National Domestic Violence Awareness Month. Other panel members included HR VP Hasan Tuluy, IMF HR Director Shirley Siegel, and Tina Gry Tinde, IDB Diversity Advisor.



From right: US Ambassador-at-Large for Global Women's Issues Melanne Verveer addresses a Bank Group crowd as MD Ngozi Okonjo-Iweala and HR VP Hasan Tuluy listen intently.

Concerted Bank action is rooted in the institution's mission to reduce poverty. Violence pushes women further into poverty, destroys health, and puts families at risk. Thus, ending global violence against women is a prerequisite for women's social, economic, and political participation and progress.

The Ambassador-at-Large called for a response that is commensurate with the seriousness of the problem: "First and foremost, we need to understand violence against women as not solely a woman's issue, but one that is also about international human rights, economic productivity,

and social stability. This means that we need everyone's engagement."

Verveer highlighted a Bank initiative, Women's Equality Equals Smart Economics, which focuses on women as drivers of economic growth. "The Bank has worked to identify those obstacles in society, like the lack of land tenure rights, the lack of property rights, all kinds of regulations and laws that preclude women from participating as they might in the economies of their country."

Verveer used compelling examples from the United States, Afghanistan, Bangladesh, the Democratic Republic of Congo, and others. She closed by calling for successful programs to be scaled up worldwide.

The World Bank Group's Domestic Abuse Prevention Program provides services to staff, spouses, and partners. More information can be found at the HUB, a 24/7 specialized service for domestic violence: just type "domesticAbuse" in your browser or call 202-628-2288; contact the Domestic Abuse Prevention Coordinator: 202-473-2931 or daprevention@worldbank.org.