

**GENDER
CHAMPIONS
IN
NUCLEAR
POLICY**

INVITATION PACKET

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Overview

Who We Are

Gender Champions in Nuclear Policy is a leadership network that brings together heads of organizations working in nuclear policy who are committed to break down gender barriers and make gender equality a working reality in their spheres of influence. Candidate Gender Champions include Presidents, Directors, and other institutional heads of organizations whose agendas and/or members address nuclear nonproliferation, nuclear weapons policy, nuclear disarmament, nuclear security, nuclear deterrence, nuclear energy, and other related topics. We are planning to launch in Washington, DC in the summer of 2018.

Gender Champions in Nuclear Policy is designed to augment and complement decades of accomplishment in building networks, skills, mentorship, visibility, voice, and community among women working in the nuclear policy field by adding commitment at the leadership level of the nuclear policy sector. The engagement of male and female leaders is critical to the kinds of policy, behavioral, environmental, and cultural changes that are needed to achieve effective gender balance in the nuclear field.

This initiative is inspired by and modeled on the International Gender Champions, who represent the leaders of the United Nations and other International Organizations, Ambassadors accredited to them, and associated civil society and business groups. More information about the International Gender Champions can be found at www.genderchampions.com.

To Become a Champion

Gender Champions must be the head of an organization or institution involved in any aspect of nuclear policy. Initial recruitment will focus primarily but not exclusively on Washington, DC-based non-governmental organizations, think tanks, activist groups, philanthropies, foundations, and women's organizations. Over time, other sectors may be added. Each Champion will be featured on the Gender Champions in Nuclear Policy website.

- ◆ **Panel Parity Pledge**

All Gender Champions sign the Panel Parity Pledge (see page 5) to avoid whenever possible appearing on single-sex panels. This Pledge applies to the Champions' own appearances, not to their entire organization, as a way to demonstrate Champions' personal commitment to gender parity.

- ◆ **Commitments**

Champions make three individualized "SMART" commitments that pertain to new or ongoing work to achieve gender equality in their organization and its activities. "SMART" commitments are Specific, Measurable, Achievable, Realistic, and Time-Bound. These commitments, and the progress in meeting them, are made public on the Gender Champions in Nuclear Policy website.

Model commitments can be found on page 5 and can be tailored to the specific needs and activities of each organization.

◆ **Focal Points**

Each Champion assigns a Focal Point from their organization. Focal Points work on the implementation of the Champion's commitments and represent the Champion and institution within the larger Focal Point network to share progress, best practices, and encouragement.

◆ **Reporting**

Champions, through their Focal Points, are responsible for tracking performance against their commitments and updating the Gender Champions in Nuclear Security team in support of annual reports on the achievements of the Gender Champions network.

◆ **Annual Meetings**

Gender Champions are expected to participate in annual meetings of the network to exchange experience and strategize on how to accomplish their commitments.

Why Gender Equality?

Not only is gender equality necessary from the perspective of democracy and justice, it is essential to achieve and maintain peace and security. Research has repeatedly shown that diverse teams generate the best outcomes, and that women's presence and contributions to peace and security discussions add value and sustainability to policies and impact. Committed leaders can generate momentum at the highest levels to create meaningful change and facilitate strong cross-cutting links for great potential impact. Gender Champions in Nuclear Policy seeks to catalyze those links and mobilize that change. See page 9 for research relating to the value of gender balance.

Our Values

In addition to the Panel Parity Pledge and their commitments, Champions are expected to adhere to these values and to act in accordance with the highest ethical standards, including:

- Treating every person with respect and fairness;
- Actively including, investing in, and valuing diverse and emergent perspectives;
- Creating and maintaining safe, inclusive workplaces free from harassment and discrimination;
- Promoting women leaders inside and outside our organizations;
- Working together with other Champions in a spirit of openness, honesty and transparency.

Panel Parity Pledge

The Panel Parity Pledge is both a concrete process and a thoughtful internal and external exercise for the conference organizer and potential panelist. This Pledge applies to participation by the Champion him/herself, not to events hosted by their organization (although that could be an additional pledge if a Champion so determined).

When invited to participate in a panel discussion, the Champion or their designee will obtain answers to the following questions:

1. What are you doing to ensure gender balance at your event?
2. Are there any women, or equal numbers of women, speaking on the panel/s?
3. (If not), have the organizers reached out to female experts?
4. (If not), can we share our evolving list of dynamic experts in the field that happen to be women?
5. (This list is composed by the potential panelist or organization. It also has the knock-on effect of the potential panelist championing a number of brilliant and knowledgeable female colleagues)
6. Are conference organizers using the list to identify and invite expert women panelists?

In certain circumstances, **a Champion may determine that their participation in a particular event is critical enough that they would join a single-gender panel.** As well, they have the option of identifying themselves as a champion while on the panel or noting the composition of the panel. The intentional nature of the process should, however, generate a conversation each time a panel is composed, and the process of including high-performing dynamic female experts should eventually become reflexive, rendering the Panel Parity Pledge obsolete.

Champions, or their designee, will develop a mechanism for tracking and reporting on their panel appearances.

Sample SMART Pledges

Champions also undertake three “SMART” commitments that can be accomplished in one year to advance gender equality in the organization’s processes, practices, and policies or in its programmatic work. SMART commitments are Specific, Measurable, Attainable, Relevant, and Timely. Champion’s pledges will be included in the Gender Champions in Nuclear Policy (GCNP) website, and Champions will report on their progress towards these pledges for inclusion in an annual report published by the GCNP.

Below are sample pledges that leaders may consider for inclusion in their additional three pledges. Leaders are encouraged to adapt these pledges (or create new ones) that are appropriate for their organization, ideally with input from a range of voices within the organization. Additionally, leaders are encouraged to develop a baseline understanding for each of the three pledges, so that they can clearly measure how adopting the pledges changes organizational behavior and practices.

Leadership and Accountability

- Include gender equality as a standing item on all agendas of staff meetings dealing with the organization’s activities and functioning.
- Mainstream a gender perspective in all speeches and presentations made by the champion.
- Speak publicly in a specific number of speeches, presentations, and articles about the problems related to gender inequality, need for better inclusivity, and ways to address it.
- Provide transparency to relevant stakeholders (board, staff, grantees, readers, etc.) about how the organization is doing in achieving its goals in inclusivity.

Governance

- Create (if necessary) and educate all staff and board on formal policies, informed by [best practices](#), related to reporting and responding to sex harassment.
- Obtain the [EDGE certification](#) (a business certification standard for gender equality, applicable to organizations of varying sizes).
- Create a formal mentorship program for mid-career staff in the organization, ensuring that women constitute at least 50% of the mentees and mentors.
- Ensure that all selection panels and final applicant pools for new positions in the organization are not single gender.
- Promote gender diversity in senior management positions, aiming that 50% of board and manager positions are held by women and guaranteeing that at least 40% of such positions are held by women.
- Design/implement a hiring process that actively minimizes gender bias. This can include using inclusive rather than gendered language in job advertisements, anonymizing and randomizing job applications for review, comparing applicants across criteria rather than assessing individual candidates, holding one-on-one structured interviews, and replacing unstructured interviews with work sample tasks.

- Use [gender de-bias software](#) such as [Textio](#) or [Talent Sonar](#) or free online tools like [Gender Decoder for Job Ads](#) that allow employers to blind themselves to applicants' demographic characteristics.
- Conduct exit interviews with all departing staff and interns to understand why staff are leaving.

Meetings and Conferences

- Hold a specific number of public events focused on the role of women in nuclear policy, either as keynote events and/or at normal business hours.
- Achieve an average of 50% women's participation in a specific number of the organization's largest public events annually.
- Collaborate with professional networks and organizations dedicated to the issue of increasing women's participation to host a specific number of events per year.
- Develop guidelines for hosts and moderators to encourage balanced participation and use of honorifics during panels and Q&A sessions.
- Create, publish, and enforce a policy on respectful behavior for meetings hosted by the organization. An example of such a policy can be found [here](#).

Media and Media Promotion

- Ensure the organization's media lists are up to date and gender balanced. Add new experts as they arrive at your organization.
- Ensure the organization's expert listservs have at least 40% women.
- Create and distribute/promote a code of conduct on the organization's listservs.
- Ensure that early career experts (especially women) are single author on at least one article per year.
- Provide media training to the organization's experts, ensuring attendance/recipients include 50% women.
- Actively promote inclusion of women experts when approached for quotes or interviews.
- Commit that every article, op-ed, and blog post produced by the organization that quotes experts and policymakers includes at least one woman's quote.

Organizational Culture

- Conduct a staff survey (using a standard survey such as the [one](#) developed by LeanIn.org and Survey Monkey) to monitor levels of awareness and perceptions in relation to gender equality. Report the results to staff.
- Create a program to retain mid-career talent.
- Pay the organization's interns.
- Ensure men and women perform an equal amount of "glamour" work and "office housework." Collect data on office housework (what is done and who is doing it), assign an equitable distribution of the office housework, and hold everyone accountable for the tasks they have been assigned. Alternatively, assign office housework on the basis of job description and hold everyone accountable for the tasks they have been assigned.

- Conduct organization-wide bias awareness training on gender and race, such as having all (new) staff take the Harvard University Project Implicit test on unconscious gender-career bias or the Gender-based Analysis Plus (GBA+). If this (or the bullet point below) is chosen, the organization should be thoughtful in how it is used, [recognizing that training is not a silver bullet](#).
- Carry out workshops (with a facilitator, as needed) for staff on unconscious bias and inclusive leadership.
- Deliberately create/use multiple types of spaces for informal relationship building (i.e. not just bars), and ensure those spaces are open to all genders.

Programmatic and Field Work

- Achieve an average of 50% women's participation in the organization's training courses on nuclear non-proliferation and disarmament, and feature women speakers in the organization's events and seminars.
- Target women's inclusion in the organization's workshops and courses to improve the gender balance, provide scholarships for participants who need it, measure progress at every level and communicate progress and results regularly.
- Strengthen recruitment and outreach so that women are encouraged to apply to the courses and workshops hosted by the organization.
- Ensure every issue (or a set number of articles each year) of an organization's magazine, blog, or journal includes at least one article with a feminist or gender lens.
- Increase the number of grants awarded to women-led projects and organizations by 5% until the grant portfolio has gender parity.
- Ask grantees for data related to diversity, equity, and inclusion, including gender, for their board, staff, and strategy. If possible, provide aggregate/averaged data about the overall portfolio on the foundation's website.
- Create and adhere to a set of public principles regarding diversity, equity, and inclusion, including gender, in making grant decisions.
- Fund/conduct a specific number of research projects in the areas related to nuclear nonproliferation, disarmament and arms control with a gender or feminist lens.

Work-Life Balance

- Establish parental leave/return and flex work time policies and compare it to best practices. Regularly educate staff on policies.
- Provide advance notice of meetings to enhance predictability and planning.
- Actively support telework and flextime options for staff.
- Avoid calling critical meetings during evenings, weekends, early mornings, and public holidays, which are difficult times for those who provide care for others to attend.

Research

LeanIn.Org and McKinsey & Company

[Women in the Workplace](#) (2017)

Women in the Workplace 2017, a study conducted by LeanIn.Org and McKinsey, looks more deeply at why women remain underrepresented at every level in corporate America, despite earning more college degrees than men for 30 years. The study draws on data from 222 companies employing more than 12 million people, as well as on a survey of over 70,000 employees and a series of qualitative interviews. Women in the Workplace is the largest study of its kind.

Center for New American Security (CNAS)

[From College to Cabinet: Women in National Security](#) (2017)

This report examines the data on the current state of women in the national security pipeline (education, on-ramps into government service, full-time employment in the national security sector, women's representation in departments and agencies), challenges facing women in the national security sector (entry point challenges, retention issues, competition with the private sector), current government initiatives to increase diversity and inclusion, lessons-learned from the private sector, and recommendations to increase women's representation and leadership in the field.

[Women in National Security Project](#)

CNAS initiated this project to bring discussions of gender and inclusivity to national security audiences that do not typically embrace them. Their research on Women in National Security details the experiences of women who have served or are currently serving through a collection of stories, survey results, podcast episodes, events, and publications.

Women in International Security (WIIS)

[Progress Report on Women in Peace & Security Careers: U.S. Congressional Staffs](#) (2014)

This report is intended to raise awareness among the policy community about how women are faring on Capitol Hill and what needs to be done to support

more women in leadership positions in the legislative policy environment.

[Progress Report on Women in Peace & Security Careers: U.S. Executive Branch](#) (2010)

This study sought to improve understanding of trends and patterns over time in terms of women's representation in the federal government in international security positions, identify obstacles for women's advancement in key government agencies, particularly in attaining and succeeding in leadership positions, and recommend policies and practices to improve recruitment, retention, and advancement of women in international security-related positions in the federal sector.

Catalyst

Catalyst is a global nonprofit working with some of the world's most powerful CEOs and leading companies to build workplaces that work for women. The organization's action-oriented research focuses on three areas to drive workplace change: accelerating women at work by building inclusive cultures; addressing workplace issues at the intersection of gender, race and ethnicity; and engaging men as champions to help women advance and succeed.

Catalyst has numbers, ideas, and solutions in the following research areas:

- [Board Diversity](#)
- [Gender, Race, and Ethnicity](#)
- [Inclusive Cultures](#)
- [LGBTQ!](#)
- [Men and Equality](#)
- [Pay Gap](#)
- [Sexual Harassment](#)
- [Unconscious Bias](#)

Harvard's Women and Public Policy Program (WAPP)

WAPP looks at what policies, organizational structures and leadership techniques help close involuntary gender gaps—those that occur due to constraints rather than choice—either due to explicit barriers (laws or the absence thereof) and/or implicit barriers (stereotypes, biased judgements and discrimination). WAPP builds on behavioral insights to create evidence-based organizational designs that can promote women's empowerment, overcome gender bias and provide equal opportunities for women and men.

[What Works: Gender Equality by Design](#) (2016) by WAPPP director, Iris Bohnet, outlines 36 research-driven interventions that can help us move the needle towards gender equality. Bohnet argues we must build gender equality by changing environments, rather than mindsets.

WAPPP generates policy research in the following areas:

- [Organizational Design](#)
- [Leadership, Negotiation, and Decision Making](#)
- [Political Empowerment](#)
- [Gender and Tech](#)

Lists of Female Experts

[SheSource](#)

Women's Media Center SheSource is an online database of media-experienced women experts who we connect to journalists, bookers and producers.

[Women Also Know Stuff](#)

This list's goal is to promote and publicize the work and expertise of scholars in political science who identify as women. Use this database when writing syllabi; when planning conferences, panels, and speaker series; when citing research; when inviting essays and op-eds; and when identifying experts for articles.

[SourceList \(Women +\)](#)

Sourcelist is a database of experts in technology policy from diverse backgrounds, built on the principle that technology policymaking stands to benefit from the inclusion of the voices of a broader diversity of people. The list can be filtered by "national security" and "military."

[Women in Nonpro](#) (Melissa Hanham)

A Twitter list of female experts in nuclear nonproliferation.

[Women in NatSec](#) (ReThink Defense)

A Twitter list of female experts in national security policy.

[Female Experts on Japan and the Koreas](#) (Anna Fifield)

A Twitter list of female experts on Japan and the Koreas.

List of Relevant Organizations

[#NatSecGirlSquad](#)

Leadership: Maggie Feldman-Piltch

[Foreign Policy Interrupted](#)

Leadership: Elmira Bayrasli & Lauren Bohn

[Women in Defense](#)

Leadership: Rachel McCaffrey

[Women in International Security](#)

Leadership: Chantal de Jonge Oudraat

[Women in Nuclear](#)

Leadership: Carol Berrigan

[Women of Color Advancing Peace and Security](#)

Leadership: Bonnie Jenkins

[Women's Action for New Directions](#)

Leadership: Nancy Parrish

[Women's Foreign Policy Network](#)

Leadership: Jenna Ben-Yehuda