

# WORKFORCE GENDER EQUALITY ACCELERATED COURSE



VIRTUAL AND IN-PERSON PROGRAMS  
2022

Delivered by USAID's  
Engendering Industries Program

Join organizations from around the world in this leadership program that develops the skills and tools needed to increase gender equality, diversity, and inclusion in the workplace.

Increasing gender equality in the workplace has become a priority for organizations around the world, and research shows gender diversity is correlated with improved company performance. Today, most organizations are working to recruit and retain more women in order to improve productivity, build resilience, and improve brand and reputation. Increasing gender equality in the workplace requires the commitment of both organizations and individuals. Organizations must address the structural barriers that inhibit gender equality, while individuals must acquire the knowledge, tools, and behaviors known to promote workplace gender inclusion.

The **Workforce Gender Equality Accelerated Course** is a six to twelve month program that includes organizational gender equality assessments, self-assessments, a virtual or in-person course, and five to twelve months of change management coaching. The program prepares managers to become agents of change within their organizations by developing the skills needed to:

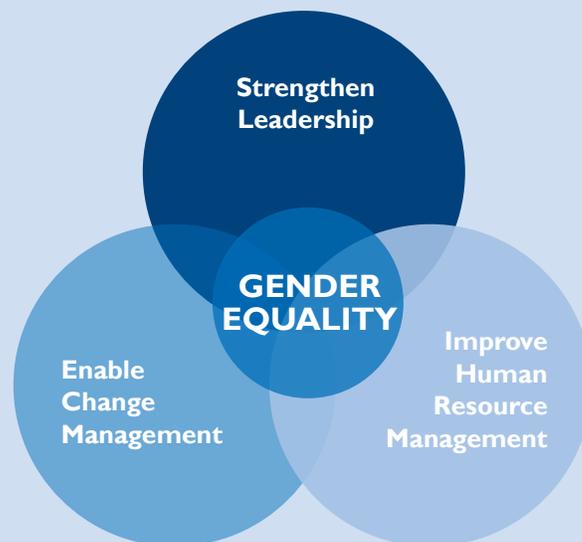
**Identify gender equality gaps** within their organization.

**Develop a business case** that demonstrates how gender equality will benefit the organization's bottom-line.

**Take targeted, tangible, and strategic action**, grounded in assessment, to increase gender equality in their organization.

**Strengthen leadership and change management skills** and exercise more influence to create an equitable and diverse workplace.

**Effectively engage other male and female leaders** within their organization in support of desired change.



The Accelerated Course curriculum draws from USAID's toolkit, *Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries*, which demonstrates methods for introducing gender equality initiatives at each phase of the employee lifecycle. Intended to be a catalyst for change, this program provides a holistic practical learning environment that ensures success for participating employees and their organizations. Following the program, participants will receive virtual coaching to help them successfully drive change, improve gender equality, and build resilience in their organization.



Reem Hamdan (R) of EDCO Jordan, an Engendering Industries program graduate, leads a session with utility participants at the July 2019 Gender Equity Executive Leadership Program held in Amsterdam. Photo: Ryan Kilpatrick

### WHO SHOULD PARTICIPATE?

The Accelerated Program is designed for female and male managers who wish to develop their gender equality expertise, boost their influence, and spearhead change within their organization. Operations leaders, HR managers, and managers of other support functions who are strategically placed within their organizations to influence change are encouraged to register. Organizations are required to send two to three employees. The Accelerated Program focuses on developing and improving company culture, policies, and practices that advance gender equality, and is most applicable to companies that have (or are in the process of developing) standard human resource practices.

### WHO ARE THE FACILITATORS?

The program is facilitated by an international team of Engendering Industries change-management experts in conjunction with faculty from university partners, including Georgetown University’s McDonough School of Business, the Johns Hopkins University Self-Empowerment and Equity for Change (SEE Change) Initiative, KenGen Center of Excellence in Kenya, Fulbright University Vietnam, Lagos Business School in Nigeria, La Universidad de los Andes in Colombia, as well as experts from the Men Engage Alliance. Facilitators have more than 15 years of experience in gender equality, leadership, change management, and human resources management. The program will be delivered virtually with program modules spread over a ten-week period. Following the program, participants will receive four months of virtual coaching to implement the action plan developed during the program.

### WHAT ARE THE BENEFITS TO PARTICIPATING ORGANIZATIONS?

Following the program, an organization with participating employees will be able to:

- Define and articulate the key gaps, strategic actions, and organizational benefits of gender equality, including improved business performance, resilience, and employee satisfaction and well-being.
- Implement strategic actions that enable the organization to meet its gender equality and diversity goals.
- Leverage the knowledge and improved skills of participating staff to introduce gender equality initiatives at each phase of the employee lifecycle, from recruitment and hiring, to succession planning and retirement.
- Build a positive national and international reputation and brand by showcasing the organization’s commitment to gender equality, and highlighting USAID and academic partnerships and employees’ university certifications.
- Connect to an international network of academic institutions, international partners, and organizations operating within the region and industry, and access learning and engagement opportunities.

# PHASE 1



## REGISTER AND COMMIT TO IMPROVE GENDER EQUALITY

- Organizations submit registration package
- Submit letter of support from organization CEO
- Review program requirements and materials, including the Participant Handbook

# PHASE 2



## COMPLETE PRE-REQUISITE ASSESSMENTS AND TRAINING

- Take prerequisite online Gender 101 and Change Management 101 training
- Complete rapid organizational gender equality self-assessment
- Complete pre-program self-assessment survey
- Complete assigned pre-readings

# PHASE 3



## COMPLETE THE IN-PERSON OR VIRTUAL COURSE

- Participate in knowledge sharing, peer-led learning, group work, and practical exercises
- Learn best practices and tools from skilled facilitators and case studies
- Complete and submit homework as assigned
- Design your organization's Gender Equality Action Plan
- Complete program evaluation and feedback survey

# PHASE 4



## IMPLEMENT YOUR GENDER EQUALITY ACTION PLAN SUPPORTED BY A COACHING PROGRAM

- Implement gender equality action plan
- Participate in virtual coaching sessions with change management coaching for five to twelve months following program completion
- Share organizational results with Accelerated Program administrators
- Complete post-program assessments
- Receive certificate of completion—one for the individual and one for the organization—delivered by academic partner

## WHAT IS THE REGISTRATION PROCESS?

1. Register for course.
2. Organizations are required to send two to three mid- to senior-level managers. A point of contact at the organization should assemble and submit the organization's registration package, which includes:
  - a. Completed registration forms
  - b. A commitment letter signed by your organization's leadership (sample letter provided for signature).
3. Registered organizations submit program fee. Scholarships are available based on need.
4. Registered organizations and individuals will be asked to complete the following activities in advance of the program:
  - a. Rapid Organizational Gender Equality Assessment. This work can be completed by one individual, or shared by several employees. Estimated time to complete: eight hours.
  - b. Individual Self-Assessment. This survey must be completed by each participant. Estimated time to complete: 15 minutes.
  - c. Change Management 101 Webinar and Quiz. These activities must be completed by each participant one month before the program starts. Estimated time to complete: two hours.

## WHAT IS THE TIME COMMITMENT?

The Accelerated Program is a six to twelve month commitment. Each organization will complete a rapid organizational assessment, which takes approximately eight hours to complete. Course participation will require approximately 40 hours per person, which is designed to be spread out over the span of ten weeks (if virtual) or one week (if offered as an in-person course). Additionally, participants can expect to spend approximately three hours each week (20 hours total) completing homework assignments. Following the course, participants will be expected to participate in five, one-hour coaching sessions over the span of five to twelve months, and will spend approximately 10 to 15 hours per month implementing the action plan they develop during the course. Repeating the organizational gender assessment upon completion of the program will require another eight hours of collective staff time. For more information, refer to the FAQ on [the program website](#).



### TIPS FOR SELECTING PARTICIPANTS

Organizations are encouraged to select two to three managers to maximize impact within the company. Please consider the following criteria when selecting participants:

Mid- and senior-level managers with demonstrated influence in the organization and understanding of the organization's business strategy

Individual interest and motivation to work toward increased gender equality and inclusion

Balance of women and men

Balance between operations and support services such as human resources and other departments

Proficiency in English



## PARTICIPATION COSTS

USAID's Engendering Industries program and partner academic institutions will co-sponsor most direct and indirect costs, while participating organizations must support their employees to participate through direct payment of nominal training fees to the partner academic institution. Scholarships are available based on need.

## VIRTUAL FACILITATION AND PARTICIPATION

Due to COVID-19, the 2021 Accelerated Program will be delivered virtually. Accelerated Program facilitators have experience delivering trainings online. Virtual small group working sessions will be utilized throughout the program, and virtual networking opportunities for participants will be available.



# VIRTUAL PROGRAM SCHEDULE

WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5
<p><b>Introduction</b></p> <p><b>Module 1:</b> Gender Equality: The Vision</p> <p><b>Module 2:</b> Gender Equality: The Obstacles</p> <p><b>5 hours</b></p>	<p><b>Module 3:</b> Gender Equality and the Role of Male Leaders as Allies</p> <p><b>Module 4:</b> Gender Equality: The Benefits</p> <p><b>4.5 hours</b></p>	<p><b>Module 5:</b> Part 1 Gender Strategy and Change</p> <p><b>Module 5:</b> Part 2 Gender Strategy and Change</p> <p><b>4.5 hours</b></p>	<p><b>Module 6:</b> Equality, Culture, and Communication</p> <p><b>Module 7:</b> Gender Equality and the Role of Male Leaders as Allies</p> <p><b>4 hours</b></p>	<p><b>Module 8:</b> Part 1 Gender Equality in the Workforce</p> <p><b>Module 8:</b> Part 2 Gender Equality in the Workforce</p> <p><b>5 hours</b></p>
*Participants will draft their Gender Equality Action Plan (GAP) in weeks 1-7				
WEEK 6	WEEK 7	WEEK 8	WEEK 9	WEEK 10
<p><b>Module 9:</b> Part 1 Gender Equality in Management and Leadership</p> <p><b>Module 9:</b> Part 2 Gender Equality in Management and Leadership</p> <p><b>5 hours</b></p>	<p><b>Module 10:</b> Empower Yourself and Lead the Change</p> <p><b>Module 11:</b> Build Your Strategy and Plan for Success</p> <p><b>4.5 hours</b></p>	<p><b>Coaching Session</b></p> <p><b>1 hour</b></p>	<p><b>Redefining the GAP</b></p> <p><b>1 hour</b></p>	<p><b>Module 12:</b> Wrap-Up</p> <p><b>2.5 hours</b></p>
Draft Gender Equality Action Plan		Finalize and Present Gender Equality Action Plan (Weeks 8-10)		

\*Virtual schedule above is illustrative. Partners may adapt virtual schedule as needed.

# IN-PERSON PROGRAM SCHEDULE

	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	DAY 6
<b>30 MIN</b>	<b>GREETING/ REGISTRATION/ COVID RAPID TEST/ COFFEE</b>					
<b>Small Breaks as Needed</b>	<b>Introduction</b> (1 hour)	<b>Mod 3.2:</b> Gender Equality and the Role of Male Leaders as Allies (1 hour)	<b>Mod 5.2:</b> Gender Strategy and Change Management (1 hour)	<b>Mod 8.1:</b> Gender Equality in the Workforce (3 hours)	<b>Mod 9.2:</b> Gender Equality in Management and Leadership Teams (3 hours)	<b>Mod 11:</b> Build Your Gender Equality Action Plan and Plan for Success (1.5 hours)
	<b>Mod 1:</b> Gender Equality: The Vision (2 hours)	<b>Mod 4.1:</b> Gender Equality: The Benefits (2 hours)	<b>Mod 6:</b> Gender Equality, Organizational Culture, and Corporate Communication (2 hours)			<b>Coaching Sessions</b> (1.5 hours)
<b>1 HOUR</b>	<b>LUNCH</b>					
<b>Small Breaks as Needed</b>	<b>Mod 2:</b> Gender Equality: The Obstacles (2 hours)	<b>Mod 5.1:</b> Gender Strategy and Change Management (3.5 hours)	<b>Mod 7:</b> Gender Equality and the Role of Male Leaders as Allies (2 hours)	<b>Mod 8.2:</b> Gender Equality in the Workforce (2 hours)	<b>Mod 10:</b> Empower Yourself and Lead the Change (3 hours)	<b>Mod 12:</b> Presentation & Wrap-up (2.5 hours)
	<b>Mod 3.1:</b> Gender Equality and the Role of Male Leaders as Allies (1.5 hour)	<b>Working on the GE Action Plan &amp; Group Coaching 2</b> (30 minutes)	<b>Working on the GE Action Plan &amp; Group Coaching</b> (30 minutes)	<b>Mod 9.1:</b> Gender Equality in Management and Leadership Teams (1.5 hours)	<b>Working on the GE Action Plan &amp; Group Coaching</b> (30 minutes)	<b>Closing Ceremony</b> (30 minutes)
<b>Evening Networking/ Learning/ Coaching/ Cultural Events</b>	<b>Meet Your Coach</b> (30 min)		<b>Fireside Chat with External Speaker</b> (1 hour)			<b>Reception/ Networking</b>

\* In-person schedule above is illustrative. Partners may adapt in-person schedule as needed.

# PROGRAM COURSE CURRICULUM

MODULE	FACILITATOR	OBJECTIVES AND CONTENT
<b>Introduction</b> (Day 1, 1 hour)	Implementing Partner	<ul style="list-style-type: none"> <li>Discover the Engendering Industries program, its change management and employee life cycle approach, the hosting academic institution, and the course's objectives and follow-up activities.</li> </ul>
<b>Module 1:</b> Gender Equality: The Vision (Day 1, 1.5 hours)	Course Manager	<ul style="list-style-type: none"> <li>Understand foundational program concepts such as diversity, intersectionality, gender equity, gender equality, and gender norms in a social and professional environment.</li> <li>Understand the reality of gender inequalities around the world, in male-dominated sectors, and in your organizations through the presentation of pre-program organizational gender assessment results.</li> <li>Build a vision of what gender equality could look like in your life and work environment through knowledge sharing and self-reflection.</li> </ul>
<b>Module 2:</b> Gender Equality: The Obstacles (Day 1, 1.5 hours)	Course Manager and Male Engagement Expert	<ul style="list-style-type: none"> <li>Understand the main economic, social, and cultural obstacles to gender equality including gender-based stereotypes, bias and discrimination, and gender-based violence and sexual harassment.</li> <li>Understand what it means to reflect on personal biases and apply the gender lens to your own decisions and actions to overcome obstacles to gender equality in your life and work environment.</li> </ul>
<b>Module 3:</b> Gender Equality and the Role of Male Leaders as Allies (2 hours)	Male Engagement Expert	<ul style="list-style-type: none"> <li>Understand how to move from androcentrism, patriarchy, and stereotyped masculinities to more flexible gender norms that engage men as allies to women's empowerment and gender equality in society and the workplace.</li> <li>Participate in knowledge sharing and self-reflection.</li> </ul>
<b>Module 4:</b> Gender Equality: The Benefits (1.5 hours)	Course Manager and Partner University Faculty	<ul style="list-style-type: none"> <li>Study international literature, business leaders' testimonies, and the results achieved by Engendering Industries participating organizations to understand the positive impact of gender equality and inclusion on human development, business performance, employee well-being, and resilience, in both normal and crisis contexts.</li> <li>Discover how to use Engendering Industries' Delivering Gender Equality: A Best Practices Framework to achieve results and benefits within your organization.</li> </ul>
<b>Module 5:</b> Gender Strategy and Change Management (3 hours)	Georgetown University	<ul style="list-style-type: none"> <li>Learn how to design and implement a gender strategy based on the theory of change management.</li> <li>Learn how to successfully engage stakeholders, include leadership in gender equality efforts and anticipate and address change management challenges and resistance.</li> <li>Learn how to conduct a more robust gender gap assessment, based on your organization's pre-program gender assessment, and start designing a gender equality strategy for your organization.</li> </ul>
<b>Module 6:</b> Gender Equality, Organizational Culture, and Corporate Communication (1.5 hours)	Georgetown University	<ul style="list-style-type: none"> <li>Learn how to shift a male-dominated organizational culture to a culture and leadership that supports gender equality to thrive.</li> <li>Discover the business and public relations benefits your organization can gain from endorsing standards such as the United Nations Women's Empowerment Principles (WEP).</li> <li>Learn how to publicly disclose gender equality goals and align corporate communication and branding practices with gender equality goals.</li> </ul>

# PROGRAM COURSE CURRICULUM

MODULE	FACILITATOR	OBJECTIVES AND CONTENT
<b>Module 7:</b> Gender Equality and the Role of Male Leaders as Allies (1.5 hours)	Male Engagement Expert	<ul style="list-style-type: none"> <li>Develop transformative strategies for male-dominated industries to engage men as allies and to support male leaders who work toward achieving gender equality goals.</li> <li>Learn about the United Nations #HeForShe campaign, which asks men to support gender equality and women's empowerment.</li> </ul>
<b>Module 8:</b> Gender Equality in the Workforce (4.5 hours)	Georgetown University Faculty and Course Manager	<ul style="list-style-type: none"> <li>Learn how to apply internationally recognized best practices and policies to improve gender diversity and women's participation in the workforce</li> <li>Learn how to apply internationally recognized best practices to attract, recruit and hire a more diverse pool of talent</li> <li>Learn how to apply internationally recognized human resources policies that are foundational to increase gender equality</li> <li>Learn how to apply internationally recognized best practices for gender-sensitive onboarding and training, retention and employee engagement and separation and retirement</li> </ul>
<b>Module 9:</b> Gender Equality in Management and Leadership Teams (4.5 hours)	Course Manager, Georgetown University Faculty, and Academic Partner Faculty	<ul style="list-style-type: none"> <li>Learn how to apply internationally recognized practices to empower women in the organization and increase gender and diversity among management and leadership teams.</li> <li>Workshop your own Gender Equality Action Plan to successfully design a fair and unbiased employee performance management system; equitable salary, compensation, and benefits system; and unbiased talent development and promotion plan.</li> <li>Learn tips to run successful mentoring and sponsoring programs for talented male and female employees.</li> <li>Explore traditional masculine and feminine leadership traits and learn how to develop a more comprehensive leadership style that leverages your own individual potential.</li> <li>Learn to serve as a successful champion for gender equality and inclusion in your organization.</li> </ul>
<b>Module 10:</b> Empower Yourself and Lead the Change (3 hours)	Johns Hopkins University SEE Change Initiative Faculty	<ul style="list-style-type: none"> <li>Develop leadership skills and agency, drawing on lessons from the Johns Hopkins University SEE Change Initiative.</li> <li>Reflect on your personal needs and goals and learn how to overcome limiting beliefs and develop positive mental habits.</li> <li>Enhance leadership competencies and develop techniques to establish clear visions, set goals, and be proactive</li> </ul>
<b>Module 11:</b> Build Your Gender Equality Action Plan and Plan for Success (1.5 hours)	Course Manager, Georgetown University Faculty, and Academic Partner Faculty	<ul style="list-style-type: none"> <li>Work with other participants from your organization to workshop your organization's Action Plan. Develop an Action Plan with a clear structure and cost assessment.</li> <li>Prepare to present Action Plan to your organization's leadership and to implement plans following the program.</li> </ul>
<b>Module 12:</b> Wrap-up (1.5 hours)	Program Manager, Georgetown University Faculty, and Academic Partner Faculty	<ul style="list-style-type: none"> <li>Present Gender Equality Action Plan as a group.</li> <li>Receive information on next steps for follow-on virtual coaching and reporting results on activities.</li> <li>Complete course evaluation and feedback.</li> </ul>



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[www.usaid.gov/engendering-industries](http://www.usaid.gov/engendering-industries)