

## FTA Gender Balance Network

### Role of Gender Balance Champions

Commissioners are asked to nominate from within their organisation individuals of either gender that are committed to achieving the benefits presented by gender balance throughout their organisation. These Gender Balance Champions should be of sufficient seniority to promote the Gender Balance Network within their organisation, and willing to engage with the network of Champions to share experiences, develop strategies and implement agreed actions.

Champions should also be available to mentor emerging leaders, either within their own organisation, or elsewhere on the network. Champions from Advisory Group member administrations have been asked to take a leadership role in developing the network.

### Goals for Champions

- 1. Compile a listing of current legislation, policies and initiatives within their own administrations that encourage gender balance through equality of opportunity, including any measures of their effectiveness. Use this database to prepare a best practice note outlining initiatives that could be replicated across administrations.**

Strategies for recruiting, developing and retaining a gender-balanced workforce may be of particular interest. Level of commitment in organisation (e.g. statement included in organisation's Statement of Strategy or similar) may also be an interesting factor.

Any assessments of effectiveness over time would be very valuable. Descriptions of both successes and failures of initiatives can help those that are developing their strategies.

An in person meeting to allow Champions to brainstorm effective actions may also be useful.

The possibility of non FTA member administrations joining the network should also be explored, as the success or failure of attempts to achieve a gender balance may be influenced by cultural factors, and so there may be benefit in having a wide range of jurisdictions represented on the network.

- 2. Develop a [Knowledge Sharing Platform](#) (KSP) page where relevant insights can be shared, and individuals within administrations can connect directly to discuss issues relating to gender balance.**

Webinars, online forums and video interviews to be used to connect officials, as well as ways to instigate change and share knowledge.

Networking of professionals based on their domain of interest may be particularly useful e.g. a separate forum for audit or IT professionals.

- 3. Develop a mentoring program for emerging leaders.**

Set out a framework for mentoring including stating the goals for mentorship and key steps for establishing a programme.

Possibilities for mentoring across administrations to be explored.

**4. Identify opportunities for possible secondments to other tax administrations.**

The FTA Community of Interest on HR is discussing developing a space on the FTA website where secondment opportunities could be advertised. The logistics of the individual secondments would be between the two administrations. If secondment opportunities are deemed as beneficial (possibly as part of the mentoring process) we could leverage off this facility.

**5. Report back to Advisory Group**

In advance on the FTA Plenary meeting in March 2019, Champions are asked to report back to the Advisory group with an action plan to improve gender balance in tax administrations across the FTA.