

January 2022

SUMMARY

CGIAR all-staff webinars

Main topics

- New CGIAR operational structure
- Internal positions and launch of jobs portal
- Questions and answers about the One CGIAR transition
- Sneak peek at CGIAR's rebranding

Latest on transition and next steps with the Executive Management Team

19 JANUARY 2022

Approximately 1,400 staff from across CGIAR joined this first series of all-staff webinars of the year. These events with the Executive Management Team (EMT) are held every two months to provide the latest information about the One CGIAR transition and to answer staff questions live.

New CGIAR operational structure

The new CGIAR operational structure was presented to staff and details discussed across the three Divisions. Elwyn Grainger-Jones, Managing Director of the Institutional Strategy and Systems Division, noted the significance of the progress with the structure and the work involved across teams and colleagues. The design integrates capabilities across a diverse CGIAR to allow teams to work together better. It is setting the new CGIAR up for growth, both organizationally and for people and their work opportunities, he said.

Elwyn Grainger-Jones on Institutional Strategy and Systems (IS&S) Division: The philosophy behind the IS&S Division is to support the entire structure and to provide end-to-end services, from the very local to the global, and to ensure there's an interconnection. Human resources functions need to work to build and operate CGIAR and to help deliver the research. Financial systems and operations, facilities, IT and governance are all essential and important elements to help strengthen internal collaboration and allow us to have the kind of economies of scale that we need to make the kinds of impacts we want.

Johan Swinnen (Global Director, Systems Transformation) and Barbara Wells (Global Director, Genetic Innovation) on Research, Delivery and Impact (RD&I) Division: RD&I brings together CGIAR's science capabilities into three Groups: Genetic Innovation, Resilient Agri-food Systems and Systems Transformation. But, these groups are not silos. People will work together on

Initiatives and bilaterally funded projects, and the Impact Area Platforms have been designed to keep CGIAR focused on delivering measurable results. Implementation of the first 19 Initiatives is starting, and we will be advertising for senior positions to implement them. Those who hold roles as interim leads or co-leads and work package leaders, like other colleagues, will be encouraged to apply to the positions that interest them.

Kundhavi Kadiresan on Global Engagement and Innovation (GE&I) Division: The operating structure is a very critical step forward in this transition year. Keep in mind that the current structure as depicted does not reflect the entire scope of everyone's work. The key objective of the GE&I Division is to lead our engagement with external partners and stakeholders. It involves meeting our funding goals. It involves global advocacy platforms and amplifying CGIAR's messages and mandates globally. It involves expanding and deepening our engagement with partners, and more specifically, also transforming our engagement with country and regional stakeholders.

Launching internal positions

Fiona Bourdin-Farrell, Global Director of People and Culture: In order to fill key positions in CGIAR's new operational structure, we are launching an internal jobs portal for staff to view and apply for positions. The Senior Leadership Team roles have been filled, and the process of developing job descriptions and defining job levels has now been completed for many jobs, with many more underway.

The next phases of positions (Phase 3 and 4) will be posted internally on a rolling basis, with each position being open for applications for a minimum of two weeks. Wherever possible, Phase 4 jobs will be advertised at the same time or very soon after Phase 3 jobs so that all staff can have a clear picture of the positions that are available. Once applications close, selection panels will review the internal

candidate pool and decide whether to proceed with the internal selection process or to advertise externally. The entire process will be guided by the [Inclusive Recruitment Guide](#) that was prepared by CGIAR's Gender Diversity & Inclusion colleagues.

An FAQ can be found [here](#) for more detailed information. Explore jobs available and apply [here](#).

Branding

CGIAR will get a new brand in 2022, as an important part of the One CGIAR transition and its new mission, vision and goals. The shortlist of names and logos was presented for staff to consider for the first time, and participants voted on their preferences. Consideration has been taken to how the new brand will work with already-established Center brands, and over the year at least 200 names, over 30 taglines and eight visual identities were created, meditated on, discussed and debated. Additional consultations on the name, tagline and icon will continue with internal and external stakeholders.



CGIAR success depends in part on how well we engage and interact with our audience, and our brand is key to that.”



**Food Systems
Science
Organization**

INNOVATION. IMPACT. PEOPLE.



**World Agricultural
Research Organization**

TRANSFORMING FOOD, LAND AND WATER SYSTEMS



**Coalition for
Global Food
Systems**

INNOVATION AND IMPACT FOR PEOPLE AND THE PLANET



**Organization for
Food and
Environmental
Sciences**

INNOVATIVE SYSTEMS. SUSTAINABLE FUTURE.

STAFF PREFERENCES

| Name | Tagline | Icon |
|-----------------------------------------------------|-------------------------------------------------|------|
| World Agricultural Research Organization (World Ag) | Innovation and Impact for People and the Planet | |

Select questions and answers

(summarized for length and clarity):

Who will keep his or her position in the new structure and which positions will be open for competition? People came to where they are through competition, will they need to apply again? And what happens if someone applies for a position and doesn't get it?

CGIAR's goal is to keep and retain its people and to make sure that they are placed in positions where they can best use their knowledge and skills. The process has been designed to ensure that the roles are opened up internally first. Only if we are unable to fill roles internally will the process move to external candidates.

Key principles in this process are fairness and transparency. We want to give everybody the opportunity to express interest and showcase themselves if they meet the requirements to apply. All senior positions in Phases 3 and 4 will be published internally first, and there is no quota as to how many positions you can apply for. The Group you have been affiliated to does not affect your ability to apply – you can apply for positions within other Groups.

If you apply for a senior position and you are not selected you may choose to apply for another Phase 3 or 4 position, or you may be invited to take up interim senior assignments. Or, you may be eligible for a role in Phase 5. The goal in Phase 5 is to minimize the number of positions that are opened up for recruitment, and instead to map people and their expertise to roles. This will mean that for many people perhaps your role and maybe even your manager's role might not change at all. For some, this might mean some changes to align with the new structure. More detailed information is available in this [FAQ](#).

What is the link between the Division, Departments and the Regional Groups?

The Regional Directors and Country Representatives on the ground have key functions, including representation and relationship management; strategic presence and coordinated action; and intelligence and knowledge sharing. How do we align with demand together with, resource mobilization, communication, partnership coordination and support them? There are Regional

Engagement Leads, and policy-focused positions supporting the Regional Directors. There are also Country Managers and Cluster Managers. But, when you are looking at regions and countries that have a big presence of CGIAR teams, across science and IS&S, these teams may not be reporting to the Regional Director or the Country Manager, who is leading in terms of CGIAR on the ground. But they are all working cohesively.

What are your ideas to date to avoid those Divisions becoming silos? How will we work together if we are not in the same Group or the same location?

We are trying to consolidate the fragmented CGIAR partnership that exists despite everyone's great work and best intentions. We avoid silos by having a three-person Executive Management Team together with three Science Group Directors all working very closely as a team.

We will be inculcating a strong culture of teamwork that is really fundamental. There are Groups that have globally integrated reporting lines, but people are going to carry on working together, from the science to project support to communications. This model is not about taking individuals away from the teams that they work in. It's about creating well-functioning integration and putting people together, from finance to facilities to IT support.

Many questions were received during both webinar sessions that did not get a response during the live event. Those questions have been noted and responses being developed.

Resources

[InfoPoint](#) available to all CGIAR staff, with webinar recordings and other videos, FAQs and essential documents related to the transition.

[People & Culture video](#) on affiliation and more.

[FAQs](#) on internal jobs.

Explore internal jobs and apply [here](#).

Any questions?

Please reach out via transition@cgiar.org.