Enabling Environment:

Engage, Exchange, Equip

World Health
Organization

UN WOMEN

Welcome and Opening Remarks

Ms. Aparna Mehrotra, Director, UN System Coordination Division, UN Women opened the session welcoming all participants and introduced Ms. Katja Pehrman, Senior Adviser and Focal Point for Women in the UN system at UN Women. She presented Ms. Pehrman as having formerly served with the diplomatic services of Finland, and most recently as an Ambassador to the OSCE in Vienna.

Opening Remarks

**Ms. Katja Pehrman, Senior Adviser/
Focal Point for Women in the UN
System, UN Women**

Ms. Pehrman welcomed participants to the workshop on how to promote an enabling environment: "Engage, Exchange, Equip", organized together by UN Women and WHO. She expressed her enthusiasm at being able to meet and work with all the participants. It was truly remarkable that the workshop had attracted more than 100 UN colleagues, including Gender Focal Points, Focal Points for Women as well as HR experts. This demonstrated that there was the interest as well as the need to discuss the issue.

Ms. Pehrman emphasized that the day's discussions would focus on one of the recommendations included in the Secretary-General's System-wide Strategy on Gender Parity, namely on how to build on an enabling environment. As indicated in the SG's strategy, it is recommended that the UN System clearly defines a set of 'good practices guidelines'. These will be measures that all UN entities are expected to adopt and implement in full.

As indicated by Ms. Pehrman, an enabling environment is a safe and welcoming workplace with equal opportunities and access, and a zero tolerance for harassment and discrimination in any form. To achieve a truly inclusive work force of the highest caliber, the UN should focus on attracting, retaining and motivating high quality staff - both women and men - and creating an enabling environment for them to contribute to their full potential. This will entail more positive use of flexible working arrangements, increasing the reach of parental leave, and the balance of personal, family and professional commitments. She stressed that inclusivity and equality will not be attainable without a working environment that prizes diversity and flexibility, provides equal opportunities, recognizes that staff are also family and community members, and ensures a safe environment in which to work.

Ms. Pehrman referred to several good ideas, which had been developed in the so called working group 5 in the context of the process leading up to the creation of the SG's system-wide gender parity strategy. Some were reflected in the strategy, and hopefully the valuable work of the WG could benefit the process of creating the recommended guidelines. She referred to Lisa Kepinski's recent research published in Newsweek, according to which a persistent workplace model of the "ideal" employee has long been defined by "putting in long hours, not talking about personal life, and not complaining". Research shows that this was unfair as it never paid off. Furthermore, long-working staff were less likely than their peers to have received a bonus. Therefore, smart organisations were now shifting away from an unproductive and unhealthy work model.

She also indicated that changing the UN's culture towards a more enabling environment is a long-term process and will require leadership from all to tackle attitudes, beliefs and behaviours. By focusing on what drives organisational culture, the UN can develop an inclusive work environment free of discrimination in any form, with the cumulative impact being a happier, healthier more effective and efficient workforce. She quoted Ms. Kepinski in the Newsweek article: "It is not enough to only have diverse teams but also to create an inclusive culture to benefit from diversity".

Ms. Pehrman announced the agenda, which included several distinguished speakers to provide insights on how to promote an enabling environment and what might be the expected challenges on the way. The idea was to exchange views and best practices, what can be done, what has been done, how do we promote truly an enabling environment and how do we get there together. Examples will be reflected upon, not only internally, but also through the external lenses of the speakers. By the end of the day, Ms. Pehrman hoped that participants would feel better equipped with practical tools to support the SG's recommended action.

She also referred to the [Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System (A/72/220),](#) which had been prepared by Ms. Laura Emerson and herself in the summer. The report provides recommendations on how to achieve gender balance. Covering the two years from 1 January 2014 to 31 December 2015 on the status of women in the UN system, the report reveals that the representation of women continues to be negatively correlated with seniority—as levels increase, the number of women decreases. Experience demonstrates the impact of concrete actions, such as more rigorous implementation of existing policies, including temporary special measures; improved working conditions, in particular in the field; an enabling environment, through strengthened parental leave, flexible work, anti-harassment policies and spousal working opportunities.

Message from Office of Human Resources

Ms. Marta Helena Lopez, Assistant Secretary-General, Office of Human Resources

As the Assistant Secretary-General of the largest Office of Human Resources in the UN system, Marta Helena Lopez, will be guiding the UN Secretariat's efforts to implement the gender parity strategy with respect to HR policies and practices, including promoting an enabling environment. To set the tone from the top, and voice her support of the strategy and the common goal of furthering the UN's progress towards gender parity ASG Lopez shared with participants a video message. Highlights from ASG Lopez's message included:

• The UN has many well established resolutions and reports calling for gender parity, however progress has been slow and uneven.

• The Secretary General's strategy calls for moving from ambition to action.

• 2028 targets will be set, but the overall goal is to create a working environment that embraces equality and eradicates discrimination.

• There must be a shift in our institutional culture.

• We are on the precipice of an unprecedented opportunity that makes good on the Secretary General's pledge to leave no one behind.

• Ideas must be translated into reality.

• We must pursue ambitious goals on behalf of those we serve.

Ms. Pehrman supported ASG Lopez's statement and emphasized the need to shift the organisational culture and attitudes, as well as discard silo thinking and integrate action across different sectors.

Enabling Environment in the context of the SG's System-wide Strategy on Gender Parity

Mr. Victor Kisob, Director of the Learning, Development and Human Resources Services Division, Office of Human Resources Management

Mr. Kisob explained that the Secretary-General has made it clear that his objective is to achieve gender parity across the UN system by 2028. Mr. Kisob highlighted key points of the SG's gender parity strategy:

• Contains bold, ambitious system-wide recommendations covering recruitment, retention and an inclusive and multicultural environment where a person can deal with family and human needs.

• Career prospects for women need to be strengthened, and measures are needed to help bring women to upper echelons.

• More flexible work arrangements need to be considered, including allowing working remotely, and even working from another duty station.

• Parental leave needs enhancement, and we need maternity leave to allow nurturing time

• When facing down-sizing challenges, we need to give preference to upholding gender parity objectives.

• Throughout, it is important to change attitudes and address all behavioural aspects.

• Defining achievable objectives and timelines is essential, as is benefitting from best practices of other organisations and institutions

• For example, statistics for the Young Professional Programme shows that 3/4th of those who pass the exam are women, however once they join the system they get stuck at P2 or P3 levels. It is important to ensure young women entering the system do not get discouraged.

Introduction to Inclusion Nudges approach

Ms. Lisa Kepinski, Founder/Director, Inclusion Institute

Ms. Pehrman presented Ms. Kepinski as an expert in organisational development and behavioural science with over 20 years' experience working in inclusion and diversity. Ms. Kepinski co-authored the **Inclusion Nudges Guidebook** (www.inclusion-nudges. org). Ms. Pehrman invited participants to read Ms. Kepinski's research report[1] offering insights and pragmatic ways to effectively drive diversity and inclusion, and welcomed Ms. Kepinski's facilitation over the day.

Ms. Kepinski opened the session noting the network's critical role in promoting an enabling environment and supporting each other. She empathised with the difficulties faced when being an agent of change.

Key points from Ms. Kepinski's presentation included:

• Biases are shortcuts that help process information quickly in fast thinking situations, but they can also interfere with a person's best intentions.

• Research shows there is a gap between what leaders say and do: 70% say it is a priority, but only 43% are on track, and 37% are off track and could be doing more.

• Unconscious bias training is not enough as people revert to old habits after 1-2 days.

• Biases may even increase when the understanding that "bias is natural" is used as a justification for holding-on to stereotypes.

• A "Blind Spot Bias" can also generate tensions where a person recognizes the bias in others, but not in themselves: 75% of senior leaders challenged others as biased, while only 53% caught themselves being biased.

• Rational understanding is not enough as 98% of our thinking (System 1) is unconscious and only 2% (System 2) is driven by knowledge, understanding and will power.

• "Nudges" take away the burden of thinking but still allow freedom to decide: they make it easier, more appealing, to make the right choice and steer you in the right direction.

• Without free choice, the mandate could backfire and result in greater resistance.

Ms. Kepinski gave an example of using a "nudges" approach: getting children to buy healthy foods by putting junk food higher on the shelf, by reframing fruit as a "California" treat. Despite allowing the children "free choice", the result was a 100% increase in fruit sales. The implications for gender equality are that currently it is being presented forcefully as "good for us".   Rather, it needs to be reframed, made appealing and based on "free choice". Gender parity should be framed as an enabler of success, and something which is important for the UN to model internally, so that entities "walk the talk".

In order to move towards creating an enabling environment Ms. Kepinski explained the importance of taking stock of the current state; conceptualizing a future state and defining what success will look like and how it will benefit all; creating a heightened alertness; identifying relevant actions; engaging in actions to de-bias; inviting inspirational speakers; and rewarding personal commitment. Proven de-biasing techniques are available to help leverage diversity and create more inclusion.

[1]Newsweek Vantage – Achieving Results: D&I with Impact, editing authors: Lisa Kepinski and Veronika Hucke, http://www.newsweek.com/diversity-inclusion-actions-impact-download-workplace-articles-study-689453
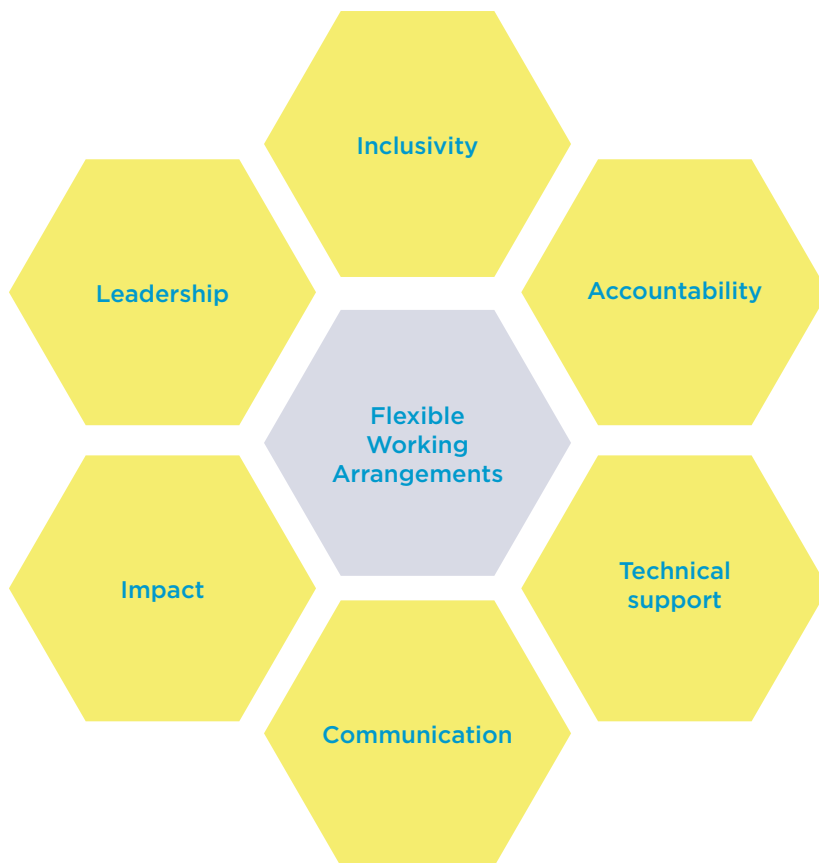
ENGAGE: Envision the Future

OBJECTIVE: Taking stock of the current state & assessing the future

Ms. Kepinski conducted a simple, anonymous survey of how the participants assessed their own organisations in the areas of: **Standards of conduct, Family-friendly policies, and Flexible work arrangements.** The results reflected an overall middle score, implying room for progress. On a scale of 1 to 5 (5 being the most positive) average scores were 2.3 for standards of conduct and family friendly policies and 2.5 for flexible work arrangements.

Having assessed the current state, Ms. Kepinski facilitated an exercise to help envision the future state of each of these areas. Participants split off into groups to describe what success would mean, what the future would look like, and how one would know when it had been achieved. This exercise is important for defining objectives and indicators, identifying personal interests (to be "nudged"), and gaining voluntary commitment towards successful behaviour change. Feedback provided by groups during this exercise will help inform the good practice guidelines being developed.

The feedback from the group work on each of the key areas of enabling environment (Standards of conduct, Family-friendly policies, and Flexible work arrangements) were consolidated, and outcome of the discussion illustrated below:

Inclusivity

Leadership

Accountability

Flexible
Working
Arrangements

Impact

Technical
support

Communication

Elements of successful FWA policies (as identified by participants):

• **Inclusive** - men and women at all levels across different duty stations would benefit (no longer associated with women and particularly mothers)

• **Clear policies** in place with guidance on accountability and implementation, including core hours and calendars etc.

• **Communication** efforts support this, by outlining what is available and sharing examples, included in orientation of new staff

• **Senior leaders** would actively promote the use of FWAs and act as role models

• Staff members would be held **accountable** through their work plan, the use of FWAs would be managed through **performance appraisal**

• Line managers would be **recognised and rewarded** for the successful use of FWAs

• **Connectedness** would be ensured through adequate software and technical support

• **Technology** would also support **recording of requests and usage**

• HR would report to senior management on requests and usage

• Well implemented Flexible Working Arrangements would lead to greater staff well-being and effectiveness

• The implementation of FWAs would be **documented through staff surveys**, and also **exit interviews** would include a section on **work/life balance**

• Also the **impact on the environment** (less need to commute) and **potential economic savings** would be measured

• **A culture change** would have taken place and there would be **no stigma** associated with the use of **FWAs**

Family-friendly Policies

- Inclusivity
- Leadership
- One parental leave
- Impact
- Talent management
- FWA & part-time

Elements of successful Family-friendly policies (as identified by participants):

- **Inclusive** of all forms of 'family' and 'care' (i.e. elderly care, same-sex couples, self-care, development)

- **Inclusive** of women and men, at all levels and duty stations

- **One parental leave policy** (maternity, paternity, adoption, surrogacy)

- **Financial resources** in place to cover parental leave

- Support for **childcare/crèche** (internal or external)

- Senior management **leads by example** and publicly advocates for the policies

- Efforts are **measured through staff surveys** and the positive increase in staff's satisfaction with family friendly environment tracked

- **Impact on talent management**: Better recruitment/reassignment/ retention/career development management; support to mobility

- Becomes an organisational cultural norm / practice; **De-stigmatise career breaks**

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_22016