



Work Life Framework & Strategy

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§ The UN is a complex, highly decentralized organization with a mobile, geographically dispersed workforce

At present, work life support is highly variable across UN entities

- § The creation of UN Women provides a catalyst for envisioning a 'model organization' that supports the complexities of the modern workforce
 - Promoting gender equality and women's advancement around the globe is a fundamental goal of the UN's work

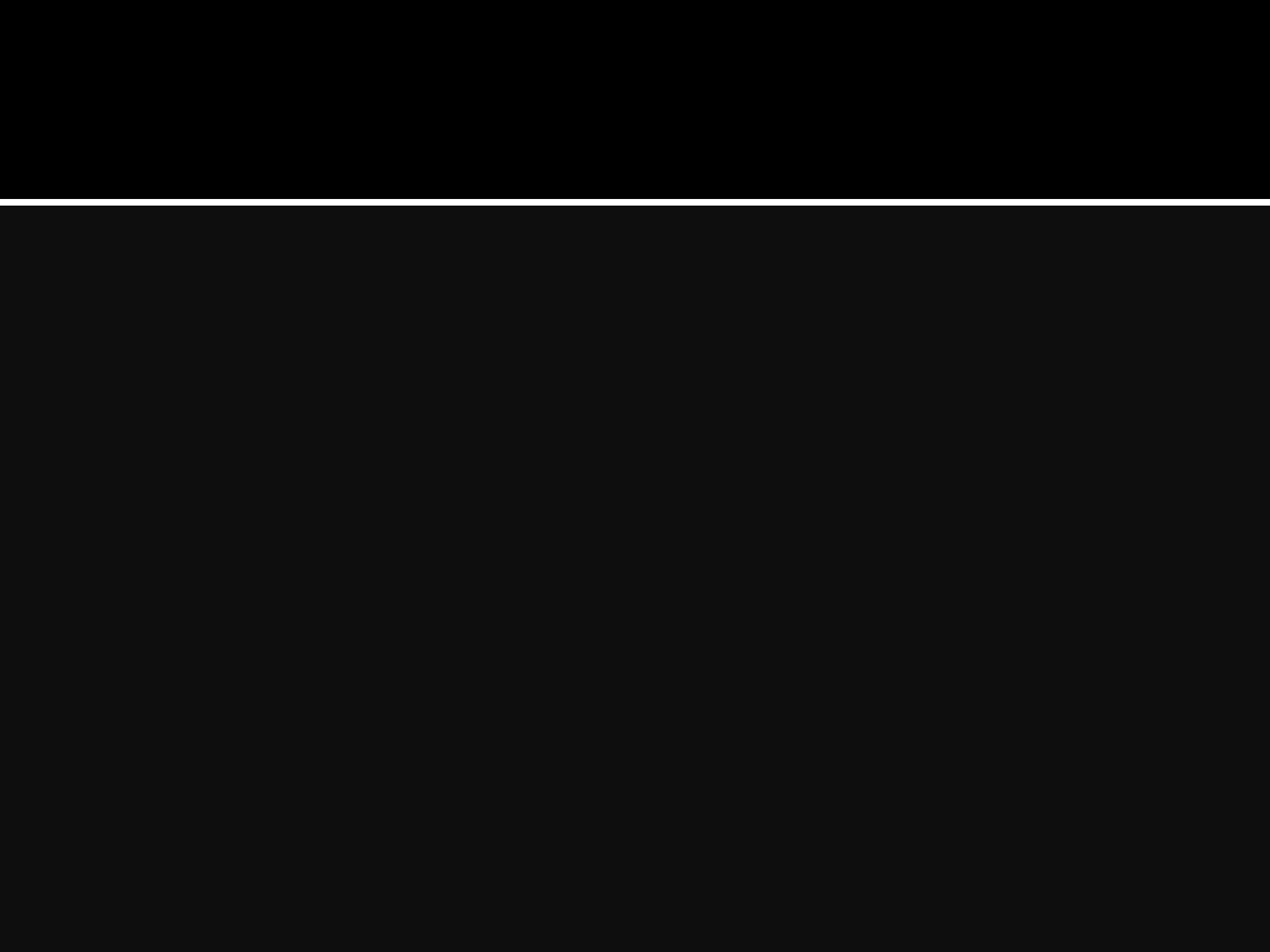
The Deliverable

- § A framework enabling each entity within the UN to choose from a set of options (e.g. core versus gold standard)
- § A recommended strategy and action plan for UN Women

Work Unit Internal/Executive Board Resolutions

§ Use Staff Well Being as the overarching theme

Basic Standard	Gold Standard
<ul style="list-style-type: none">• Flex time•Mandatory time off after duty travel•Parental, compassionate, home leave•Compensation of OT for General Staff•Access to support services (Staff Counselor, Ombudsperson, Mediator)•Stress management and staff outreach support programs•Career development programs	<ul style="list-style-type: none">•Basic package plus:<ul style="list-style-type: none">•PT work•Compressed workweek•Job sharing•Telecommuting•Compensation of OT for professional / executive staff•Child care and sports facilities•Dual career and staff mobility programs





Working flexibly is for everyone

Core	Leading Edge
<ul style="list-style-type: none">Champions at highest levels of the organizationInformal flexibility widely practicedMetrics tracked for managers and leadersOpportunities to build manager comfort and competence	<ul style="list-style-type: none">Leaders model use of flexibilityAlign organizational systems to support flexibilityLayered manager training and coachingRealize many stakeholders in successful use of flexibilityPractices/ norms that reinforce work boundariesUse pilot approach to flexibility



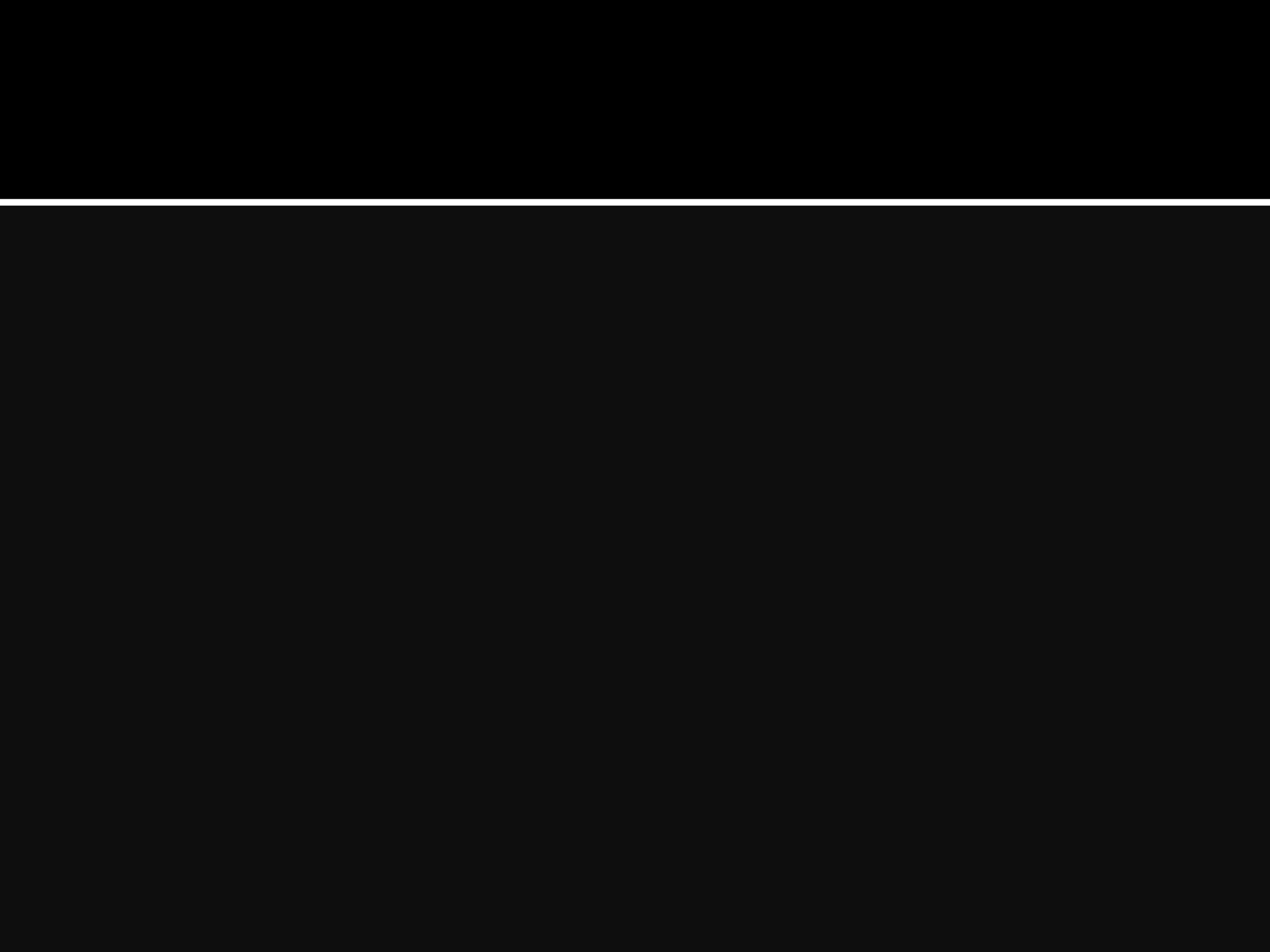
“Using flexibility in tandem with process improvements to support individuals, teams and businesses.” (Catalyst Beyond Flexibility series)

Core	Leading Edge
	<ul style="list-style-type: none">Work redesign as a means to challenge ineffective work practicesExplicit focus on managing work overloadUse of flexibility at the team or workgroup levelLocal working groups to identify customized flexibility solutionsBenefits accrue to employees and the organization

Flexibility Work

Moving from a menu of options to broad and deep usage

Core	Leading Edge
<ul style="list-style-type: none">Access to full menu of optionsReason neutral policyClear and well understood processSystem for tracking usageResources to support managers and employeesSuccess profiles	<ul style="list-style-type: none">Positioned as a tool for managing work, not an accommodationOngoing feedback used for continuous improvementAllows maximum customization of schedulesApproach is iterative and experimentalManagers receive skill building trainingDatabase of flexibility users



Draft UN Work Life Strategy

Evolving the work culture

- § Emphasize link between work life support internally and UN mission as cornerstone of communication strategy
- § Conduct leadership briefings focused on setting tone and personal role modeling
- § Conduct targeted assessment of management attitudes regarding flexibility

Evolving the work culture (continued):

§ Require each UN entity to do the following:

- Develop customized flexibility plan and business case

- Convene working group to translate flexibility

- Require at least 1 flexibility pilot within 12 to 18 months

- Identify appropriate metrics including performance metrics for managers and leaders

Expanding usage/ improving management of FWAs

- § Develop clear and well understood approach for seeking flexibility
- § Convene flex forum, use learnings as base for UN flexibility toolkit
- § Create internal cadre of flexibility experts
- § Publish flexibility profiles illustrating range of needs
- § Develop system wide sortable data base of flexibility users
- § Develop ongoing listening systems
- § Require each UN entity to make at least 2 flexible work options accessible to employees

