Update on strengthening protections against workplace harassment

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Goals

Ensure:

• High caliber staff – integrity, values and principles aligned with UNICEF.

• Continue development of interpersonal competencies along with supervisory and technical skills.

• Commitment to reflect on and periodically recommit to the values and principles of the organization.
Workplace to Which We Aspire

• A supportive environment in which each member of our diverse, multicultural, highly-committed and skilled workforce can thrive and that brings out the best in them in service of the world’s children.

• A culture that recognizes and rewards the behaviors exhibited as well as the results delivered, where people treat each other with respect and where teamwork and a collaborative working style are demonstrated at every level.
Policy change

• Broader protections
  • **Workplace harassment and discrimination policy** revised to permit complaints more than 6 months’ old, complaints by non-staff personnel and anonymous complaints. *(Complete)*
  • **Whistleblower protection policy revision** to permit complaints of retaliation more than 6 months’ old, complaints by non-staff personnel; to add OIAI-Ethics referrals, new interim and remedial measures, and update complainants on progress in the case. *(In process)*

• Inter-agency measures
  • **UN System Chief Executives Board Task Force on sexual harassment** - UN common reference model released May 2018; UNICEF already in compliance, subject to minor technical revisions (to be made).
  • **UN ethics system** review of best practices in whistleblower protection. *(Complete)*
  • **Inter-agency disclosure of information** about separations due to discipline or while under investigation permitted by amendments by UNICEF of policy on personnel records. *(Complete)*
Recruitment and vetting

• Improved standards and vetting from job advertisement to onboarding
  • Vacancy announcements will further underscore core values. (Complete)
  • Self-disclosure questions improved for staff, consultants; consent to disclosure to UNICEF of other UN records required. (eff. 1 July 2018)
  • Reference check process fortified through OneHR UN Center, mandatory verbal reference checks, review of ‘culture left behind’ for senior leadership roles. (Ongoing)
  • Induction/onboarding packages include mandatory workplace harassment and discrimination training. (Complete)

• Inter-agency coordination
  • Inter-agency vetting databases for staff separated for or under investigation for SEA (UN system-wide, eff. June 2018), staff separated for sexual harassment. (UN system-wide, eff. September 2018)
Staff engagement and support

- **Leadership engagement** in-person
  - All-staff Meeting, Global Management Team, each Regional Management Team, Global Joint Consultative Committee, Ethics webinar. *(Complete, ongoing)*

- **Better guidance** (digital/print)
  - Intranet sites (“Be the Change”, Reporting Misconduct), managerial and staff guides created using UN CEB model. *(Complete, ongoing)*
  - Mandatory training *(UN/F&P-standard)* completion raised from ~40% to 91%/95%. *(SHA/PSEA)*

- **Continuously managed commitment**
  - Performance management framework update underway *(eff. 2019-cycle)*, refreshment of oath, self-disclosure questions, training. *(eff. Q3 2018)*
  - New Representatives’ induction and management Masterclass mid-level training module on workplace harassment and discrimination. *(Complete, ongoing)*
Reporting improvements

• **New mechanisms**
  - ‘**One click’ anonymous registration** of sexual harassment (*Complete*), expansion to other workplace harassment and abuse of authority. (*eff. June 2018*)
  - **Telephone hotline** for reporting misconduct. (2018)

• **Investigator recruitment** to increase staffing by 40% (*Ongoing*), interim retainer of consultants.

• **Improved systems coordination**
  - Weekly meetings with OED, investigations, other stakeholders. (*Ongoing*)
  - Regular coordination between investigations and Staff Wellbeing to ensure complainants supported (*Ongoing*); Peer Support Volunteers (400) receiving additional training. (*Ongoing*)

• **Information-sharing to fortify staff confidence**
  - Sharing of complaints received monthly with staff. (*Complete, ongoing*)
  - Apparent increase in confidence – Jan-May 2018: 70 complaints; Jan-Dec 2017: 74 complaints.
  - Regular updates to staff on the system improvements underway.
Independent review

• Sexual harassment
  • Law firm retained to review handling of cases in last 5 years.
  • Report expected Q3 2018; outcome will be made public.

• Independent Task Force on Workplace Gender Discrimination & Harassment at UNICEF
  • Report expected September 2018; findings will be made public.
Thank You