

Delivering Results While Living our Core Values: What it means to you and to UNICEF

At the heart of working for UNICEF is our passion and commitment to our mission – realizing the rights of every child. How we work together to deliver results for children cannot be separated from the results themselves. As an organization that champions the rights of children globally, we as UNICEF colleagues must also champion the same standards for ourselves.

We must work to ensure an inclusive workplace where we respect, enable and empower each other to do our best for the world's children. This vision applies to all our teams and offices around the world, including those in virtual and hybrid working environments. The UNICEF core values of care, respect, integrity, trust and accountability, together with the updated competency framework, provide a guide for our behaviours in our daily interactions with each other and ensures that we abide by the UN/ICSC Standards of Conduct and the UN Oath of Office.



VALUES CHARTER

CARE



We are mindful of each other's well-being, professional growth, and development.

We recognize that our staff are often working in stressful environments where insecurity and risk are a daily fact of life.

What UNICEF expects to see from you as a staff member

I support my colleagues in achieving their goals.

I make myself available to help my colleagues.

I am sensitive to the well-being of my colleagues and offer support as appropriate.

I voice my opinions in a truthful and respectful manner.

As a manager,

I support career development opportunities for colleagues, devoting time to coach, mentor, and build confidence to achieve personal and career goals.

I dedicate time and energy to the well-being of those I supervise and to my other colleagues.

I maintain team effectiveness and morale when dealing with changing priorities or ambiguous situations.

What staff members can expect from UNICEF

We create an environment where team managers promote and are held accountable for employee well-being and self-care.

We provide stability in the face of conflicting external pressures and tensions from stakeholders.

We promote and maintain a positive work atmosphere, enabling teams to remain engaged and to achieve results, despite operating in a complex environment.

We communicate openly and honestly about challenges and the actions required to address them.

RESPECT



We treat each other with the same level of thoughtfulness we want for ourselves, and we promote diversity, inclusion and a sense of belonging for all.

I encourage others to contribute ideas and listen without interruption.

I acknowledge the different points of view expressed by my colleagues, even if I do not agree with them.

I adjust my language and tone to ensure it is not demeaning or aggressive. I speak in a calm voice, and do not shout at others.

I am sensitive to cross-cultural differences and how my actions/behaviours may be perceived by colleagues from different backgrounds, including how my own cultural background can influence my perceptions.

I ensure the voices of diverse groups are heard and facilitate constructive discussions.

I involve my team members in decisions affecting them.

I create inclusive teams reflective of the diverse nature of the UNICEF workforce.

We promote a culture that values diverse opinions with input from all colleagues, regardless of hierarchy.

We promote empowering working environments, ensuring fairness, transparency, dignity and respect for all colleagues.

We create and promote an inclusive culture that enforces zero tolerance for discriminatory language and behaviours, bullying, harassment, exploitation and the abuse of authority.

INTEGRITY



We act ethically, with honesty and transparency, setting the highest standards for ourselves as we work together and with partners, donors and the global community.

I demonstrate appropriate ethical behaviours.

I do not participate in malicious or discriminatory actions or harassment.

I challenge and/or report unethical and unprofessional behaviours when I see them.

I am transparent in admitting mistakes and taking corrective action.

I am open to constructive feedback without being defensive or taking actions which could be considered punitive or an abuse of authority.

I apply organizational policies, procedures and practices fairly and transparently.

I delegate responsibility and authority while fairly and transparently allocating tasks.

We act as role models and lead by example in the demonstration of ethical behaviours.

We take decisive action and respond appropriately to ethical issues and complaints of abuse of authority, discrimination, exploitation, bullying and harassment.

We actively promote a safe environment in which colleagues can voice their concerns, speak up, and act without fear.

TRUST



We depend on and believe in each other to act in line with the core values and mission of UNICEF and in the best interests of children.

I openly share information and seek input from colleagues.

I am open to receiving constructive feedback and I seek to provide the same.

I sensitively address issues, conflicts and misunderstandings between myself and others.

I stand by my team members in difficult situations so they know they can rely on my support.

I keep the team informed about decisions and explain the rationale behind these, as appropriate.

I recognize individual contributions and acknowledge individual and team successes.

We hold team managers accountable for resolving conflict and misunderstanding in their teams.

We promote a culture where we can learn from conflict and disagreement.

We promote a collaborative working environment to eliminate silos and create a culture of knowledge-sharing.

We encourage open, proactive dialogue and enable the sharing of successes and failures.

ACCOUNTABILITY



We hold ourselves and each other responsible for our behaviours; this means being answerable for our actions.

I plan and take ownership for delivering tasks with minimal supervision and do not create unnecessary work for others.

I take responsibility for my decisions and the consequences of my mistakes, without passing blame to others.

I respond with flexibility to changing circumstances, priorities and deadlines.

I provide vision and direction to guide my team to achieve the desired impact.

I clearly communicate my expectations, standards and results with my team.

I regularly discuss performance with my team, giving timely, honest and constructive feedback.

I provide support to address issues and I ask for feedback in return.

We promote and nurture an environment that drives creativity, innovation, flexibility and responsiveness.

We create and promote a performance culture where colleagues have a strong sense of purpose, accountability and fulfilment.

We promote a culture of providing honest, continuous feedback about performance and of ensuring relevant support.

We promote a focus on the rights of children and the needs of our key stakeholders in the delivery of results.