Update on organizational culture and diversity

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Item 8: Update on Organizational Culture and Diversity
Reference document: E/ICEF/2024/15
Status of Implementation of Recommendations

Status of ITF recommendations as of December 2023:
- Completed: 80.8%
- In progress: 12.2%
- Not accepted: 5.3%
- Not feasible at this time: 1.8%

Status of TT-ARD recommendations as of December 2023:
- Completed: 19%
- In progress: 41%
- Not accepted: 33%
- Not feasible at this time: 6%
- Not initiated: 1%
What’s different?

- Data on culture and DEI available, used to inform policy, practice, decisions
- More awareness of org. culture, DEI
- More explicitly grounded in the core values
- New approaches to promote more diversity, and a more inclusive mindset and practices
- Agents of change in UN
Evidence-driven approach

- Pulse Check surveys
- Reasonable Accommodation Fund evaluation
- Strategic Plan Formative Evaluation
- Performance Mgmt audit
- Employee separation data
- Disaggregated data
In the November 2023 Pulse Check on workplace culture survey:

- 68% response rate globally
- The overall UNICEF workplace culture score was 69%, a decrease of 3 percentage points since 2022
- The highest and lowest-scoring areas remained largely the same as in previous Pulse Checks
Policy, tools, guidance

- Values Charter
- Competency Framework
- Disability Inclusion Policy and Strategy
- Flexible work
- Family leave
- Whole of Diversity
- Spectrum of Behaviours tool
- Hybrid teams handbook
Behaviour change

• Dedicated learnings on culture and DEI
• E-learning on ‘inclusion champion’
• Humans of UNICEF
• UNICEF UNwrapped
• Behavioural research
• Managers Support Programme
Managers Support Programme:
Unprecedented **scope and scale** targeting 6,500 managers over 18 months with a **comprehensive package of support** including e-learning, group coaching, peer mentoring, emotional intelligence self-assessment, managers resource library, etc.
Leadership

- ‘Setting the tone at the top’
- Senior Leaders Conversations
- 360 assessments, coaching
- Global Leadership Meeting
- Senior staff diversity
Inter-agency efforts

- First UN entity with dedicated capacity on culture and DEI
- Lead/co-lead various groups
- Executive group on SH prevention and response
1. No pendulum: results vs values
2. Need both internal + external focus
3. Integrated approach
4. Data yes, but context matters
5. Shift mindsets and behaviours
6. Accountability for performance