UPDATE ON ORGANIZATIONAL CULTURE AND DIVERSITY

Geeta Narayan, Principal Advisor
Organizational Culture, OED

UNICEF Executive Board

Informal briefing – 18 May 2023

Item 8: Update on Organizational Culture and Diversity

Reference document: E/ICEF/2023/13

Evidence and Data

- Global Staff Survey (Oct.2022) and Pulse Check on Workplace Culture (June 2022)

- First-ever Employee Separation Report

- Economic Dividends for Gender Equality (EDGE) Certification

- Strategic Plan and Reasonable Accommodation Fund Evaluations; Performance Management audit

Item 8: Update on Organizational Culture and Diversity

© UNICEF/UN0713584/Djemidzic
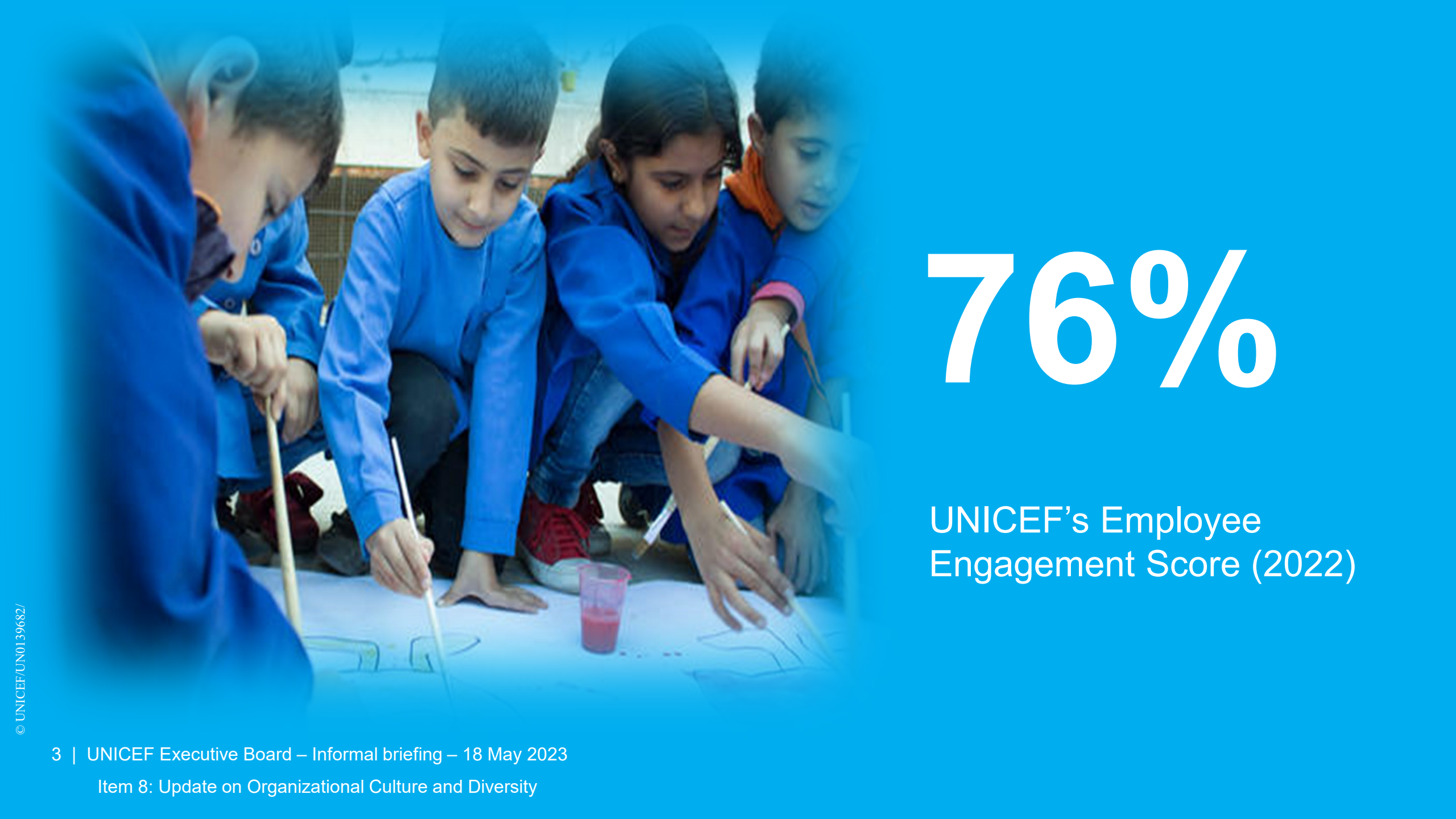
76%

UNICEF's Employee Engagement Score (2022)

Item 8: Update on Organizational Culture and Diversity

Policy and Governance

- Dedicated team on Organizational Culture and Diversity, Equity and Inclusion in Office of the Executive Director

- Disability Inclusion Policy and Strategy

- Diversity, Equity and Inclusion Advisory Group

- Staff Association & Employee Resource Groups

- Ombudsman's Office: mediation

Item 8: Update on Organizational Culture and Diversity

Awareness-raising and Capacity-building

© UNICEF/UN0215258/Serbia/

- Topics: discrimination; how to be an 'upstander'; living the core values; conscious and unconscious bias; psychological safety and trust; etc.

- 42% of senior leaders reached with DEI learning (inclusive leadership)

- Mandatory training on Sexual Harassment and Abuse of Authority, staff completion rate: 94%

- New tools to encourage awareness

Item 8: Update on Organizational Culture and Diversity

Internal Communications with and for colleagues

– Values in Action campaign

– Ethics Month (October 2022)

– Social and Behavioural Science research into specific values-based behaviours

© UNICEF/UN0659034/Lateef

Item 8: Update on Organizational Culture and Diversity

78%

Offices who reported rolling out initiatives/campaigns in 2022 to align staff behaviours with the core values of UNICEF.

Item 8: Update on Organizational Culture and Diversity

Inter-agency Collaboration and Leadership

- High Level Committee on Management (HLCM) Task Force on Future of Work/New Ways of Working (2022)

- HLCM Working Group on Diversity, Equity, and Inclusion (2022-23)

- New (2023) Executive Group to Prevent and Respond to Sexual Harassment

© UNICEF/UN0538984/Panjwani

Item 8: Update on Organizational Culture and Diversity

Challenges and Opportunities

01.

Largest team on Culture and DEI in UN. Capacity, momentum, leadership support.

02.

Insufficient time, many priorities at office-level.

03.

Progress, but uneven, or not fully perceived. Accountability needs to be strengthened.

04.

Low psychological safety persists.

© UNICEF/UN0836013/Odhiambo

Item 8: Update on Organizational Culture and Diversity

Thank you.

Item 8: Update on Organizational Culture and Diversity