



# 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

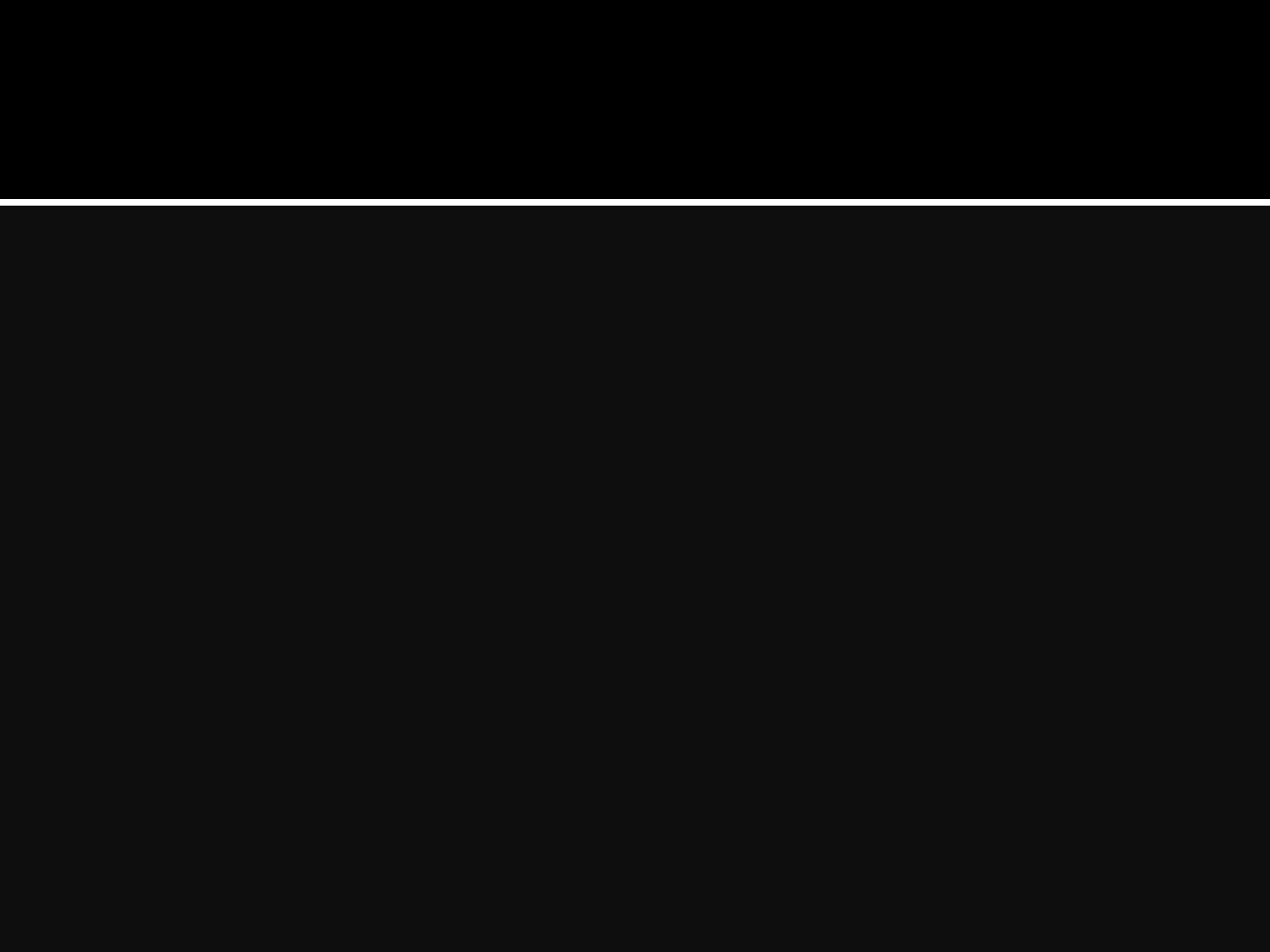
- § A framework enabling each entity within the UN to choose from a set of options (e.g. core versus gold standard)
- § A recommended strategy and action plan for UN Women

# Work Unit Internal/Executive Board Resolutions

## § Use Staff Well Being as the overarching theme

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







## Working flexibly is for everyone

Core	Leading Edge
<ul style="list-style-type: none"><li>Champions at highest levels of the organization</li><li>Informal flexibility widely practiced</li><li>Metrics tracked for managers and leaders</li><li>Opportunities to build manager comfort and competence</li></ul>	<ul style="list-style-type: none"><li>Leaders model use of flexibility</li><li>Align organizational systems to support flexibility</li><li>Layered manager training and coaching</li><li>Realize many stakeholders in successful use of flexibility</li><li>Practices/ norms that reinforce work boundaries</li><li>Use pilot approach to flexibility</li></ul>





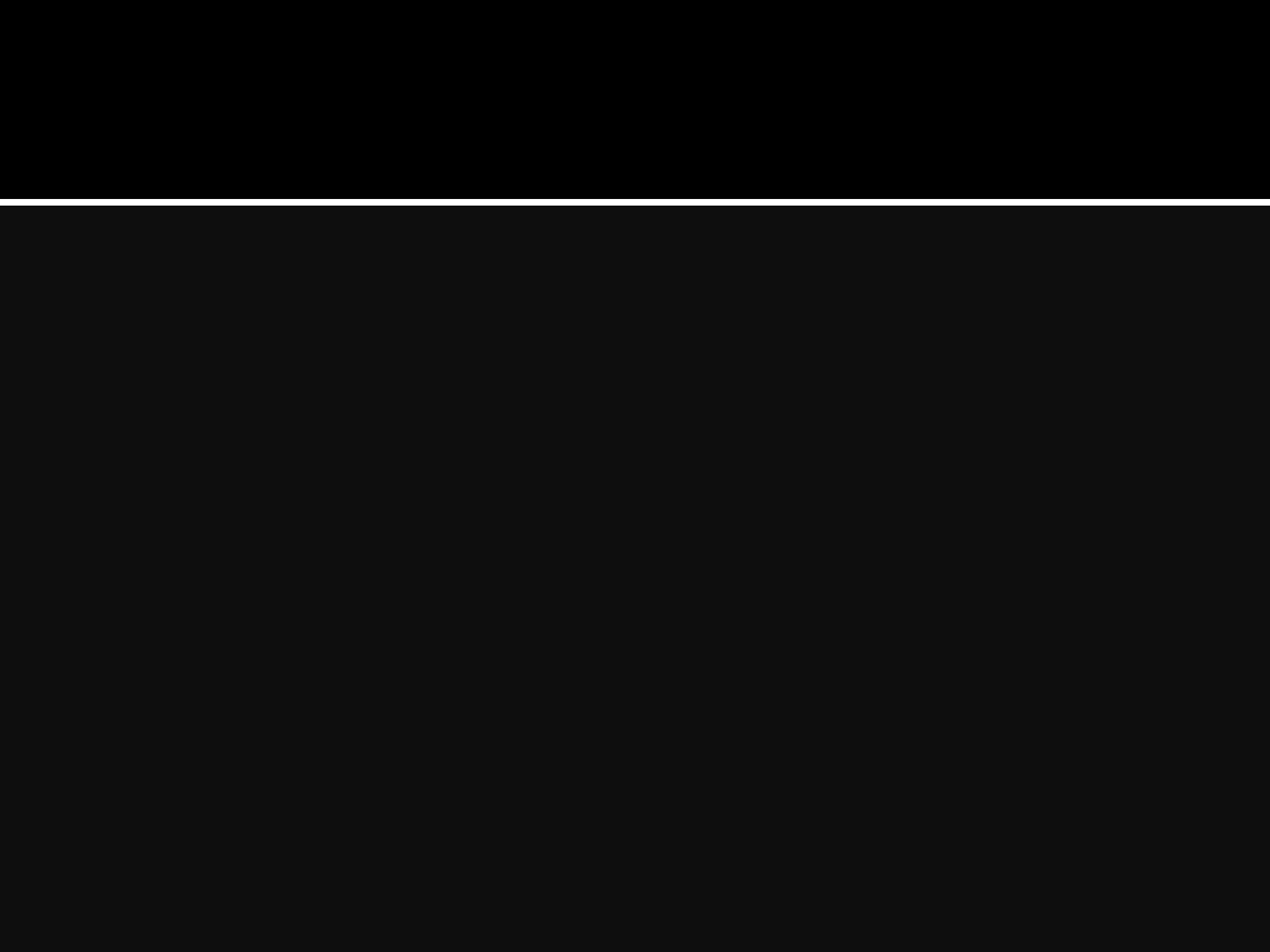
“Using flexibility in tandem with process improvements to support individuals, teams and businesses.” (Catalyst Beyond Flexibility series)

Core	Leading Edge
	<ul style="list-style-type: none"><li>Work redesign as a means to challenge ineffective work practices</li><li>Explicit focus on managing work overload</li><li>Use of flexibility at the team or workgroup level</li><li>Local working groups to identify customized flexibility solutions</li><li>Benefits accrue to employees and the organization</li></ul>

# Flexibility Work

Moving from a menu of options to broad and deep usage

Core	Leading Edge
<ul style="list-style-type: none"><li>Access to full menu of options</li><li>Reason neutral policy</li><li>Clear and well understood process</li><li>System for tracking usage</li><li>Resources to support managers and employees</li><li>Success profiles</li></ul>	<ul style="list-style-type: none"><li>Positioned as a tool for managing work, not an accommodation</li><li>Ongoing feedback used for continuous improvement</li><li>Allows maximum customization of schedules</li><li>Approach is iterative and experimental</li><li>Managers receive skill building training</li><li>Database of flexibility users</li></ul>



# 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





