

Global Guidance:

UNCT-SWAP PERFORMANCE INDICATOR 4.2

Virtual Toolkit Resource



What?

The Field-Specific Enabling Environment Guidelines: Summary of key recommendations for organizations, managers, and personnel at individual level (UN Women 2021)



Why?

These 2-page briefs outline the summary key recommendations for organizations, managers, and personnel (at the individual level) respectively, on how they can create an enabling environment in the field, and especially in mission settings.

The key recommendations are derived from the [Field-specific Enabling Environment Guidelines](#) where the objective is to provide tailored guidance for personnel in the field, especially in mission settings, to help increase the representation of women and accelerate efforts to reach parity in the UN system.

Areas covered incl:

- Professional and personal life integration
- Standards of conduct
- Security and safety
- Occupational safety and well-being
- Recruitment, talent management and retention
- Leadership, accountability and implementation

The promotion of these guidelines together with other related policies, procedures and guidance, can be instrumental to meeting the minimum requirements PI 4.2 and 4.3 respectively.



Performance Indicator 4.2 Organizational Culture

Approaches Minimum Requirements	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 50-64 percent.
Meets Minimum Requirements	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-80 percent.
Exceeds Minimum Requirements	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of over 80 percent.

THE FIELD-SPECIFIC ENABLING ENVIRONMENT GUIDELINES

SUMMARY OF KEY RECOMMENDATIONS FOR ORGANIZATION

Photo: UN Women/Benoît Almeras

The objective of the Field-specific Enabling Environment Guidelines is to provide tailored guidance for personnel in the field, especially in mission settings, to help increase the representation of women and accelerate efforts to reach parity in the UN system.

Each thematic chapter provides a series of recommendations and good examples for the organization, managers and personnel at the individual level. Here you can find a summary of the key recommendations for the organization.

Acknowledging that no UN entity or field mission is structured in an identical way, the recommendations for the organization level may be implemented by different parts of organization, ranging from senior leadership to Human Resources personnel and Security Managements Teams. This will be for each entity and field mission to define and decide upon.

Professional and personal life integration

- Standardize parental leave: provide all parents post-birth paid leave of six months and allow an additional six months of parental leave for staff in non-family duty stations.
- Establish an on-site nursery or crèche in coordination with other UN agencies wherever feasible, or,

alternatively, providing a percentage reimbursement of costs for childcare where there is no such facility.

- Ensure that an appropriate lactation space is in place.
- Promote the use of flexible working arrangements for all personnel and facilitate the availability of technology to enable regular as well as emergency teleworking.
- Support women with or without partners and/or children to move to the field. Expand opportunities for partner employment and facilitate mobility of dual UN career couples.

Standards of conduct

- Align entity policies with and expand upon the United Nations System Model Policy on Sexual Harassment.
- Use the tools developed by the CEB Task Force on addressing sexual harassment within the organizations of the United Nations system, including the UN system's Model Code of Conduct to Prevent Harassment, Including Sexual Harassment, at United Nations System events, both in-person and online.
- Organize campaigns to raise awareness of UN values, standards of conduct and a victim-/survivor-centred approach.
- Provide clear guidance and policies for managers and all personnel, and conduct context-specific inclusion and diversity training for all personnel.
- Appoint specific Focal Points for Gender, Conduct and Discipline, LGBTIQ+ issues, Disability Inclusion, Racism

and Ethnicity-based Discrimination, and Respectful Workplace.

- Improve accessibility and inclusion in line with the UN Disability Inclusion Strategy.

Security and safety

- Ensure compliance with existing UNSMS gender-responsive security and safety policies.
- Complete and disseminate the Aide Memoire for Immediate Response to Gender-based Security Incidents.
- Allocate sufficient resources for gender and disability inclusion in security risk management.
- Provide appropriate security and safety equipment for personnel, such as radios and phones.
- Inform and engage all personnel about gender-responsive security and safety threats, risks and measures and provide regular, accessible and safe spaces for personnel to discuss concerns.
- Conduct gender-responsive training for all personnel and implement security and safety training courses adapted to local needs. Include family members in security and other pre-deployment trainings.



Photo: UN Women/MONUSCO

Occupational safety and well-being

- Provide access to women's health professionals and female doctors and nurses, including at least one female gynecologist.
- Provide gender-responsive and accessible psychosocial and support services.
- Implement an internal communications campaign to tackle possible stigma around health conditions.
- Provide access to first aid kits and training in the office and regions to equip everyone with first response skills, the tools available in the missions and offices, and instructions about who to approach when asking for help.

Recruitment, talent management and retention

- Use inclusive vacancy announcements to attract a wider candidate pool and strengthen targeted outreach to potential women candidates to the field, for instance through specific networks.
- Ensure accessibility of job application websites and offer reasonable accommodation.
- Conduct outreach to women National Officers and allow them to apply for International Professional positions.
- Implement temporary special measures for achieving gender parity.
- Enhance career development support such as office-specific or cross-agency career development programmes, including coaching, mentoring and special assignments for skills development.
- Encourage rotation initiatives and mobility between family and non-family duty stations. Be conscious of the different needs of personnel.
- Install tracking mechanisms and data collection to capture the representation of personnel from underrepresented groups.

For further recommendations, please refer to the Field-specific Enabling Environment Guidelines.



THE FIELD-SPECIFIC ENABLING ENVIRONMENT GUIDELINES

SUMMARY OF KEY RECOMMENDATIONS FOR MANAGERS

Photo: UN Women/Ryan Brown

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Each thematic chapter provides a series of recommendations and good examples for the organization, managers and personnel at the individual level. Here you can find a summary of the key recommendations for managers.

Professional and personal life integration

- Raise awareness of policy options and duty-station specific solutions. For instance, promote the use of Flexible Working Arrangements (FWAs) and apply tailored FWAs that suit the duty station and job roles.
- Sensitize team members on gender stereotypes in daily work and encourage positive role models. For instance, consider shining a spotlight through videos or articles on a diverse group of personnel who have benefited from FWAs or parental leave.
- Offer support to personnel who take parental leave and be knowledgeable of and prepared for the various needs of returning parents.

- Promote effective teamwork and prioritization, and recognize results-based good performance and productivity, not time spent in the office or online.
- Monitor the use of Rest and Recuperation (R&R) Travel and require staff to use it where applicable.

Standards of conduct

- Adhere to, promote and implement standards of conduct. For instance, implement relevant policies based on the UN System Model Policy on Sexual Harassment.
- Lead by example. For instance, do not tolerate sexist or derogatory jokes. Use inclusive and respectful language and let others know that non-inclusive language is not accepted.
- Practice inclusive leadership by encouraging the equal participation of all. Make sure to include all personnel for team engagements by ensuring accessibility of spaces and events.
- Use the UN Guide for Managers: Prevention of, and Response to, Sexual Harassment in the Workplace produced by the UN CEB Task Force on addressing sexual harassment within the organizations of the UN system.



Photo: UNMIL/Albert Gonzalez Farran

Security and safety

- In vacancy announcements, explain how the security and safety of personnel is addressed in the duty station.
- Allow personnel to travel for work assignments in groups, and with their preferred support persons, if required and if so desired.
- Encourage the use of FWAs to the extent possible so that team members can travel at preferred times of day, if possible.
- Practice a victim-/survivor-centred approach to security incidents that prioritizes the affected person's rights, needs and preferences. Listen and inform affected individuals of the avenues for advice in a timely, sensitive and impartial manner and clarify issues of privacy and confidentiality.

Occupational safety and well-being

- Create awareness on the importance of occupational safety, health and well-being. For instance, organize team meetings with a focus on building capacities on stress management.
- Share information about available health and psychosocial support services.
- Foster a working environment that encourages attending to one's health needs, for instance by discussing the importance of taking leave, regular breaks and maintaining professional and personal life integration.

Recruitment, talent management and retention

- Review parity targets at the team and duty station level before making recruitment decisions.
- Aim at measuring commitment to gender equality as a competence in each interview.
- Incorporate gender indicators in performance appraisal processes. Accountability for gender equality is best implemented when it targets senior leaders and all personnel, through the integration of clear objectives in each staff member's performance plan and review.
- Provide career development support for team members, for instance by providing career conversations, cross-training and job shadowing opportunities.

Leadership, accountability and implementation

- Produce concrete plans on how to accelerate gender parity efforts and the creation of enabling working environments with indicated timelines and adequate accompanying resources at the country and mission level. Include gender parity and enabling environment related targets in annual workplans.
- Incorporate gender and enabling environment considerations into performance indicators.
- Aim at efficient coordination in gender parity efforts and in creating enabling working environments at the UN Country Team level, with the Resident Coordinator's Office – in cooperation with, and with substantive and technical advice from UN Women.
- Create, share and pool resources at the UN Country Team level including lactation spaces and childcare facilities, wherever feasible and possible.

For further recommendations, please refer to the Field-specific Enabling Environment Guidelines.



THE FIELD-SPECIFIC ENABLING ENVIRONMENT GUIDELINES

SUMMARY OF KEY RECOMMENDATIONS FOR PERSONNEL

Photo: MONUSCO / Force

The objective of the Field-specific Enabling Environment Guidelines is to provide tailored guidance for personnel in the field, especially in mission settings, to help increase the representation of women and accelerate efforts to reach parity in the UN system.

Each thematic chapter provides a series of recommendations and good examples for the organization, managers and personnel at the individual level. Here you can find a summary of the key recommendations for the personnel.

Professional and personal life integration

- Familiarize yourself with policies supporting professional and personal life integration and be an example by using them. Seek information via your manager, HR personnel, staff representatives and Gender Focal Points.
- Stay mindful of your own professional and personal life integration needs.
- When organizing meetings, proactively enquire whether any accommodations would facilitate attendance, such as a sign language interpreter, and take into consideration different time zones, if possible.

Standards of conduct

- Adhere to UN core values and Standards of Conduct for the International Civil Service.
- Be aware of and practice a victim-/survivor-centred approach if informed of possible misconduct. Listen and inform affected individuals of the avenues for advice and assistance in a timely, sensitive and impartial manner and clarify issues of privacy and confidentiality.
- Report possible prohibited conduct and cooperate with investigations, audits and reviews.
- Consult and seek advice from the UN Office of the Ombudsman and Mediation Services, Gender/LGBTIQ+/Disability/Conduct and Discipline Focal Points, as well as other stakeholders, such as UN-GLOBE, as necessary.
- Become an “ally” by using your voice to educate others, call out unacceptable behaviours and act as an active bystander.



Photo: UN Women/Ryan Brown



Security and safety

- Learn about the local security threats and understand measures to reduce risk. Follow all security and safety policies, guidelines and procedures.
- Complete mandatory training at your duty station, including training that is gender- and disability-specific.
- Provide feedback to your manager or head of office about security and safety threats that you face, measures implemented, and training provided.
- Request Flexible Working Arrangements, if needed, also to maximize security and safety.
- Consider initiating a commuting club so colleagues who would feel safer travelling in groups have a way to do so and with their preferred support persons, if required.

Occupational safety and well-being

- Foster well-being by creating and participating in support networks such as working parents' support groups, LGBTIQ+ networks, and employee resource groups. Be aware of the health and psychosocial services available.
- Provide feedback when using health and well-being provisions and address potential gaps.
- Initiate and participate in well-being and welfare activities. Stay mindful of your own health and well-being needs and practice self-care, such as by getting proper rest and nutrition, taking time off and seeking and accepting the support of others.

Recruitment, talent management and retention

- Initiate conversations and seek advice from senior personnel beyond your immediate team to support career development.
- Be aware of required experience and competencies in more senior positions and seek out relevant skills development opportunities. Liaise with your organization's HR and Gender Focal Point to discover talent management, learning and development opportunities.
- Take part in development opportunities such as mentoring or coaching programmes.
- Apply for open positions.

Leadership, accountability and implementation

- Practice UN values by being sensitive and responsive to gender and diversity issues, verbalize commitments and lead by example, showing support and discussing the importance of gender parity and diversity with your colleagues.
- Include gender equality and enabling environment related targets in your performance framework..
- Volunteer or encourage a colleague to become a Gender Focal Point. Reach out to other Gender Focal Points and/or The Office of the Focal Point for Women in the UN system (focalpoint.forwomen@unwomen.org) to discuss how you can help promote the work of Gender Focal Points and create an enabling environment.

For further recommendations, please refer to the [Field-specific Enabling Environment Guidelines](#)