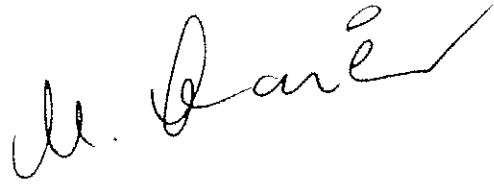


Administrative Instruction

Date: 7 May 2008
To: UNOPS All Staff
From: Monika Altmaier, OEC and HR Director
AI Reference: AI/OEC/2008/03
Subject: **Gender Balance in UNOPS**



Purpose:

A major objective of the UNOPS HR Strategy 2007-08 is to mainstream talent management in the organization while ensuring that the UNOPS workforce is gender balanced and diverse. UNOPS has therefore decided to update the Promotion of Gender Equality policy document issued in 2000. The revised policy is attached herewith and will complement the forthcoming organizational directives on recruitment and succession management.

Effective Date:

The Administrative Instruction and the attached policy are effective immediately.

ADMINISTRATIVE INSTRUCTION
(AI/OEC/2008/03)

General UN Policy Context:

In resolution 59/164, the United Nations General Assembly noted with concern the continuing lack of representation of women at higher levels of decision-making, and noted with particular concern that gender balance considerations had yet to be effectively integrated throughout the human resources management policies of the United Nations. The General Assembly urged the Secretary-General and the executive heads of the organizations of the United Nations system to redouble their efforts towards the goal of 50/50 gender distribution in the near future.

In the same resolution, the Assembly encouraged Member States to support the efforts of the United Nations and the specialized agencies, funds and programmes to achieve the goal of 50/50 gender distribution, especially at senior and policy-making levels by: (a) identifying and regularly submitting more women candidates; (b) proposing national recruitment sources in cooperation with national women's machineries and professional organization networks; and (c) encouraging more women to apply for positions in the UN system, including in areas in which women are underrepresented, such as peacekeeping, peace building and other "non-traditional" areas.

Measures:

UNOPS has therefore decided to immediately implement a forceful, forward-looking gender policy that is an integral part of all management processes. The policy shall apply to staff funded by the UNOPS administrative budget. All efforts will be made to ensure global male-female parity which is considered to be achieved when the ratio of women to men employees is within the 45% to 55% range.

To ensure the policy's success, UNOPS will implement a monitoring system which incorporates all relevant gender balance data into an overall workforce planning report (similar to the Balance Scorecard indicators) at both organizational and unit manager level. It will incorporate comprehensive data into monitoring reports such as gender representation at each stage of the recruitment and selection process, gender differences in performance results assessment (PRA) in order to highlight where positive action is needed.

The policy will focus on the following areas:

1) Recruitment:

- (a) Circulating forthcoming vacancies to national institutions for women, national women's organizations, women's professional associations and universities; liaise with regional, operational and

national machineries as well as other bodies to identify highly qualified women in targeted countries.

- (b) Form linkages with global online recruitment web sites to search databases for women matching specific criteria.
- (c) Creating a gender-disaggregated database (using a roster/e-recruitment tool) of consultants, contractors, and staff on short-term appointments and field assignments and circulating vacancy announcements in this group; systematically gather and compile information on highly qualified women candidates for senior posts.
- (d) HR focal points to also serve as gender focal points and work in consultation with supervisors in units where there are male-dominated professions to obtain demographic data relating to the global labour pool in order to focus outreach recruitment efforts.
- (e) Line managers in consultation with HR/gender focal points to review the formulation of education, work experience and evaluation criteria in the vacancy announcements in order to ensure that they are sufficiently broad.
- (f) Recruitment/Interview panels to be gender balanced.
- (g) Adopting binding special measures to select equally qualified female candidates until the 45% to 55% parity range is reached.
- (h) All recommendations placed before the Appointment and Selection Board (ASB) and the Appointment and Selection Panel (ASP) shall be accompanied by a written analysis of efforts made to address gender imbalance through the recruitment process, as well as an explanation of how the recommended action will affect gender representation in the division or office concerned.

2) Membership of Statutory Bodies

- a) All statutory and other bodies within UNOPS, including appointment and placement bodies and locally constituted committees, shall set a goal of 45 to 55 per cent female membership.

3) Talent Management and Staff Development

- a) Efforts shall be made to identify qualified women candidates through timely preparation of succession plans for posts at senior levels.
- b) Identification of high-potential female G-level staff through the performance appraisal system and development of career plans.
- c) Special attention in the preparation of individual development plans for female staff that are reflected in the performance appraisal system.

- d) Review by HR and relevant line managers of staff members, especially women, experiencing difficulty in moving vertically or laterally and provide guidance.
- e) Creation of mentoring programmes and, where appropriate, women-only management development courses for high-potential women at all levels.
- f) Review of mobility conditions to ensure they address the needs of the staff and do not disadvantage women.
- g) Development of training tools for female staff to gain further competencies in areas where there are low numbers of women.

4) Work/Life Balance

- a) Inclusion of gender-sensitivity indicators on fostering a healthy work environment conducive to work/life balance in performance evaluations.
- b) UNOPS already has a policy (OD 8) on Harassment, Sexual Harassment and Abuse of Authority; awareness of this policy will be highlighted at all levels of the organization. In addition, UNOPS has a mandatory course on Prevention of Harassment, Sexual Harassment and Abuse of Authority, in conjunction with other agencies. New material will be developed and used in induction and training courses.
- c) Development and promulgation of multiple measures of productivity independent of the variables of time and physical location, based on output.
- d) Fostering of an organizational culture, supported visibly by the senior-management team that advocates the benefits of work/life balance for all employees, with a particular focus on managers.

5) Implementation and Accountability

- a) Including indicators, such as gender balance and gender-sensitivity, in performance appraisals for all line managers.
- b) Establishing a system of clearly defined responsibilities to achieve gender balance at all levels in the organization (see Balanced Scorecard indicators).
- c) Enforcing accountability at senior management levels with consequences for consistently failing to meet gender balance targets.
- d) Managers should also report progress in the Annual Report.
- e) The Director of OEC and HR shall advise and support managers responsible for implementing these special measures at all duty stations.

- f) The Director of OEC and HR and her/his team shall design and implement developmental training programmes and related initiatives described in the sections above.
- g) The OEC shall maintain accurate workforce data and regularly update statistical summaries and analyses of gender.
- h) All staff surveys will be analyzed based on gender-disaggregated data.