



# Work-Life Framework & Strategy

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November 9-11, 2010

**UN Expert Group Meeting**  
**Work-Life Policy, Practice and Potential**

# The Challenge

- 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 Opportunity

- 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

# Central Executive Board Recommendation

- Use Staff Well Being as the overarching theme

<b>Basic Standard</b>	<b>Gold Standard</b>
<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>

# A Framework for Work-Life Policy and Practice: From Core to Leading Edge

- Infrastructure and positioning
- A flexible work culture
- Work-life effectiveness
- Flexible work practices
- Career path flexibility

# Infrastructure and Positioning

❖ Work-life support is not a program but a perspective

Core	Leading Edge
<ul style="list-style-type: none"><li>▪ Clear and relevant business case customized for major parts of the organization</li><li>▪ Positioned within a clearly articulated and widely communicated strategy</li><li>▪ Resources are devoted to ongoing execution of the strategy</li><li>▪ Linked to key organizational objectives</li><li>▪ Mechanisms to collect ongoing employee feedback</li></ul>	<ul style="list-style-type: none"><li>• Work-life support is a core organizational value – as stated and practiced</li><li>• Work-life perspective embedded into other organizational systems and practices</li><li>• Have a robust communications strategy</li><li>• Measure work-life progress over time</li><li>• Use flexibility experiments to measure impact</li><li>• Local working groups develop customized solutions</li></ul>

# A Flexible Work Culture

❖ 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>



# Focus on Work-Life Effectiveness (WLE)

❖ “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>

# Flexible Work Practices

❖ 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>

# Career Path Flexibility

❖ Creating career paths that work through multiple life stages

Core	Leading Edge
<ul style="list-style-type: none"><li>▪ Phased return to work from parental or medical leave</li><li>▪ Support employees reentering the workforce</li></ul>	<ul style="list-style-type: none"><li>• Discussion of work-life issues embedded into career discussions, developmental planning</li><li>• Ability to accelerate or decelerate careers without long-term career penalties</li><li>• Provision of spousal support for dual career families</li><li>• Option to phase out for retirement</li><li>• Proactive approach for bringing alumni back to the organization</li><li>• Availability of high level job shares</li></ul>

# Draft UN Work-Life Strategy

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## 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

# Draft Work-Life Strategy

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

# Draft Work-Life Strategy

## 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

# Draft Work-Life Strategy

## Embedding career path flexibility

- Create phase in and phase out options
- Restructure jobs left open by retirees
- Architect career paths for key developmental jobs that better fit for dual career families
- Profile broad range of UN career paths
- Incorporate discussion of work-life issues into career planning process
- Facilitate the employment of UN spouses
  - Preferential positioning
  - Voluntary UN projects



# Draft Work-Life Strategy

Enhance dependent care supports

- Collect information on dependent care support across UN entities
- Convene discussion/ support groups for UN caregivers
- Identify possible opportunities to improve/ expand dependent care through existing UN activities