CASE STUDY SERIES

DELIVERING SUCCESSFUL CHANGE ON DIVERSITY AND INCLUSION IN THE UN

#1/2018

ABOUT
the UNSSC

Since its inception, the United Nations System Staff College has sought to catalyze interagency collaboration and equip UN staff with the skills and competencies to face evolving global challenges. The College serves as a distinct, system-wide, knowledge-management and learning institution. Its mission is to contribute to a more effective, results-oriented and agile United Nations through learning, training and knowledge dissemination.

With the adoption of Agenda 2030, the College has further channelled its energy towards enabling the UN system to achieve the vision of universality and interconnectedness by establishing the following:
- The Knowledge Centre for Sustainable Development in Bonn (Germany) which builds substantial knowledge around Agenda 2030
- The UN Lab for Organizational Change and Knowledge (UNLOCK) — a programme entirely devoted to organizational change and transformation

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UNLOCK Case Studies have been prepared as part of a range of initiatives designed to foster necessary change throughout the UN system. Subjects have been chosen because of their relevance to agencies and staff across the system, as well as the potential to stimulate learning and knowledge sharing that leads to the practical steps required to build a stronger UN. The opinions and statements presented here do not necessarily represent those of the UNSSC.

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INTRODUCTION

In 2017 the UN Laboratory for Organizational Change and Knowledge (UNLOCK) - a programme of the United Nations System Staff College that promotes a culture of change and innovation in the UN system, in partnership with UNDP's Management Consulting Team – began a study of successful change on diversity and inclusion in the UN. There is plenty of guidance already available within the UN system on the steps that organisations and individuals can take towards gender equity, diversity and inclusion[1].

The intention of this new inquiry is not to replicate what's already available. Instead, the aim is to add new insight, by focusing specifically on the 'change' part of what it takes to make progress on diversity and inclusion. What does a 'change management' approach on diversity and inclusion mean? How are individuals and organisations interpreting and applying change management principles and practices to action on diversity and inclusion? What is it that leaders, managers and staff in the UN need to know about how to approach change on diversity and inclusion, in order to maximise the chances of making progress?

To help explore these questions, five UN entities agreed to take part in an in-depth study of successful change on diversity and inclusion. They are: UNAIDS, UN Cares, UNDP, UNDSS and UNHCR. The five entities were identified by word-of-mouth, by reference to pre-existing performance data on diversity and inclusion in the UN[2], and because between them they illustrate a range of different approaches to change.

The study took place between July and December 2017 and involved desk reviews and one-to-one interviews with more than 30 key stakeholders, including senior leaders from across all five entities. The case studies are therefore based on the experiences and learning of people who have hands-on experience of designing, planning and implementing change on diversity and inclusion in their organisations.

A series of group discussions held with representatives from each entity was also very helpful in providing context, making sense of the data being gathered, and providing feedback on the draft report.

There are two sections to this report.

Section 1 describes the change management approach being taken by each of the five participating entities in their work on diversity and inclusion. The insights are presented under three headings which align with UNLOCK's own change management framework[3]. The three headings are:

- Planning the Change, which is about assessing the need for change, and securing the involvement of people with the right mix of skills and competencies, emotional commitment, and influencing/decision-making authority

- Designing the Change, which is about establishing aspirations for change (the change 'vision'), designing and developing the intervention, and about communicating the change.

- Implementing the Change, which is about empowering staff and managers to act, evaluating the impact, and sustaining the change in the longer term.

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[1] See for example http://www.unwomen.org/en/how-we-work/gender-parity-in-the-united-nations/strategies-and-tools
[2] http://www.unwomen.org/en/digital-library/publications/2016/12/status-of-women-in-the-united-nations-system#view
[3] See appendix

Section 2 of this report draws together the learning from all five organisational case studies about successful change on diversity and inclusion in the UN.

It identifies 12 separate change management principles and practices that are being deployed by one or more of the case study organisations. None of these is are rocket-science, but what's clear is that planning, designing and implementing action on diversity and inclusion with these change management insights in mind, significantly increases the chances of the change effort being successful, and of it being sustained.

What's more, whilst all 12 approaches add value, four of the principles and practices are non-negotiable in achieving successful change on diversity and inclusion. These are:

- Co-creating: modelling inclusion in planning, designing and implementing the change

- Designing for empathy: building 'bridges' that support understanding and meaningful contact between different groups

- Communicating for dialogue: creating formal and informal opportunities for conversations about the change

- Resourcing: in particular, ensuring access to the right levels of expertise on organisational development, diversity and inclusion in planning, designing and implementing the change.

In September 2017 the UN Secretary General launched a new system-wide strategy on gender parity as part of a wider process of UN reform. It's hoped that the insights from this study will help all UN entities as they plan, design and implement actions that translate the global strategy for local implementation, not just on gender, but on all other aspects of diversity – and inclusion – too.

A NOTE ON DEFINITIONS AND SCOPE

The scope of this study is on approaches to change on diversity and inclusion in the UN workforce.

The term 'diversity' refers to all of the differences between people, including but not limited to nationality, geography, culture, disability, age, religion, gender, gender identity (how an individual thinks about their gender, as male, female, both or neither), sexual orientation (who an individual is attracted to, physically, spiritually and emotionally), as well as differences of thinking styles, perspective, professional background and experience.

'Inclusion' is about workplace culture – about action to create a culture in which difference is valued and leveraged in ways that bring benefits to the UN and the people it serves. Two of the change management case studies focus on gender (UNDSS and UNAIDS), one focuses mainly on LGBTI inclusion (UN Cares), one on disability (UNDP) and one on the creation of an inclusive workplace culture (UNHCR).

SECTION 1

FIVE CASE STUDIES:

UNAIDS / UN Cares / UNDP / UNDSS / UNHCR

UNAIDS

1 INTRODUCTION

This case study is about planned change, led top-down and with high levels of staff engagement. The objective of the change is to achieve gender parity in the UNAIDS workforce, especially at senior levels, and to create a more inclusive and empowering culture for women staff in particular.

2 ABOUT UNAIDS

The aim of the Joint United Nations Programme on HIV/AIDS (UNAIDS) is to lead and inspire the world to achieve its shared vision of zero new HIV infections, zero discrimination and zero AIDS-related deaths. UNAIDS unites the efforts of 11 UN organizations—UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, UN Women, ILO, UNESCO, WHO and the World Bank—and works closely with global and national partners towards ending the AIDS epidemic by 2030 as part of the Sustainable Development Goals.

UNAIDS has a Secretariat, made up of offices in some 80 countries, and around 700 staff, 70% of whom are based in the field. The Gender Action Plan referred to in this case study is specific to the UNAIDS Secretariat.

3 PREPARING FOR CHANGE

There's one senior leader in UNAIDS whose contribution to shifting numbers and changing culture on gender everybody talks about. Her name is Ms. Jan Beagle, and she was Deputy Executive Director of UNAIDS from 2009 to 2017. On arriving at UNAIDS, she noted both the under-representation of women at senior levels and a culture that wasn't always inclusive to women – and made clear her determination to change both. Senior level recognition of the need

for change was vital in effectively preparing for the change that followed.

One of UNAIDS' guiding principles is about ensuring its actions are evidence-based. This principle was equally relevant in its approach on gender parity, so a first step in preparing the organisation to act was to gather evidence of the need for change.

Some of the data was qualitative, gathered by Jan and others in HQ and the field through informal conversations, formal interviews, focus group discussions and an emerging women's network. Some of the data was quantitative. Workforce data from 2005 showed gender imbalances in UNAIDS in most of the professional grades.

At P3 and below women were over-represented, with over 90% of P3 roles held by women. At P4 and above women were under-represented, with around one-third of posts at P5 and D1 held by women.

An all-staff survey generated further insights on perceptions of gender equality and women's empowerment in the organisation. One of the key findings was marked differences in job satisfaction between women and men in UNAIDS, with men reporting 'considerably more job satisfaction than women, by a margin of 75% to 40%'.

The survey also generated data on support for practical measures to increase job satisfaction overall (for instance through improved work-life balance) and to increase gender equality (such as proactively identifying women as potential candidates for more senior posts). The findings of the survey were complemented by 10 interviews and three focus group discussions exploring specific themes and

possibilities to further gender equality.

This participatory approach is consistent with another of UNAIDS' guiding principles, concerning the 'meaningful and measurable involvement' of stakeholders in action which impacts them.

In accordance with this principle, over 300 staff at all grades were formally involved in developing the Gender Action Plan, through the survey, focus groups and interviews described above. An informal cross-departmental cross-grade working group was also established to provide ongoing input into the implementation of the Plan.

In addition to drawing the organisation's attention to the lack of gender parity and barriers to women's empowerment, the potential benefits of gender parity were also highlighted at this early stage.

There is plenty of evidence that increasing the representation of women at senior level would build UNAIDS' capability as an organisation, since 'organizations with a more equal representation of women at the senior management level considerably outperform their counterparts with a lower representation of women in senior positions'.[4] In addition there are well-documented benefits of gender parity in term of organisational performance, creativity, innovation and decision-making.[5]

4 DESIGNING THE CHANGE

In 2013 UNAIDS launched its Gender Action Plan.[6] The aim of the Gender Action Plan 'to create the conditions for achieving gender balance in the Secretariat, to empower women staff and to increase their capacity to assume leadership positions'.[7]

The Action Plan seeks to specify concrete, measurable targets and actions in response to the evidence gathered in planning for the change. It comprises seven 'strategic focus areas to advance gender equality and women's empowerment'.

These are:

1. Leadership and accountability
2. Organisational culture
3. Recruitment and selection
4. Staff development
5. Work-life balance initiatives
6. Communication and advocacy
7. Monitoring and reporting

Each area of the Action Plan has a number of measures associated with it, including changes to policy and practice on recruitment, work-life balance and flexible working, plans for communication and dissemination, and monitoring and reporting. Two measures relate specifically to the professional and career development of women in UNAIDS.

These are:

- A Mentoring Programme for Women, targeted at women at all staff levels, with the objective of identifying and addressing workplace challenges faced by mentees

- A Leadership Programme for Women which includes a five-day training programme, targeted at more senior women in UNAIDS, with the objective of building their leadership skills and capacities

The Action Plan also set out six numeric targets on gender, progress on which is reported on a regular basis at senior management meetings.

These are:

Target 1: 50/50 gender balance in the Secretariat (overall staffing)

Target 2: 50% of UCDs (UNAIDS Country Directors) are women

Target 3: 50% of P5 positions and above are held by women (internationally recruited senior manager posts)

Target 4: 50% of P4 positions and above are held by women (internationally recruited middle

[4] UNAIDS Secretariat Gender Action Plan: At a glance
[5] UNAIDS Secretariat Gender Action Plan: At a glance, March 2017
[6] A complete copy of the Gender Action Plan is available here:
http://www.unaids.org/en/resources/documents/2017/UNAIDS-Secretariat-Gender-Action-Plan-2013-2018
[7] UNAIDS Secretariat Gender Action Plan. Closing the gap: Targets and commitments to achieve gender equality and the empower

manager posts)

Target 5: 50% of NOC/NOD positions are held by women (locally recruited professional roles)

Target 6: 50% of General Service (GS) positions are held by women)administrative, secretarial and clerical positions).

5 IMPLEMENTING THE CHANGE

The launch of UNAIDS' first ever Gender Action Plan signalled an unprecedented organization-wide commitment to gender parity and women's empowerment.

However, it was recognised that without concerted action and ongoing monitoring, the document might remain simply 'words on a page'.

A number of steps were taken to translate the document into reality and build accountability and responsibility for progress.

These included ongoing monitoring of gender disaggregated staffing numbers by grade, quarterly updates to senior management on progress towards achieving the targets, annual updates to all staff, embedding the targets into institutional systems (such as the performance management system and the budget, results and accountability framework), and, importantly, the continued evolution and fine-tuning of the leadership and mentoring programmes for women (see above).

In 2017, four years after the launch of the Gender Action Plan, the results are clear.

Gender parity overall has been maintained, with 53% women in the Secretariat (target 1), and visible progress has been made towards increasing the number of women in more senior positions:

Target 2: 40% of Country Directors are women

(from 27% in 2013)

Target 3: 42% of P5 positions and above are held by women (from 36% in 2013)

Target 4: 48% of P4 positions and above are held by women (from 44% in 2013)

Other impact measures which UNAIDS staff point to include:

- *Personal impact.* 91 women have so far participated in the Leadership Programme for Women. While initially the Programme targeted women at the P4 and P5 levels only, it has since been broadened to also include national (NO) staff, extending the benefits to a greater number of women staff in the UNAIDS Secretariat

- Participants on the Women's Leadership Programme described it as 'incredible, eye-opening, transformative' for the opportunities it provided to develop leadership capabilities, provide space for exchange of insights and experiences on common barriers, and build relationship with other women at senior levels in UNAIDS.

- *System-wide impact.* The UNAIDS Leadership Programme for Women has been described as the 'foundation and inspiration'[8] for the development of a UN Staff College inter-agency Programme for Women Leaders

- *Benchmarking.* UNAIDS has been publicly commended for its leadership on gender in the UN System. In 2017 the organisation was publicly recognised for meeting or exceeding all of the 15 performance indicators of the United Nations system-wide Action Plan (UN-SWAP)[9] on Gender Equality and the Empowerment of Women

6 SUCCESS FACTORS

Five factors really stand out as contributing to the success of UNAIDS' Gender Action Plan in shifting numbers and changing culture towards

[8] http://www.unaids.org/en/resources/documents/2013/201303dd_UNAIDS_SecretariatGenderActionPlan
[9] *UN-SWAP is a UN-specific accountability framework and set of standards for the achievement of gender equality and the empowerment of women staff in the UN. Every year sixty-five entities, departments and offices of the UN system report their progress on their progress on gender against the framework*

gender equality and the empowerment of women. These are: *inclusive approach, dedicated leadership, quality of implementation, use of accountability tools, and the 'fit' or coherence with UNAIDS programme work.*

The first is the *inclusive*, participative – rather than simply top-down approach taken to developing the content of the Gender Action Plan, as described above.

Other employers outside the UN system have also noted the difference that a more consultative, more collaborative and less top-down, 'expert driven' approach to strategy development can make for successful change on diversity and inclusion.[10]

The second factor is the *vital role of dedicated leadership* in initiating and sustaining change efforts. Throughout her time with UNAIDS Jan leveraged her leadership in tangible ways in support of the objectives of the Gender Action Plan. Here are some of the ways staff saw her sustaining the change she helped initiate:

- She held herself and her colleagues accountable for progress towards the targets

- She leveraged her leadership roles for instance as chair the Mobility and Reassignment Committee to ensure fairness and inclusion in decision-making, and as a budget-holder, to ring-fence funding for the Leadership Programme for Women when an overall financial crisis led to the discontinuation of a number of UNAIDS' activities

- She stood up for gender equality in her day-to-day work, calling out language and behaviour that she personally found inappropriate. As one senior colleague described it, 'It's about one conversation at a time, calling people out, not in aggressive way, but with a sense of accountability'.

- She didn't just focus on the negative; she also called out the positive differences that people were making on gender equality

- She found numerous ways to profile and highlight the contribution of female staff in HQ and the field.

- She never gave up. Throughout her time with UNAIDS she 'never took her foot off the gas' on gender equality, as one colleague described it.

These examples of leadership and personal accountability influenced and inspired other senior leaders to take action, both in HQ and in the field.

A recently retired Regional Director for UNAIDS who worked closely with Jan described how she 'made it clear we needed to change, and that I was expected to contribute, and that she carried the commitment of the whole Executive with her'.

Here are three actions the Regional Director took, inspired by Jan, to translate the Executive commitment on gender equality to real action in the field:

- Asked Jan's advice about women's readiness for promotion, developed a one-year and a three-year plan for women in senior positions, and positively encouraged women at P4 and P5 to consider taking on supervisory and leadership roles

- Ensured all staff included action on gender equality in their performance goals (including those of the Regional Director)

- When chairing meetings, ensured women speakers were equally represented on the agenda, and explicitly invited women participants to speak, if their voices weren't being heard

The third factor is the *quality of implementation* of the change Plan. Other studies show that effective implementation is often lacking on diversity and inclusion[11], but in UNAIDS, there's an unrelenting focus on the quality as well as the quantity of delivery against the Gender Action Plan

This is partly about the leadership of senior people in the organisation, but it's also about

[10] https://www.mckinsey.com/global-themes/gender-equality/democratizing-diversity
[11] McKinsey Report: 'Women Matter 2016: Reinventing the workplace to unlock the potential of gender diversity'

the leadership on gender equality that is coming from the middle of the organisation too.

Juliane Drews, Talent Management Officer, and Claudia Ahumada, Executive Officer, have the experience, credibility and support to shape the organisation's approach on gender equality, as well as influence and evaluate its implementation.

Working across the organisation with colleagues from different departments and areas of expertise, some of the actions they have taken include:

- Tracking performance against the targets and providing regular updates to senior management

- Developing infographics and other communications to keep UNAIDS staff informed of progress

- Benchmarking UNAIDS progress against that of other UN entities through UN-SWAP

- Spotting opportunities to evolve the Plan, for instance through the introduction of performance and learning objectives for staff on gender equality

- Building partnerships across organisational silos, both in how they work themselves (in a partnership between HR and the Executive) and in their approach on delivery

The fourth factor is the use of *accountability tools*, in particular the UN-SWAP accountability framework, to motivate and sustain change.

This framework was used by UNAIDS to measure change, evaluate progress relative to other UN organisations, continually push the organisation to improve its performance on gender, and highlight its successes.

It was the requirements of the UN-SWAP framework that inspired UNAIDS to set a financial benchmark that '15% of the expenditures by the UNAIDS Secretariat should be in support of actions that address gender equality and women's empowerment as a principal objective'.[12]

The Framework also helped keep the Gender Action Plan high on the Executive agenda and UNAIDS continues its commitment to progress despite having met or exceeded all of the UN-SWAP Performance Indicators one year ahead of deadline.[13]

The final factor is the *'fit' or coherence between the vision, principles and strategy* of UNAIDS programme work, and action on gender equality for UNAIDS' own staff.

For instance, a respect for gender equality and for the principle of non-discrimination are written into the introduction to the UNAIDS strategy for 2016-2021, and underlie the Gender Action Plan.

And there is an emphasis throughout the Plan on 'leading by example', on what UNAIDS stands for both internally and externally: 'an organisation that calls for the elimination of gender inequality at the global level must also ensure its own internal policies and guidance follow suit'.[14]

7 CHANGE CHALLENGES

There are three main challenges to the future success of UNAIDS' Gender Action Plan.

First, *the gap that's left by the departure of Jan* from UNAIDS, following her promotion to the role of Under-Secretary General for Management at the UN Secretariat in New York.

There is no doubt the UNAIDS Executive remains committed to the plan but every interviewee voiced concern that the passion and determination of Jan Beagle will be hard to replace.

Meanwhile, the Executive Director of UNAIDS, Mr. Michel Sidibé has also taken steps to demonstrate his commitment to gender equality, including joining the International Gender Champions network[15], and supporting the development of UNAIDS' new Gender Action Plan.

The second challenge is about the *visibility and engagement of men* in achieving progress on the Gender Action Plan.

The plan has so far focused on the development and empowerment of women both professionally

[12] http://www.unaids.org/en/resources/documents/2013/201303dd_UNAIDS_SecretariatGenderActionPlan
[13] The UN-SWAP Accountability Framework is administered by UN Women
[14] See footnote 12 (UNAIDS Gender Action Plan)
[15] http://genderchampions.com/

and as agents of change. But changing the behaviour of women is not enough; men have a vital role to play too, as advocates and sponsors of change on gender equality.

Maintaining the focus on women whilst also exploring how best to engage men as allies and activists will need to be a more explicit component of the plan for the future.

The third challenge is about the delivery of the *plan in the 80 country offices outside HQ*, where resources (in terms of people and time) may not be available to support implementation, and where differences in culture and practice mean that the global plan may not be seen to have as much relevance locally.

For the future, support may be required to enable staff members in country offices to translate the global strategy into the development of locally relevant action plans on gender equality and women's empowerment.

8 CONCLUSION

This case study provides some important insights into planned and participative change on diversity and inclusion.

At the planning stage, it was the quality of the evidence base, and the combination of quantitative and qualitative data on gender parity and organisational culture, that helped create urgency and the momentum to act.

A consciously participative, inclusive, bottom-up approach to strategy development on diversity and inclusion significantly helped build staff engagement and ownership of the plan, combined with dedicated and sustained commitment by senior leadership.

The planning, design and implementation of the plan also benefited from the leadership of staff with the professional skills and expertise to make a difference, in addition to the personal interest. Use was made of existing tools such as the UN-SWAP framework, as well as UNAIDS' own performance management system and budget, results and accountability processes help design the change plan, monitor progress and provide accountability for results.

SECTION 1

FIVE CASE STUDIES:

UNAIDS / **UN Cares** / UNDP / UNDSS / UNHCR

UN Cares

1 INTRODUCTION

This is a case study about the design and delivery of an inter-agency and cross-functional learning and development programme on diversity and inclusion, and its contribution to behavioural and cultural change in the UN system.

It highlights a familiar change dilemma: how to bring about change without the formal authority or accountability mechanisms to do so. The learning and development programme at the heart of this case study is developed by the interagency body UN Cares; the programme is called UN for All.

2 ABOUT UN FOR ALL

'UN for All: Dignity and inclusion in the United Nations Workplace' is an initiative of UN Cares (www.uncares.org). UN Cares was launched in 2007 as an inter-agency body with a primary focus on HIV as a workplace issue. Its aim is to reduce the impact of HIV 'on the UN workplace by supporting "universal access" to a comprehensive range of benefits for all UN personnel and their families'.[16]

UN for All is a voluntary learning and development programme on diversity and inclusion, funded by 23 UN entities. Its intended audience is 'all United Nations system personnel in all organizations in all offices worldwide'.

3 PREPARING FOR CHANGE

The idea for UN for All came after Laurie Newell, Global Coordinator for UN Cares which is hosted by the UN Population Fund (www.unfpa.org), received feedback from a number of LGBTI staff about their experiences of homophobia in the UN system. A follow-up inter-agency survey of around 1,000 UN Cares focal points on attitudes to sexual orientation, gender identity and working with LGBTI colleagues, provided additional evidence of the need for action to increase inclusion for LGBTI staff members and also confirmed the willingness of current UN Cares team members to address these issues.

UN Cares sets 10 minimum standards for addressing HIV as a workplace issue, one of which is about the role of learning and development in changing attitudes and practice.[17]

The idea of an evidence-based learning and development programme to address stigma and discrimination for LGBTI staff sat well with UN Cares' overall approach. It is also consistent with the broader values, ethics and behaviours of the UN on diversity and inclusion. A proposal to develop UN for All was proposed to UN Cares' governing body, and readily accepted.

4 DESIGNING THE CHANGE

The overall objective of UN for All is to contribute to culture change in the UN. It aims to do this in three ways:

- Through raising the awareness and understanding of UN personnel about the experiences and challenges of UN staff, with a particular focus on the dignity and well-being of LGBTI staff members, those with disabilities and those living with substance abuse

- Through helping to build empathy about the experience of LGBTI colleagues in the UN

- Through creating the opportunity for meaningful, safe conversations about the

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experience and impact of stigma and discrimination in the UN system.

In keeping with UN Cares' own inter-agency set-up and values, the content for UN for All was developed through a collaborative process, with input from a number of UN stakeholders and an external consultancy (www.encompassworld.org).

Content providers and reviewers from the UN system included:

- The UN Cares Task Force, which is responsible for overseeing the implementation of UN Cares interventions across the UN system

- UN GLOBE (www.unglobe.org), a network of LGBTI staff members and allies, 'fighting for the equality and non-discrimination of LGBTI staff in the UN system and its peacekeeping operations'

- A Reference Group of people, some of whom had relevant functional expertise (on disability, mental health or LGBTI inclusion), others of whom were speaking from their own experiences of stigma and discrimination in the UN system

- Other UN entities with material and experiences to share about their own experiences of designing learning on diversity and inclusion in both programmes and staffing

The full UN for All programme comprises four half-day learning modules:

- A core module, the goal of which is to 'build a more inclusive UN system to ensure the dignity and well-being for personnel and family members'

- A module on sexual orientation and gender identity, the objectives of which are to increase awareness and understanding of the experiences and challenges of LGBTI people in the UN system

- A module on disability

- A module on substance abuse[18]

5 IMPLEMENTING THE CHANGE

Since the launch of the programme in June 2015, an estimated 7,000 people have participated on the programme in approximately 62 countries.

The focus so far has been on delivering two of the four modules: the core module, and the module on LGBTI inclusion. The modules are delivered face-to-face, in groups, through a global network of approximately 350 volunteer UN for All trainers from over 100 countries.

All the trainers/facilitators are UN staff and managers. In order to qualify as a UN for All trainer, UN personnel must participate on a four-day Training of Trainers (ToT) programme, and have the approval of their supervisor to deliver between six and ten modules a year. Trainers are encouraged to include their facilitation role in their performance plans and reviews.

Everyone who completes the programme is awarded a certificate. The face-to-face delivery of UN for All is also supported by a range of free on-line resources.[19]

These include poster downloads, inclusive language resources, links to UN competency frameworks, guidance for implementers and a set of frequently asked questions (FAQs) and responses.

6 SUCCESS FACTORS

The global evaluation data shows that participants give both the core module and the LGBTI module a satisfaction score of 4.4 out of 5. The feedback from participants provides insights into the attitudinal, behavioural and cultural change on diversity and inclusion that the programme achieves.

There are multiple examples of 'a-ha' moments for participants from the programme. 'I had an epiphany', as one participant described it, who

[18] http://uncares.org/unforall/resources-policies-and-inclusive-language
[19] A link to the resources is available here

until the programme had avoided working with LGBTI staff and now welcomes the opportunity to do so. Another participant described the experience of 'learning and listening' to two young LGBTI people as 'a life-time eye opener'. Another said, 'Thank you for opening my eyes, ears and heart on these issues. I am a changed person'.

There were also 'a-ha' moments from teams and organisations hosting the programme, from the realisation that 'they have staff who are LGBTI' to a 'wake-up call' about the extent and experience of discrimination and stigma in their organisations.

The programme also helped change the dialogue about diversity and inclusion, putting discussion of LGBT 'on the table' for the first time ('in some organisations there was zero dialogue, zero conversations going on about diversity and inclusion for staff'). Importantly, the programme also provided a voice for LGBTI people and others to share their own experiences of discrimination and stigma ('the affirmation that comes from realising your voice matters, even if it's only addressing five people', as one LGBTI facilitator described it).

Mr. Michael Moller, Director-General of the United Nations Office at Geneva, reportedly said that every supervisor should attend the programme, and, as one interviewee explained, 'in every workshop, someone says it should be mandatory'

Four factors in the design and delivery of the programme help make it a successful change intervention.

The first is the *inclusive approach* that has been taken to the engagement of UN staff activists in the programme. Many of the UN staff involved are people who Ms. Debra Myerson describes as 'tempered radicals' in her book 'Rocking the Boat: How to Effect Change Without Making Trouble'.[20] That is, people who are 'organisational insiders who contribute and succeed in their jobs' and at the same time want to see their organisations change; they are people who are 'slowly and steadily pushing back on conventions, creating opportunities for learning, and inspiring change'.

Rather than distancing itself from the passion of tempered radicals, UN for All engages them as 'experts in their own experience', as Laurie describes it, as designers, story-tellers, facilitators and advocates, to powerful effect. As one participant explained, 'The facilitators made me realise: even if they are not my beliefs, there was something about how they presented the material. It was coming from an inside place, talking from the heart'.

The second is the use of *personal testimony* to build participants' own motivation to change. Part of the programme is about providing information, and developing participants' knowledge of diversity and inclusion, discrimination and bias, and raising their awareness of the steps they can take to translate awareness into action. The programme does this very successfully.

As one participant commented, 'It exposed my biases and provided me with ways of overcoming them', whilst another said, 'I will incorporate into policy areas on strategies and workplans'.

But the programme is also about developing *empathy* for the experience of discrimination and bias in the UN system.

UN for All achieves this shift in attitude through creating opportunities for participants to hear first-hand the personal testimonies of LGBTI people and others. Speakers from UN GLOBE and elsewhere in the UN – or from local LGBTI networks – are invited to join each programme, share their experiences, answer questions and encourage conversation about the steps to creating a more inclusive culture.

There's no doubt that for many participants it's this affective, more emotional aspect of

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[20] *Rocking the Boat: How to effect change without making trouble, Debra E Myerson, Harvard Business Press, 2008*

the learning that really makes the difference – it's 'eye-opening and informative' as one participant described it, creates advocates, changes mindsets. The use of personal narrative, conversations, questions and answers, and the creation for participants of a 'safe place to hold contradictory beliefs', are powerful tools in the success of the programme.

A third factor in the success of UN for All has been the ability of *facilitators to act as change agents*. The facilitators tread a sensitive line between acknowledging the existing beliefs and behaviours of participants, and challenging individuals and institutions to be more inclusive. The programme is explicitly 'not asking people to change their core beliefs', as one facilitator described it:

'The very first thing I do is explain this is not about changing religious or cultural beliefs. We all have our own norms, beliefs. But these people are still human beings and the bottom line is we should accept them'. At the same time, the programme clearly does change beliefs – and needs to, in order to be successful. As one participant said, 'By the facilitator explaining terms [I am] able to understand and realise that I have been unconsciously biased most of the time'.

The fourth important factor is about *leadership*. Three different kinds of leadership really stand out as vital to the programme's success. One was the *passionate, activist* leadership of LGBTI UN staff who approached UN Cares in the first instance, to share their stories and advocate for change, or who contribute the programme through sharing their personal testimonies and experiences of discrimination and bias.

As one Resident Coordinator (RC) commented, 'This is the only way something like this can be successful. You need to have an activist mindset to drive this. You can't do it by management processes alone – it's just not enough'.

A second kind of leadership is the *technical and managerial* leadership of learning and development experts like Laurie at UNFPA, whose inclusive approach to developing programme content and to its ongoing management and delivery has sustained a sense of shared ownership for UN for All.

As a result, participants are making the programme their own. One participant and soon-to-be trainer described how following the programme she was inspired to design a five-minute summary for new joiners in her office, so that 'now everyone gets an introduction'.

The third kind of leadership – and equally important – is the *top-down* leadership and *support of senior people in sponsoring the programme*, securing budget, supporting those involved in facilitation and roll-out, participating on the programme themselves and talking about it afterwards, and encouraging other senior people to do the same.

An important leadership intervention came at the launch of UN for All, when a joint communication was sent from three senior leaders in the UN to all RCs, making explicit the expectation that RCs would:

- Nominate two staff with facilitation skills to attend a training of trainers workshop

- Commit to scheduling the core module for the UN Country Team and staff

- Attend the training themselves

- Ensure the UN Country Team make available the staff time and budget to implement the training locally[21]

7 CHANGE CHALLENGES

UN for All faces five main challenges in delivering on its objective of behavioural and cultural change in the UN.

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[21] *The note to Resident Coordinators can be read in full here:* http://uncares.org/unforall/sites/default/files/Joint%20Letter%20to%20 RCs%20on%20UN%20for%20all%20-%202015.pdf

The first challenge has been to *secure resources* for the programme. It felt at the beginning 'like shoestring and bubble gum', as Laurie described it, and since its launch the programme has had to rely on voluntary donations of people, time and budget from several UN agencies for both design and delivery.

Members of the UN Cares Task Force and other stakeholders have helped to identify people and money, and many managers found ways to resource attendance and facilitation (for instance by including facilitation duties in performance objectives), but resourcing remains an ongoing concern.

The second challenge is the *limited scale and reach* of a face-to-face programme. UN for All aims to reach all 173,000 UN personnel but since 2015 has reached only about 4% of the total workforce.

At the current rate and with current resourcing it would take UN for All around 50 years to reach its intended audience. Discussions are ongoing about evolving the delivery mechanism of UN for All for the future – for instance through the UN System Staff College, and/or through virtual on-line delivery – in ways that might make scaling up more possible.

The third challenge is about *local implementation*. It's a huge strength of UN for All that it trains and deploys local facilitators, but two difficulties were highlighted by interviewees. The first of these is that the facilitators leave their training programme enthused about doing the delivery, but then find they don't always have the authority to influence their managers/ other local decision-makers (such as Resident Coordinators) to support training delivery on the ground.

So as well as training local facilitators in terms of programme content, the UN for All team has also had to pay attention to creating the conditions in which trained facilitators are enabled to deliver

when back in their home office. The launch letter to Resident Coordinators mentioned above is one of the steps taken to address that.

The fourth challenge is about *cultural differences and sensitivities regarding sexual orientation*. Same-sex relationships remain illegal in 72 countries in the world, and in eight countries can still incur the death penalty. And in many countries where LGBT relationships have been decriminalised, social and cultural discrimination against LGBT people remains.[22]

In this context it can be an acute challenge for facilitators to discuss sexual orientation and gender identity, and discrimination against LGBT employees with their local colleagues. Here is how one facilitator described his recent experience: 'The core module was the toughest session I ever had.

All the participants agree with the inclusion of the four groups we deal with but they raised many concerns about the LGBTI people, mainly around religion, personal values. We finally found a common understanding about human rights and agreed to continue the discussion with the LGBTI module'.

The final challenge is *that participation the programme is voluntary*, and for many participants, is also a *one-off* in terms of their learning on diversity and inclusion. The effect of making UN for All voluntary is, as one of the interviewees explained, that 'you end up with a crowd that's already converted – primarily women, who already feel like they want to contribute to a more inclusive workplace'.

It also means that Laurie and her colleagues have to invest a lot of time in building personal and professional connections and influence to secure local support to host the programme. The absence of a system-wide training strategy into which UN for All is integrated also limits its impact and reach.

22 https://www.theguardian.com/world/2017/jul/27/gay-relationships-still-criminalised-countries-report

8 CONCLUSIONS

There are a number of important insights from this case study regarding the lessons learned about effecting change on diversity and inclusion through an inter-agency, cross-departmental, voluntary learning and development programme.

The biggest challenge facing the programme as an agent of cultural and behavioural change is that UN Cares does not have any formal authority and accountability for programme delivery, and participation on the programme is *voluntary*.

The UN for All team works hard to build influence and engagement in the programme, but in order to have a sustained impact, participation needs to be part of a broader strategy for individual and organisational change on diversity and inclusion.

The second insight is that programme content on diversity and inclusion needs to *appeal to participants' hearts, as well as to their heads*. Facilitating face-to-face contact between people across demographic and social boundaries – for instance between LGBTI staff and their non-LGBTI colleagues - is a proven way of reducing bias.

The third insight is the importance of '*tempered radicals*' or organisational activists in organisational change. Activists play a number of roles in the success of UN for All, as agitators for the development of the programme, as facilitators, participants, sponsors and advocates.

Their voluntary contribution also needs to be formally recognised, for instance through performance reviews, travel opportunities or other means.

The fourth insight is that tempered radicals are necessary but not sufficient to develop and deliver change. The *engagement and support of senior managers* to advocate for, support and sponsor change is also essential to make a difference in the UN system.

SECTION 1

FIVE CASE STUDIES:
UNAIDS / UN Cares / **UNDP** / UNDSS / UNHCR

(United Nations Development Programme)

1 INTRODUCTION

This is a case study about creating an inclusive environment for people with disabilities in UNDP. It describes an emergent approach to changing organisational culture and practice on disability, where the change plan is gradually evolving. It's also a study of change taking place at the same time, on the same issue, at different levels (strategically and operationally), and in different locations (locally and globally).

2 ABOUT UNDP

UNDP works in around 170 countries and territories. UNDP's vision as described in its 2018-2021 Strategic Plan 'is to help countries achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks'.[23]

UNDP employs around 7,000 staff, of whom approximately 50% are women. UNDP is recognised as having made good progress on gender parity, and several 'good practice' examples of UNDP's work to achieve gender parity in staffing are highlighted in the 2016 report on the Status of Women in the UN System.[24]

UNDP has done some work on disability in staffing over the years, and is now turning its attention more fully to creating a more inclusive and accessible working environment for staff and other stakeholders (visitors, interns etc) with disabilities.

3 PREPARING FOR CHANGE

For UNDP Moldova colleagues Mr. Evghenii Alexandrovici Golosceapov and Ms. Ira Cebotari,

it was a visit from a UN Commissioner in 2014 that brought home the need for change on disability. The visitor used a wheelchair, and had to return to the hotel every time he wanted to go to the bathroom. Evghenii explained: 'I was ashamed. In our office we didn't comply with basic accessibility despite the UN's Convention on the Rights of Persons with Disabilities'.

There was another factor which also made Evghenii determined to take action. If the office wasn't fit for purpose for disabled visitors, then it wasn't accessible for disabled staff either.

There were no staff who used wheelchairs in UNDP at the time, but Evghenii didn't want to risk UNDP being unable to appoint talented people in the future because of the inaccessibility of the building. In addition, he wanted UNDP to become an example for other institutions in Moldova on the implementation of the UN Convention on the Rights of Persons with Disabilities, which was ratified by the country back in 2010.[25]

For Ms. Irina Stavenscaia, the Head of UNDP's new Employee Engagement unit based in UNDP's Office for Human Resources (OHR) in New York, it was the same combination of a deep commitment to the human rights of persons with disabilities (PwD), personal empathy, concern about missing out on talented recruits, and an external perspective on UNDP not providing a welcoming working environment for PwD that provided the urgency to redouble earlier efforts on disability.

In 2016 the Independent Evaluation Office (IEO) of UNDP presented its assessment of disability inclusive development in UNDP. The evaluation noted that 'UNDP has not established an internal culture that welcomes persons with

[23] http://undocs.org/DP/2017/38
[24] Status of Women in the United Nations System, 2016, UN Women
[25] https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html

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disabilities' and urged UNDP to 'affirm 'reasonable accommodation' for employees with disabilities and to ensure, through 'universal design', that all persons, regardless of disability, can access its programmes and facilities'.[26]

In their different contexts, Evghenii, Ira and their colleagues knew that in order to create a case for change on disability that would win the support of budget holders and other senior decision makers, and to be able to propose costed solutions, they would need to gather more data and insights on the workplace experiences and needs of persons with disabilities.

Evghenii's approach was qualitative, local and experiential, raising his own awareness and understanding as he went along. His empathetic instinct was to put himself in a wheelchair, and he soon found out for himself how much of the building was inaccessible.

He then consulted with colleagues with disabilities from inside and outside UNDP, and conducted a 'user safari' to understand how people with disabilities experienced the UN office. The safari confirmed building access in general, and access to a disabled toilet in particular, as priorities.

Irina's approach was both qualitative and quantitative, global and survey-based. In the first instance she used the 2016 global staff survey (GSS) to gather quantitative data on the experiences of persons with disabilities in UNDP. The results showed that on a number of measures including engagement, empowerment and career development, personnel with disabilities (self-identified in the GSS) reported a less positive workplace experience than those without.

This was followed up with a disability-specific survey of all UNDP offices, covering issues such as awareness, recruitment, retention and accessibility for persons with disabilities.

104 offices participated in the survey. The responses showed that despite a range of accessibility and awareness-raising measures and events across UNDP, there was clear evidence of the need for greater consistency of approach, more planned activity and more information:

- Only 10% of offices that responded to the survey had a strategy for employing people with disabilities, although 30% make a purposeful effort to attract candidates with disabilities to apply

- Only 20% of offices had a plan to improve accessibility

- 70% were either unaware of the level of accessibility of their IT systems, or knew they were not accessible

- Only 20% had a dedicated focal point on disability

- Less than one-third offices were collaborating with external organisations on disability to raise their own understanding and awareness

Like Evghenii, Irina also looked outside UNDP to gather examples of good practices that could inform action inside the organisation. The free Disability Employment Tracker benchmarking tool run by the US-based National Organisation on Disability (NOD)[27] was useful in helping Irina know where UNDP ranked in relation to other organisations, mainly private sector companies.

Irina also gathered insights on the experiences of other UN agencies through the High-Level Committee for Management (HCLM) amongst others. The results confirmed that there was more UNDP could and should do to create an inclusive culture for persons with disabilities.

4 DESIGNING THE CHANGE

In Moldova and in HQ, the creation of an inclusive culture for people with disabilities is taking place

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[26] Summary: Evaluation of disability inclusive development at UNDP, 2016 http://web.undp.org/evaluation/evaluations/thematic/disability.shtml
[27] http://www.nod.org/

step-by-step. It's a different approach from that taken by UNDP on gender, where change was facilitated by the availability of robust data on the performance benefits of gender balance, and where there was clear senior-level sponsorship, quantitative targets and a global strategy. On disability there was no immediate longer-term vision, no planned strategy, and fewer resources. Instead, the approach to change on disability was more emergent, more iterative, with smaller-scale actions being leveraged to test assumptions, try possible solutions, build a better appreciation of needs, and create the opportunity for further change.

In Moldova, Evghenii was able to use evidence he had gathered to secure a contribution from OHCHR (Office of the United Nations High Commissioner for Human Rights) towards the costs of improving physical access to the UN House ground floor and providing an accessible toilet. At the same time, he was supporting the local community in the design of an accessible police station. It was the positive feedback that UNDP received from this community work that helped secure senior support for further changes to the accessibility of the UN offices.

The findings from the internal survey, and other insights such as those from NOD and the independent evaluation, provided sufficient data for Irina to build a business case for advancing the inclusion of persons with disabilities in UNDP. Discussions about the business case at Executive level created further support for Irina - and a small coalition of stakeholders and supporters from inside and outside HR - to continue the work on disability, with an immediate focus on HQ.

One important intervention requiring Executive support was the creation of internships for people with disabilities. With internships already established as one route into the UN, internships for PwD make sense as a way of building a pipeline of talented staff with disabilities for the future. Irina and her colleagues also hoped that bringing people with disabilities into the workplace would help challenge stereotypes and raise awareness on disability, as well as enable the organisation to learn through experience what PwD inclusion and accessibility really mean.

Securing the support of Executives for the initial project was not without its challenges with concerns raised about the potential costs of accommodation and accessibility, and limited prior experience of working with people with disabilities. However, a number of factors made an important difference:

- The project focused on piloting smaller-scale solutions to help manage concerns about financial risk, consistent with the approach UNDP takes to the introduction of other new activities

- UNDP leveraged strategic partnerships, for instance with the University of Gallaudet, a liberal arts university in Washington DC for deaf and hard-of-hearing students. The University works with UNDP to find interns with backgrounds in international development and provide advice on accommodation. The other partnership was with NOD, who supported further analysis of and validated UNDP's approach to PwD inclusion, completed an initial review of the HR policies from the point of view of their disability-friendliness, and works closely with UNDP on capacity building initiatives

- Opportunities for managers and staff to meet and work directly with people with disabilities helped raise awareness, build personal connections and challenge stereotypes on disability'

5 IMPLEMENTING THE CHANGE

A Deputy Director who worked with one of the HQ interns described the implementation of internships as 'critical' in fundamentally

changing how the organisation engaged with PwD. It achieved this through:

- Challenging the myths and stereotypes which many people hold about the abilities and dependency of persons with disabilities. These included myths about the type of work that people with disabilities may be able to undertake, and about the kinds of adjustments to the working environment that would be needed ('we expected we would need to learn sign language but of course she had loads of apps that helped us communicate')

- Helping UNDP staff appreciate that creating an inclusive culture is not just about 'processes and mechanics' – it's also about the nature of personal connections across difference, about 'engaging over the water cooler'

- Challenging the belief that there is always significant additional cost associated with the employment of persons with disabilities. The experience from UNDP is that there is some cost, but it is most often much less than anticipated'

The internships are a great example of a quick win in bringing about cultural change on diversity and inclusion.

The contribution made by the interns to the work of UNDP helped strengthen the case for greater engagement of persons with disabilities in the future. And direct contact with the interns seems to have had a sustained impact on staff in terms of challenging stereotypes, creating a more inclusive mindset and building engagement and motivation more generally.

'People feel it has changed the culture of the office', said one staff member, 'and that they have been part of something positive'. Another said 'It's changed our way of thinking – I can't think about a building without thinking about accessibility now.[28]

6 SUCCESS FACTORS

Four factors seem to be making a difference in terms of cultural change on disability in UNDP.

First, UNDP *partnered with people with disabilities* in designing and implementing the change. From the early feedback on accessibility in Moldova, to learning first-hand from the feedback of interns in HQ, the change approach has been informed by the experiences of people with disabilities as the experts in this area.

Second, a *range of different data sources* were used in developing the case for change. Qualitative insights, survey findings, evaluation data, financial costings and comparison with external benchmarks were all leveraged to create a compelling case for change.

Third, *small-scale, grass-roots opportunities to act* were seized on, at the same time as building some of the change components required for more systemic change, such as longer-term senior-level commitment. Taking it step-by-step, and being able to take action even when you don't have all the solutions, both help in more emergent approaches to change.

Fourth, UNDP benefited from the *passion and determination* of key stakeholders, including among senior managers, without whom there'd be no progress on diversity and inclusion. You need 'passion, persistence, be good at building relationships with others, collaborating, bringing people along'. 'Unless you believe in this, you're not going to make any difference'.

7 CHANGE CHALLENGES

At least three significant change challenges remain when it comes to creating a more inclusive culture for people with disabilities in UNDP.

One challenge is that of gathering *robust data*

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[28] http://www.who.int/disabilities/world_report/2011/report/en/

on the numbers of people with disabilities in the UNDP workforce. The World Health Organisation estimates that around 15% of the world's population lives with a disability, but there are significant complexities in measuring the experience of disability in any population, including the range of definitions used, the way data is gathered, and concerns and expectations about how the data might be stored or used. Without such data it's harder to present a compelling case for change, set clear objectives or to monitor or measure progress.

A second challenge is the resistance that is often encountered in work on disability:

- Some of the resistance is about the assumed costs of employing persons with disabilities. This assumption gets in the way of conversations about the recruitment of talented PwDs. It's true that in some cases there are costs associated with access – such as adaptations to buildings or IT solutions – but in other cases the adjustments may be cost-neutral, for instance in enabling more flexible working hours

- There's also resistance that comes from a lack of awareness and understanding about working with people with disabilities. UNDP provides on-line disability awareness training to its staff, but the real shift in awareness comes from working with a colleague with disabilities. As Evghenii and Ira explain 'theoretical knowledge is one thing, but practical knowledge is something else'

A third challenge is that whilst there is a lot of work going on in relation to disability in UNDP – awareness building, internships, improvements to accessibility in buildings and IT – the changes taking place are *locally led, relatively small scale, short-term* interventions.

Disability isn't currently afforded the same degree of ambition, advocacy, accountability and reinforcement as the work on gender.

The change approach on disability is more grass-roots and bottom-up, which brings both advantages and the challenge that that sustained change is harder to achieve.

8 CONCLUSION

What can we learn from UNDP's work to create a more accessible environment for people with disabilities? This case study highlights the following change insights:

First, culture change is often conceptualised as a linear process, with planned and predictable steps and a clear 'vision' or endpoint.

But in practice change rarely happens in such an orderly fashion. In UNDP culture change on disability is also happening in an emergent way, with stakeholders like Evghenii self-organising to find local solutions, alongside the central planning being undertaken by Irina.[29]

The internships helped strengthen connections and understanding in UNDP between people with disabilities and those without.

Designing interventions that build empathy between different groups and individuals is often more effective than classroom learning in changing behaviour to create a more inclusive culture.[30]

It's not always possible to exactly replicate good practice on diversity and inclusion from one context to another. Just as often it's about taking inspiration from what works, and adapting the solution to fit local circumstances

In this case it meant adapting the standard of educational attainment required of interns in the HQ programme to reflect the reality that people with disabilities are often excluded from education in Moldova.

[29] See for instance 'Tapping the Power of Emergent Change' by Jill Hinson and David Osborne, The NTL Handbook of Organization Development and Change, edited by Brenda B Jones and Michael Brazzel, published by the NTL Institute, 2014.
[30] For more on connections and inclusion see https://hbr.org/2016/07/why-diversity-programs-fail and https://hbr.org/2017/07/to-understand-whether-your-company-is-inclusive-map-how-your-employees-interact

SECTION 1

FIVE CASE STUDIES:

UNAIDS / **UN Cares** / **UNDP** / **UNDSS** / **UNHCR**

UNDSS (Un Department Of Safety And Security)

1 INTRODUCTION

This is a case study about changing culture and behaviour on gender in UNDSS (United Nations Department of Safety and Security), which is a heavily male-dominated Department. Of particular interest in this case study is the role men are now playing in making gender parity a priority, and the work being done to engage men at all levels in support of the change.

2 ABOUT DSS

The United Nations Department of Safety and Security (UNDSS) was established in 2005. It provides safety and security analysis, advice and services to 180,000 UN staff and their dependents operating in over 4,500 locations in 122 countries round the world.[31]

UNDSS also provides strategic advice and direction to the UN Security Management System (UNSMS), which supports 54 United Nations entities and is represented through the Inter-Agency Security Management Network (IASMN).

UNDSS has around 1,700 staff, mostly based in the field, the majority of whom are from police, security or military backgrounds. Overall 78% of UNDSS staff are male, and 22% female. Just 13% of those in senior leadership posts (P5 and above) are women.

3 PREPARING FOR CHANGE

When Mr. Peter Drennan arrived in UNDSS in 2014 to take up the role of Under-Secretary-General (USG) for the Department, the need for cultural change was clear. It was, he said, 'stark as night and day that I needed to do something' to bring the working practices and culture of UNDSS into the 21st century. This included shifting attitudes and practices on gender in the Department.

The following data points on gender particularly concerned him:

- *The numbers*. His immediate observation was that very few women worked in UNDSS, especially in senior management and Security Service roles. Women held just 18% of DSS senior management positions in 2014, compared to a Secretariat average of 36%, and just 15% of those in Security Service roles

- *What he was hearing*, about how women were regarded and treated ('not as equals… it was clear something needed to change'), and *what he wasn't hearing*. The 'lack of discussion or focus on gender' told him the organisation just didn't consider gender a priority – and he knew that needed to change

- *The contrast with his experience outside* the United Nations system. Mr. Drennan joined UNDSS from the Australian Federal Police, where he was previously Deputy Commissioner for National Security. He knew from that experience that thinking and practice on gender in UNDSS was out of line with thinking and practice outside the UN system

The USG's vision was to 'change direction' in UNDSS on gender. He'd seen how the treatment of women in policing in Australia had evolved over time and wanted to make the same shift in UNDSS – but at a faster pace. There's an urgency to how the USG and other senior leaders in the Department now frame the need for change. They describe four compelling reasons for change:

1. *Benefits to organisational performance*. There's the general point – backed up by plenty of external research and personal experience

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[31] *Figures from https://www.un.org/undss/*

- showing the difference that diverse teams and in particular gender-balanced leadership teams make to organisational performance[32]

2 *Quality of service.* The lack of women in the Department affects the quality of the service UNDSS is able to provide to the United Nations. For example, as one interviewee described it, 'a person filing a complaint of sexual harassment may feel more comfortable going to a woman' than to a man

3 *Staying up-to-date.* Attitudes and behaviour on gender in the world outside UNDSS are changing, so attitudes and behaviour in UNDSS needed to change too, for the Department to keep pace and stay relevant. As one senior interviewee said, 'The era of thinking that women can't do the job of men is long gone'. External stakeholders such as the IASMN (Inter-Agency Security Management Network) were also beginning to put pressure on the Department to take action on gender

4 *The personal safety and security of UNDSS staff.* There's was a clear 'what's in it for me' in the change too. As one interviewee explained, it's in the interests of everyone in DSS and the wider UN system to embrace women as 'full partners' in the United Nations security services: after all, 'the day may come when we rely on them [for our own safety and security'

4 DESIGNING THE CHANGE

UNDSS has its organisational roots in policing and the military. Its predominant culture is top-down and hierarchical, with most of the senior positions occupied by men. To maximise the chances of successful change on gender, a top-down approach was needed here too. Historically, work on gender in the Department had been led by women and designated focal points. Some progress had been made but with so few women at senior levels in DSS, a shift in approach was needed. This time men needed to take responsibility for the change effort.

One of the first steps in the change process was to establish a clear vision and objectives. Building on work done previously in the Department, and drawing on expertise and advice from UN Women and the United Nations System-Wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP)[33], along with the assistance of an external consultant on gender equality, UNDSS launched its first internal UNDSS Strategy on Gender and the Empowerment of Women in 2015.[33]

The vision for UNDSS described in the Strategy is of 'A Department that values and supports gender equality, free from bias and discrimination'. The vision is underpinned by three key goals:

- To establish an inclusive and enabling organizational culture, free from gender bias and discrimination

- To improve gender parity at all levels in UNDSS

- To strengthen resilience through improved planning for gender-responsive operational results

Comprehensive action plans were then drawn up, committing DSS to a change process which included:

- *Data gathering.* Plans included a biennial survey into how staff experience the culture of DSS; staffing analysis to identify 'the existence and causes of any imbalance' in gender and inform action to address these, and improved data-gathering on gender-related security incidents

- *Policy and process changes* including a policy on work/life balance, and guidelines on responses to security incidents including sexual harassment in the field

- *Governance systems* and accountability including the establishment of an intra-departmental Gender Coordination Team (GCT), a Senior Management Gender Steering Group, and the inclusion of gender-related objectives in manager performance and development goals

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[32] For a summary see for instance https://www.huffingtonpost.com/caroline-turner/the-business-case-for-gen_b_7963006.html
[33] For full details of the UN-SWAP framework visit http://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability

- *Capacity building,* including mandatory completion of on-line gender and unconscious bias awareness training, 'barbershop' opportunities for men to 'discuss any concerns they may have regarding a changed organizational culture', and improved training for field office staff 'in how to respond to security incidents of sexual assault and harassment'

- *Resourcing,* including a Gender Adviser and a Gender Focal Point (GFP) team, with Gender Focal Points identified in each division

- *Communications,* including the development of a Gender Communications Plan and use of a wide range of communications approaches such as newsletters, town hall meetings, intranet updates and emails

5 IMPLEMENTING THE CHANGE

In terms of the implementation of the UNDSS gender strategy, four powerful change practices stand out.

First, the active engagement of senior leaders as sponsors and advocates of change. Here are some of the ways in which senior leaders in UNDSS describe their contributions to driving the change initiated by the USG:

- Taking the strategy seriously. As one senior leader said: 'my experience tells me, if there is a strategy, we should follow it'.

- Articulating the vision and ambition of the strategy in ways that feel real for them personally, and for their staff. As one interviewee said: 'I need to take it [the strategy] and breathe life into it'

- Translating the overarching vision into meaningful, motivating local goals. One senior leader described it as 'taking opportunities to drive change on a day to day basis'

- Working with their direct reports to create local action plans

- Leading by example, for instance in attending a 'brown bag lunch'/ awareness-raising session with UN GLOBE, the United Nations entity committed to equality and non-discrimination of LGBTI staff in the United Nations system

Second, an emphasis on top-down accountability and results. This starts with the USG, who reviews performance data on gender on a monthly basis and expects his Directors 'to explain if the figures are not going the right way'. Senior leaders also deploy the same top-down approach to accountability and results with their own teams. They do this through:

- Paying particularly close attention to action on recruitment, promotion and progression. This includes:

  – Requesting regular updates on progress from their teams. As one interviewee said, 'In reporting, for every selection, promotion, they [my team] had to tell me how they were doing'

  – Challenging their teams to make gender an explicit component of the process. One senior leader described a promotions process in which 'the team gave me the draft questions and I sent them back. We can't just ask about technical skills, I said, where are the ethics questions, the gender questions?'

  – Making clear to staff their views on the steps that they should be taking to increase gender parity. As one interviewee said, 'I don't micro-manage, but I have told them [my team] if there is a qualified woman, she should be included on the list'

- Not assuming action by their direct reports – instead they 'trust, but verify', knowing that, as with almost all change, 'you can't just say 'it will happen' – because it won't'

- Making their expectations of their direct reports clear and explicit. As one interviewee said, 'I made everyone in my Division take the unconscious bias training, I made it mandatory for all staff'

Third, they consult directly with women and other stakeholders about their needs and experiences. Rather than making assumptions about what staff in UNDSS may need to want, senior leaders are:

- *Creating opportunities to hear directly* from women staff about their experiences and their views on what needed to change. One Director described how he has quarterly breakfasts with women to hear their experiences and concerns first-hand, because 'I know how to be a man, and I know there are things I don't know about being a woman'

- *Working with subject-matter experts* such as UN Women and the UNDSS's own Gender Advisers to gather their insights into the factors contributing to successful change on gender

- *Engaging directly with* UN GLOBE, including holding a brown-bag lunch on LGBTI security concerns

Fourth, setting up *mechanisms for two-way communication* about the change with male staff and managers in the Division. Getting men talking about gender was one of the USG's first objectives: as he said, 'the first thing is to get people talking about it – you can then start to engage them. I was looking for signs that people are talking'. Some of the mechanisms which the leadership of DSS used to communicate with staff about the change include:

- *Mandatory men-only 'barbershop sessions'* facilitated by an external consultant which provided an opportunity for men to discuss and share their reactions/concerns about the changes expected of them

- Quarterly *town halls* with managers

- Relentless repetition of the same messages about change in both formal and informal ways, both written (for example newsletter articles) and verbal: 'I used every opportunity to highlight what I was or wasn't happy with'

6 SUCCESS FACTORS

It's early days in terms of being able to measure the success of the UNDSS Gender Strategy, but there is already some local evidence of movement in terms of gender parity and creating a more diverse and inclusive culture in UNDSS. One Director described how the representation of women in his Division has increased from 14% to 20% since the introduction of the strategy – still a long way to go, but encouraging progress nevertheless.

In terms of creating a more inclusive culture, another senior leader described how both women and men are increasingly 'coming up with ideas, opening up the conversations' about emotive and challenging topics such as the role of women in security.

Some of the factors (tools, methods and approaches) that have contributed to the success so far include:

- *Integrating the gender strategy within a broader programme* of cultural change in UNDSS, meaning it is framed as core to the future of the Division rather than a strategic or operational 'add on'

- *Adopting the same change approach* on gender as the Department uses in other areas of work, making it recognisable and familiar to those responsible for delivery – top-down, planned, with a strong focus on reporting and accountability for results

- *Men in leadership positions acknowledging* that *they don't have all the answers* when it comes to changing culture and practice on gender, and instead engaging in dialogue with women about the change that's needed – without making them responsible for it

- *Actively engaging men* in the change as leaders, managers, supervisors and staff. Given the low numbers of women in the Department both overall and at the most

senior levels, no change on gender in UNDSS will happen without the participation of men

• *Recognising the efforts* of individuals and teams contributing to the change. A Gender Champion award was included in the UNDSS Recognition Programme and in 2017 one individual and one team were awarded the title

7 CHANGE CHALLENGES

Interviewees described three main challenges to UNDSS achieving the objectives of its gender strategy. These are: *resistance, recruitment and ownership*.

Men's *resistance* to changing culture and practice on gender was cited several times as a challenge to progress. Some of the resistance is articulated in terms of concerns for the well-being of women and those they work with, based on the different security threats women face. Alongside that, there is still some stereotyping of women's competence in safety and security roles, and arguments about how appropriate such work is for women.

Men were also expressing anxiety about the impact on their careers of an increase in the representation of women in the Department. To address this, leaders in UNDSS created opportunities for men to discuss their views in men-only 'barbershops', but more often the conversations were held one-to-one. As one manager described it, 'Some of the men have never talked about it [gender parity] before. What is a terrible conversation the first time may get better the next time'. Some women also resisted the change, perhaps internalising some of the same stereotypes used against them, and needed encouragement and support to take up the opportunities available to them.

The second challenge is the very practical one of *attracting and recruiting women* into UNDSS in the numbers required to make a difference in terms of equity and culture. With most operational UNDSS staff coming from male-

dominated military and policing backgrounds, it's clear that current recruitment practices are not going to generate the applications that UNDSS would like from women. In a recent recruitment exercise for a Security Officer role, just one of the 12 applicants was a woman.

A number of attempts have been made to change recruitment practice with varying degrees of success, including hiring women without a security background (not successful: 'it took so long training them') and targeted outreach (more successful: 'I did some outreach for close protection officers and got to six women possibles'). Developing a recruitment strategy that focuses on gender at all stages from marketing to onboarding of women feels like a priority for the Division right now.

The third challenge is that of *ownership* of the change beyond the most senior group of leaders in UNDSS. The strategy requires that each manager and supervisor in the Division has gender-related performance and development goals but in practice not all managers with goals in place feel themselves accountable for achieving these. 'It's not considered as important as getting armoured vehicles into Yemen' is how one manager described it.

There's a risk of a gap opening up between ownership of the strategy by the leadership, and its implementation on the ground – between having a clear vision, goals, an action plan and governance structures, and delivering real culture change. 'We've put in place governance structure, institutional guidelines, performance indicators, but that's not the same as transferring ownership to staff or changing thinking and behaviour', as one interviewee said.

8 CONCLUSION

There are four important insights from this case study into leading change on gender in a male-dominated organisation:

First, it's important to make sure that men in the organisation properly understand the problem they are addressing. As one leader in UNDSS said, 'I used to think that gender equality was about hiring more women. Now I think it's more about empowering women, putting them in the right roles, with the tools to do the job well. If I have 50% women all in low-paying jobs, that's not gender equality'.

Second, it's important to articulate the problem in a way that's relatable to other men, whilst at the same time staying aware of sensitivities about the examples that are chosen. For instance, saying 'I have a daughter too. I want to do the best by my family'' may help build a bridge with other fathers, but could disengage women who feel the drivers for change should be professional rather than personal.

Third, though the change will need to be led by men in a male-dominated organisation, it's vital to acknowledge prior work of women change agents, and co-create the change for the future with women, rather than assuming that male leaders now have all the insights or need to generate all the solutions. This includes creating opportunities to hear the views and experiences first hand, when planning, designing and implementing the change.

Fourth, it's important to pay attention to the resistance of men whilst not being deterred by it. In this case study men's resistance was addressed in group settings – for instance men-only "barbershop" meetings about gender equity – and in one-to-one conversations, where men were able to express and discuss their anxieties about change with the leadership.

SECTION 1

FIVE CASE STUDIES:

UNAIDS / UN Cares / UNDP / UNDSS / **UNHCR**

1 INTRODUCTION

This is a case study about the steps UNHCR is taking to integrate diversity and inclusion into the day-to-day culture and practice of the organisation. The work is being led not from HR but directly from the office of the Deputy High Commissioner, guided by an externally-recruited Senior Advisor on Inclusion, Diversity and Gender Equity, working in partnership with champions and change agents across the organisation. It's an emergent and inclusive approach, where opportunities to lead in the planning, design and implementation of change are shared with colleagues at all levels of the organisation.

2 ABOUT UNHCR

UNHCR's primary purpose is to 'safeguard the rights and well-being of people who have been forced to flee', including refugees, returnees, stateless people, the internally displaced and asylum-seekers.[34]

There are over 22 million refugees worldwide, and 10 million stateless people. UNHCR works in 130 countries, and has a workforce of nearly 15,000, of whom around 87% are based in the field.

3 PREPARING FOR CHANGE

UNHCR has been making efforts to increase diversity and inclusion in its staffing for several years. In 2015, the organisation commissioned a review of its progress on diversity and inclusion which found that whilst the workforce is already very diverse, more needed to be done to improve gender balance and geographical diversity particularly at senior levels. In addition, despite the organisation's values and commitment to diversity and inclusion, UNHCR appeared to be

struggling to create an inclusive environment for many of its colleagues. The review made recommendations for action in five main areas: (i) developing leadership capabilities on gender equity, diversity and inclusion; (ii) raising awareness of individual and systemic bias; (iii) increasing opportunities for flexible working; (iv) building a diverse pipeline of talent to senior and leadership roles; and (v) creating a more robust system of governance, responsibility, accountability and reporting on progress.

One of the recommendations of the review was to recruit a Senior Advisor (P5) on Inclusion, Diversity and Gender Equity, who would be able to work in collaboration with the Senior Management Team and other stakeholders to prioritise and take forward the review findings. The person appointed would need to have the skills and experience to help facilitate cultural and behavioural change across UNHCR.

In 2016, Ms. Caroline Harper Jantuah was appointed as Senior Advisor, reporting directly to Ms. Kelly Clements, the Deputy High Commissioner of UNHCR. Creating a post with direct access to senior decision-makers – and locating it outside HR – sent a strong signal that change on diversity and inclusion was now seen by the leadership as a strategic and operational priority for the whole organisation.

4 DESIGNING THE CHANGE

The Senior Advisor came to UNHCR from outside the humanitarian sector, and is not just an expert on diversity and inclusion, but is also an experienced consultant and adviser on behavioural and organisational change. Drawing on her earlier experience, there were three things

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that she did on taking up the post, that helped build the conditions for change in UNHCR:

- She arranged one-on-one meetings with all of the Heads (Bureau and Divisional Directors) to gather their views on the current position and future priorities on diversity and inclusion. She also made an explicit request for their support, letting them know that 'we can't succeed at this without you'

- She emphasised the contribution that change on diversity and inclusion could make to the broader transformation of UNHCR's culture that was underway, framing diversity and inclusion not as something 'separate from' UNHCR's culture and success, but integral to it, in its programmes, operations and employment practices

- Her position as an 'outsider' coming into UNHCR enabled her to interpret existing data on the need for change in new and compelling ways. One example was a presentation she gave on workforce data to the Senior Management Team, that enabled them to see much more clearly how the current patterns on gender and geography in UNHCR's workforce impacted the organisation's ability to operate effectively in the field

5 IMPLEMENTING THE CHANGE

There are six distinctive features of the approach to change on diversity and inclusion at UNHCR. These are:

1. It's an *emergent approach to change*, where the objectives and the steps to achieving them are directional and adaptable rather than fixed in stone. Like most other UN agencies UNHCR has targets on gender equity in staffing but no targets on any other aspect of diversity. There is no grand 'vision' for its work on diversity and inclusion but instead the work is guided by a set of principles, which are similar in tone to the strategic 'directions' which

cover all aspects of UNHCR's operations.[35] The principles shaping UNHCR's approach on diversity and inclusion are:

- *Engage*, meaning creating space for dialogue about diversity and inclusion

- *Equip*, meaning providing the workforce with the skills to do diversity and inclusion well

- *Empower*, meaning putting in place the structures and policies that are needed for progress

2. It's an approach to diversity and inclusion that *models inclusion rather than just talking about it.* It's a collaborative and participative approach. Some examples of what this means in practice:

- Divisional Directors facilitating their own dialogues with colleagues to directly understand their experiences and perspectives on diversity and inclusion

- Making a conscious effort to connect with and include people with different opinions to help shape the approach on diversity and inclusion. This includes proactively seeking out sceptics, naming and understanding the resistance, and inviting them to contribute. The Senior Advisor describes approaching one stakeholder group with the message 'we heard you don't want to cooperate – but we can't do it without you', and the bridge-building conversation that followed meant earlier sceptics are now strong supporters and allies

- Facilitating contact between different social and demographic groups, to encourage exchanges and build empathy, for instance through the 'Invite a colleague to lunch' event to talk about gender equity on International Women's Day

- Sending an all-staff email inviting any colleague in HQ and the field to nominate themselves as UNHCR Coordinator for UN-GLOBE, the UN staff group advocating for the equality and non-discrimination of LGBTI staff in the UN system

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[35] See *http://www.unhcr.org/uk/excom/announce/5894558d4/unhcrs-strategic-directions-2017-2021.html*

and its peacekeeping operations,[36] rather than restricting access to the opportunity by simply nominating someone to take up the position

- Acting on opportunities to connect across organisational silos, such as encouraging programme and support functions to work together to plan joint events marking International Women's Day and the International Day Against Homophobia, Transphobia and Biphobia (IDAHOT Day)[37]

3. *Senior staff are increasingly leading by example* on inclusion in local ways, for instance:

- Consciously building diversity into their own leadership teams: 'I want to be morally satisfied, that when I convene a management meeting, I've convened a diverse group'

- Encouraging people to speak up in meetings that they chair, irrespective of grade: 'I don't care what grade you are, if you have a good point'.

- Taking the opportunity to talk more personally about diversity and inclusion, for instance in team meetings

4. *The invitation to lead on diversity and inclusion is extended to people at all levels* of the organisation:

- There is clear sponsorship and commitment to change at the most senior Executive level in UNHCR. In addition, as in many other organisations, UNHCR has a senior-level inclusion committee, known as the 'Senior Management Group: Inclusion, Diversity and Gender Equity', chaired by the Deputy High Commissioner. This group of committed individuals acts as a vital sounding board, guide and sponsor for the work on diversity and inclusion, and holds overall responsibility for progress

- In order to extend ownership of action to a wider group of stakeholders, UNHCR adopted a truly innovative approach. Drawing on the model of a 'rapid assessment team' used in humanitarian and other contexts, an Inclusion, Diversity and Gender Equity 'Challenge Team'

was set up with the express purpose of asking 'probing questions and constructively challenge underlying assumptions, plans and policies emerging from the implementation of the People Strategy and other HR initiatives' through the lens of diversity and inclusion. In terms of output, the team is expected to 'create a shift towards a more inclusive culture whilst being mindful that our solutions need to be 'simple, fast, flexible, transparent and implementable.[38] In line with the inclusive approach to change, all 21 Challenge Team members were selected through an open application process, with attention being paid in the selection process, to ensure the team is 'diverse and representative in terms of age, gender and other forms of diversity' including grade, function and location.

5. Inclusion is being *integrated into policy development as well as content*. For example, the new HR Director led an inclusive process to redraft UNHCR's Recruitment and Assignments Policy, combining a global information campaign and feedback sessions on policy content and intended direction, the setting up of its own dedicated Challenge Team, and implementation meetings to ensure that the people responsible for implementation felt ownership rather than imposition of the new policy. Previous versions of the Recruitment and Assignments Policy presented guidance on gender and recruitment in a separate policy document. This time, guidance on achieving gender equity, increasing geographical diversity and the inclusion of other aspects of diversity were made an integral part of the approach to recruitment and assignments, reinforcing the message that diversity and inclusion are no longer 'add-ons' to the core functioning of UNHCR

6. It's an approach which is seeking to be much clearer about accountability for behavioural change. Three ways in which this serious intent is being communicated:

- Making diversity and inclusion the focus of the annual Code of Conduct conversations, so

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[36] http://www.unglobe.org/
[37] http://dayagainsthomophobia.org/
[38] From Challenge Team Terms of Reference, 2016

that all colleagues understand the implications and responsibilities of diversity and inclusion in their own behaviour

- Including behaviour on diversity and inclusion in the criteria for promotions – but visibly acting on this, for instance not promoting someone known to be homophobic

- The HR Director making her expectations clear about the need for more robust analytics on diversity and inclusion as a matter of routine. As one colleague said, 'Now we all know when we provide data that it needs to be broken down by male and female'

6 SUCCESS FACTORS

It's early days in terms of being able to quantify the impact of a 'change' approach to diversity and inclusion in UNHCR, but already there is evidence of colleagues taking the initiative and making new connections with diversity and inclusion in their day-to-day work. Three factors stand the organisation in good stead for the future. These are:

- The clear and explicit commitment of UNHCR's leadership to diversity and inclusion as core to its mandate. It's clear from a recent interview with the High Commissioner[39] that he sees inclusion as a core value of UNHCR's work with refugees and in how the organisation treats its workforce. The multiple different ways in which senior people are engaging on the topic – as individuals, in how they lead their teams, and in how they approach organisational priorities – all send a strong signal that the focus on diversity and inclusion is here to stay

- The resourcing of diversity and inclusion, with the appointment of a Senior Advisor, the Deputy High Commissioner as a sponsor and advocate, and a dedicated Challenge Team

- Framing diversity and inclusion not just as the implementation of a policy or the achievement

of a target, but as an opportunity to shift the culture of UNHCR towards greater diversity and more inclusion for all.

7 CHANGE CHALLENGES

Despite the progress, a number of challenges remain in terms of shifting culture and practice on diversity and inclusion in UNHCR. These include:

- *Resourcing*. Beyond the Senior Advisor and her assistant, all other colleagues involved in diversity and inclusion are operating on a voluntary basis, over and above their day jobs, and there is no dedicated diversity and inclusion budget

- *Responsibility and accountability*. With responsibility for recruitment held across several teams, it's not always clear where responsibility for recruitment outcomes including diversity and inclusion sit in the organisation. Linked to this, accountabilities are not always made explicit – as one Director said: 'I've not been required to demonstrate any progress. It's like we're on stationary bike'

- *Measurement*. Developing measures that quantify the real impact of shifting culture and practice on diversity and inclusion, other than through tracking gender parity in staffing

- *Operationalising diversity and inclusion outside HQ*. The appointment of a field-based UN GLOBE representative, equipping field-based Code of Conduct facilitators to lead the sessions on Inclusion and Diversity and the mixed locations of the Challenge Team members certainly help with this, but to-date more of the impact of the work on diversity and inclusion is being felt at HQ than in the field

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[39] *https://www.youtube.com/watch?v=GlgzKhiix7s*

8 CONCLUSION

There are five important change insights from UNHCR's approach to diversity and inclusion:

First, change on diversity and inclusion is more likely to happen when it's seen as an integral part of broader cultural and organisational change, rather than as a standalone 'diversity and inclusion' initiative.

Second, locating the formal leadership of diversity and inclusion outside HR sends a strong message that diversity and inclusion is a strategic and operational priority.

Third, the route to change on diversity and inclusion is rarely linear or clear or big bang. It's often experimentation and local action which help move the organisation in the direction of greater diversity and more inclusion.

The fourth insight is that inclusion needs to define the process of change as well as the intended outcome. It's essential to take an inclusive approach to who is involved in planning, designing and implementing the change.

And last, change on diversity and inclusion benefits from insights from organisational development and change management theory and practice, about how change happens.

SECTION 2

12 CHANGE MANAGEMENT PRINCIPLES AND PRACTICES CONTRIBUTING TO SUCCESSFUL CHANGE ON DIVERSITY AND INCLUSION IN THE UN

12 CHANGE MANAGEMENT PRINCIPLES AND PRACTICES CONTRIBUTING TO SUCCESSFUL CHANGE ON DIVERSITY AND INCLUSION IN THE UN

Section 2 of this report draws together the learning from all five organisational case studies about successful change on diversity and inclusion in the UN.

It describes 12 separate change management principles and practices which are being deployed by one or more of the case study organisations. What's clear is that planning, designing and implementing action on diversity and inclusion with these change management insights in mind, significantly increases the chances of the change effort being successful.

The 12 principles and practices are grouped under three headings broadly aligned with UNLOCK's own change management framework (see Appendix): *Planning, Designing and Implementing Change.*

However, in practice, it's hoped that the insights from all 12 will be relevant at all stages of planning, designing and implementing successful change on diversity and inclusion in the UN.

PHASE I – PLANNING THE CHANGE

Planning the Change is about assessing the need for change, and identifying and securing the involvement of people with the right mix of skills and competencies, emotional commitment, and influencing and decision-making authority.

1 ADOPT A CHANGE MINDSET

The first principle of successful change on diversity and inclusion in the UN is to start with a change mindset. Often, action on diversity and inclusion is understood as a simple policy change, or events management, or a one-off learning and development programme. Adopting a change mindset means:

- Drawing on insights from organisational change theory and practice to inform the approach, such as those available from UNLOCK[40]

- Understanding and working with the complexity of change (recognising that change rarely happens in a planned and linear way)

- Being aware of the potential for both predictable and unpredictable consequences of change, and ready to address these

- Recognising that the goal of successful change on diversity and inclusion is to bring about significant shifts in individual behaviour and organisational culture and practice. It's not about a simple linear 'transactional' change; ultimately, it's about enabling the transformation of organisations and the people that work in them

Each of the case studies captures different approaches to change on diversity and inclusion, in terms of change mindset, characteristics and focus.

Approaches to change on diversity and inclusion are summarised in the table below:

CASE STUDY	CHANGE MINDSET	CHARACTERISTICS	FOCUS
UNAIDS	Planned	Planned, top-down and participative, targeting behavioural and cultural change	Gender
UN Cares	Behavioural	Behavioural change through learning and development; and creating conditions for the learning to take hold	LGBTI
UNDP	Emergent	Experiential, largely locally-initiated change to raise awareness and change behaviour	Disability
UNDSS	Planned	Planned, top-down and formalised	Gender
UNHCR	Integrated	Change on diversity and inclusion integrated into broader change on organisational culture and practice	Inclusion

2 THINK SYSTEM NOT SILO

Change on diversity and inclusion is more likely to be successful when it's clearly connected to the wider system of an organisation, rather than when it's approached in an organisational silo. For the case study entities this means:

- Understanding that taking action on workforce diversity and inclusion is an essential part of what it means to deliver on the values and mandate of the UN

- Making links between diversity and inclusion and changes to organisational culture and practice. For instance, when Mr. Peter Drennan arrived in UNDSS in 2014 to take up the role of Under-Secretary-General (USG) for the Department, it was, he said, 'stark as night and day that I needed to do something' to professionalise the organisation and bring its working practices and culture into the 21st century. That included shifting attitudes and practice on gender

- Demonstrating the contribution that diversity and inclusion makes to the achievement of broader strategic goals, for instance around

service delivery or talent attraction or the UN's Sustainable Development Goals

- Challenging siloed thinking about where responsibility for change on diversity and inclusion lies. Often the responsibility is held in HR, but in UNAIDS for instance, the work on diversity and inclusion is led from the talent team, in partnership with the Deputy Executive Director's office. In UNHCR, the Diversity and Inclusion Adviser sits outside HR, reporting directly to the Deputy High Commissioner

3 ENGAGE THE HEAD, DON'T FORGET THE HEART

There is a mass of evidence available both inside and outside the UN showing the benefits of greater diversity and more inclusion to both individual and organisational performance.[41] Case study organisations were also driven to take action by the performance benefits of diversity and inclusion. For instance:

- In UNDSS, the need for more women protection officers was explained in terms

[41] See for instance http://centreforhumanitarianleadership.org/wp-content/uploads/sites/17/2017/03/Women-in-Leadership-20170203.pdf or https://www.huffingtonpost.com/entry/the-business-case-for-gender-diversity-update-2017_us_590658cbe4b05279d4edbd4b or https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters

of improvements to service quality: 'we have to have women protection officers if we're working with women dignitaries, or if women need to be patted down in security'

- In UNAIDS, the case for change included the contribution of gender-balanced teams to creativity and innovation, and better decision outcomes

Clear evidence of the 'business case' for change is often what gets the proposal on the agenda of senior leaders. But planning, designing and implementing successful change all require more than an appeal to the head. A key insight from this study is that in some cases action happens when the reasons for change speak to the heart, as well as to the head, of stakeholders. For instance:

- The personal passion and determination of Ms. Jan Beagle, Deputy Executive Director for UNAIDS from 2009 to 2017, was instrumental in engaging UNAIDS colleagues in the development and delivery of its gender strategy

- The idea for UN Cares' LGBTI awareness programme came when Ms. Laurie Newell, Global Coordinator for UN Cares, heard directly from LGBTI staff about their experiences of homophobia in the UN system

- Sometimes it's discomfort with the current position that provides the real urgency to act, for instance when there is a perceived disconnect between the values and mandate of the UN externally, and diversity and inclusion internally. As one interviewee said, 'this is the right thing to do'

4 KNOW YOUR STARTING POINT

In all of the case study organisations, planning the change included gathering evidence to describe the current position, for instance in terms of organisational performance or individual experience of diversity and inclusion. UNAIDS

provides a great example of how a number of different approaches were used to generate a comprehensive description of the now:

- *Workforce demographics*. The starting point for UNAIDS was workforce data from 2005 that showed gender imbalances in most of the professional grades. At P3 and below, women were over-represented, with over 90% of P3 roles held by women. At P4 and above, women were under-represented, with around one-third of posts at P5 and D1 held by women

- *Survey data*. In planning their gender strategy, UNAIDS designed a 50-question survey in which all staff were asked for their opinions about action to achieve gender balance

- *Focus groups and interviews*. The survey was followed up with 10 interviews and three focus groups with UNAIDS staff, where they were asked for their views on specific themes and possibilities in the proposed approach

- *Informal conversations*. At UNAIDS, the Deputy Executive Director used insights gathered through one-to-one conversations and feedback to inform the strategy design and implementation

Other data sources used by the case study organisations to understand their current position included:

- Evidence of data that's missing. For instance, it was the 'lack of discussion or focus on gender' that told the USG for UNDSS that the organisation just didn't consider gender a priority – and that this needed to change

- Benchmarking data from within the UN system. For instance, benchmarking against the 15 performance indicators in the performance framework developed by UN-SWAP[42] to monitor the gender-related performance of all UN entities

- Benchmarking data from external sources. Using the free Disability Employment Tracker benchmarking tool run by the US National

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[42] *UN System-wide Action Plan on Gender Equality and the Empowerment of Women*

Organisation on Disability (NOD), which enabled UNDP to evaluate its performance on disability against organisations outside the humanitarian sector

5 ENABLE LEADERSHIP AT ALL LEVELS

Successful change on diversity and inclusion happens when:

- Senior leaders support the change and create conditions which facilitate implementation

- Leadership of the change is enabled at all levels of the organisation. That is, when planning, designing and implementing the change is understood not as the responsibility of a few formally designated 'experts,' senior stakeholders or people with passion, but as the responsibility of all staff

What's striking about the five case studies is the range of ways in which leaders at all levels contribute to successful change on diversity and inclusion:

- In UNDP and UN Cares, it was the passionate, activist leadership of UN staff that made the difference. Staff identified the need for change, shared their feedback with others in

the system who could leverage the insights in planning the change, and took direct responsibility for implementation. In this way, existing change agents were empowered to take action

- In UNHCR there is an Inclusion, Diversity and Gender Equity 'Challenge Team', which leads with the express purpose of asking 'probing questions and constructively challenge underlying assumptions, plans and policies emerging from the implementation of the People Strategy and other HR initiatives'. 21 Challenge Team members were selected through an open application process, with attention being paid to the selection process, to ensure the team is 'diverse and representative in terms of age, gender and other forms of diversity' including grade, function and location

- Across all organisations, senior level leadership played a significant role in planning for and implementing change, by articulating the case, challenging resistance and adding urgency and accountability to delivery. The table below shows 12 replicable ways in which senior leaders in the five case study organisations are contributing to successful change on diversity and inclusion

12 REPLICABLE WAYS IN WHICH SENIOR LEADERS ARE CONTRIBUTING TO SUCCESSFUL CHANGE ON DIVERSITY AND INCLUSION IN THE UN	
1 Making diversity and inclusion a legitimate organisational priority	7 Reinforcing their words with personal action (e.g. challenging shortlists, offering mentoring)
2 Getting senior colleagues talking about diversity and inclusion	8 Seizing opportunities to act in the moment
3 Making room in their diaries and in meeting agendas for diversity and inclusion	9 Inspiring others to act by what they say or do
4 Sharing their own experiences and perceptions with staff	10 Creating an enabling infrastructure (budget, resources)
5 Engaging openly with men's anxieties about change on gender	11 Holding others to account, by setting clear expectations and asking for evidence of action
6 Engaging with activists, providing support, legitimacy and recognition	12 Publicly acknowledging people who are making a difference

PHASE II – DESIGNING THE CHANGE

Designing the change is about setting direction for and establishing aspirations for change (the change 'vision'), establishing a clear case for change and designing and developing the interventions needed to realize it. Supported throughout the change process is a planned communication and engagement approach to ensure all affected stakeholders are kept informed and engaged.

6 CO-CREATE THE CHANGE

It's noticeable that all five case study organisations take an inclusive approach to the process of designing and implementing the change. They understand that solutions on workplace inclusion cannot be imposed from the centre out or the top down, or from outside in. Instead, successful interventions on diversity and inclusion are co-created with the target population and other stakeholders from the outset. That is, a successful approach is one which asks all people impacted by the change to get involved in design. For example:

- UN Cares put LGBTI staff right at the heart of the design and delivery of the UN for All LGBTI awareness programme, as 'experts in their own experience'

- UNAIDS took an inclusive approach to developing their Gender Action Plan, in which all staff were asked for their opinions on action to achieve gender parity through a 50-question survey, followed up with 10 interviews and three focus groups exploring specific themes and possibilities. Over 300 staff at all grades were involved in co-creating the Gender Action Plan, ensuring that the proposed measures addressed staff needs, and increasing the chances for real engagement in its delivery. An informal cross-departmental cross-grade working group was also set up to provide continuous

input into the implementation of the plan

- UNHCR made a conscious effort to connect with and include people with different opinions to help design its approach on diversity and inclusion. This included approaching known sceptics, engaging them in conversation to better understand their resistance, and inviting them to participate in the design process

- UNDP staff consulted with colleagues with disabilities from inside and outside the organisation, adopting a 'design thinking' approach to understand how people with disabilities experienced the UN office and the kinds of physical and behavioural changes needed to create a more accessible and inclusive working environment

7 DESIGN FOR EMPATHY

Successful change on diversity and inclusion almost always involves conscious work to create person-to-person contact between different groups – to build alliances, create empathy and raise awareness and understanding. For example:

- UN for All enables participants to hear first-hand the personal testimonies of LGBTI people and others, by inviting speakers from UN GLOBE (the UN network for LGBT staff) to join each programme, share their experiences, answer questions and encourage conversation about the steps to creating a more inclusive culture. There's no doubt that for many participants it's this affective, more emotional aspect of the learning that really makes the difference: it's 'eye-opening and informative' as one participant described it, and creates advocates as well as changing mindsets

- UNDSS held a brown bag lunch where a UN GLOBE representative could share insights into the experiences of LGBTI personnel and discuss threats to LGBTI

staff in the field. UN GLOBE representatives were also invited to speak at an annual Inter-Agency Security Management Network (IASMN) meeting for all UN entity-heads of security

- UNDP designed internships for people with disabilities which were described as 'critical' in fundamentally changing how the organisation engaged with persons with a disability. In particular, they helped challenge the myths and stereotypes which many people hold about the abilities and dependency of people with disabilities, and enabled UNDP staff to appreciate that creating an inclusive culture is not just about 'processes and mechanics' – it's also about the nature of personal connections across difference, about 'engaging over the water cooler'

- UNHCR encouraged staff to invite a colleague to lunch to talk about gender equity on International Women's Day, as a simple way of facilitating contact and encouraging discussion on gender between different social and demographic groups

8 COMMUNICATE FOR DIALOGUE AS WELL AS INFORMATION

Successful change on diversity and inclusion requires the creation of ongoing opportunities for dialogue between stakeholders about the change. Communicating information about the change is important, but there's plenty of evidence that a top-down, 'tell' approach to communication isn't enough to change attitudes and behaviour. Instead it's the process of ongoing collective inquiry and dialogue that sits at the core of successful change.

Here are four examples of the ways in which the case study organisations created formal and informal opportunities for dialogue about change on diversity and inclusion:

- First, senior staff in UNDSS set up ongoing mechanisms to hear directly from women

staff about their experiences of inclusion and exclusion at work. One Director described how he has quarterly breakfasts with women to hear their experiences and concerns first-hand, because 'I know how to be a man, and I know there are things I don't know about being a woman'

- Second, the mandatory 'barbershop sessions' facilitated by an external consultant provided an opportunity for men in UNDSS to exchange and explore their reactions and responses to the introduction of the new gender strategy

- Third, the new HR Director in UNHCR led an inclusive and dialogic process to generate the new recruitment and assignments policy. She combine a global information campaign and feedback sessions on policy content and intended direction. Furthermore, she set up of a dedicated Challenge Team, and implementation meetings to ensure that the people responsible for implementation felt ownership rather than imposition of the new policy

- Also in UNHCR, 32 staff from around the globe have been specifically trained to facilitate dialogue on diversity and inclusion as part of the annual Code of Conduct conversations

PHASE III – IMPLEMENTING THE CHANGE

Implementing the Change is about empowering staff and managers to act, evaluating the impact, and sustaining the change in the longer-term.

9 PUSH AND PULL ON ACCOUNTABILITY AND IMPLEMENTATION

Successful change on diversity and inclusion happens when staff and managers get recognised for their contribution to change ('pull'), and/or feel themselves accountable for making a difference ('push'). Accountability for long-term demographic change is hard to enforce but shorter-term 'social accountability' – the need to 'look good in the eyes

of those around us' – is one of the factors which Harvard Business Review identifies as contributing to effective change on diversity and inclusion.[43] Here are four examples of how the case study organisations are pushing and pulling to support implementation:

- To qualify as a UN for All trainer, UN personnel must participate on a four-day Training of Trainers (ToT) programme, and have the approval of their supervisor to deliver between six and ten modules a year. The contribution which trainers make is recognised in their annual performance reviews

- In UNAIDS the Deputy Executive Director used a push and pull approach to call out the positive differences that staff at all levels were making on gender equality and to reinforce the message to senior colleagues that they needed to change. One senior leader described how it was made clear to him that 'I was expected to contribute, and that she [the Deputy Executive Director] carried the commitment of the whole Executive with her'

- In UNHCR, accountability for behavioural change is reinforced through making diversity and inclusion the focus of the annual Code of Conduct conversations, so that all staff understand the implications and responsibilities of diversity and inclusion in their own behaviour

- UNDSS added a new category to its annual awards programme – that of Gender Champion – to recognize and reward the work of staff individuals or teams who demonstrated exceptional effort in support of the gender strategy. One woman and one team were awarded this title in 2017

10 DON'T UNDERESTIMATE THE SKILLS AND EXPERIENCE REQUIRED

Successful change on diversity and inclusion requires people with the right professional skills and experience to plan, design and implement the change. Passion and personal experiences of inclusion and exclusion, whilst often important, are rarely sufficient to drive change. From the evidence of the case studies, three types of skills and experience are needed:

- Technical expertise on diversity and inclusion, including an understanding of the language of diversity and inclusion, of the factors contributing to inequality and exclusion, and what constitutes good practice in addressing these

- Change management leadership, including capabilities around the four leadership characteristics described in the UN system leadership framework (systems thinking, co-creation, focusing on impact and driving transformational change)[44]

- Self-knowledge, including deep understanding of one's own biases and the ability to lead individuals and organisations through complex transformational change with humility as well as confidence[45]

All of the case study organisations have recognised the need for dedicated resources, and have allocated one or more people to the work, in most cases as part of a broader professional role. The level at which resources are allocated to diversity and inclusion is also important: in UNHCR for instance the Diversity and Inclusion Adviser is a P5 post, with a direct report into the Deputy High Commissioner, sending a strong signal about the value of the role to the organisation.

11 LEARN FROM OTHERS

Key to successful change on diversity and inclusion is learning from others. All of the case study organisations turned to other organisations both inside and outside the UN system, as competitors and as collaborators, to help inform their approach.

- UN Cares contacted other UN and outside entities to gather their insights and experience of developing and delivering awareness programmes, to inform the design of UN for All

[43] https://hbr.org/2016/07/why-diversity-programs-fail
[44] See for instance https://www.unsceb.org/content/action-un-system-leadership-framework
[45] See also https://www.conference-board.org/pdf_free/councils/TCBCP005.pdf for further insights on the competencies required of diversity and inclusion practitioners

- UNDSS received significant support from UN Women who initially funded a consultant to assist in drafting their gender strategy. The Department also drew on change management advice from UNLOCK to support the design and implementation of the strategy, and on expertise from across the Inter-Agency Security Management Network (IASMN), including gender and violence specialists in UN Women, UNHCR, UNAIDS and UNDP

- UNAIDS used the UN-SWAP accountability framework to measure change, evaluate progress relative to other UN organisations, continually push the organisation to improve its performance on gender, and highlight its successes. The Framework also helped keep the Gender Action Plan high on the Executive agenda: when UNAIDS met the UN-SWAP Performance Indicators one year ahead of deadline, a letter of congratulation was sent directly to the Executive Director of UNAIDS from UN Women as it is to all organisations participating in the Framework[46]

- UNDP used the free Disability Employment Tracker benchmarking tool run by the US National Organisation on Disability (NOD) to establish where UNDP ranked in relation to other organisations outside the humanitarian sector, on disability access

- UNAIDS looked at *demographic measures*, such as the increase in the representation of women Country Directors from 27% in 2013 to 47% in 2017

- UNAIDS also gathered evidence of *personal impact*, such as the experience of the Women's Leadership Programme, described by participants as 'incredible, eye-opening, and transformative'

- UN for All noted *dialogic impact*, such as the way that participation in UN for All changed the conversations about LGBTI inclusion, amplified the voices of LGBTI people and created a space in which to share their insights ('the affirmation that comes from realising your voice matters, even if it's only addressing five people', as one LGBTI facilitator described it)

- UNDSS tracked *participation measures*, such as the number of men attending mandatory 'barbershop' sessions on diversity and inclusion.

- UNAIDS experienced *reputational benefits*, when it was recognised by UN-SWAP[47] for its performance against the requirements of the UN-SWAP accountability framework for change on gender

12 MONITOR AND MEASURE IMPACT

The final factor contributing to successful change on diversity and inclusion in the case study organisations, is the attention paid to evaluating the impact of change – and the use made of that information in sustaining the change and informing next steps.

Gathering evidence of impact is vital to successful change. Given the complexity of the change on diversity and inclusion, and its long-term nature, a range of shorter-term impact measures are also used:

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[46] *The UN-SWAP Framework is administered by UN Women*
[47] *https://unswap.unwomen.org/*

CONCLUSION

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This report draws on the views and experiences of staff, managers and leaders in five UN entities, to identify 12 principles and practices of successful change on diversity and inclusion. They describe a 'change management' framework for diversity and inclusion which we hope offers inspiration, insight and ideas for leaders, managers and staff who want to achieve and sustain successful change on diversity and inclusion in the UN. In summary, the 12 principles and practices are:

PLANNING THE CHANGE

1. *Adopt a change mindset*. Draw on insights from organisational change theory and practice to inform your approach

2. *Think system not silo.* Change on diversity and inclusion is more likely to be successful when it's clearly connected to the wider system of an organisation, rather than when it's approached in an organisational silo

3. *Engage the head, don't forget the heart.* There's a compelling business case for diversity and inclusion, but in some cases action happens when the reasons for change speak to the heart, as well as to the head, of stakeholders.

4. *Know your starting point.* Planning the change always involves gathering evidence to describe the current position, for instance in terms of organisational performance or individual experience of diversity and inclusion

5. *Enable leadership at all levels.* Successful change on diversity and inclusion happens when senior leaders support the change and create conditions which facilitate implementation, and when leadership of the change is enabled at all levels of the organisation

DESIGNING THE CHANGE

6. *Co-create the change.* Take an inclusive approach to the process of designing and implementing the change, involving the target population and other stakeholders from the outset

7. *Design for empathy*. Successful change on diversity and inclusion almost always involves conscious work to create person-to-person contact between different groups

8. *Communicate for dialogue as well as information.* It's ongoing collective inquiry and dialogue that sits at the core of successful change, rather than a 'tell-do' communications plan

IMPLEMENTING THE CHANGE

9. *Push and pull on accountability and implementation.* Change happens when staff and managers get recognised for their contribution to change ('pull'), and/or feel themselves accountable for making a difference ('push')

10. *Don't underestimate the skills and experience required.* Successful change on diversity and inclusion requires people with the right professional skills and experience to plan, design and implement the change. Passion and personal experiences of inclusion and exclusion on their own are not enough!

11. *Learn from others.* Key to successful change on diversity and inclusion is learning from others, in either collaborative or competitive contexts

12. *Monitor and measure impact.* A range of impact measures can help evaluate impact and inform next steps, including demographic measures, but also dialogic, participation and reputation measures

12 Principles and Practices:

Phase I – prepare for change

1 - Adopt a change mindset

2 - Think system not silo

3 - Engage the head, don't forget the heart

4 - Know your starting point

5 - Enable leadership at all levels

Phase II – design change

6 - Co-create the change

7 - Design for empathy

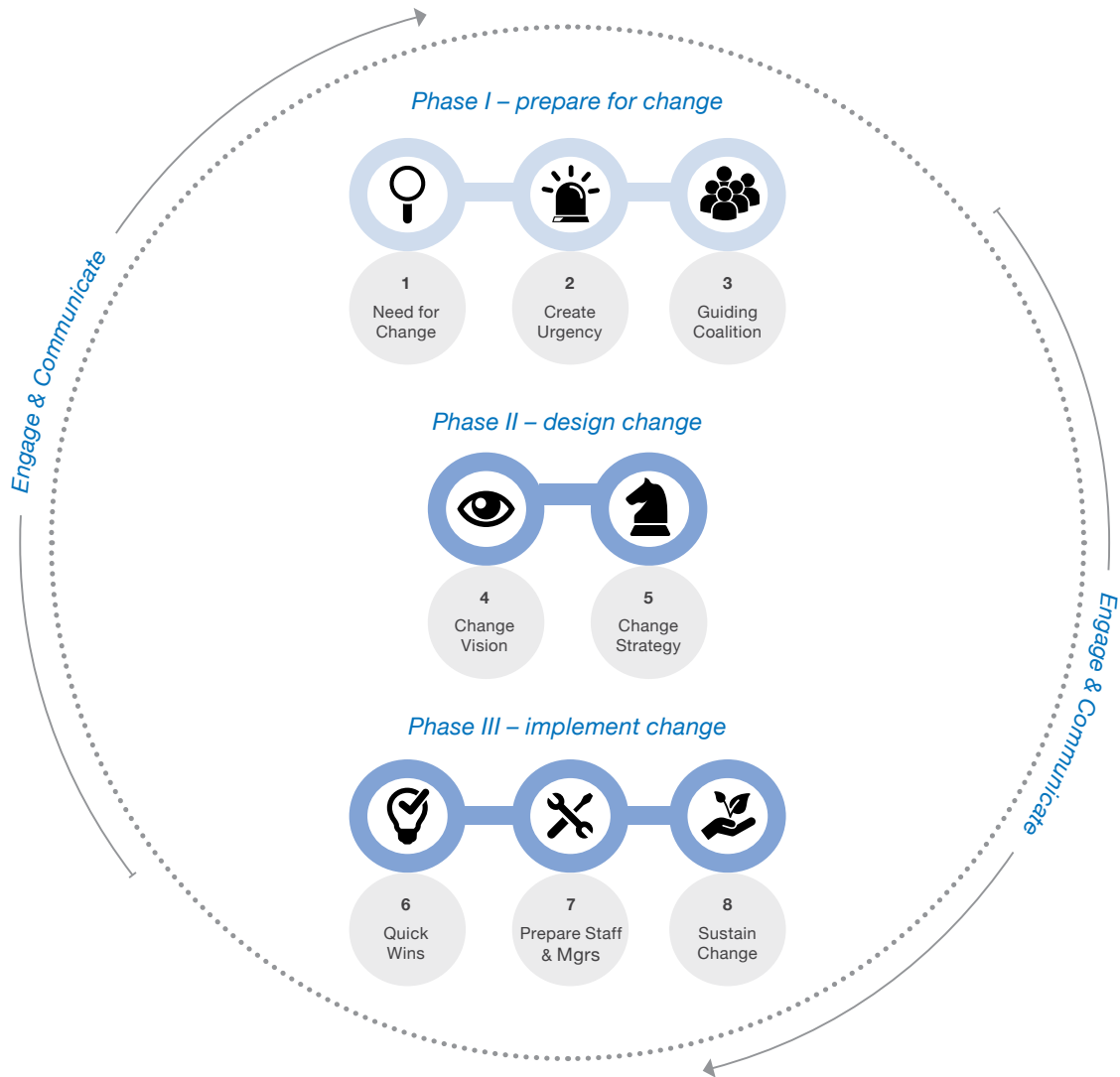**8** - Communicate for dialogue as well as information

Phase III – implement change

9 - Push and pull on accountability and implementation

10 - Don't underestimate the skills and experience required

11 - Learn from others

12 - Monitor and measure impact

APPENDIX

APPENDIX

UNLOCK – Change Management Framework

Phase I – prepare for change

1	2	3
Need for Change	Create Urgency	Guiding Coalition

Phase II – design change

4	5
Change Vision	Change Strategy

Phase III – implement change

6	7	8
Quick Wins	Prepare Staff & Mgrs	Sustain Change

Engage & Communicate

Engage & Communicate

ACKNOWLEDGEMENT

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