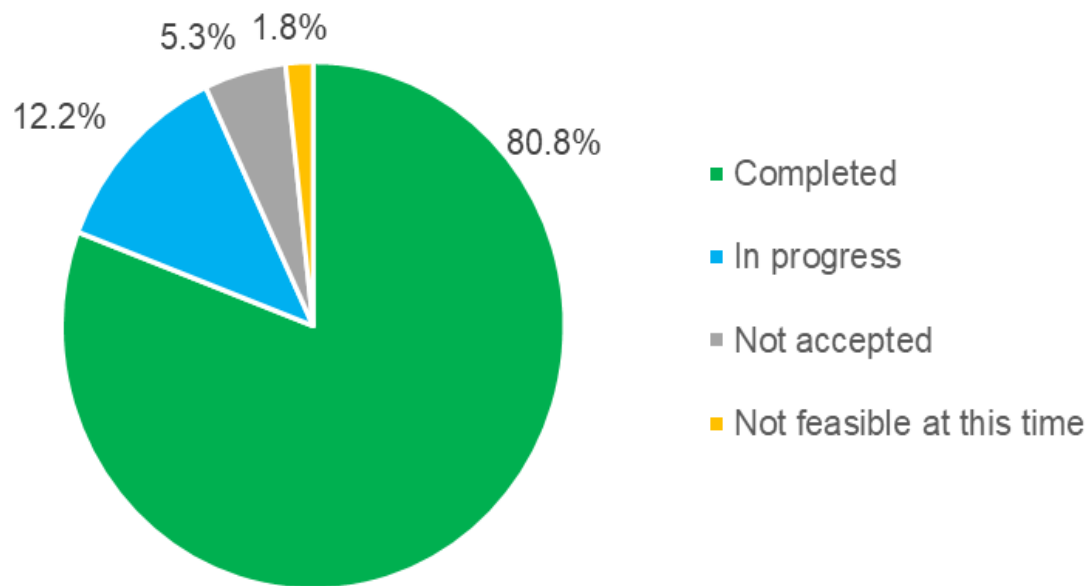# Update on organizational culture and diversity

Geeta Narayan
Principal Advisor,
Organizational Culture

UNICEF Executive Board
Informal briefing – 22 May 2024
Item 8: Update on Organizational Culture and Diversity
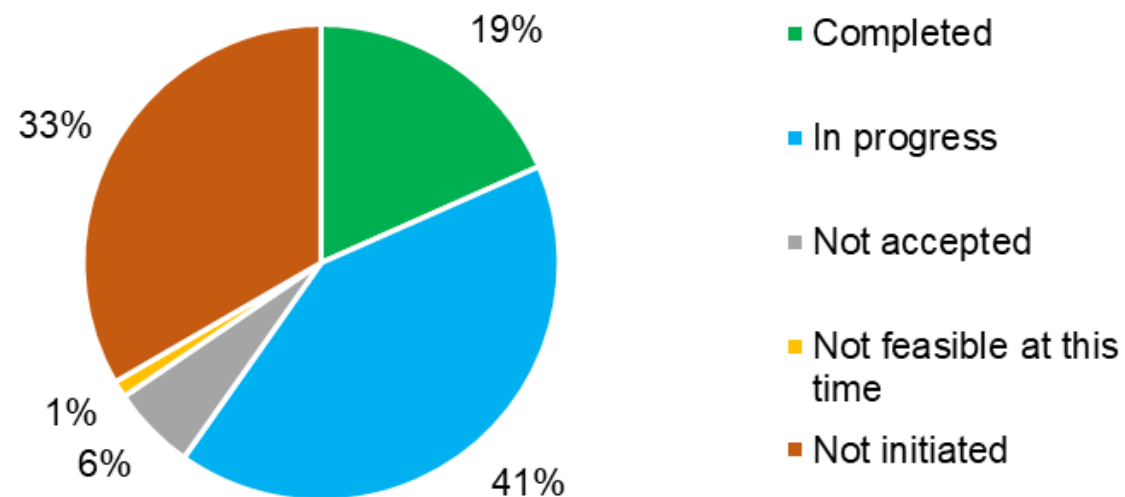Reference document: E/ICEF/2024/15

Status of Implementation of Recommendations

Status of ITF recommendations as of December 2023

- Completed: 80.8%
- In progress: 12.2%
- Not accepted: 5.3%
- Not feasible at this time: 1.8%

Status of TT -ARD recommendations as of December 2023

- Completed: 19%
- In progress: 41%
- Not accepted: 6%
- Not feasible at this time: 1%
- Not initiated: 33%

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unicef | for every child

What's different?

- Data on culture and DEI available, used to inform policy, practice, decisions
- More awareness of org. culture, DEI
- More explicitly grounded in the core values
- New approaches to promote more diversity, and a more inclusive mindset and practices
- Agents of change in UN

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Evidence-driven approach

- Pulse Check surveys
- Reasonable Accommodation Fund evaluation
- Strategic Plan Formative Evaluation
- Performance Mgmt audit
- Employee separation data
- Disaggregated data

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In the November 2023 Pulse Check on workplace culture survey:

- 68% response rate globally
- The overall UNICEF workplace culture score was 69%, a decrease of 3 percentage points since 2022
- The highest and lowest-scoring areas remained largely the same as in previous Pulse Checks

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Policy, tools, guidance

- Values Charter
- Competency Framework
- Disability Inclusion Policy and Strategy
- Flexible work
- Family leave
- Whole of Diversity
- Spectrum of Behaviours tool
- Hybrid teams handbook

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Behaviour change

- Dedicated learnings on culture and DEI
- E-learning on 'inclusion champion'
- Humans of UNICEF
- UNICEF UNwrapped
- Behavioural research
- Managers Support Programme

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Managers Support Programme: Unprecedented **scope and scale** targeting 6,500 managers over 18 months with a **comprehensive package of support** including e-learning, group coaching, peer mentoring, emotional intelligence self-assessment, managers resource library, etc.

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- 'Setting the tone at the top'
- Senior Leaders Conversations
- 360 assessments, coaching
- Global Leadership Meeting
- Senior staff diversity

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- First UN entity with dedicated capacity on culture and DEI
- Lead/co-lead various groups
- Executive group on SH prevention and response

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1. No pendulum: results vs values
2. Need both internal + external focus
3. Integrated approach
4. Data yes, but context matters
5. Shift mindsets and behaviours
6. Accountability for performance

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Thank you

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