

Gender Balance Strategy for the United Nations Secretariat:

A Strategic Action Plan

2010



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1 Introduction

1. Principles

- 1.1* The concept of Gender Equality has been established within the core guiding principles of the United Nations, and unequivocally reflects a commitment to the equality of men and women in all aspects of the human endeavour. More specifically, the Charter of the United Nations (Articles 8 and 101) stipulates that there shall be no restrictions on the eligibility of men and women to participate in every capacity and under conditions of equality in its principal and subsidiary organs. The Universal Declaration of Human Rights also states that there can be no distinction or discrimination on the basis of gender (Articles 2 and 23).
- 1.2* As a standard setting organization, the United Nations has a particular responsibility to achieve gender parity and gender equality within its own system. With moral authority on a global scale, the United Nations is expected to lead by example.
- 1.3* It is recognized that organizational excellence is based on the full and equal participation of an entire staff. Gender parity is essential for improving organizational effectiveness. As such, the UN is committed to removing systematic barriers that perpetuate gender inequality in all its forms, including gender imbalance.

2. Objective

The objective of this strategy is to establish a framework for:

- 2.1* Achievement of the General Assembly's mandate for gender parity throughout the United Nations, in every department, office or regional commission, overall and at each level. Gender parity, however, is one component of the achievement of gender equality and as such, constitutes a necessary but not sufficient condition to achieve it in all spheres of work.
- 2.2* The achievement of gender equality will require both parity and shifts in the organizational culture. Institutional, procedural and informal barriers which have obstructed any meaningful advance toward gender parity must all be overcome.
- 2.3* Commitment from senior management is, therefore, of particular importance. Senior managers must assume responsibility in implementing this strategy and promulgated policies related to gender equality and gender balance as a part of it. Temporary mechanisms, after being modified to conform to the new staff selection system, need to be reinstated in divisions which are not reaching their gender balance targets with respect to recruitment and promotion and retention (see [ST/AI/1999/9](#) "Special Measures for Gender Equality").

3 Scope and Application

- 3.1 This strategy is applicable to all UN Secretariat Departments and Offices, and their staff members, irrespective of type or duration of appointment.
- 3.2 This strategy shall be applicable at all times, including during periods of reduction in force, recruitment freezes, or office/division reorganization.

4. Strategy and Action Plan

The achievement of the goals and objectives set out above will be supported by the following general strategy, details of which are given in Annex 1.

- A. Communication and awareness
- B. The Role of OSAGI, the Focal Point for Women and Departmental Focal Points
- C. Policy review
- D. Strengthening recruitment/selection
- E. Improving the retention of women staff
- F. Providing increased opportunities for career development/progression
- G. Expanding flexible working arrangements
- H. Facilitating spousal employment
- I. Providing adequate day care facilities
- J. Addressing informal barriers/ working climate and culture

5. Implementation and Monitoring

- 5.1 Accountability for implementing this strategy rests with Heads of Departments/ Offices. Monitoring of the implementation of the strategy of the Organization rests with the managerial structure throughout the Secretariat, in particular, the Department of Management (DM), the Office of Human Resource Management (OHRM), and the Office of the Special Adviser on Gender Issues (OSAGI). DM, OHRM and OSAGI will jointly monitor its progress.
- 5.2 The strategy should be promulgated to ensure consistent implementation across departments.
- 5.3 Department Heads are to prepare a plan for the implementation of this strategy (as outlined in Annex 1) in their departments 3 months after and report annually thereafter to the DSG and the management committee.
- 5.4 Results based-management tools such as gender scorecards, surveys, and other human resources tools, will measure achievements against the standards set.
- 5.5 Every individual working in the Secretariat is expected to support the implementation this strategy however it is relevant to their daily work.

6. Final Provisions

- 6.1 The approach of this strategy has been to include measures directly related to the issue of gender parity. There are, however, also other issues affecting staff in general and which are more indirectly relevant to the issue of gender parity.
- 6.2 A policy which reflects the key elements of this strategy will enter into effect on the day of its issuance.

ANNEX 1: 11 Main Focus Areas for the Establishment and Implementation of the Strategy

A. Communication and awareness

An effective gender balance strategy requires strong commitment and leadership at the highest levels of the Organization to ensure that managers and staff at all levels are made aware of the strategy and the actions expected from them. A comprehensive and effective communication campaign to promote the awareness of this strategy and to promote a more gender sensitive organization will be implemented by DM, OHRM and OSAGI and DFS with special reference to field offices.

Actions:

- i. Emphasize the importance of gender balance in Town Hall and other general meetings with staff. (SG, DSG, Heads of Department, Senior Management - Ongoing)
- ii. Inform Member States, through the Secretary-General's reports (in 2010 and 2012) to the General Assembly on the Improvement in the Status of Women in the United Nations system and other reports, of progress and impediments regarding the goal of gender parity. (OSAGI – Ongoing)
- iii. Widely disseminate information on the Secretary-General's reports on the improvement of the status of women in the United Nations system, this gender strategy, work/life policies, flexible working arrangements and other gender related information. (OSAGI in collaboration with DM/OHRM and DPI - Ongoing)
- iv. Issue consistent and continued messages of strong leadership from the Secretary-General on gender balance. Tools include a letter from the Secretary General to the Heads of Departments/Offices instructing them to fully comply with this strategy, messages on iSeek from the Secretary-General stressing the priority he attaches to achieving gender balance, and bulletins from Heads of Departments. (SG, DSG, OSAGI - Ongoing)
- v. Conduct regular meetings, including training sessions, with managers, executive officers and departmental focal points on gender balance issues. (OSAGI, senior managers - Ongoing)
- vi. Implement departmental gender balance scorecards which include relevant statistics such as: the functioning of the gender focal points system; mechanisms for targeted staff selection; information on the use of flexible working arrangements; and other indicators, to be published jointly with the senior managers Compacts and Human Resources Action Plans. (OSAGI in consultation with DM/OHRM, HODs -Design Q3 2009, implementation Q4 2009¹)
- vii. Annual reporting by Heads of Departments/Offices to the Management Committee on additional and innovative measures to improve both gender balance and the work environment. (HODs – Q1 2010)

¹ The time frames in this document are indicative and subject to confirmation with the various stakeholders. Quarters indicate the start date in cases where actions may take a longer period to complete, or may be on-going.

- viii. Senior managers should acknowledge those departmental managers who have demonstrated good progress in meeting gender targets and disseminate their success stories in order to encourage others to follow their example. (OSAGI, senior managers - Ongoing)

B. The Role of OSAGI, the Focal Point for Women and Departmental Focal Points

The Office of the Special Adviser on Gender Issues (OSAGI), the post of the Focal Point for Women (FPW), and the supporting network of departmental focal points for women (FPs) (approximately 60 including alternates) were established to accelerate progress to achieve the goal of gender balance by the year 2000 and to assist in the promotion of the conditions of service and career prospects of women staff. The Special Adviser will continue to be included in senior management policy and oversight meetings on a systematic basis, a practice which began following the 2007 decision of the Policy Committee chaired by the Secretary-General. The Office of the Focal Point for Women is provided with only one budgeted post (the post of the Focal Point for Women), a situation highly inadequate to appropriately carry forth the mandate and implement this strategy. In addition, a gender perspective remains absent in many of the processes of policy formulation. Greater inclusion of OSAGI and the network of FPs in policy discussions and in task forces on relevant HR issues in the Secretariat, will ensure that all policies do not impede progress to gender balance. A further impediment to the advancement of women is the fact that departmental focal points have in many instances not been appropriately integrated into the selection processes in several departments and offices. To address these problems, new terms of reference were promulgated in August 2008, giving senior managers responsibility for enabling an environment that will allow the departmental focal points to carry out their functions.²

Actions:

- i. Strengthen implementation of the TORs (ST/SGB/2008/12) for FPs. Department Heads and Executive Offices must strengthen their collaboration with FPs, especially with regard to implementation of TOR provisions that refer to greater, easier and more systematic: a) participation of the FPs in the interview panels, especially for levels experiencing gender imbalance at the departmental or division level b) development and replication of good and innovative practices relevant to enhanced implementation of the TORs (through DM/OHRM and OSAGI) and c) advocacy and resolution of situations to increase the use of gender related policies including flexible working arrangements in the department. (HODs, EOs, FPs – Ongoing)
- ii. Provide departmental focal points with the information they need in order to effectively exercise their functions.³ (Senior Managers, through executive, administrative and other relevant responsible offices – Ongoing)
- iii. Provide orientation/training for departmental focal points on relevant matters including through established OHRM training programs. (OSAGI in coordination with OHRM - Ongoing)

² ST/SGB/2008/12.

³ ST/SGB/2008/12, paragraph 2.2.

- iv. Develop means for recognition for the work of the departmental focal points. (DM/OHRM, OSAGI, senior managers – Q4 2010)
- v. Conduct periodic surveys of the functioning and training needs of departmental focal points. (OSAGI, Q2 2009 and ongoing)
- vi. Formal inclusion of OSAGI in policy discussion and formulation forum(a) including task forces dealing with the issuance of administrative issuances with a bearing on the status of women in the organization and participation in strategic work force planning.⁴ (DM/OHRM, OSAGI, Departmental focal points, Q4 2009 and ongoing)

C. Policy review

In order to bring about effective change, a gender balance strategy requires clear gender supportive policies and their firm implementation in the areas of recruitment/selection, retention of women staff, career development/progression, flexible working arrangements, spousal employment, daycare facilities, and informal barriers/working climate and culture. Special efforts are needed to ensure that policies are relevant in field duty stations. Where the issue of gender parity is concerned, the task is to rectify practices and attitudes that have developed over decades. However, the gender perspective remains absent in many of the processes of policy formulation. Achievement of gender parity requires new policies where none exist, implementation of existing policies and decisive measures to change attitudes and behavior. Among the existing policies that can be more strongly implemented is the 1999 policy on special measures applicable to the recruitment, promotion and placement of women (ST/AI/1999/9) once it has been adapted to the new staff selection system. Particular efforts should be made to ensure that such policies address the conditions of services and challenges of field service thereby putting in place measures to strengthen the Organizations capacity to attract and retain qualified women to serve in field locations and creating a workplace for both women and men alike that allows for a better balance of work and life in a productive, healthy and safe environment.

Actions:

- i. Strengthen the Talent Management policy to reflect gender concerns. (DM/OHRM, OSAGI Q1 2010)
- ii. Similar to the inclusion of OSAGI in the Senior Management Committee and as *ex officio* in the Central Review Bodies, include OSAGI in all policy discussions and formulation for including task forces dealing with the development of administrative issuances with a bearing on the status of women in the organization. (DM/OHRM, OSAGI Q1 2010)

⁴ A/C.5/63/L.22

D. Strengthening recruitment/selection

Selection, appointment and promotion of individuals are the critical stages which determine the quality and composition of an organization's staff, including the aspect of gender balance. Any gender balance strategy should focus on these stages. Historical trends in the organization reveal no correlation between the representation of women at senior levels and the increase in their representation at lower levels. Therefore, similar vigilance and effort will be required independently at all levels.

Staff at the P-1 to P-3 levels should continue to be recruited through competitive examination and from internal staff at P-2 level for P-3 level posts.

Outreach activities have been identified as essential to expand the pool of qualified women candidates, particularly at the P-4 to USG levels.⁵ Systematic procedures to implement these measures are included in the strategy. In this regard, it would be important that while setting targets that are aligned with the global organizational strategic objectives in terms of gender balance and representation, the process of monitoring and evaluation of such targets and progress achieved should take account of the difficulties experienced in some peacekeeping operations, particularly non-family, to attract qualified women candidates in sufficient numbers. In this regard, overall improvements over the baseline would be an indication of overall, progressive improvement.

Actions:

- i. Work with senior managers in an advisory capacity and continue to strengthen monitoring of selection decisions including by reviewing the justification provided by senior managers to select an equally qualified male candidate in departments that have not met gender balance targets. (SG, DM/OHRM, OSAGI, senior managers and departmental Focal Points – Q1 2010)
- ii. Incorporate the gender imperative in the revised/amended administrative instructions on staff selection, which would indicate the consequences of non-compliance. (DM/OHRM – Q4 2010)
- iii. Update to adapt to the new staff selection system and reinstate mechanisms of the 1999 policy on temporary special measures applicable to the recruitment, promotion and placement of women (ST/AI/1999/9) (DM/OHRM, OSAGI- Q1 2010)
- iv. Comply with the Secretary-General's request in his 3 April 2008 letter to heads of Departments, that he be provided with a list of at least three qualified candidates including at least one qualified woman for positions at the D-2 level and above. (Heads of Department and OHRM - Ongoing)
- v. When there are no women on the recommended list, at any level, HOD must certify that efforts have been made to include women in the various stages of filling the vacancy. (Heads of Department, DM/OHRM Q2 - 2010)
- vi. Include real time statistics on departmental gender balance by division at the P-4 to D-1 levels with submissions to the Central Review Bodies to the extent to which data is available and

⁵ A/61/318 Improvement of the status of women in the United Nations system of 7 September 2006, paragraphs 26-29.

- starting in headquarters locations as a pilot. (Executive Offices and DM/OHRM-Q1 2010-ongoing)
- vii. Systematically compile information on highly qualified female candidates, and coordinate to increase the pool of potential female candidates, particularly for positions at senior levels, (DM/OHRM– Ongoing) through:
 - a. Monitoring gender balance in the pool of applicants in order to ensure timely outreach actions by the Organization.
 - b. Expanding the current staff selection policy to consider as internal all female staff members who hold any type of appointment at the P-4 level or higher with the United Nations Secretariat or with an entity of the United Nations common system.⁶
 - c. Including in administrative issuance on staff selection, the need for interview panels that are gender-balanced in headquarters locations and to the extent possible in field missions. Include panelists in training programmes on gender-awareness and gender-sensitivity in relation to interviewing and selection skills.
 - viii. Circulate vacancies to national women’s organizations, women’s professional associations and universities. (OHRM and OSAGI- Ongoing)
 - ix. Ensure that a gender perspective is incorporated in the creation of a global roster of consultants and individual contractors and that departmental rosters of consultants and individual contractors are used to support the requirement of gender balance in their selection. (OHRM - Ongoing)
 - x. Conduct outreach activities to identify women who meet the requirements of specific positions. (OHRM – Ongoing)

E. Improving the retention of women staff

Reducing the higher rate of attrition (i.e. resignation, early retirement, non-acceptance of contract renewal) of women in the United Nations⁷ is a main area of concern and calls for concerted action to eliminate any formal or informal biases. Moreover, attrition is very costly especially for organizations that employ knowledge workers; on average the cost is estimated as one and a half times the person’s annual salary and even higher for positions at senior levels.⁸

Research has shown that there are four major factors which contribute to female attrition: a) hostility of the work place culture; b) a sense of isolation as being one of the few, or the only, females in the team; c) extremely demanding tasks with long work weeks and a punishing travel schedule; and d) lack of sponsors for career advancement.⁹ All of these factors need to be addressed and analyzed in addition to issues of

⁶ In 1999, the United Nations already introduced this policy aspect at the P-4 and P-5 levels. However, implementation is uneven.

⁷ A/63/364 - Improvement of the status of women in the United Nations system, paragraph V:C.5

⁸ A/63/364 - Improvement of the status of women in the United Nations system, paragraph D:1.38.

⁹ Sylvia Ann Hewlett, Carolyn Buck Luce, and Lisa J. Servon, *Harvard Business Review* (June 2008).

career advancement, especially for those who have family commitments that limit their mobility. The exit survey and other survey instruments will be used to identify the relative importance of each of these and other factors in the United Nations.

Actions:

- i. Provide counseling to staff and management, ensuring that all gender relevant policies are implemented and respected by management and staff alike. (DM/OHRM, Departmental Focal Points, Senior Managers, Ombudsmen – Ongoing)
- ii. Analyze and strengthen gender aspects of systematic exit questionnaires and other questionnaires using the input for policy formulation/modification and for the design of a more targeted strategy to retain qualified women. (OHRM, in consultation with OSAGI – Design Q1, Implement Q2, Report Q4 2010)

F. Service in the field

Achieving gender balance in field duty stations presents significant challenges. Currently, over 90 percent of staff in peacekeeping operations and special political missions serve in non-family, hardship and often hazardous locations. Despite active outreach efforts to identify women candidates for service in the field and the introduction of Focal Points for Women in field locations, the representation of women in field missions remains at approximately 30 percent. Improving gender balance in field missions will require that underlying issues affecting the ability of the Organization to recruit and retain women for service in the field be addressed. In this respect, measures need to be taken to improve conditions of service in the field and to provide a productive, healthy and safe work and living environment. The current designation of missions as “family” or “non-family” should be revisited, with a view to increasing the number of family missions where security conditions permit. Existing human resources policies also need to be reviewed with the aim of ensure that policies are as flexible and as family-friendly as possible to address the specific needs of staff in field locations.

Actions:

- i. The Secretary-General, in the context of the review by the General Assembly at its sixty-fifth session on the conditions of service of staff in the field, may wish to recommend measures to improve the conditions of service in the field, particularly with respect to non-family missions, in an effort to enhance the ability of the Organization to recruit and retain women for service in peacekeeping operations and special political missions. (Action: DM, DFS, DPKO, OSAGI Q3 2010)
- ii. The Secretary-General may wish to consider a review of existing human resources policies with a view towards ensuring that policies are as flexible and family-friendly as possible to meet the specific needs women and men in field missions and headquarters locations. (Action: DM, DFS, DPKO, OSAGI, Departmental Focal Points Q4 2009-ongoing)

G. Providing increased opportunities for career development/progression

The Secretary-General has stressed mobility as one of the priority areas to build a staff that is capable of coping effectively with the new and varied tasks that result from the evolving range of United Nations responsibilities. For staff mobility to be efficiently managed on a system-wide basis, a far stronger role for OHRM is essential, so that departmental interests and differences do not obstruct the use of this essential tool for organizational efficiency. In implementing mobility policies, special attention is needed for women staff due to their varied family responsibilities, especially small children. In implementing mobility policies, special attention is needed for women staff due to their varied family responsibilities, especially small children.¹⁰

Actions:

- i. Assess the implementation of the policies in ST/AI/2006/3 to date, and request explanations in cases of non-compliance. (DM/ OHRM, and OSAGI - Ongoing)
- ii. Create a mechanism to monitor the filling of Temporary Vacancy Announcements. (DM/OHRM – Q2 2010)
- iii. Strengthen the mentoring programme for women staff, with increased emphasis on the participation of senior-level women and men as mentors for women at all levels. (DM/OHRM – Q1 2010)
- iv. Revise all training programmes and courses for staff, managers and career development advisers in order to ensure that they include a gender perspective, including awareness of micro inequities¹¹ and other invisible barriers. (OHRM, in consultation with OSAGI – Q1 2010)
- v. Require all staff to engage in mandatory gender sensitivity training (DM/OHRM- Q2 2010).
- vi. Refine competency based interview training to strengthen gender component. (DM/OHRM, OSAGI – Q3 2010)
- vii. Finalize succession plans for departments and assess their potentialities for carrier development for women. (DM/OHRM – Q4 2009, Implement 2010)
- viii. Include posts becoming vacant due to retirement in departmental succession plans, in order to increase women’s representation in divisions which are below 50 per cent. (DM/OHRM, senior managers– Q3 2009)
- ix. Provide targeted career counseling and training for women at the General Service and Professional levels. (DM/OHRM - Ongoing)

¹⁰ Hilary Harris. “Global careers: Work-life issues and the adjustment of women international managers,” *The Journal of Management Development*, no. 23 (2004): 9.

¹¹ Micro inequities are subtle messages that devalue, discourage and ultimately impair performance in the workplace. They are based on prejudice against persons of difference, such as women in a male dominated workplace, and are often subconscious.



- x. Expand the leadership programme of the United Nations System's Senior Management Network program to include women at mid-levels, and introduce a managerial training program (piloted in UNON) for emerging women managers and leaders. (DM/OHRM – Q1 2010)
- xi. Continue to encourage interagency assignment and more diverse assignments in current posts to provide skill development opportunities. (DM/OHRM, senior managers - Ongoing)
- xii. Prepare career paths in different occupational categories which would specifically target qualified women candidates for senior managerial positions across the United Nations Secretariat, Funds and Programmes. (DM/OHRM, based on the new talent management system pilot conducted in January to June 2009)
- xiii. In the revised performance management system to be introduced under the framework of the Talent Management System, include special mechanisms under the individual career development plan which would address needs of women staff who are experiencing continuing difficulties in making vertical or lateral moves. (DM/OHRM - Based on the results of the new talent management system pilot, this will start in Q4 2009)
- xiv. Include OSAGI/OFPW representative in the Talent Management Working Group chaired by ASG/OHRM. (DM/OHRM- Q4 2009)

H. Expanding flexible working arrangements

With the rise in dual career and single parent families and the growing number of people having to cope with dependent care, both for children and elderly, work-life balance is increasingly being focused on as a major area that must be addressed for all employees if employers want to recruit and retain talented people.¹²

In order to facilitate work-life balance, the United Nations should provide flexible working arrangements, including home-based work which can bring significant savings in travel time and, especially during the Capital Master Plan years, in utilization of office space. However, management is often resistant to accept flexible working hours as an option, even when they demonstrably do not reduce productivity, and in many cases, even improve it. Therefore, strong leadership for change is required.

In addition, DM and OSAGI surveys have shown that staff and managers are not fully aware of the policy and benefits of flexible working arrangements. DM/OHRM and OSAGI have developed an FWA Awareness Strategy.

Actions:

- i. Disseminate guidelines and streamline procedures on flexible work/life arrangements (ST/SGB/2003/4), including orientation sessions at departmental town hall meetings, orientation programmes for new staff, Management Performance Board meetings etc, to inform on how such arrangements can improve motivation and productivity, as well as recruitment and retention of

¹² See Mike Johnson, *The New Rules of Engagement: Life-Work Balance and Employee Commitment* (UK: Chartered Institute of Personnel and Development, 2005).



staff. (DM/OHRM, Senior managers, OSAGI, Executive Offices, Departmental Focal Points – Q4 2009 - Ongoing)

- ii. Monitor departmental trends in requests for and approval/denial of flexible working arrangements, and inform DSG of outcome. (DM/OHRM and senior managers- Q4 2009)
- iii. Conduct periodic surveys on flexible work arrangements, in conformity with Policy Committee Decision 2008/8. (OSAGI to coordinate– Q3 2009 and ongoing every 6 months until policies are fully implemented)
- iv. Strengthen systematic, anonymous web-based exit interviews for all staff leaving the organization in order to provide senior management with up to date information on the work climate, including work-life balance (DM/OHRM and OSAGI - Q1 2010)
- v. Undertake more pro-active efforts to increase awareness and greater acceptance of the policy on flexible work arrangements through the Flexible Working Arrangement Awareness Strategy (as outlined in Annex 3). (DM/OHRM, OSAGI and Executive Offices- Q4 2009)
- vi. Create a virtual “suggestion box” where staff can present their experiences with work-life fit policies as well as their suggestions for improvements to current policies in order to discern trends and areas requiring further attention by the Change Management Committee. (DSG, DM/OHRM, OSAGI Q4 2009)

I. Facilitating Spousal Employment

The issue of spouse employment has an impact on career decisions and mobility. Therefore, it is in the interest of the Organization to promote spouse employment in dual career families. The UN is a member of the CEB Global Expatriate Spouse Association (GESA), which aims to assist globally mobile families adapt to new duty stations and to help expatriate spouses/partners find jobs and maintain their professional careers. In addition to the GESA (www.unstaffmobility.org), local associations (LESA) are formed in various duty stations to promote and support spouses/partners of UN staff. Despite these efforts, more action is needed in the area of spousal employment.

Actions:

- i. Often, in cases where a local staff member is married to an international staff member, and mobility to another duty station is involved, the local staff member avails of Special Leave without pay to find a UN position in the new duty station. Allow these local staff members (who have UN experience and knowledge) to be considered as internal 15 and 30 day candidates when applying for positions in the new duty station. Currently, they are deemed as external 60-day candidates (DM/OHRM- Q1 2010).
- ii. The UN is a member of the Permits Foundation (www.permitsfoundation.com), which is an international non-profit corporate initiative to promote access of accompanying spouses/partner of international staff to employment through improvement of work permit regulations. Clearly, work at the governmental level needs to be continued to persuade countries to allow for work

permits and access to the local work market for spouses/partners of international staff (Ongoing).

- iii. Possible pro-bono arrangements at the UN can be made to allow spouses/partners to work voluntarily and gain experience at the UN. The UNDP recently launched such a programme for consultancy type projects in the New York office. Additional funding to allow spouses to take advantage of career development opportunities, language courses, IT and other workshops and/or courses, would also assist in preparing spouses/partners for work in international organizations (DM/OHRM- Q1 2010).

J. Providing adequate day care facilities

Day care facilities for employees of the Secretariat are insufficient. Currently there is a minimum wait of 1 -3 years for day care facilities at the UN headquarters. This wait could be as great as 3 years depending on the age group the child falls under. Further, there is only one day care facility at the headquarters dedicated to children of UN staff and there are only 69 spaces in total. A lack of adequate child care options for employees could lead to greater attrition for both male and female employees.

Actions:

- i. The immediate action is to conduct a study of how other UN entities are approaching the issue of child care facilities in order to develop an action plan to remedy the problem of insufficient day care facilities at the headquarters. (DM/OHRM- Q1 2010)

K. Addressing informal barriers/working climate and culture

The reports of the Secretary-General on the Improvement of the Status of Women of 2006 and 2008 have highlighted the need to address informal barriers in the advancement of women, which include inadequate support structures, weak networks within and across departments and entities as well as a culture of micro inequities. Micro inequities are subtle messages that devalue, discourage and ultimately impair performance in the workplace. They are based on prejudice against persons of difference, such as women in a male dominated workplace, and are often subconscious.

Actions:

- i. Launch women's networks across departments and agencies, with female senior managers hosting informal events twice yearly. (DM/OHRM, OSAGI and senior managers –Q1 2010)
- ii. Systematically identify gender-sensitivity indicators for fostering a healthy work environment and include such indicators in performance appraisals for managers and staff members. (DM/OHRM and OSAGI – Q1-Q3 2010)

ANNEX 2

Sample Departmental Level Action Plan for the Implementation of Gender Balance Strategy for the United Nations Secretariat.

Item	Action	Person responsible	Time frame
Communication & Awareness	Emphasize the importance of gender balance in Town Hall and other general meetings with staff.	Head of Department in collaboration with Senior Managers	Ongoing
	Conduct regular meetings with managers, executive officers and departmental focal points on gender balance issues.	Senior Managers	Ongoing
	Provide Information to OSAGI and OHRM for biannual gender balance scorecards	Head of Department	Ongoing
	Annual reporting by Heads of Departments/Offices to the Management Committee on additional and innovative measures to improve both gender balance and the work environment.	Head of Department	Q4 2010
The Role of OSAGI, the Focal Point for Women and Departmental Focal Points	Strengthen implementation of the TORs (ST/SGB/2008/12) for FPs. Department Heads and Executive Offices must strengthen their collaboration with FPs, especially with regard to implementation of TOR provisions that refer to greater, easier and more systematic: <ul style="list-style-type: none"> a) access to information on the department and the staff selection process available to Executive Offices and OHRM and as delineated in the TORS b) standing invitation to focal points to participate in the interview panels, especially for levels experiencing gender imbalance at the departmental or division level c) development and replication of good and innovative practices relevant enhanced implementation of the TORs (through DM/OHRM and OSAGI) and d) advocacy and resolution of situations to increase the use of gender related policies including flexible working arrangements in the department. 	Head of Department in collaboration with Executive Officer and Focal Points	Ongoing
	Provide departmental focal points with the information they need in order to effectively exercise their functions. ¹³	Senior Managers through executive, administrative and other relevant responsible offices	Ongoing
	Develop means for recognition/rewards for the work of the departmental focal points.	Senior Managers, OHRM and OSAGI	Q4 2010
Policy Review	Strengthen the Talent Management policy to reflect gender concerns.	Head of Department in collaboration with OHRM and OSAGI	Q1 2010
Strengthening Recruitment/	Include real time statistics on departmental gender balance by division at the P-4 to D-1 levels with submissions to	Executive Offices and OHRM	Q1 2010 - Ongoing



Selection	the Central Review Bodies.		
	Comply with the Secretary-General's request in his 3 April 2008 letter to heads of Departments, that he be provided with a list of at least three qualified candidates including at least one qualified woman for positions at the D-2 level and above.	Head of Department in collaboration with OHRM	Ongoing
	When there are no women on the recommended list, at any level, HOD must certify that efforts have been made to include women in the various stages of filling the vacancy	Head of Department in collaboration with Senior Managers and OHRM	Q2 2010
Providing increased opportunity for Career Development/ Progress	Include posts becoming vacant due to retirement in departmental succession plans, in order to increase women's representation in divisions which are below 50 cent.	Senior Managers in collaboration with OHRM	Q3 2010
	Continue to encourage interagency assignment and more challenging assignments in current posts to provide skill development opportunities.	Senior Managers	Ongoing
Expanding Flexible Working Arrangements	Disseminate guidelines and streamline procedures on flexible work/life arrangements (ST/SGB/2003/4), including orientation sessions at departmental town hall meetings, to inform on how such arrangements can improve motivation and productivity, as well as recruitment and retention of staff.	Senior Managers in collaboration with OSAGI, Executive Offices and Departmental Focal Points	Q4 2009
	Monitor departmental trends in requests for and approval/denial of flexible working arrangements, and inform DSG of outcome.	Executive Officer	Q4 2009
	Undertake more pro-active efforts to increase awareness and greater acceptance of the policy on flexible work arrangements through the Flexible Working Arrangement Awareness Strategy. In addition, revise and strengthen the current FWA policy (ST/SGB/2003/4), including reference to the context presented by the H1N1 Pandemic and the Capital Master Plan by the end of December 2010.	Senior Managers in collaboration with OHRM, OSAGI and Executive Offices	Q4 2009
Addressing Informal Barriers/ Working Climate and Culture	Launch women's networks across departments and agencies, with female senior managers hosting informal events twice yearly.	Senior Managers in collaboration with OHRM and OSAGI	Q1 2010

ANNEX 3¹⁴

Flexible Working Arrangements (FWA) Awareness and Outreach Strategy

FWA for all staff is identified as a change management priority for 2009-2010. In addition, the Secretary-General's reports on the status of women in the United Nations system (A/59/357 of 20 September 2004, A/61/318 of 6 September 2006, and A/63/364 of 18 September 2008) highlight the lack of FWA as an impediment to gender balance. The elements of the FWA Awareness and Outreach Strategy is based on a review of the CEB Report on Work-Life Balance of the United Nations system, Department of Management's Telecommuting Survey, and Office of the Special Adviser on Gender Issues FWA Survey.

Actions

A memorandum to senior managers from the Deputy Secretary-General, Chair of the Steering Committee on the Implementation of Change Management Measures (Steering Committee on Change Management)

- Priority of FWA in change management
- Executive Offices' Role
- Monitoring

Policy

- Steering Committee on Change Management – Updated/modified Secretary-General's Bulletin
- Gender Strategy – includes FWA (OSAGI, DM/OHRM)

OSAGI-DM/OHRM Road Show

- Senior Management Group briefing
- Town Hall meeting for all staff (DSG, DM/OHRM, OSAGI)
- Department Head meetings with OSAGI, DM/OHRM, Executive Officers and Departmental Focal Points
- Departmental meetings organized by each Focal Point

FWA sidebar on isseek

Linked to *Change at Work* and OSAGI website with page content as follows:

- Existing policy and guidelines on FWA in the United Nations
- Myths and facts about FWA
- Your stories
- Survey results from DM, OSAGI
- Good practices and comprehensive list of FWA
- Bibliography

¹⁴ As adopted by the DSG chaired Change Management Steering Committee on 13 November 2009.

Monitoring Implementation

- Reporting by Executive Offices as input to the Gender Scorecard
- Periodic FWA staff surveys
- Review of FWA indicators of the Gender Scorecard
- Proposed electronic reporting system to allow staff to register their interest in FWA to Management

OHRM/ OSAGI training

- Information brochure
- Inclusion in new Staff Orientation and Junior Professional Officers training
- Discussion with DM/OHRM regarding inclusion in overall training programmes

Office of the Deputy Secretary-General
Office of the Focal Point for Women
Office of Human Resources Management/Department of Management
2 November 2009

ANNEX 4: Current Situation

Notwithstanding the considerations of justice and ethics, the mandates in fundamental documents and General Assembly resolutions, organizational benefits and the declarations by senior leadership (particularly following the Beijing conference) of their commitment to the rapid achievement of gender balance in staff throughout the United Nations system, the actual situation is far from the expressed goal of gender parity at all levels. Advancement for women staff – with a very few exceptions – has been extremely slow, and at many levels there has been a regression.

Gender Distribution of Staff in the United Nations Secretariat by Grade 30 June 2007 - 30 June 2009							
	Jun-07			Jun-09			
Level	Men	Women	Percentage of Women	Men	Women	Percentage of Women	Change in percentage points (June 2007 - June 2009)
USG	33	6	15.4%	42	12	22.2%	6.8%
ASG	42	11	20.8%	44	13	22.8%	2.1%
D-2	92	29	24.0%	100	35	25.9%	2.0%
D-1	273	109	28.5%	294	120	29.0%	0.5%
Subtotal (USG-D1)	440	155	26.1%	480	180	27.3%	1.2%
P-5	734	327	30.8%	852	391	31.5%	0.6%
P-4	1398	736	34.5%	1566	883	36.1%	1.6%
P-3	1288	901	41.2%	1392	1036	42.7%	1.5%
P-2	382	377	49.7%	380	403	51.5%	1.8%
Subtotal (P5-P2)	3802	2341	38.1%	4190	2713	39.3%	1.2%
Total (All grades)	4242	2496	37.0%	4670	2893	38.3%	1.2%

source: OHRM



STATUS OF WOMEN IN THE SECRETARIAT AT A GLANCE 30 JUNE 2007 – 30 JUNE 2009

Level	Representation of women (percentage)															
	P2		P3		P4		P5		D1		D2		ASG		USG	
	2007	2009	2007	2009	2007	2009	2007	2009	2007	2009	2007	2009	2007	2009	2007	2009
Total percentage of women	49.67	51.47	41.16	42.67	34.49	36.06	30.82	31.46	28.53	28.99	23.97	25.93	20.75	22.81	15.38	22.22
Total increment	1.8		1.51		1.57		0.64		0.46		1.96		2.06		6.84	
average annual increment	0.90		0.76		0.79		0.32		0.23		0.98		1.03		3.42	

Year at which gender parity will be reached																
Level	P2		P3		P4		P5		D1		D2		ASG		DSG	
	Achieved		2019		2027		2067		2100		2034		2035		2017	
At current annual increment	Achieved		2013		2016		2018		2020		2021		2023		2023	

Required average annual increase to achieve 50% gender balance in all professional categories by 2010 in all D and above by 2015.	P2																
	Achieved	7.33	13.94	18.54	3.50	4.01	4.53	4.63									

Source: OHRM

OFPW NOV 20, 2009

ANNEX 5: The Foundations of Gender Equality

The concept of Gender Equality has been established within the core, guiding principles of the United Nations, and unequivocally reflects a commitment to the equality of men and women in all aspects of human endeavour. More specifically, the Charter of the United Nations (Articles 8¹⁵ and 101¹⁶) stipulates that there shall be no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs. The Universal Declaration of Human Rights also states that there can be no distinction or discrimination on the basis of gender (Articles 2¹⁷ and 23¹⁸).

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), adopted in 1979 by the United Nations General Assembly, provides the basis for realizing equality between women and men through ensuring women's equal access to, and equal opportunities in, political and public life.

The Fourth World Conference on Women in 1995 in Beijing adopted a Platform for Action including the goal of achieving overall gender equality in the staff of the United Nations system by 2000. In addition, it encouraged men to participate fully in all action towards gender equality and urged the establishment of the principle of shared power and responsibility between women and men, in the workplace. The various institutions of the system also committed to the systematic incorporation of a gender perspective into all policymaking.

The General Assembly (GA) has also mandated specific goals to achieve gender parity. In 1995 it called for 50/50 gender distribution at senior levels and in 1996, it stipulated that this distribution was to be reached at all levels in the Professional category and above by 2000, reaffirming the 50/50 goal in 1998 and 2005 (Mandates from 1986 to 2005 summarized in Table 1).

¹⁵ *Article 8*

The United Nations shall place no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs.

¹⁶ *Article 101*

The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible.

¹⁷ *Article 2*

Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing or under any other limitation of sovereignty.

¹⁸ *Article 23(3)*

Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment. Everyone, without any discrimination, has the right to equal pay for equal work. Everyone who works has the right to just and favourable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection. Everyone has the right to form and to join trade unions for the protection of his interests.



COMMITMENTS BY THE GENERAL ASSEMBLY TO GENDER PARITY

Date Adopted	Resolution	Goal for Representation of Women	Target Date
11 Dec. 1986	41/206	30% posts subject to geographic distribution	1990
21 Dec. 1990	45/239	35% posts subject to geographic distribution, particularly in senior policy-level and decision-making posts	1995
		25% posts ranked D-1 and above	1995
1 Feb. 1996	50/164	50/50 in managerial and decision-making positions	2000
31 Jan. 1997	51/67	50/50 gender distribution at all levels	2000
6 Feb. 1998	52/96	50/50 reaffirmed for all posts	2000
8 Feb. 2001	55/69	50/50 in senior and policy-making levels	The very near future
19 Feb. 2004	58/144	50/50 for SG appointed special representatives and special envoys	2015
10 Feb. 2005	59/164	50/50 reaffirmed for all posts	The very near future
07 Feb. 2007	61/145	50/50 reaffirmed for all posts	NA
14 Feb. 2008	62/137	50/50 reaffirmed for all posts	NA
4 Feb. 2009	63/159	50/50 reaffirmed for all posts	NA

Source: OSAGI 10/2009.

The goal of gender balance applies throughout the United Nations system, and in every department, office or regional commission, overall and at each level. It applies not only to posts subject to geographical distribution but to all categories of posts, without regard to the type or duration of the appointment, or the series of Staff Rules under which the appointment is made, or the source of funding.

ANNEX 6: Gender Balance Scorecard

GenderBalance Scorecard: Sample Template																				
Population: Staff in the Professional and higher categories with appointments of one year or more (fixed term and continuing contracts) for the period																				
<i>date</i>																				
Distribution of staff per department for the period																				
1a	Gender distribution of staff by grade and department, office, division, branch, service, section and unit for the period : December 2009																			
	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total		Grand Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
	Percentage of women																			
<i>Analysis</i>																				
1b	Percentages of female staff representation				P1	P2	P3	P4	P5	D1	D2	ASG	USG							
	December 31, 2007																			
	December 31, 2009																			
	Total increment 2007-2009																			
	Average annual increment (Dec. 2007 -Dec. 2009)																			
	Year at which gender parity will be reached at current average annual increment																			
	Required average annual increase to achieve gender balance of 50% in all prof categories by 2010 and in all D and above by 2015. Formula 50-B3 divided by 7(number of years)																			
	By meeting 2% annual increase target in the HRAPs																			
<i>Analysis</i>																				

Selection, career progression and retention																			
2	Selection rates of staff for the period 1 January – 31 December 2009																		
	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
	Percentage of women																		
	<i>Analysis</i>																		
3	Promotions for the period : 1 January 2009 – 31 December 2009																		
	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
	Percentage of women																		
	<i>Analysis</i>																		
4	Appointments for the period : 1 January 2009 – 31 December 2009																		
	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
	Percentage of women												3						
	<i>Analysis</i>																		
5	Lateral transfers for the period : 1 January 2009 – 31 December 2009																		
	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
	Percentage of women																		
	<i>Analysis</i>																		
6	Percentage of women applicants forwarded to PCO, interviewed, placed on recommended lists and selected for the period : 1 January 2009 – 31 December 2009																		
	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
	Percentage of women																		
	<i>Analysis</i>																		

7 Separations and attrition rates excluding retirements for the period : 1 January 2009 – 31 December 2009																			
Reasons for Separation	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Agreed Termination																			
Percentage of women																			
<i>Analysis</i>																			
Appointment Expiration																			
Percentage of women																			
<i>Analysis</i>																			
Resignation																			
Percentage of women																			
<i>Analysis</i>																			
Termination-Health																			
Percentage of women																			
<i>Analysis</i>																			
8 Separations by retirement for the period 1 January 2009 - 31 December 2009																			
	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Mandatory Retirements																			
Percentage of women																			
<i>Analysis</i>																			
Early Retirements																			
Percentage of women																			
<i>Analysis</i>																			
9 Performance of HRAP gender balance target for the period 1 January 2009 -- 31 December 2009																			
	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Percentage of women																			
Change in percentage of women																			
<i>Analysis</i>																			

**Functioning of the Focal Point (FP) system in a Sample Department for the period 30 June 2009 – 31 December 2009
(Source Survey of Focal Points)**

Indicators		Comments													
Functioning of the Focal Point (FP) system															
10	Number and name of currently designated Focal Points and Alternates as indicated by survey respondents	<table border="1"> <thead> <tr> <th>Focal Point</th> <th>Alternate</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> </tbody> </table>	Focal Point	Alternate											
Focal Point	Alternate														
11	Information provided by management to Focal Points in the last 6 months	<table border="1"> <thead> <tr> <th>Requested</th> <th>Frequency</th> </tr> </thead> <tbody> <tr> <td>Staffing statistics</td> <td> </td> </tr> <tr> <td>Forthcoming regular vacancies</td> <td> </td> </tr> <tr> <td>Names of candidates for posts</td> <td> </td> </tr> <tr> <td>Names of recommended candidates</td> <td> </td> </tr> <tr> <td>Forthcoming temporary vacancies</td> <td> </td> </tr> </tbody> </table>	Requested	Frequency	Staffing statistics		Forthcoming regular vacancies		Names of candidates for posts		Names of recommended candidates		Forthcoming temporary vacancies		
Requested	Frequency														
Staffing statistics															
Forthcoming regular vacancies															
Names of candidates for posts															
Names of recommended candidates															
Forthcoming temporary vacancies															
12	Participation of Focal Points in staff selection panels in the last 6 months	<table border="1"> <thead> <tr> <th>Sub optimal</th> <th>optimal</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> </tbody> </table>	Sub optimal	optimal											
Sub optimal	optimal														
13	Number of meetings with Executive Office/USG in the last 6 months														
14	Actions taken by management to increase awareness about the Focal Point in the last 6 months	<table border="1"> <thead> <tr> <th></th> <th>Frequency</th> </tr> </thead> <tbody> <tr> <td>Announcing/introducing the Focal Point at town hall meetings</td> <td> </td> </tr> <tr> <td>Announcing/introducing the Focal Point via email to staff</td> <td> </td> </tr> <tr> <td>Provision and circulation to all managers, PCO and staff of the implementation of the Focal Points' Terms of Reference</td> <td> </td> </tr> <tr> <td>Other :</td> <td> </td> </tr> </tbody> </table>		Frequency	Announcing/introducing the Focal Point at town hall meetings		Announcing/introducing the Focal Point via email to staff		Provision and circulation to all managers, PCO and staff of the implementation of the Focal Points' Terms of Reference		Other :				
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Announcing/introducing the Focal Point via email to staff															
Provision and circulation to all managers, PCO and staff of the implementation of the Focal Points' Terms of Reference															
Other :															
15	Other ways in which Executive Office has supported the role and function on the focal points in the last 6 months														

Description of innovative measures for gender balance and gender sensitivity			Comments																				
16	Measures taken by management to achieve 50/50 gender distribution at the Professional level and above in the last 6 months	<table border="1"> <thead> <tr> <th></th> <th>INFORMATION</th> <th>Frequency</th> </tr> </thead> <tbody> <tr> <td>RECRUITMENT</td> <td></td> <td></td> </tr> </tbody> </table>		INFORMATION	Frequency	RECRUITMENT																	
	INFORMATION	Frequency																					
RECRUITMENT																							
17	Measures taken by management to develop and maintain a gender sensitive and supportive work environment in the last 6 months	<table border="1"> <thead> <tr> <th></th> <th>Frequency</th> </tr> </thead> <tbody> <tr> <td>Monitoring and disseminating of gender balance statistics</td> <td></td> </tr> <tr> <td>Formal encouragement and enhanced implementation of flexible working arrangements</td> <td></td> </tr> <tr> <td>Monitoring and disseminating of statistics on flexible working arrangements</td> <td></td> </tr> <tr> <td>Training/discussion on gender relevant issues and policies</td> <td></td> </tr> <tr> <td>Encouraging participation in relevant training/skills development programs</td> <td></td> </tr> <tr> <td>Other:</td> <td></td> </tr> </tbody> </table>		Frequency	Monitoring and disseminating of gender balance statistics		Formal encouragement and enhanced implementation of flexible working arrangements		Monitoring and disseminating of statistics on flexible working arrangements		Training/discussion on gender relevant issues and policies		Encouraging participation in relevant training/skills development programs		Other:								
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Training/discussion on gender relevant issues and policies																							
Encouraging participation in relevant training/skills development programs																							
Other:																							
Use of Flexible Working Arrangements (FWA) (Source: FWA surveys)			Comments																				
18	Distribution of staff formally using each FWA option, by division, gender, grade and age in the last 6 months																						
19	Actions taken by management to promote FWA in the last 6 months																						
20	Knowledge of FWA options	<table border="1"> <caption>Knowledge of FWA options</caption> <thead> <tr> <th>FWA Option</th> <th>Very Poor/Poor</th> <th>Average</th> <th>Very Good/Good</th> </tr> </thead> <tbody> <tr> <td>Staggered working hours</td> <td>~25%</td> <td>~45%</td> <td>~30%</td> </tr> <tr> <td>Compressed work schedule</td> <td>~25%</td> <td>~45%</td> <td>~30%</td> </tr> <tr> <td>Scheduled break for external learning activities</td> <td>~25%</td> <td>~45%</td> <td>~30%</td> </tr> <tr> <td>Telecommuting</td> <td>~25%</td> <td>~45%</td> <td>~30%</td> </tr> </tbody> </table>	FWA Option	Very Poor/Poor	Average	Very Good/Good	Staggered working hours	~25%	~45%	~30%	Compressed work schedule	~25%	~45%	~30%	Scheduled break for external learning activities	~25%	~45%	~30%	Telecommuting	~25%	~45%	~30%	Number of respondents:
FWA Option	Very Poor/Poor	Average	Very Good/Good																				
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Scheduled break for external learning activities	~25%	~45%	~30%																				
Telecommuting	~25%	~45%	~30%																				

21	FWA request and approval		REQUESTED	APPROVED	Number of respondents:
		Staggered working hours			
		Compressed work schedule			
		Scheduled break for external learning activity			
		Telecommuting			
		None of the above			

Gender Profile: Sample Department

Gender Distribution by Division, Section and Unit as of 1 July 2008

Division/Section/Unit	USG		ASG		D2		D1		P5		P4		P3		P2		Total		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	

