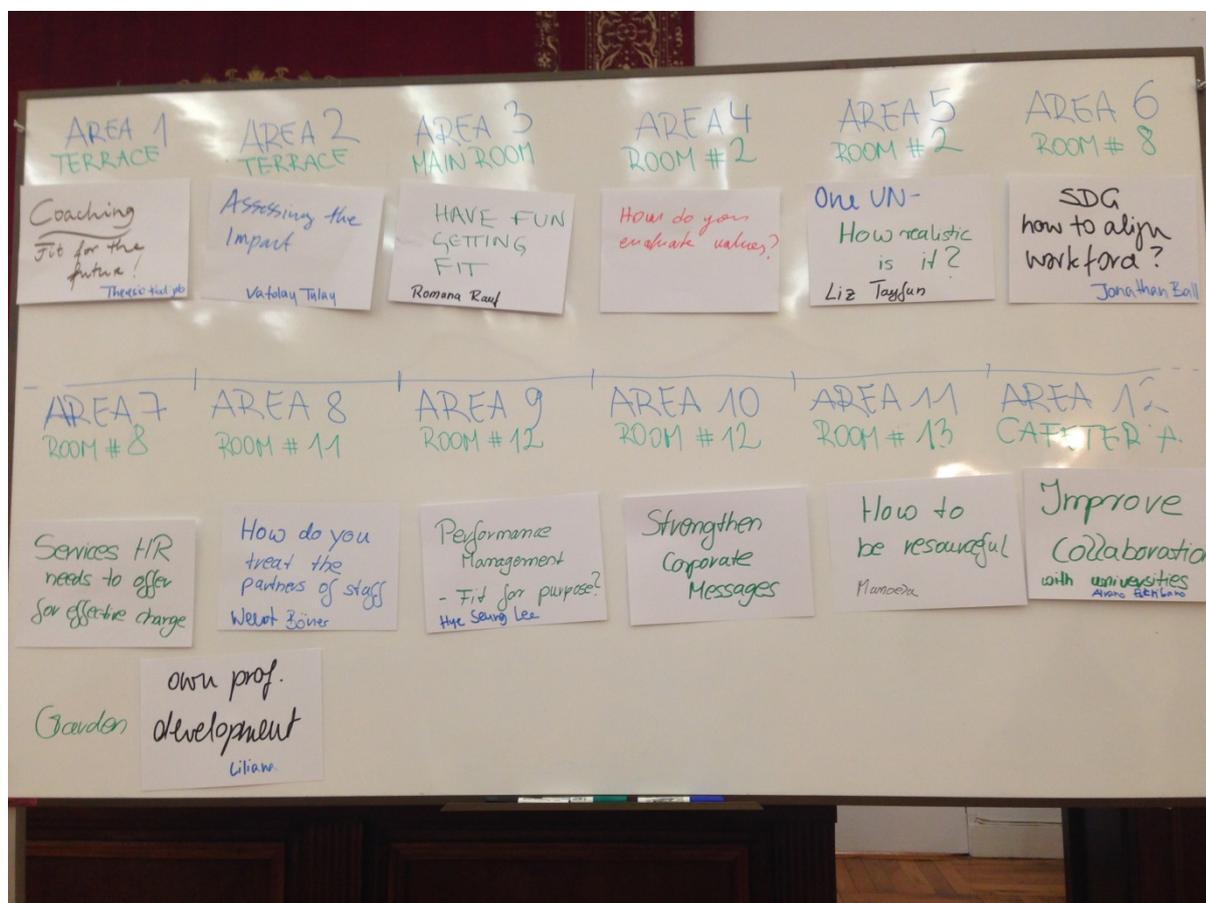**OPEN SPACE SESSION AT THE CDR 2015, MADRID - NOTES ON THE DISCUSSION**

"Are we fit? And for what purpose?"

Session facilitated by Andrea Kienle and Lena Moll, OSCE

Title of the discussion: How can coaching make us fit for the future?

Convener of this discussion group: Theresia Redigolo, OHCHR

Names of people in our group:

Matteo Sasso (UN Secretariat)
Cornelia Griss (WHO)
Karin Niko (UNFPA)
Michael Dahl (UNFPA)
Claudia Purpura (OCHA)
Auree de Carbon (Carrhure)
Laurence Webb (Encompass LLC)
Ana de Andres (Encompass LLC)
Catherine Stow (Commonwealth Secretariat)
Carmen Martin-Romo (University Carlos III)
Anahita Daie (IMF)

Lars Michaelik (ECB)
Lorrae Davey (UNDP)
Ana Dimu (UNDP)
Ragnhild Overjordet (MFA, Norway)
Victoria Francisco (ADB)
Selvaraju Pillai (IMF)
Erlend Wilhelmsen (MFA, Norway)
Christoph Exner (WIPO)
Alma Delic (ICTY)
Urs Stauffer (CINFO)

Key ideas raised and recommendations:

1. **Status Quo and challenges**
    -   Coaching is both formal and informal
    -   Coaching should be part of the culture
    -   Internal coaching is not yet widely accepted in every organisation. It may be seen as counterproductive for the career if the information is used internally
    -   Training managers in coaching skills is seen as beneficial
    -   Coaching is seen as a sanction or benefit

2. **Supervision**
    -   Exchange among colleagues to share experience
    -   Alumni group of the certification process was used as supervision group
    -   It is the responsibility of each coach to work on him or herself every day
    -   Exchange experience among certified coaches

3. **Trends**
    -   I can see the value increase over the next years
    -   Virtual coaching might become more common

4. **What is the ROI of coaching?**
    -   360° informal feedback has been an indicator for the value of coaching
    -   It is critical to have hard data at hand to help get funding for coaching

Recommendations:

-   Share data on ROI on coaching
-   Staff college to have a coaching programme
-   Train internal coaches from all parts of the organisation and not just Human Resources colleagues
-   Coaching should be used in the area of (a) Performance Management (b) to service individual staff members and (c) to train staff members on the way we communicate. All of this should be done with the objective to measure the impact of the coaching intervention.
-   Joint RFP among UN organizations

OPEN SPACE – NOTES ON THE DISCUSSION

Title of the discussion: How to be resourceful

Convener of this discussion group: Manuela Morelli, WHO

Names of people in our group:

Pilar Cortes WFP,

Matthias Will, EC

Ayna Karlyieva-Mekaouar, UNESCO

Key ideas raised and recommendations:

-Increase HR knowledge sharing across UN Agencies and international organizations;

-Use the financial constraints as a "stepping stone" to become more innovative in our HR approach;

-Become more strategic and share ideas/resources among different UN entities and international organizations on how we do HR;

-(Re)-draft policies on interagency transfers, loans, secondments etc. to increase staff exchange opportunities;

-Indicate "saving" targets to Directors and propose alternatives to deliver their services (i.e. redistribution of workload, cross-cutting projects etc.);

-Increase horizontal processes to facilitate knowledge sharing;

-Introduce motivating initiatives to engage staff.

OPEN SPACE – NOTES ON THE DISCUSSION

Title of the discussion: How do you evaluate values?

Convener of this discussion group: Mesut Ozyavuz

Names of people in our group:

Ruth Grove, Lea Loensted, Kathryn Bryan, Filiz Aktas, Heike Gras, Georges Diener,

David Bearfield, Liya Dominic, Juanto Brinaga, Marta Fernandez de Mazarambroz, Rita Tawile, Aueka Falmm,

Rita Kazragiene, Eric Toussaint, Magnus Butch

Key ideas raised and recommendations:

Values should be well defined with clear indicators and behaviours

Ownership and communication is essential

Need to integrate in training, induction and development courses and programmes

Ensure consistency and coherence

Take into account multicultural dimension

There are some methods and tools for evaluation (such as CBI, situational tests, personality questionnaires)

Notes from the flipchart:

- How many people have defined their values?

- Values reflected in competency framework

- Values reflected in performance management

<u>UN Secretariat</u>

- Professionalism
- Respect for Diversity
- Integrity

- How are competencies evaluated?

- Is there a difference between competencies and values?

- To measure you need → indicators

        → a scale

Council of Europe Values → definition

→ indicators

UN Security Values – we do not have direct measure

- Can you develop values?

- Can you measure → integrity?

→ respect for Diversity?

- Very difficult to measure in an interview

- You can use the same tools – focus on behaviors

- Values – linked to 'Fit for Org'

Is "motivation" linked??

- Can they develop values /motivation to…?

- How do we measure motivation?

- Interview – explore what they have

Done – prepare themselves

EPSO

Values: Do people "identify" with the organization?

- v. complex area
- triangulate: different measures brought together
- include self-assessment: questionnaire

Triangle → Puzzle

- self-assessment
- professionalism
- integrity (situational judgement)
- personality questionnaire

Employer Branding → E.V.P. → value proposition

Gap between employee values vs. organization values

Use simulations

"Enthusiasm" can mask what/how people are really like

Competency-based interview by itself it is too limited

Strengths-based interviews are harder to fake → more reliable

Ethics training on the job

- How to measure values in our daily work?

- How living the values?

- Making part of the "culture"

- Very clear definition of values

- Difficult decisions refer to how does this sit with our values

- Raise awareness of values + what they mean

- "Ownership" – all levels

Constant communication

- Practical examples of good behavior associated with each value

- Consistency of application is very important

- Tangible examples

e.g. WFP – putting people first → constantly "telling stories" about putting people first

telling stories of when it goes wrong too

*It has to be explicit

Avoid misunderstanding especially in multi-cultural organizations

Inform, discuss → what does "humble" mean? (Arabic, Danish, American…)

*Do not assume it means the same for everyone

*Cultural nuances → open discussion

OPEN SPACE – NOTES ON THE DISCUSSION

Title of the discussion: Having fun to be fit for purpose

Convener of this discussion group: Romana Rauf, WHO

Names of people in our group:

Erlend Wilhelmsen, MFA Norway
Daniela Kabiljo, KAICIID
Romana Rauf, WHO
Telma Viele, SRI
Kathin Stow, Common Wealth Secretariat

Key ideas raised and recommendations:

Key things that we do outside the office for fun can be brought to the workplace, i.e. art, music, literature.

Carry out more leisure activities during breaks, i.e. football games in a lounge

Try to create ludic environments to balance the stress brought by change, i.e. colours, interior designs

Learn from examples from field missions, i.e., how they organize events, parties, sport team games. Suggest having more of that in HQ, especially to build teams and cope with stress

Change the perceptions in HQ that people involved in "fun activities" are not substantive and serious professionals; discuss best ways of tackling perceptions

Make role models within leadership so people know things are possible, i.e. being a leader, substantive and fun

Tackle stigmas that there is something wrong with people "needing help" as it may be the case of people who are stressed

Encourage communication, sharing experiences

Showcase the benefits of fun activities; indirect benefits of such exchanges can be huge, people had networks built

Showcase of cross training programmes that allowed people to experience work in another unit for a few weeks

Recommendations:

1. The SDG implies many changes and change can be stressful; see how fun environments make a difference at the workplace.
2. Build perceptions that "fun and substantive contributions" go together.
3. Bring in the champions! Showcase the innovation that comes with ludic and positive environments, i.e. Google approaches, Facebook etc.
4. Tackle leaders to role model the fun behaviours that will benefit organizations.

OPEN SPACE – NOTES ON THE DISCUSSION

Title of the discussion: How to strengthen corporate messaging?

Convener of this discussion group: Fiona Farrell, UN Women

Names of people in our group:

Julie Ford, IAEA
Patricia Triemer, UNHCR
Caroline Eckert, UNOPS
Leonard Otti, UN Secretariat
Julianne DiNenna, UNHCR
Avantika Pandeya, UN Secretariat
Rick Cottam, UNICTY
Laurence Webb, EncCompass

Key ideas raised and recommendations:

Value of communities of practice – in knowledge sharing requires people to be active and moderators

Need to be clear on what we need to communicate and when to whom?

Understanding that multiple channels need multiple tools

Key issue is consistency

Mobilizing leadership, you need support and buy-in from senior management

Make people accountable

Provide specialized media training to people who have to communicate externally

Use of Social media to get your message through to all audiences by leveraging media with low bandwidth eg Pariscope, Hootsuite, Youtube videos etc.Call service rotas

OPEN SPACE – NOTES ON THE DISCUSSION

Title of the discussion: How do you treat partners / spouses of professional staff in international organizations?

Convener of this discussion group: Weert Börner

Names of people in our group:

Kate Warren
Joyce Simmons
Anouk Paauwe
Pat Barrie
Olivind Grimsmo

Key ideas raised and recommendations:

Ideas / main points of discussion:

Exchange of current "treatment", kind of communication with partners/spouses of own staff

Focus on mixed couples (one in the international organisation, the other with different or without employer)

Career opportunities (special information? Service offers? Local staff offers?)

Support as nepotism?

Agreements with the seat state (headquarters agreements including such aspects)

Stress counselling

Platforms for specific professions (e.g. information exchange between international organisation, host country, NGOs, private sector in the given capital)

Recommendations:

You need to discuss the issue openly in your organization – do not ignore it!

Negotiate bi-lateral agreements to allow work authorization in the host country

Develop platform to connect spouses to jobs / employers / information

OPEN SPACE – NOTES ON THE DISCUSSION

Title of the discussion: "ONE UN" – How realistic is this, where are we now?

Convener of this discussion group: Liz Tayfun

Names of people in our group:

Five people attended this session, representing SIDA, UNS, US State Department, WHO and the facilitator – Swiss Counselling Service/ex-UNOG/SDLS

Key ideas raised and recommendations:

The general tone of the discussion was quite negative:

- At member states level – there is no "One UN"
- Terminology used across organisations – used differently – but in reality for similar issues
- Purpose – different focus sometimes confusing
- Many barriers – procurement e.g. / MOUs not standardised
- No incentives – no mechanism for sustaining it
- Field offices – more collaborative for cost saving reasons, why is this not relevant at HQs
- Why not one recruitment process for all? There is already friction with OMOJA between units/sections. Once formalised, too complicated. No buy-in from senior managers. It takes too long to get MOU signed.
- Why not "One UN" working groups – Continuous Improvement Office?
- Push back at Member States level – on loss of civil servants' positions – is this why resistance?
- Procurement – unclear which agency takes the lead
- There is some informal sense of "One UN" – WHO have interagency working group on Career Counselling – meet regularly to share best practices / co-facilitate workshops.
- Geneva organisations have a Learning Network
- Cost of CDR attendance – impact – to evaluate value for investment?

OPEN SPACE – NOTES ON THE DISCUSSION[1]

Title of the discussion: Our own professional development and how we manage career transitions

Convener of this discussion group: Liliana MIRCESCU, WHO

Names of people in our group:

1. Helen MORGAN   Devex
2. Jack PREST   IAEA
3. Federico L'HUILLIE   ICC
4. Katri MÄENPÄÄ   CIMO
5. Anne HÄMÄLÄINEN   CIMO
6. Petra GÖRANSSON   Swedish Government
7. Ayna KARLYIEVA   UNESCO
8. Jenny PILLING   UNFPA
9. Vafolay TULAY   UNHCR
10. David KAVANAGH   Relish SA
11. Juliane DREWS   UNAIDS
12. Sabine McCARTHY   the Global Fund
13. Jorge GUERRERO   UNOG
14. Antonino BRUSA   UNICEF

And few more who applied the rule of the 2 feet in and out ☺

Key ideas raised and recommendations:

I.   PROFESSIONAL DEVELOPMENT
How it happens :

- Professional networks and membership to professional associations :
    - GLN
    - CIPD
    - HR Professionals' association
    - Cornell HR Licence
- Dedicated policy – 5% time allocation
- mentoring

What/tools :

- MOOCs
- Language skills
- Career transition specific learning (see UNFPA's carreer guide)

II.   CAREER CHANGES

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[1] We will collect, compile and circulate the notes of all the discussion groups after the CDR

Direction :

- From Government to the UN agencies

- From the corporate/banking system to the UN (from sales, IT)

- From the UN to the corporate or own business, working with the UN

- From one UN agency to another

What triggers it:

- Own initiative, need for change and fulfilment

- Mobility/rotation

« I am more effective when I am passionate at work »

How it happens :

- Networking

- Recommendations & referrals

- Special programmes

« I don't have the time to look for another job when I am already into one»

Recommendations :

- Create a LinkedIn group for the CDR
- Create a « repository » for learning – links and recommendations for courses we can access within the UN framework (shared between agencies) or external

OPEN SPACE – NOTES ON THE DISCUSSION

Title of the discussion: SDGs: How to align HR

Convener of this discussion group: Jonathan Ball, UNAIDS

Names of people in our group:

Mr. Jonathan Ball, UNAIDS   Ms. Maria Ljubica Hadzic, UNFPA
Mr. Jean-Marc Guiramand, WIPO   Ms. Aster Dessalegn, UNIDO
Ms. Victoria Campbell, UNOPS   Ms. Keiko Suzuki, JAPANESE MFA
Mr. John Thomas, UNHCR   Mr. Jean Garden, ICO
Mr. Alexandre Cabaret, DEVEX   Mr. Aitor Magunacelaya, WFP
Ms. Sara Ramirez, SWEDISH MFA   Ms. Mariola Pogacnik, PWC
Ms. Sonja Spierings, UNFPA   Mr. Kushal Ramyad UNON
Ms. Mary Wong, U.S. DEPT OF STATE   Ms. Laverne Webb, EnCompass, LLC

Key ideas raised and recommendations:

The discussion included UN, government, and private sector – all of whom are invested in the need to adapt our organizations to the needs of the SDGs. In the discussion, five main areas emerged:

1. **Aligning our strategies**
   - UNAIDS has first organizational strategy in the UN that is aligned to the SDGS
   - WFP and UNHCR foresee major changes in mandate to become more "Sustainable " – specifically, putting more emphasis on longer-term solutions in their areas

2. **Aligning our organizational structure**
   - Review of positions proposed in some organizations
   - May mean significant reorganization

3. **Aligning our skills**
   - Some organizations planning skills audits to see what they need more of (and less of)
   - Other organizations are looking at broader workforce analysis
   - Era of SDGs calls for multi-skilled and resilient

4. **Partnering more**
   - Private sector wants to partner more – international organizations may not be positioned well for increased partnerships

5. **Communicating more**
   - Organizations need to communicate to staff – what is different from MDGs, what is changing, what the organization needs to do differently, what individuals need to do differently

OPEN SPACE – NOTES ON THE DISCUSSION

Title of the discussion: University Collaboration with International Organisations

Convener of this discussion group: Prof. Alvaro Escribano, Univ. Carlos III, Madrid

Names of people in our group:

Seamus McCardle, Managing Director, SRI Executive
Aika Bolat, MPA Programme, SDA Bocconi
Shuo Xing, IE Business School
Susan Carroll, MIDB, Duke University
Caroline Korda Poole, Prof. Dev. Service, Duke University
Pierre Dyens, HR Specialist, Asian Development Bank
Luca Nicodema, HR Org. Dev. Specialist, IAEA
Sara Murfitt, Careers Service, London School of Economics
Robin Broadway, Careers Service, London School of Economics (and former IMF and ADB HR Officer)

Key ideas raised and recommendations:

The university representatives expressed concern that applications to international organisations (e.g., for internships) disappeared into a "black hole." How could the universities increase the chances for their students to get internships? Susan Carroll from Duke noted that Duke sponsored an internship programme with the UN organisations, "Duke in Geneva," but it was very expensive. Each internship cost the university $11,000, and the intern's travel expenses and living allowances had to be added on top. Robin Broadway (LSE) added that Princeton University had what appeared to be a similar programme called "Princeton in Africa" that placed alumni into intern-level field positions with UN agencies in Africa. (This approach, however, appeared not to be a practical option for the more cash-strapped European universities.)

A representative of UNHCR pointed out that universities' apparent lack of success in gaining internships was a consequence of very high demand for places, quoting figures of 4,000 student applicants for six summer intern places. Although Masters students were eligible for almost all internships at IOs, the hiring managers in these organisations had an understandable preference for PhD students as they tended to be more knowledgeable about the internship topics.

In this connection, one participant noted that students applying for internships should make clear in their applications where their specialisms and interests lay. Hiring managers were looking for a match with their particular project and this information would help them in their choice. However, it was also pointed out that at the point when the students submitted their applications for an internship, the departments in the IOs had often not decided what the internship topics would be – or, at least, that information was not yet available to the students. Thus, the students were often applying "in the dark." Also, students were often reluctant to present themselves as highly specialized as this might actually close off opportunities to them.

Robin Broadway raised an issue that affected LSE and other universities that typically have one-year Masters programs: if the IOs were strict in limiting internships to "students in the course of their studies", one-year Masters students would in practice be excluded. The response was that internships were intended for those in student status and there could be abuses if people were hired on student terms when in fact they were clearly in the work-force. Robin Broadway agreed that this was a potential area for abuse, but felt that it should be possible to include students applying from a one-year Masters whose internship started directly after their studies finished.

Luca Nicodema explained how the IAEA operated its internships, of which there were 250 annually (mainly directed at students studying STEM subjects). The IAEA contacted the Ministry of Foreign Affairs of a number of countries and asked them to submit applications. The IAEA deliberately did not approach individual universities in that country to avoid the perception of favouring some educational institutions over others. Under this recruitment model , the students in that country interested in interning at the IAEA should contact their MFA.

Prof. Escribano (UC3M) noted that one hindrance to intern recruitment was that many universities (employers?) required a Memorandum of Agreement to be drawn up between the employer offering the internship and the intern's university. Robin Broadway wondered why an MoU was necessary. It appeared to be an issue (possibly a tax issue for the employers?) in countries (such as France, Spain and Italy) where students, who typically paid no tuition fees – or highly subsidized ones, -- were regarded as quasi state employees. It was therefore necessary to draw up an agreement between the two "employers", the university on one hand and the intern's employer on the other. By contrast, in "Anglo-Saxon" countries, the students were perceived, not as quasi-employees, but as free agents purchasing the teaching services of the universities and therefore they did not require any permission to take employment as interns during their vacations.

Returning to ways to make students attractive to IOs, it was suggested that universities could put forward PhDs whose dissertations might be of interest to a particular department in an IO. It would be to the students' and the IOs' mutual benefit if the former interned at the latter.

> The discussion then shifted to increasing collaboration between universities and international organisations where the former provided training to the latters' staff. A number of universities offered Executive Education and "Managers in Transition" courses to managers in UN agencies and other IOs.