DGACM New York

2022 ACTION PLAN ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

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Action Plan 2022

Introduction

DGACM remains committed to achieving gender equality and empowering women, as well as to creating an inclusive work environment for all staff. Since 2016, it has adopted annual Action Plans aimed at reaching these goals in the framework of its mandate and in line with the United Nations gender-related policies, strategies and guidance.[1]

The COVID-19 pandemic has drastically changed the working conditions and environments of DGACM staff. Whilst on-site work continued during the pandemic for some categories of staff and resumed for all staff in the second half of 2021, telecommuting requests in accordance with ST/SGB/20/3 have increased in units where physical presence to service meetings is not required and those teams are now working in a hybrid environment. Although the situation relating to the pandemic has improved considerably, thanks to the availability of vaccines, the virus is still present, and staff with caregiving responsibilities are especially affected by the unpredictable environment.

In 2021, the Department was able to implement its Action Plan, although the impact of the pandemic during the first half of the year meant that the planned activities were all held during the final quarter of the year. The following events were organized by the Gender Focal Points:

- Women's speed mentoring event, open to all female DGACM staff
- High-level panel discussion on women's leadership, open to all female DGACM staff
- Session on implicit bias and tools for mitigating it, open to all DGACM staff
- Session on bystander intervention in the workplace providing guidance on how to tackle harassment, open to all DGACM staff

The Action Plan 2022 is fully aligned with the Secretary-General's System-wide Strategy on Gender Parity (henceforth the Gender Strategy). In addition, it includes measures aimed at implementing some of the recommendations of the Enabling Environment Guidelines and their Supplementary Guidance and at improving the departmental UN-SWAP performance, based on the UN-SWAP report[2] submitted by DGACM.

The Action Plan is structured around the Gender Strategy main areas of work:

- monitoring progress for parity
- leadership and accountability
- recruitment, retention, progression and talent management

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[1] System-wide Strategy on Gender Parity, Enabling Environment Guidelines and Supplementary Guidance.

[2] UN-SWAP is the United Nations System Wide Action Plan for Gender Equality and the Empowerment of Women. It is the implementation tool of a policy on gender equality and the empowerment of women adopted by the Chief Executives Board for Coordination (CEB) in 2006 (CEB/2006/2). It establishes a common understanding of, and minimum requirements and aspirational guides for, Gender Equality and the Empowerment of Women.

- creating an enabling environment

and two additional cross-cutting areas:

- communication on gender-related issues, and
- collaboration with system-wide gender networks and projects.

Under each of these areas a number of objectives have been identified, along with the activities or measures that will be implemented to achieve them, their expected impact and a time frame for implementation. Activities or measures that have not been included in the Action Plan may be carried out throughout the year as new necessities or opportunities arise. Similarly, planned activities or measures may be modified due to new priorities or exigencies of service.

Representation of women in DGACM New York

As at 31 December 2021, women occupied at least half of posts at all levels in DGACM, New York: D-2 (60% female), D-1 (61.5%), P-5 (50.4%), P-4 (57.5%), P-3 (56.8%), P-2 (100%) and General Service (55.2%). The table below shows that the Department is well ahead of the 50% annual target set to reach gender parity in the System-Wide Strategy on Gender Parity at all levels from P2 to D2. This is the result of the successful efforts to increase the representation of women, which is important at the P2 and P3 levels given that women have been traditionally underrepresented at the higher levels and gains at the P4 and P5 levels are fragile. Good female representation at the lower levels provides a good pipeline for their representation at higher levels.

It is worth highlighting that parity has been surpassed in senior posts (P-5 to D-2) at DGACM New York (57.3%) and in DGACM overall (61.2%). It will be important to maintain or exceed parity for women in case of staff movements, given that relatively few posts can affect the balance at senior levels.

In DGACM overall, the representation of women at the P-2 level is 100%, while at the P-3 level women account for 53.5%. This is noteworthy because these are entry-level grades and most staff at those levels are language staff recruited through language competitive examinations (CELPs), which are gender-blind exams.

In addition to this, across Divisions in the Department, female staff are assigned to positions with supervisory responsibilities such as Training Officers, Programming Officers, Officers-in-Charge, Secretaries of intergovernmental bodies and First and Second Reporting Officers. DGACM also strives to achieve gender balance in all aspects of its operations, including competency-based interview panels, staff given special projects, assignments, working groups, staff assigned to conference rooms and external activities and other representative functions.

Table 1: Representation of women in all categories in DGACM New York and overall, as at 31 December 2021

Female representation all categories (Regular budget posts only)										
	USG	**ASG**	**D-2**	**D-1**	**P-5**	**P-4**	**P-3**	**P-2**	**GS**	**Total Female**
New York	0 (1) 0%	1 (1) 100%	3 (5) 60.0%	8 (13) 61.5%	59 (117) 50.4%	126 (219) 57.5%	92 (162) 56.8%	5 (5) 100%	171 (294) 55.2%	458 (817) 56.0%
Overall - NY and duty stations	0 (1) 0%	1 (1) 0%	4 (6) 66.7%	12 (18) 66.7%	104 (207) 50.2%	221 (399) 55.3%	161 (301) 53.5%	10 (10) 100%	352 (605) 56.3%	865 (1,548) 55.9%

Source: DGACM Executive Office

* The numbers presented in parenthesis are the total numbers of staff at that level (both male and female)

** On 4 March 2021, the Secretary-General appointed Ms. Cherith Norman Chalet as Assistant Secretary-General for General Assembly and Conference Management

Action Plan 2022: objectives, impact, activities/measures, time frame

A.   Monitoring progress for gender parity and equality

Objective	Expected impact	Activity/Measure	Time frame
Monitor the representation of women in DGACM	Information on gender parity is up to date and readily available to managers	Sex-disaggregated statistics on the representation of women are included in DGACM/EO human resources monthly report to the Directors	Ongoing
Monitor progress in all areas leading to gender equality	Room for improvement, successes and challenges are identified	Annual UN-SWAP report is prepared and follow-up with UN-Women is ensured, as appropriate	January, follow-up as required
		Gender Focal Points follow-up on areas where there is room for improvement as identified in UN-SWAP 2021	Ongoing
		UN-SWAP results are shared by USG with Directors and discussed at a Directors' meeting	Upon receipt

B.   Leadership and accountability

Objective	Expected impact	Activity/Measure	Time frame
Monitor compliance and hold managers accountable for meeting gender parity targets	Managers play an active role in monitoring and reaching gender parity targets	**Under-Secretary-General**, as per Compact, implements the goals related to achieving gender parity at each internationally recruited staff level within available positions	Ongoing
		Assistant Secretary-General as per the ASG's Compact with the USG, supports the USG to meet the gender equality and parity goals	Ongoing
		All staff with supervisory/hiring responsibility (a) take into account departmental statistical status on gender parity and the implications of the recommendation of candidates for gender parity, (b) include in their workplans a gender-SMART goal related to contributing to gender equality and parity (see Annex I), (c) include in their performance appraisal an assessment of their performance in this area	Ongoing

Objective	Expected impact	Activity/Measure	Time frame
DGACM USG champions gender equality internally and publicly	DGACM's involvement in promoting gender equality and empowering women serves as an incentive for other entities	Under-Secretary-General follows up on specific commitments to enhance gender equality and parity as a member of the International Gender Champions	Ongoing
Increase staff involvement in promoting gender equality and empowering women	Staff play an active role in promoting gender equality and empowering women	Gender-SMART goals or gender-related actions included in 2021/22 workplans of staff are reviewed in conversations with FROs and SROs as part of performance appraisals and new goals or actions are included in their 2022/23 workplans (see Annex I)	First semester
		FROs are consulted as to the implementation of gender-SMART goals	First semester

C. Recruitment, retention, progression and talent management

Objective	Expected impact	Activity/measure	Time frame
Provide networking and mentoring opportunities specifically for female staff members	More access to career advice and support for career development for female staff members, support and exchange of experience on how to cope with the different working environment	Online networking and mentoring opportunities for female staff (number and format to be determined depending on available funding and technical solutions used)	Tbd
Support the development of female staff members´ skills	Talent pipeline of women in the Department is strengthened	Events on leadership and communication and coping with the "new normal" for female staff (number to be determined depending on available funding and technical solutions used)	Tbd

D. Creating an enabling environment

Objective	Expected impact	Activity/measure	Time frame
Increase opportunities for discussion and exchange on managing and/or working in inclusive and diverse teams	Staff members are aware of their own stereotypes and are encouraged to build a work environment that embraces equality, inclusivity and diversity	Co-ed workshops on dignity and inclusion in the workplace – UN for All (if they can be held remotely)	Tbd
		Online unconscious bias workshop(s) (number tbd depending on available funding and technical solutions used)	Tbd
Assess the qualitative aspect of organizational culture	Better understanding of potential gender-related reasons why staff leave the Department	Analyse the results of the 2021 staff engagement survey (of DGACM staff)	First semester

Objective	Expected impact	Activity/measure	Time frame
Promote the use of gender-inclusive language among staff in their communications with other staff	Staff are aware of how to use language that does not discriminate against a particular sex or gender and does not perpetuate gender stereotypes	Ad hoc advice on gender-inclusive language[3] to the UN system, upon request	Ongoing
		Identify ways to further help staff use gender-inclusive language in their communications with other staff	Ongoing
Mainstream gender in DGACM projects and activities	DGACM contributes to gender equality from its areas of expertise	Gender Focal Points meet with DGACM Project Managers to identify potential for gender mainstreaming in their projects, with a focus on data, language tools and conference services[4]	Tbd

E. Communication

Objective	Expected impact	Activity/measure	Time frame
Raise the gender awareness of staff and keep them informed of gender-related activities and implementation of the Gender Strategy	Increased gender awareness of DGACM staff and high level of participation in gender-related activities	Section on gender is included in all bimonthly USG DGACM's messages	Ongoing
		Gender team, the Office of the USG, Directors and Chiefs keep staff informed of gender-related activities and measures, either departmental or UN-wide, as appropriate	Ongoing
Share the Department's experience on gender-related work via various communication channels	DGACM plays a leading role in the implementation of the Gender Strategy	Content on lessons learned and experiences is produced and disseminated through DGACM social media, articles on iSeek, the dedicated DGACM iSeek page "Gender Equality in Action", and other channels as appropriate	Ongoing
Mainstream gender in DGACM communication resources	DGACM staff have enough tools to ensure communication products are gender-inclusive	Gender-related resources, for example, on gender-inclusive communication, and a gender perspective are included in the DGACM Communications Strategy, knowledge management platforms such as the self-paced online training tool (SPOT) and Athena, and in outreach materials	Ongoing Formal Communications Strategy to be finalized and implemented in 2022 under the responsibility of OUSG

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[3] Recommendations on how to use gender-inclusive language, are available in this multilingual website developed by DGACM, DGC, DOS/MSPC and UN-Women.

[4] Opportunities for gender mainstreaming in DGACM projects may include the protocol database, DGACM in-house developed language tools, the summary records project.

F. Collaboration with system-wide gender networks and projects

Objective	Expected impact	Activity/measure	Time frame
Support the implementation of the Gender Strategy and other UN gender-related initiatives	DGACM is actively involved in UN-system initiatives for gender equality and the empowerment of women and shares experiences with other entities	DGACM continues to engage in exchanges and build partnerships with relevant stakeholders in the UN system (UN-Women, UN System Gender Focal Points network, UN-SWAP network, Inter-Agency Network on Women and Gender Equality (IANWGE), inter-agency working group on gender-inclusive language, etc.)	Ongoing

Human and financial resources

Implementation of the Action Plan 2022 will be guided by the following team:

- Under-Secretary-General provides strategic advice and support to the gender team as well as reviews and endorses the Action Plan 2022 and UN-SWAP report.

- Gender team designs the Action Plan 2022, guides its implementation and prepares the UN-SWAP report:

  o Cecilia Elizalde, Director of the Documentation Division
  o Emer Herity, Chief of the ECOSOC Affairs Branch, General Assembly and ECOSOC Affairs Division
  o Abigail Loregnard, Special Assistant to the USG
  o Tracey Parsons, Gender Affairs Coordinator
  o Imre Karbuczky, Director of the Meetings and Publishing Division (provides input to UN-SWAP report)
  o Xin Tong-Maywald, Chief of the Meetings Management Section, Central Planning and Coordination Division (provides input to UN-SWAP report)

The work of the gender team is supported by staff members who provide their expertise in other areas such as UN policies, budgeting, administration, communication and graphic design.

The plan will be implemented within the Department's existing resources.

Strategic Objective on Gender for Divisional Workplans

Strategic Objective:
- Promotion of gender equality

Expected Accomplishment:
- Maintenance of gender parity[5]
- Creation of an enabling environment, allowing flexibility for staff with caring responsibilities[6]
- Striving for a balanced representation of women and men at internal events, conference-servicing missions and other representative functions, and in internal and external information materials and products

Outputs:
- Gender-sensitive or gender-neutral language is used in all internal documents and during internal meetings and events
- Inclusion of gender goal in all staff workplans
- Inclusion of gender considerations in recruitment and promotion exercises, including in the composition of panels

Responsible Party:
- Director, Chiefs, Supervisors (SROs and FROs)

Timeline:
- Ongoing

Partners:
- OUSG, EO, OHR, Departmental Focal Points on Women

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[5] Explanatory note: the definition of 50:50 gender balance that comes from the 1995 Beijing Platform for Action established the goal of 50:50 for the Professional level and above. However, the SG's System-wide Strategy (p.12) says that: "While the goal is 50/50 parity, it is recognized that sustainability at that number is unlikely and for the purposes of this strategy parity is considered to be within the 47%-53% margin."
[6] Explanatory note: Enabling environment guidelines adapted in the context of the pandemic

Gender-SMART goal[7] to be included in 2022/23 individual workplans

1. Directors and Chiefs

Goal: Support the implementation of the UN System-wide Strategy on Gender Parity

Description and related actions:
- Keeping hiring managers informed of departmental statistical status on gender parity;
- When acting as hiring manager, take into account departmental statistics on gender parity and the implications of the recommendation of candidates for gender parity, and ensure recruitment processes are gender-inclusive: recruitment panels are gender-balanced; recruitment panel members have completed the "I Know Gender" training and, if available, unconscious bias training[8]; relevant recruitment documentation, for example, job announcements, is gender-inclusive[9];
- Strive for a balanced representation of women and men at internal and external events (including virtual events), conference-servicing missions and other representative functions, and in internal and external information materials and products[10];
- Mainstream a gender perspective[11] in policies, procedures, work methods and related manuals;
- Provide women and men with equal opportunities to assume supervisory responsibilities and/or other activities required for promotion;
- Keep staff regularly informed of and encourage staff to participate in gender-related activities (including those organized by virtual means) in the Department;
- Promote the use of gender-inclusive language among staff;
- Use gender-inclusive language in communications with other staff members
- Create an enabling environment, allowing flexibility, subject to exigencies of service, for staff with caring responsibilities[12];
- Support the organization of online mentoring/training events and the staff organizing these events.

Success criteria: gender balance is reached or maintained, and the staff member contributes to creating an enabling work environment conducive to gender equality

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[7] The System-wide Strategy on Gender Parity recommends including gender-SMART goals in workplans of staff with supervisory and/or hiring responsibility, to be assessed as part of the performance appraisal (see pages 18 and 19.)

[8] Unconscious bias training may be provided in 2021 by DGACM or by OHR. Please consult your Training Officers or the Gender Affairs Coordinator or check Inspira.

[9] The Gender Decoder tool may be used to ascertain whether a job announcement has been drafted in a gender-inclusive manner and the Gender-inclusive Language Guidelines provide useful linguistic recommendations.

[10] To learn more about how to strive for a balanced representation of women and men as well as their fair and diverse portrayal, please check the "Tips for gender-sensitive communication in DGACM."

[11] Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetrated. The ultimate goal is to achieve gender equality. (Definition included in the 1997 agreed conclusions of ECOSOC.)

[12] See "Ten ways Ten Ways to Create an Enabling Environment during COVID-19".

2. First and Second Reporting Officers

Goal: Support the implementation of the UN System-wide Strategy on Gender Parity
Description and related actions: ● When acting as hiring manager, take into account departmental statistics on gender parity and the implications of the recommendation of candidates for gender parity, and ensure recruitment processes are gender-inclusive: recruitment panels are gender-balanced; recruitment panel members have completed the "I Know Gender" training and, if available, unconscious bias training; relevant recruitment documentation, for example, job announcements, is gender-inclusive;   ● Strive for a balanced representation of women and men at internal and external events (including virtual events), conference-servicing missions and other representative functions, and in internal and external information materials and products;   ● Mainstream a gender perspective in policies, procedures, work methods and related manuals;   ● Provide women and men with equal opportunities to assume supervisory responsibilities and/or other activities required for promotion;   ● Keep staff regularly informed of and encourage staff to participate in gender-related activities (including those organized by virtual means) in the Department;   ● Promote the use of gender-inclusive language among staff;   ● Use gender-inclusive language in communications with other staff members.   **Success criteria**: gender balance is reached or maintained, and the staff member contributes to creating an enabling work environment conducive to gender equality

3. Staff with no supervisory role

For staff with no supervisory role, it is recommended that staff members discuss with their First and Second Reporting Officers and decide how they can support the implementation of the System-wide Strategy on Gender Parity in the context of their duties. At least one related action should be included in one or more of the goals of their workplans. "Success criteria" should be defined by staff members in consultation with their FRO/SRO.

A separate guidance note that contains examples of gender-related actions will be circulated to staff.

End-of-year report on the implementation of DGACM New York Action Plan 2021

Following the implementation of the 2021 Action Plan on Gender Equality and the Empowerment of Women ("Gender Action Plan"), DGACM New York has exceeded requirements under 5 of the 13 indicators of UN-SWAP that are applicable to the Department: "audit", "policy", "equal representation of women", "capacity and assessment", and "knowledge and communication", and has improved its rating under the indicator on "gender architecture" compared with 2020.

In addition, DGACM New York has positioned itself as a champion of gender equality and the empowerment of women in the United Nations System, and has been asked to share its expertise with other departments and offices of the Secretariat within the framework of the Secretary-General's System-wide Strategy on Gender Parity ("the Gender Strategy").

In 2021, despite the ongoing COVID-19 pandemic, the following activities were undertaken by the DGACM New York gender team (comprising the two Focal Points for Women and the Gender Affairs Coordinator) to implement the Gender Action Plan for that year.

Training
- A virtual session on implicit bias open to all DGACM staff:
  - Duration: 1 hour
  - Participants: 121 staff members, 100 women and 21 men, from all Divisions and the Office of the USG.
  - The feedback received from participants was very positive. It was suggested that training on implicit/unconscious bias should be made mandatory and that it should be included in senior leadership programmes.

- A virtual session on bystander intervention in the workplace open to all DGACM staff:
  - Duration: 1 hour
  - Participants: 101 staff members, 81 women and 20 men, from all Divisions and the Office of the USG.
  - The feedback received from participants was very positive.

Total cost of the above training: $5,900.

Mentoring
- A virtual women's speed mentoring event open to all female DGACM staff:
  - Duration: variable (30-minute group discussion followed by one-to-one mentoring).
  - Participants: 18 mentees (female staff at the P-4 level and below) and 15 mentors (female managers and supervisors at G-7 and P-5 to D-2 levels) from all Divisions of DGACM and the Office of the USG.
  - Very positive feedback was received after this event and participants said that they would be interested in attending more mentoring events in the future.

The event was carried out at no cost to the Department.

Women's empowerment
- A virtual interactive panel discussion on "Women in leadership: opportunities for women in the post-pandemic workplace" open to all female DGACM staff:
  - Duration: 1 hour
  - Panellists: Assistant Secretary-General of DGACM Ms. Cherith Norman Chalet and Ambassador Darja Bavdaž Kuret, Senior Adviser to the President of the General Assembly on Gender Issues.
  - Participants: 152 female staff from all Divisions of DGACM, the Office of the USG and members of the Office of the President of the General Assembly.
  - After the panel discussion moderated by Ms. Emer Herity (one of two DGACM Focal Points for Women) the floor was open for questions. Participants were very keen to seek advice from the two senior female panellists and very positive feedback was received after this event.

The event was carried out at no cost to the Department.

Communication and outreach
- Increased communication on gender equality and the empowerment of women:
  - All except one of the bimonthly messages disseminated by the Under-Secretary-General included an account of the gender-related work carried out by the Department.
  - The 2020 UN-SWAP 2.0 Report Card for the Department was disseminated to all DGACM Directors in August 2021.
  - Guidance for victims/survivors of domestic abuse was disseminated.
  - Gender issues were discussed in two Senior Management Group meetings chaired by the Secretary-General.
- The Assistant Secretary-General delivered opening remarks at the women's speed mentoring event.
- The Focal Points for Women delivered opening and closing remarks at every training activity. They also participated in the speed mentoring event as mentors and in the panel discussion on women's leadership: one as the in-person moderator with the two panellists and the other taking questions from the virtual floor after the moderated discussion.

Accountability and monitoring of gender targets
- Sex-disaggregated statistics on the representation of women were included in the human resources monthly report to the Directors.
- Time-bound targets for reaching parity at all levels were included in the Under-Secretary-General's Compact. The Assistant Secretary-General supported the Under-Secretary-General in meeting targets.
- The Under-Secretary-General has been an International Gender Champion since 2019.
- Gender-SMART goals or gender-related actions were included in the workplans of all staff.

UN-SWAP and collaboration with UN-Women
- Prepared the DGACM UN-SWAP report for 2021.
- Participated in the Inter-Agency Network on Women and Gender Equality (IANWGE) Annual Meeting held virtually on 18-20 May 2021.
- Took part in UN gender focal point meetings.