



THE FIELD-SPECIFIC ENABLING ENVIRONMENT GUIDELINES

SUMMARY OF KEY RECOMMENDATIONS FOR MANAGERS

Photo: UN Women/Ryan Brown

The objective of the Field-specific Enabling Environment Guidelines is to provide tailored guidance for personnel in the field, especially in mission settings, to help increase the representation of women and accelerate efforts to reach parity in the UN system.

Each thematic chapter provides a series of recommendations and good examples for the organization, managers and personnel at the individual level. Here you can find a summary of the key recommendations for managers.

Professional and personal life integration

- Raise awareness of policy options and duty-station specific solutions. For instance, promote the use of Flexible Working Arrangements (FWAs) and apply tailored FWAs that suit the duty station and job roles.
- Sensitize team members on gender stereotypes in daily work and encourage positive role models. For instance, consider shining a spotlight through videos or articles on a diverse group of personnel who have benefited from FWAs or parental leave.
- Offer support to personnel who take parental leave and be knowledgeable of and prepared for the various needs of returning parents.

- Promote effective teamwork and prioritization, and recognize results-based good performance and productivity, not time spent in the office or online.
- Monitor the use of Rest and Recuperation (R&R) Travel and require staff to use it where applicable.

Standards of conduct

- Adhere to, promote and implement standards of conduct. For instance, implement relevant policies based on the UN System Model Policy on Sexual Harassment.
- Lead by example. For instance, do not tolerate sexist or derogatory jokes. Use inclusive and respectful language and let others know that non-inclusive language is not accepted.
- Practice inclusive leadership by encouraging the equal participation of all. Make sure to include all personnel for team engagements by ensuring accessibility of spaces and events.
- Use the UN Guide for Managers: Prevention of, and Response to, Sexual Harassment in the Workplace produced by the UN CEB Task Force on addressing sexual harassment within the organizations of the UN system.



Photo: UNMIL/Albert Gonzalez Farran

Security and safety

- In vacancy announcements, explain how the security and safety of personnel is addressed in the duty station.
- Allow personnel to travel for work assignments in groups, and with their preferred support persons, if required and if so desired.
- Encourage the use of FWAs to the extent possible so that team members can travel at preferred times of day, if possible.
- Practice a victim-/survivor-centred approach to security incidents that prioritizes the affected person's rights, needs and preferences. Listen and inform affected individuals of the avenues for advice in a timely, sensitive and impartial manner and clarify issues of privacy and confidentiality.

Occupational safety and well-being

- Create awareness on the importance of occupational safety, health and well-being. For instance, organize team meetings with a focus on building capacities on stress management.
- Share information about available health and psychosocial support services.
- Foster a working environment that encourages attending to one's health needs, for instance by discussing the importance of taking leave, regular breaks and maintaining professional and personal life integration.

Recruitment, talent management and retention

- Review parity targets at the team and duty station level before making recruitment decisions.
- Aim at measuring commitment to gender equality as a competence in each interview.
- Incorporate gender indicators in performance appraisal processes. Accountability for gender equality is best implemented when it targets senior leaders and all personnel, through the integration of clear objectives in each staff member's performance plan and review.
- Provide career development support for team members, for instance by providing career conversations, cross-training and job shadowing opportunities.

Leadership, accountability and implementation

- Produce concrete plans on how to accelerate gender parity efforts and the creation of enabling working environments with indicated timelines and adequate accompanying resources at the country and mission level. Include gender parity and enabling environment related targets in annual workplans.
- Incorporate gender and enabling environment considerations into performance indicators.
- Aim at efficient coordination in gender parity efforts and in creating enabling working environments at the UN Country Team level, with the Resident Coordinator's Office – in cooperation with, and with substantive and technical advice from UN Women.
- Create, share and pool resources at the UN Country Team level including lactation spaces and childcare facilities, wherever feasible and possible.

For further recommendations, please refer to the Field-specific Enabling Environment Guidelines.