

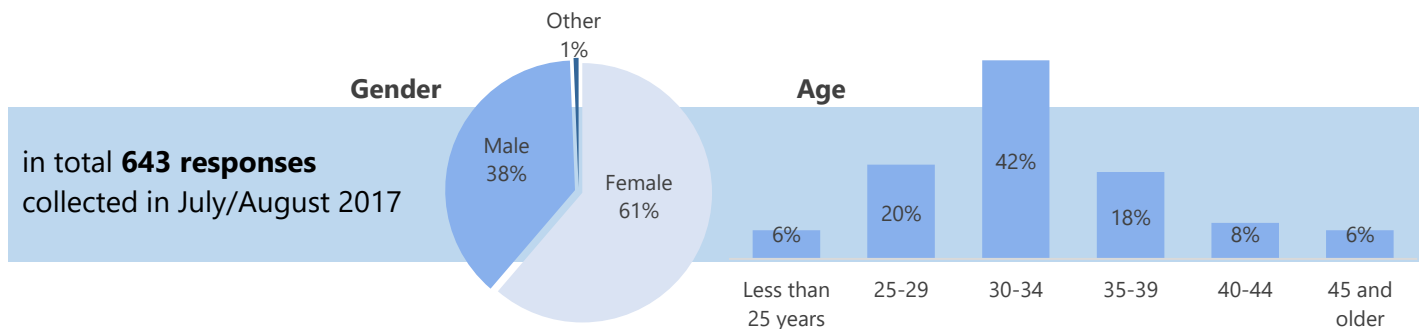


# Young UN

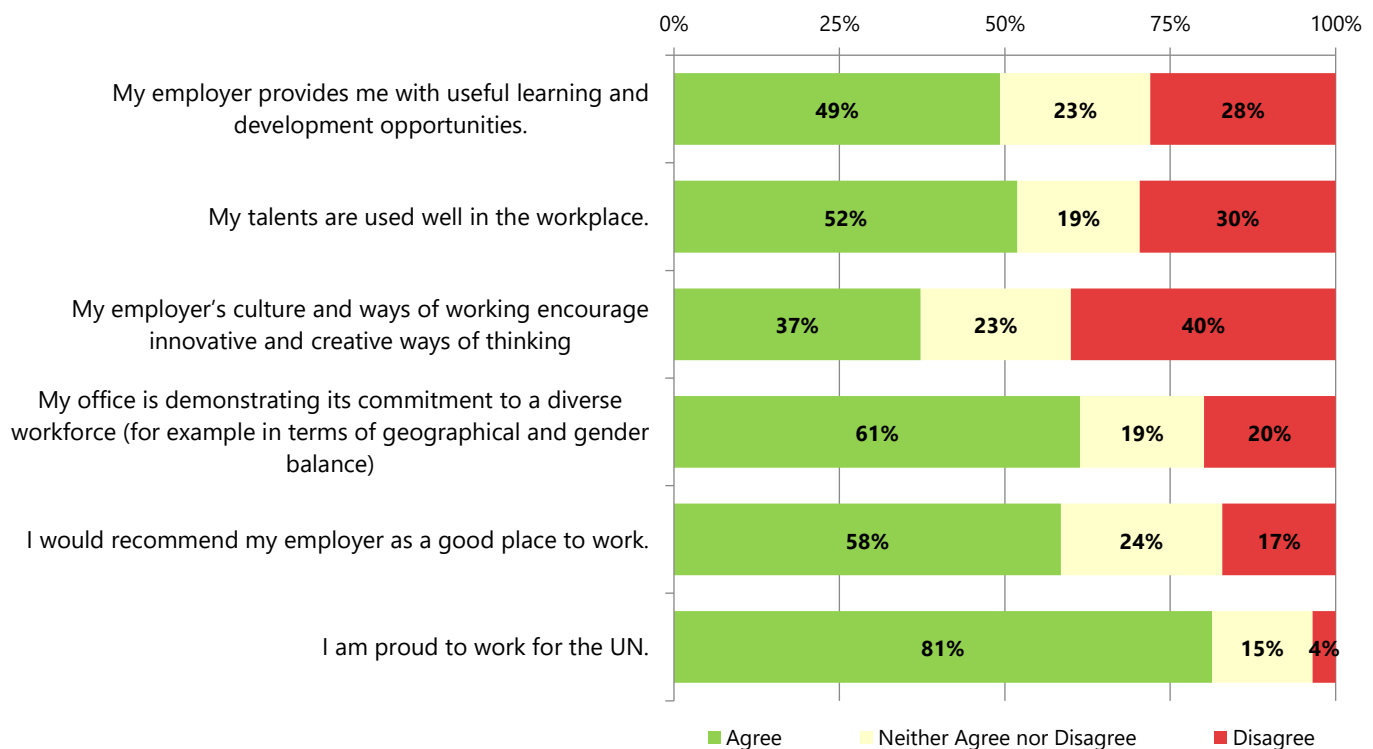
## Agents for Change

### YOUNG UN GLOBAL IDEAS SURVEY 2017

#### Respondents' background (at a glance)



#### How do you see the UN as a work place for young employees?



## The UN in your words

words with 10 or more mentions  
word size reflects frequency



words with 10 or more mentions  
word size reflects frequency

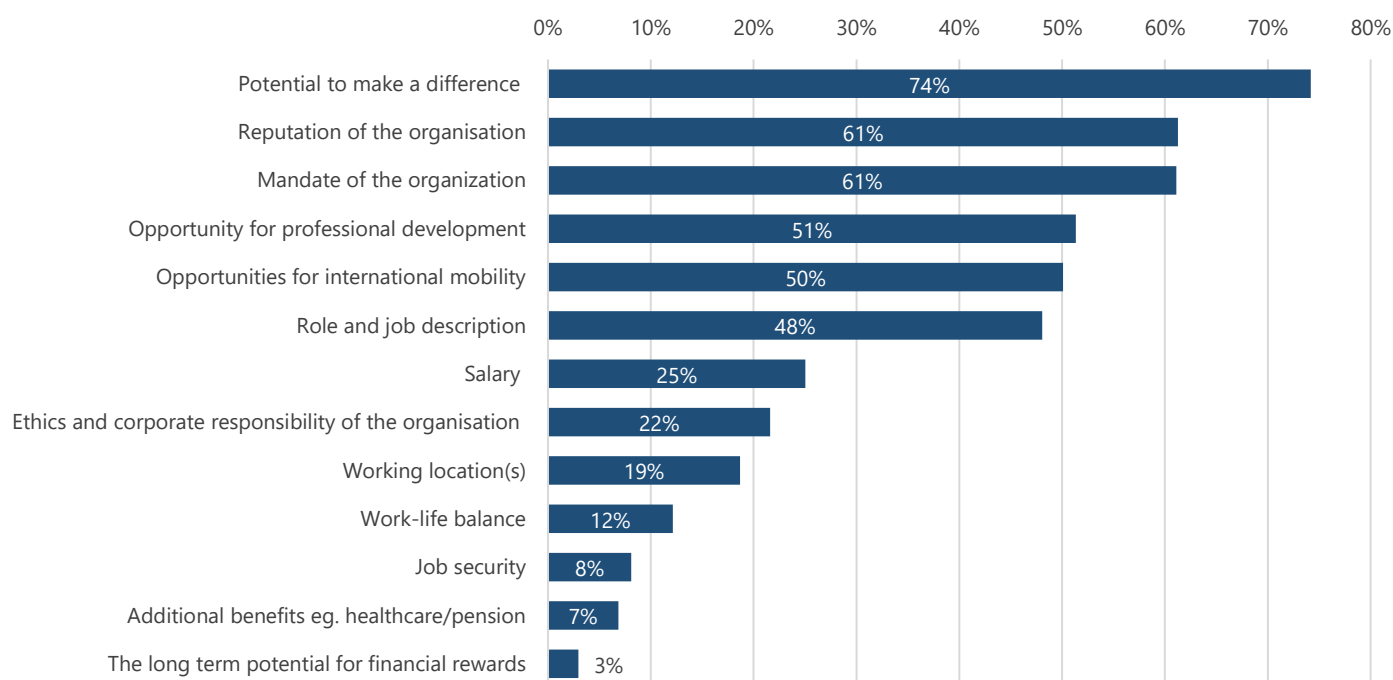


answers with 10 or more mentions  
word size reflects frequency

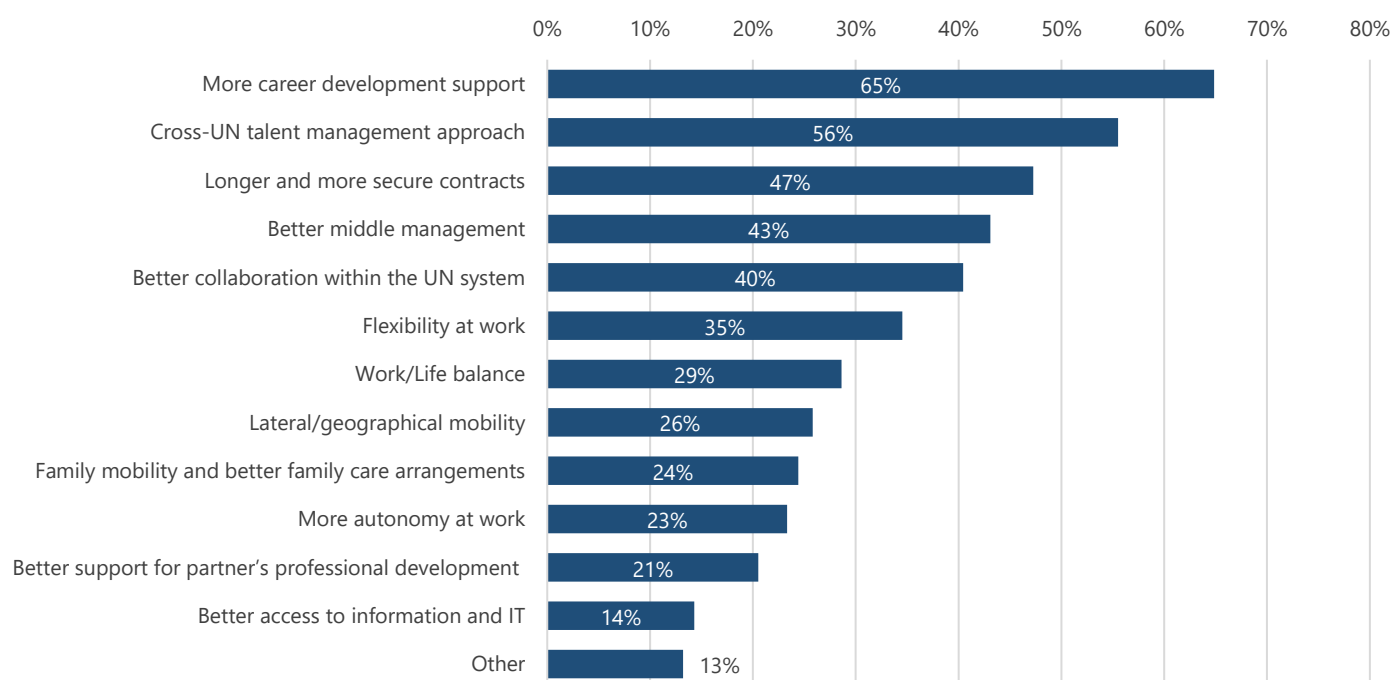
convening power  
humanitarian assistance  
peacebuilding and peacekeeping  
advocacy, communication and outreach  
development cooperation  
international norms and standards setting  
legitimacy. human rights. diplomacy. inspiration  
global engagement. setting the global agenda. providing quality data

## Human Resources and Talent Development

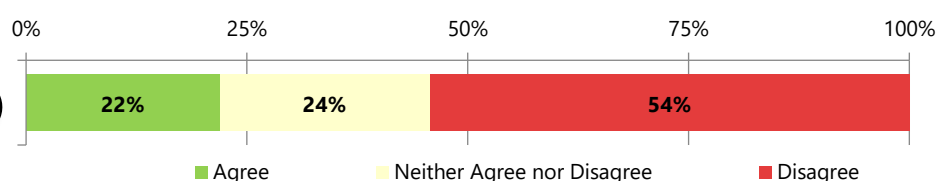
Which of the following factors most influenced your decision to apply to work at the UN? Select up to five.



What do you consider to be the most important areas of HR reform that the UN system should prioritize? Select up to five.



"I am satisfied with the transparency of the recruitment process within the UN"



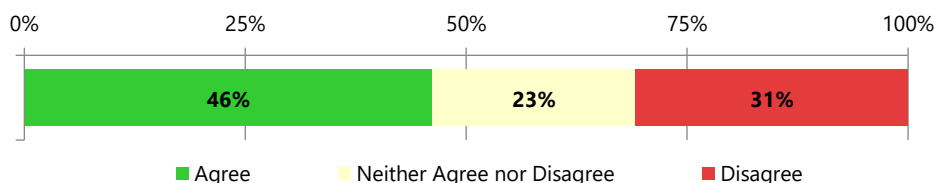
## Do you have additional ideas, or positive examples, on how HR & Talent Development in the UN can be improved?

Most frequent answers (sorted by thematic groups and number of mentions):

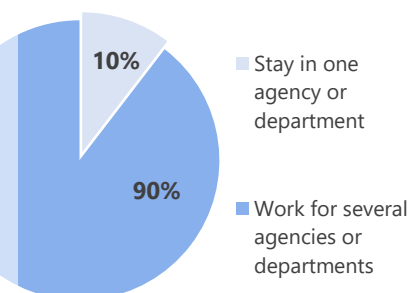
<b>CAREER DEVELOPMENT &amp; TRAINING (77)</b>	<b>Multi office mentoring and skill sharing networks.</b> At even mid sized offices it can be a challenge to find knowledgeable colleagues to work with on complex problems. Creating networks across offices to share experience and knowledge would help create a more cohesive skill base, better mentorship, and a more cost effective alternative to hiring consultants for what could be simple solutions. Part of this would be to create cross disciplinary multi office projects that help diverse teams collaborate. This may be out of the purview of HR, but would go a long way to developing talent.
	<b>Temporarily shifting employees between teams, different positions and tasks,</b> even just changing desks, to break the routine, facilitate innovation, break the silos, foster collaboration among different teams within and between UN organisations, and to foster knowledge exchange and retention... E.g. get an IT guy to write a press release/speech, get a climate change project manager to work for a week with people on social benefits (they may actually realise the links between root causes and consequences).
	HR staff should have better and extensive knowledge of the HR system within the UN, which can be done by providing <b>regular and comprehensive [HR] workshops for all staff</b> . Also to consider staff feedback when it comes to their training needs and to meet those needs with the organization training plan.
	More <b>non-managerial positions for those with specialized expertise</b> - Career paths for specialized people, i.e. no management (not everybody is made to be a manager there has to be a different career path for them; the World Bank has that).
	<b>Internal roster of specialized trainers</b> - Some colleagues who distinguish themselves within the UN because of their technical capacity should be rostered as trainers / consultants in their specific field of action. During 6 months (or variable period), they could be released from their functions to provide training to the Missions / UN departments requesting expertise and advice. This would encourage S/Ms to excel at work and it would limit costs related to the recruitment of international consultants.
	<b>Career development programs for new talent:</b> From what I've seen and experienced, UNICEF invests a lot in new talent development through NETI and JPO scheme. Also, in Copenhagen, UN agencies cross-pollinate vacancy information frequently, which has been very useful.
<b>RECRUITMENT TRANSPARENCY (65)</b>	<b>External oversight of recruitment:</b> Recruitment process should be supervised by externals in order to guarantee transparency, not hire people because of friendship or connections, promote equal opportunity.
	Actually <b>send out proper rejection letters</b> even to people who don't receive interviews (it's not that hard to select all and type, sorry you have not been accepted).
	<b>Share reason for job cancellations and invite candidates to apply for other similar positions.</b> They should be more transparency on post cancellation (the reason why), candidates who have passed the different steps should be specifically contacted to take part in the recruitment process of a similar post.
	<b>Allow internal only job postings.</b> Discriminate between positions for internal promotion and positions for external candidates in order to be more transparent and not waste time to potential candidates.
<b>INTERAGENCY COLLABORATION &amp; MOBILITY (59)</b>	<b>Implement application tracking for applicants</b> - The rules, procedures, and criteria for recruitment should be unambiguous. Also the process should be clear to every applicant and he/she should know at all times in what stage his/her application is. so application tracking :)
	<b>Facilitate the movement of staff between UN entities:</b> revise the "Inter-organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries and Allowances" and remind all UN entities of its existence, then put in place a system-wide project at the CEB/HR Network level that would facilitate inter-agency mobility.
	<b>Early retirement options</b> to staff that have been in NY a long time and show no sign or interest of moving.
<b>PERFORMANCE MANAGEMENT (46)</b>	<b>One talent management system would be a dream:</b> workforce planning, recruitment, performance management and learning under one roof!
	Improve performance management systems and increase accountability, <b>360 feedback systems</b> .
<b>RECRUITMENT CRITERIA (37)</b>	<b>Promote high-performers and take corrective action / provide support to those that perform less well.</b> An ongoing frustration is - sorry - the sheer incompetence of some people in senior positions. If performance counted instead of "who you know" then these people wouldn't be there in the first place and maybe this would overall improve the effectiveness and reputation of the UN. I can't say I have any good examples of current HR practices at my agency but I do appreciate the support given by the JPO Service Centre who are quick to respond and provide resources for career development (documents, webinars, website, networking opportunities, etc.).
	<b>Pre-screening test for all candidates</b> - Each qualified candidate should be invited to a computerised test. HR should work with individuals/groups of staff to explore options not just have people apply blindly to dozens of jobs.
	<b>Better job descriptions</b> - I would like to see more flexible and precision in job descriptions. In my experience, the roles and responsibilities of individual posts are quite specialized but that is frequently not conveyed by the general descriptions that get posted. I have never seen a job posting that accurately describes my skills or role or is aligned with the state of my profession, and it's been quite challenging to determine if I'm a good fit for a particular post or even if there are posts that exploit my skills at all within the UN.

## Inter-agency Collaboration and UN Coherence

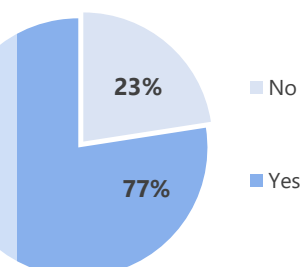
"I feel encouraged and empowered by my management to share information and collaborate with colleagues in other UN agencies or departments"



Imagine you could freely chart out your future career path within the UN system. During your career, would you prefer to:



In your work, have you experienced competition between different UN agencies or departments that has had a negative impact on the UN's effectiveness?



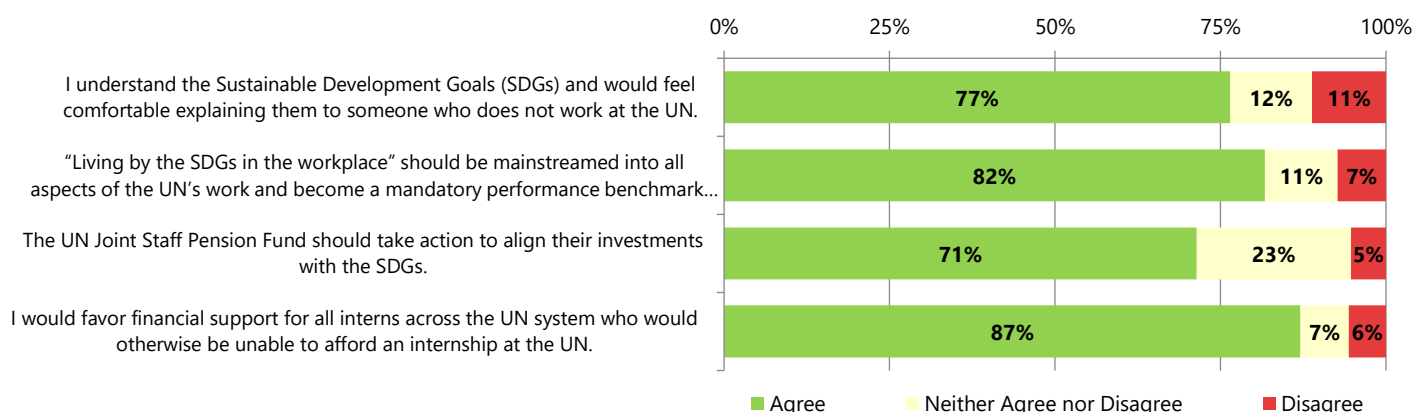
### Do you have additional ideas, or positive examples, on how inter-agency collaboration and UN coherence could be strengthened?

Most frequent answers (sorted by thematic groups and number of mentions):

HR (89)	<b>Career Development:</b> job continuity opportunities for UNVs and volunteers, cross-agency mentoring, cross-UN (thematic) workshops, cross-agency/ department mentoring.
	<b>Mobility:</b> facilitate staff rotation, better mechanisms for staff exchange between the Secretariat and agencies - both at HQ and in the field, talent sharing through detailed assignments, more transparent sharing of temporary opportunities, management to encourage no-cost inter-agency transfer/ exchange, system-wide harmonization of work contracts to facilitate mobility.
	<i>Comments: Encourage lateral mobility (i.e. administrative secondments of up to 3-12 months) p on the working level to enhance interoperability and intra-UN mobility / This would help create more links between agencies, encourage mobility (including geographical) and open promotion opportunities. / Exchanges would improve inter-agency mistrust and competition / Stop rivalry and overidentification with agency or department through shifting of people from agency to agency.</i>
	<b>Recruitment Integration and Cooperation:</b> Integrated or unified processes for recruitment, procurement and management, one recruiting platform and ERP system - One UN Roster and/or talent pool - to increase synergies, skills registry, shared budget line with dedicated human resources.
	<i>Comments: We should move from recruiting based on knowledge and expertise to recruit based on values, passions, and then propose continuous learning on key competencies such as communication, time management, meeting management etc.</i>
	<i>Example: In Guyana [...] a OneUN Roster is created which represents experts in all areas of work of all UN Agencies in Guyana, moving away of agency-specific rosters.</i>
	<b>Performance Appraisal:</b> incentivize collaboration through performance goals, one competency framework.
	<i>Collaboration must be encouraged from the top down and in a way that isn't just lip service.</i>
	<b>Management and Mentoring:</b> mandatory 360 degrees performance evaluation, improve contractual arrangements to avoid protectionism, reduce competitiveness and increase respect between middle management, introduce performance goals demonstrating contributions to UN coherence, address territorial approaches and substandard management from middle management to D-level and above.
	<i>Comments: Current structure incentivizes competition which is counter-productive. ToRs should include responsibility to liaise and build relationships with counterparts to create meaningful collaboration. Requiring inter-agency experience of senior management could enable more cooperation.</i>
Funding (51)	<b>Stop Competition for Funding:</b> Need more trust and transparency and job security as well as clearer mandates:
	<b>Financial incentives for Collaboration / UN coherence / working towards collective outcomes:</b> Better coordination, reward performance, incentives by donors – funding for joint programs
	Special funds should be put in place that require/reward inter-agency proposals. UNCTs that have a proven track record of effective collaboration (based on external perception surveys, not just internal) could be rewarded. An increasingly resource-scarce environment risks aggravating competition between agencies. There must be strong leadership and active interventions to prevent this.
	<b>Review funding architecture and distribution of funds:</b> Focus more on the job and less on funding (more predictable funding), better/fairer distribution of funds
	<b>Pool Funds</b>

Ideas and examples, on how inter-agency collaboration and UN coherence could be strengthened (continued)	
Mandates (51)	<b>Agency mandates should be revisited, clarified and aligned with the 2030 Agenda. Agencies with overlapping mandates should collaborate more closely, reduce duplication based on comparative advantage, or merge.</b>
	<i>"Stop fighting over issues. 8 staff from 3 different agencies found themselves at the same hotel, the same country, the same day to meet the same people and talk about the same issues with the national counterparts. All want to deliver "technical assistance" (so they could report to the donors that they did this) but it turned to be a shame to the whole UN vis-a-vis the country."</i>
	<i>"Less (sic!) agencies and clearer mandates would actually have a huge positive impact. In many missions, UNOPS/UNDP and the political or rule of law offices/departments of the local mission are competing for financial resources and conducting projects with no real consultations."</i>
	<b>Consolidate expertise in one entity/department.</b>
	<b>Strengthening the RC in order to reign in competition over mandates &amp; territoriality.</b> Potentially stronger oversight role for HQ?
	<b>Member states also have to "walk the talk" and allow for a reduction of duplications.</b>
	<b>Formally name one agency as lead for one SDG to avoid competition?</b>
	<b>Improve education of UN personnel on UN mandates.</b> Mandatory training on mandates and roles of UN bodies?
Incentives for collaboration (48)	<b>There is a great appetite among younger UN workers to collaborate across institutional boundaries.</b> Favorite response in the survey:
	<i>"We know that staff resources are tight, it would benefit everyone if we could find collaborative projects rather than trying to solve the same problem over and over independently. <b>Rather than reinvent a thousand modest wheels, let's work on rocket propulsion together.</b>"</i>
	<b>Reduce structural disincentives to greater UN coherence, reward proactive efforts to collaborate, and penalize behavior and practices that contradict UN coherence and collaboration.</b> The current structure often promotes competition (over funds, visibility, career progression) rather than collaboration.
	<b>A conducive environment for information-sharing and collaboration across agency/departmental boundaries must be created and nurtured.</b>
	<b>Encourage/empower individual staff to exchange and collaborate with peers in other agencies/departments,</b> without having to ask for permission. Young staff are often very well connected and should be empowered to drive UN coherence.
	<b>Senior management must lead by example, and encourage &amp; incentivize staff to promote UN coherence.</b>
	The <b>SDGs/Agenda 2030</b> should be the basis for increased collaboration around these common objectives.
Communication & information-sharing (43)	<b>A systematic staff level information-exchange should be encouraged, e.g. through thematic groups (Who Does What/Where/Why).</b> Likewise, <b>one portal for the UN system</b> should be considered to facilitate info exchange, explain mandates, etc.
	Consider making it a requirement for UN entities working on a subject to regularly update the other relevant entities ( <b>encouraging active communities of practice and more knowledge sharing between entities</b> ).
	<i>"There should be a <b>safe place for idea sharing, e.g. inter-agency staff breakfasts., monthly meetings (...).</b>" (Female, below 25)"</i>
	<b>Improve official communication between the Secretariat and Agencies.</b> <i>"Agency staff always come as an afterthought for example when the SG sends messages to "All UN Staff"."</i>
	<b>Internal confidentiality rules must be clarified and harmonized to ensure that staff can proactively and safely share information.</b>
	<b>Joint meetings/events, joint reports and publications</b> are demonstrating UN unity. <b>Communicating as one and stronger inter-agency communications strategies. Remove agency branding.</b>
	<b>Harmonize/combine reporting platforms of different UN entities &amp; leadership (RC) in the field.</b>
	<b>Informal staff exchange/interactions;</b> role of staff unions in facilitating this through joint activities.
Leadership (29)	<b>Clearer messaging &amp; leadership from the top:</b>
	<i>"Monthly message from the Secretary-General directly to the inbox of all UN employees about the priorities of the organization for the month and how employees can be part of these deliverables."</i>
	<b>Higher and middle management have to take the lead on UN/inter-agency collaboration.</b>
	<i>"<b>Senior management should play a bigger role in not just encouraging collaboration verbally, but actually help establish the links between technical staff at various agencies.</b> Inter-agency collaboration at the moment is the privilege of senior management. <b>In NY, I have only ever been associated to maybe 4-5 meetings with other UN agencies during the 2 1/2 years that I was there! Impossible to establish any contacts or gain visibility or encourage collaboration at the technical level where it is needed most.</b> Middle managers should also have more autonomy in establishing these collaborations and sharing the insight with others."</i>
	<b>Senior management should be empowered to ensure UN coherence. Stronger RCs</b>
IT & Joint Systems (27)	<b>There is a clear need to have shared platforms that facilitates information sharing and collaboration in a seamless way.</b>
	<i>"We need to be able to share knowledge much more efficiently especially between UN agencies. At the moment it is difficult to even get contact details of staff working in various countries..."</i>
	<i>"A system-wide information/knowledge database would support better collaboration between agencies and facilitate staff movement"</i>

## Living the Sustainable Development Goals



**Do you have any additional ideas, or positive examples, on how the UN can better embody the SDGs in its internal practices and operations, providing inspiration to other organizations & companies?**

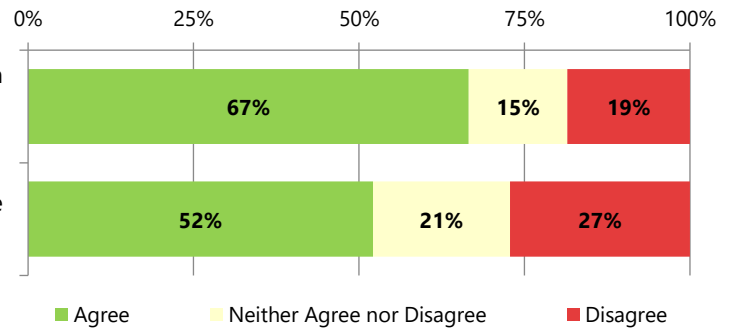
Most frequent answers (sorted by thematic groups, number of mentions and SDG linkages):

Mentions	SDG	Theme / Issue
83	3,11,12	<b>Ensure sustainable consumption and production patterns</b> <ul style="list-style-type: none"> <li>- promote green buildings, workplaces and transportation</li> <li>- generally reduce or omit the use of plastic, in particular plastic containers and cutlery in cafeterias</li> <li>- actively encourage recycling</li> <li>- reduce travel footprint; less air travelling, offset flight emissions, more video conferences</li> <li>- discourage the use of printers, encourage paperless office</li> <li>- encourage to use bikes or walk</li> </ul>
43	8	<b>Remunerate internships and ensure a fair and transparent selection process</b>
33	9	<b>Improve gender equity in the UN;</b> <ul style="list-style-type: none"> <li>equal parental leave (follow WHO recommendations for maternity and paternity leaves UN wide), no gender-discriminatory practice during pregnancy;</li> <li>promote gender equality in positions above P3 and senior management;</li> <li>ensure LGBTI rights are respected;</li> <li>avoid all-male panels</li> </ul>
25	cross-cutting	<b>UN organizations and staff should lead by example in implementing the SDG;</b> <ul style="list-style-type: none"> <li>introduce regular assessments or evaluation on UN-internal SDG compliance;</li> <li>introduce SDG benchmarks or performance indicators across all areas of the UN;</li> <li>teams could come up with concrete ideas to introduce SDG measures in their daily practice;</li> <li>mainstream SDGs in daily activities, including performance appraisal</li> </ul>
25	14	<b>UN agencies, mandates and work should be (more) aligned with the SDGs;</b> <ul style="list-style-type: none"> <li>strategies policies, work programmes should be aligned to SDGs;</li> <li>SDGs provide a clear and relevant agenda for the UN</li> </ul>
21	8	<b>Protect or strengthen labor rights of UN staff as stated in UN's Universal Declaration of Human Rights;</b> <ul style="list-style-type: none"> <li>align recruiting policies to better include marginalized and excluded;</li> <li>include people from non-wealthy, non-white backgrounds and people with disabilities;</li> <li>avoid precarious contracts (consultancies, short term, temporary, unpaid internships), especially if used to replace regular positions; ensure a fair remuneration system (in particular for local and G-staff)</li> </ul>
21	cross-cutting	<b>Include sustainability requirements/SDG-compliance in all procurements across the UN-system;</b> <ul style="list-style-type: none"> <li>if necessary explain SDG requirements to third-party providers (e.g. producers of tourist items in UN gift shops or companies providing security guards)</li> </ul>
20	cross-cutting	<b>Train staff members on SDGs;</b> <ul style="list-style-type: none"> <li>introduce mandatory courses on SDGs (especially for new staff members)</li> </ul>
19	12	<b>Raise awareness and improve communication on SDGs (internally and externally);</b> <ul style="list-style-type: none"> <li>share regular information or updates on SDG progress (e.g. a weekly SDG digest);</li> <li>link communication on SDGs to other campaigns, e.g. Greening the Blue;</li> <li>share good successful stories and practices</li> </ul>
11	3,5,11	<b>Promote healthy and inclusive working environments</b> <ul style="list-style-type: none"> <li>- possibility of working remotely</li> <li>- affordable and accessible child care facilities</li> <li>- provide breastfeeding rooms</li> <li>- introduce stand-up desks</li> </ul>
6	cross-cutting	<b>Reward outstanding SDG compliance or best practices;</b> <ul style="list-style-type: none"> <li>designate UN SDG award for UN staff initiatives contributing to SDGs;</li> <li>create a system of benefits for staff members</li> </ul>

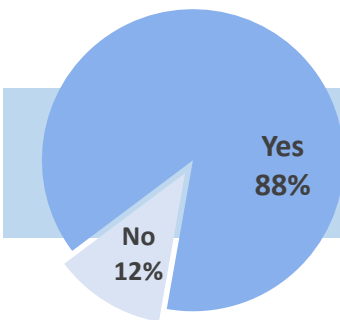
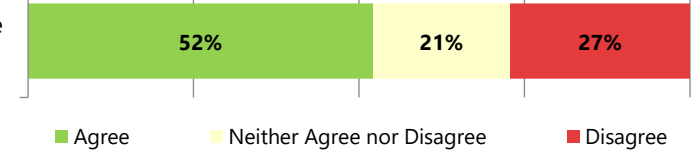


## Transparency, Integrity and Accountability

I feel comfortable speaking up in my team when I disagree with the approach being taken in relation to a project I am working on.



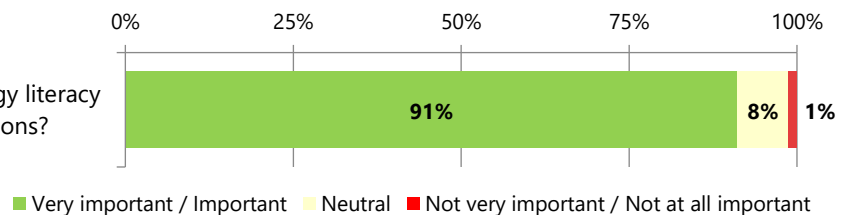
I believe that my team or Office is transparent and open with the public in the way it goes about its work.



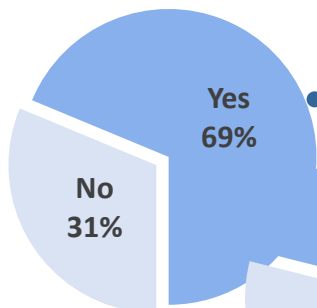
**Would you support the introduction of a cross-UN 'Access to Information' policy, giving the public the right to request documentation and information from the UN?**

## Technology and Data

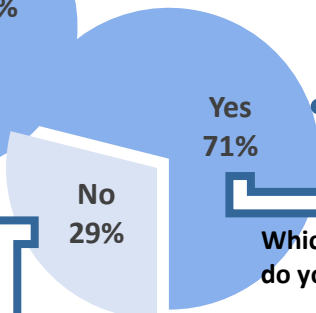
How important is data & technology literacy for you to perform your functions?



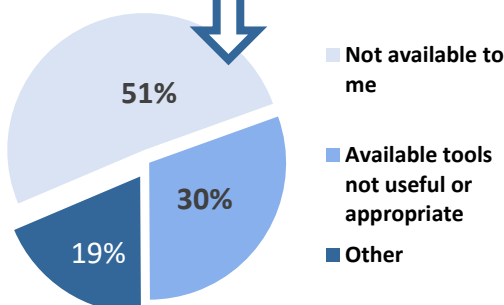
**Do you think that you have the right tools and in-depth knowledge to use them to perform your functions?**



**Do you use any collaborative tools to share, edit or archive documents and other types of information in your team?**



**Why do you not use any collaborative tools?**



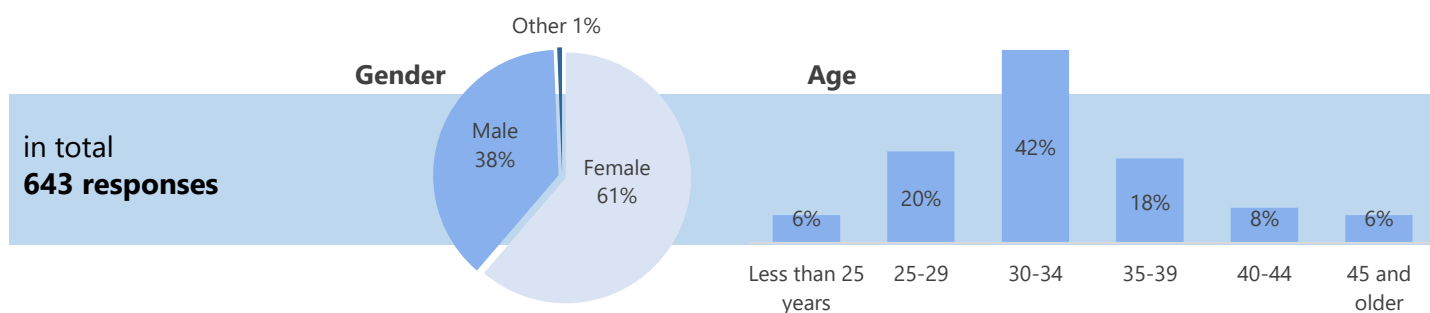
**Which tools do you use?**



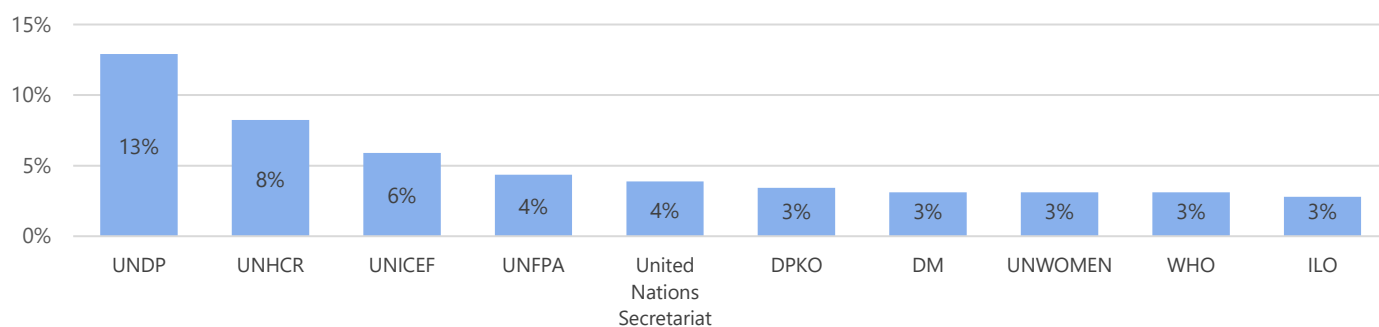


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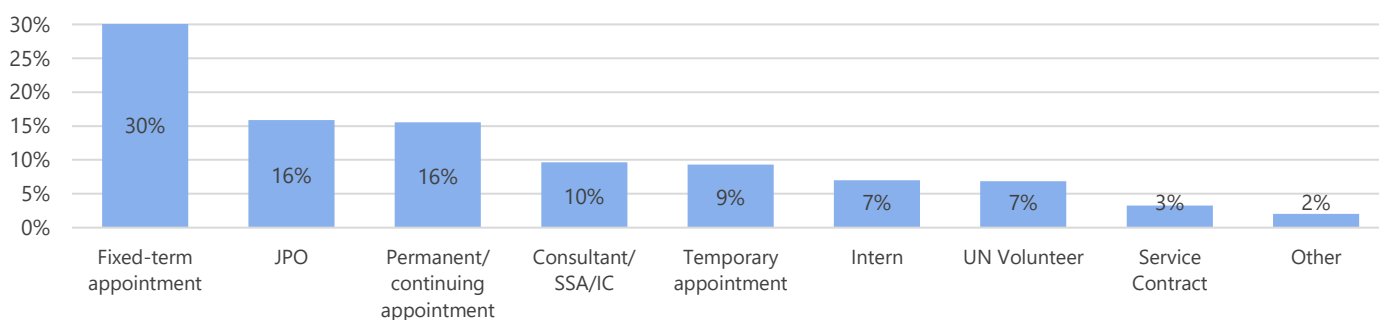
## Respondents' background



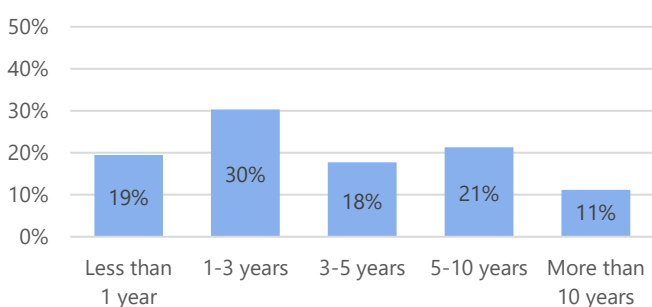
### Employed by (top 10)



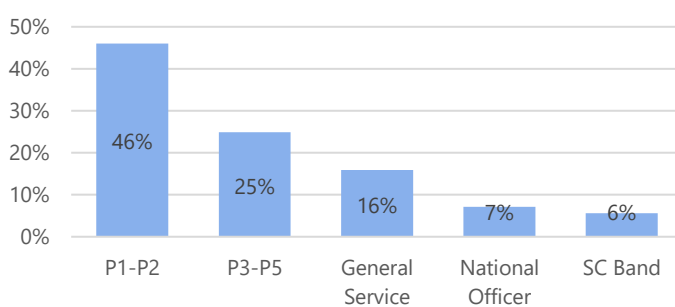
### Contract type



### Length of service in the UN



### Job level



### Country of duty station (top 10)

