



Global Information Management Functional Team (GIFT)

Gender and Geographic Diversity Report

Table of Contents

03 **Background and Key Findings**

Background

Key findings

Gender Balance International Positions

Gender Balance National Positions

06 **Overarching Observations**

07 **Key Recommendations and Next Steps**

10 **End Notes**

Report Prepared by:

- Albert Abou Hamra (team leader)
- GIFT Secretariat

Working group Members:

- Albert Abou Hamra
- Eva Vognild
- Christian Flamm
- Sebastien Fornassier
- John Marinos
- Christian Cricboom
- Rashmi Rita
- Alain Ouattara
- Ana Maria Pereira
- Yakoubou Mounkara Oumarou

31 January 2020

Background and Key Findings

INTERNATIONAL STAFF GENDER RATIO (F/M)

47/53 %

GEOGRAPHIC DIVERSITY RATIO (WEOG/NON-WEOG)

57/43 %

Background

As part of the implementation of the Secretary-General's UN-wide *Strategy on Gender Parity*, which aims to achieve gender parity at international professional levels across the Organization by 2028, OCHA's ASG requested all EMC members to make substantial efforts to balance OCHA's gender and diversity statistics.

The Global Information Functional Team (GIFT) Gender and Diversity working group was established in March 2019, with the primary goal to identify the root causes of the current gender/geographic imbalances within the IM community, where it is most felt, and to propose concrete, actionable solutions to address them.

As of January 2020, statistics show that across OCHA, efforts have been made to rectify the gender imbalance – with a 47/53 per cent ratio (F/M) among international staff.¹ A noticeable gap remains, however, in terms of geographic diversity - with a 57/43 per cent ratio (WEOG/non-WEOG).

A prominent gender and geographic imbalance, however, is particularly evident in the IM community. Statistics show a 22/78

per cent gender ratio (F/M), and a 29/71 per cent geographical ratio (WEOG/non-WEOG).

This report summarizes the analysis done by the GIFT working group and proposes solutions that ultimately can benefit not just the IM community, but OCHA globally.

To start, the group tried to analyze IM recruitments during 2019 to better understand root causes/obstacles encountered and to find out where more diversity has been achieved, and how (for instance, through extensive outreach, mentoring, opportunities for lateral transfers, etc.).

Up until October 2019, the group relied on the results of a survey and consultations as the basis of its work and it was only at the very end of 2019, that the group obtained proper data on IM recruitments. This limited the ability of the group to make solid recommendations earlier.

At the GIFT workshop in September 2019, the membership agreed to seek IMB and EO/HR's collaboration to retrieve, collect and analysis organic HR data – not just for the IM functional group but for OCHA overall.

Key Findings

OCHA's Gender Parity [targets](#) by grade as per the Secretary General's Strategy are as follows:

LEVEL	2016	2018	2019	2020
D-2	50%	50%	50%	50%
D-1	33%	41%	45%	49%
P-5	46%	50%	50%	50%
P-4	42%	50%	50%	50%
P-3	45%	50%	50%	50%
P-2	55%	50%	50%	50%

INTERNATIONAL POSITIONS

788

POSITIONS OCCUPIED BY WOMEN

367 (47%)

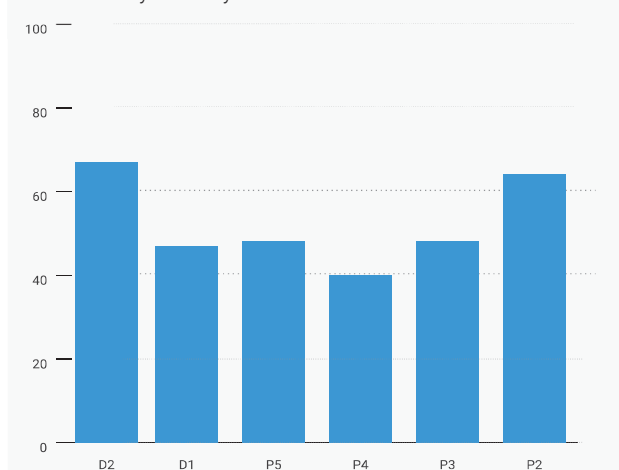
Data shows substantial progress within OCHA, across the board with regard to International positions. Of the total 788

international positions, 47 per cent (367) are now occupied by women, a 3 per cent increase from January 2016.²

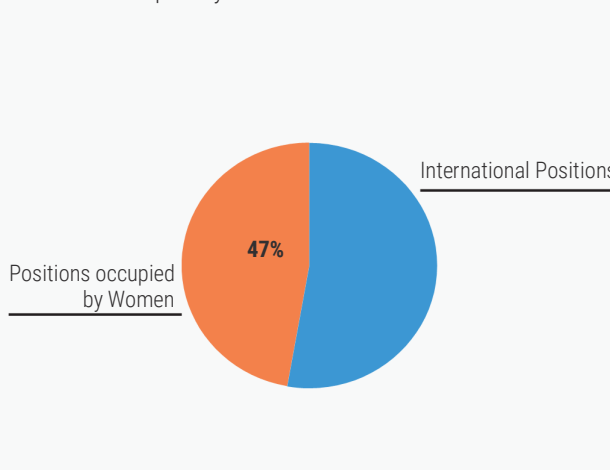
Gender Balance

YEAR	2016		2017		2018		2019		2020	
LEVEL	TOTAL STAFF	% FEM	TOTAL STAFF	% FEM	TOTAL STAFF	% FEM	TOTAL STAFF	% FEM	TOTAL STAFF	% FEM
D-2	2	50%	2	50%	1	0%	5	60%	3	67%
D-1	20	30%	21	33%	18	28%	26	42%	32	47%
P-5	87	45%	88	49%	80	48%	82	45%	77	48%
P-4	239	39%	249	41%	249	39%	251	38%	270	40%
P-3	361	44%	364	46%	333	46%	352	46%	361	48%
P-2	44	68%	42	62%	41	54%	36	53%	45	64%

% of female by January 2020



Positions Occupied by Women



GS/NO POSITIONS**1,202****POSITIONS OCCUPIED BY WOMEN (GS/NO)****373 (31%)**

In terms of General Service/National Officer (GS/NO) positions, (373) are occupied by women compared to 32% (357) in January 2016.³ however, the data shows a one percent decrease if we look at monthly figures. Out of a total of 1202 GS/NO positions, 31%

YEAR	2016		2017		2018		2019		2020	
LEVEL	TOTAL STAFF	% FEM	TOTAL STAFF	% FEM	TOTAL STAFF	% FEM	TOTAL STAFF	% FEM	TOTAL STAFF	% FEM
NOA	224	29%	223	31%	222	32%	231	30%	252	32%
NOB	126	28%	156	31%	150	33%	164	32%	186	31%
NOC	19	26%	23	22%	28	29%	82	35%	38	37%
NOD	1	0%	2	0%	2	0%	1	0%	2	50%
G7	62	34%	64	36%	67	33%	64	33%	69	35%
G6	151	54%	152	57%	151	59%	147	62%	165	55%
G5	157	62%	152	62%	140	62%	132	62%	126	56%
G4	75	49%	76	54%	54	48%	51	47%	51	51%
G3	44	18%	56	9%	53	4%	53	6%	51	6%
G2	245	2%	264	2%	233	2%	250	2%	261	2%
G1	1	0%	1	0%	1	0%	1	0%	1	0%

Overarching Observations

The GIFT working group has made some key considerations which are deemed important to understand when reading the data and the analysis:

1. **Data shows that very few women apply for international IM positions.** In some instances, there are no applicant women at all. This could be due to two main factors:
 - Current IM GJD are very narrow, do not reflect the reality of OCHA's IM work, and could discourage a large portion of applicants, particularly women who possess a less technical profile but a larger range of analytical and soft skills. The group agrees that we need more flexible and contemporary IM profiles.
 - Recruitment is not sufficiently combined with tangible outreach efforts. There are multiple ways we could seek a larger pool of candidates, yet we typically resort to the traditional ones (UN careers website, ReliefWeb, LinkedIn) in lieu of more modern media such as social media and specialized online forums and platforms.
2. **We do not consistently promote the movement of national officers to international positions (female and male)**, which could in fact contribute to balance the current gender and geographic diversity representation. The group feels that this possibility should be more widely presented and explained to staff, and that such opportunities are fostered and encouraged.
3. **Gender and geographic diversity are not mutually exclusive**, yet hiring managers are often unsure with regards to prioritization – which is more important? The group finds that because of the SG's policy, priority is now given to gender parity but in fact, in many instances, the geographic imbalance is more severe than the gender one. More clarity from OCHA's management is needed to help guide hiring managers at all levels.
4. **Without a well-established internal mobility scheme, we are unlikely to grow more diverse.** Data shows that there are very few, if any, female candidates applying to non-family hardship duty stations. The working group believes that this may be due to a lack of a mobility scheme in which rotation between types of duty stations would be guaranteed. This is particularly true for women who are often faced with a choice between career opportunities/growth and family. The group however feels that while mobility should be encouraged, facilitated and supported to the maximum extent, it should not be imposed on staff, as this will result in high turnover and loss of talent, and more so for women than for men, at the detriment of the organization.
5. **Assessments of candidates should be gender and culturally sensitive from the onset.** While the UN has training in place for staff to learn about unconscious bias, we should be systematically more conscious of the barriers we unwillingly build in the way a JO is written, an assessment is administered, an interview is conducted.

Key Recommendations

Using the currently available statistics, the group has formulated recommendations specifically addressing the situation in the IM community for OCHA's management consideration:

- **In line with the NOM, and according to the 'dotted line', establish a more formal relationship between OAD and IMB for IM recruitments.** This would enable IMB to contribute its expertise with regard to not only recruitment but also career development of field-based IM staff.
- **Set up a career management plans for IMOs.** This is particularly critical to ensure that IM staff get real opportunities for professional growth both in terms of lateral moves to other functions (e.g. HAO, PMO) and in terms of growth through access to management positions (e.g. HOO, DHOO).
- **Similarly, the relationship between IMB and CD and HFRMD should be formalized** so as to align the work in IM and allow IMB to engage in the hiring of IMOs in the divisions.
- **Revise IM job profiles** to be more reflective of the broad nature of OCHA's work in IM, and by extension, more inclusive and gender neutral. The work geared towards upgrading and modernizing IM profiles so be better suited for OCHA's work in a range of areas pertaining to IM, such as data analysis, content management, data visualization and coordination. This will ensure that IM job openings are better suited for a larger pool of potential candidates. This revision is being done by another GIFT working group and scheduled to be concluded by Q1 2020.
- **Agree on a set of standard outreach efforts,** aiming to increase the number of female and non-WEEOG applicants for each job opening. Efforts should be documented, measured and adjusted as necessary.
- **Develop an accountability framework to be used by hiring managers,** to prove their efforts towards gender parity and geographic diversity, for hiring managers at all levels.
- **Devise efficient ways that allow managers to capitalize on current talent,** looking at staff retention across functions when addressing gender or geographic imbalances.

Next Steps

RECOMMENDATION	ACTION	RESPONSIBILITY	DEADLINE
Operationalize the NOM: Revise current IMB-OAD dotted line and put SOP in place with regard to IM job openings in the field	IMB to draft SOPs to formalize IMB's role in field IMO hiring processes with OAD	GIFT Secretariat and Diversity WG lead	5 Feb 2020
Operationalize the NOM: Revise current IMB-OAD dotted line and put SOP in place with regard to IM job openings in the field	IM Functional Lead to present draft SOPs to OAD Functional Lead for endorsement	Andrew Alspach	6-7 Feb at GMR
Operationalize the NOM: Strengthen dotted line with CD and HFRMD with regard to IM job openings in CD	IMB to draft SOPs to formalize IMB's role in IM hiring processes with CD and HFRMD	GIFT Secretariat and Diversity WG lead	5 Feb 2020
Operationalize the NOM: Strengthen dotted line between IMB and CD, and IMB and HFRMD with regard to IM job openings in the two divisions	IM Functional Lead to present draft SOPs to CD and HFRMD Functional Leads for endorsement	Andrew Alspach	6-7 Feb at GMR

RECOMMENDATION	ACTION	RESPONSIBILITY	DEADLINE
IM Functional Lead to seek EMC's endorsement of recommendations of Diversity WG	IM Functional Lead to present this report to the EMC seeking commitment to move recommendations forward	Andrew Alspach	First EMC meeting after GMR
IM Functional Lead to seek EMC's endorsement of newly established SOPs with OAD and CD	IM Functional Lead to present SOPs to USG and ASG for formal endorsement	Andrew Alspach	Third week of February
Seek clarity from EMC as to how to prioritize gender AND/OR geographic diversity for each job opening	For every job opening, IM Functional Lead and Hiring Manager determine priority based on data available	Andrew Alspach with OAD Section Chief(s)	Ad hoc
Internal Mobility	<p>Lacking an internal mobility scheme, work with OAD and HR on SOPs to give IMOs the opportunity to be laterally moved across DSs (e.g IMO who stayed for 3 or 4 years in HDS needs to have the chance to move to a family duty station)</p> <p>Work with OAD on a career plan for IMOs - both national and international staff</p>	Andrew Alspach with OAD Section Chief(s)	Q1
Identify and address barriers to gender parity while setting up real opportunities to foster and retain talent	<p>Work with SDL to put in place a skill inventory across the IM community seeking opportunities for lateral moves of staff where possible, based on gender, geographic diversity and talent/skills considerations</p> <p>Share regular statistics with IM Functional Lead including data concerning the gender and geographic composition of teams at all levels</p>	IMB/EO	Ongoing

RECOMMENDATION	ACTION	RESPONSIBILITY	DEADLINE
<p>Improve gender parity and geographic diversity within IM Units across OCHA</p>	<p>IMB to work with OAD on:</p> <ol style="list-style-type: none"> 1. New Recruitments: Quarterly review of total applicants, shortlists, and final candidates 2. Mapping of existing capacity: Map current IMOs and their geographical distribution, and assess where changes are needed (e.g. lateral moves, training, etc.) based on skills vs individual offices needs 	<p>IMB/FIS with OAD Section Chiefs</p>	<p>As soon as possible</p>
<p>Ensure gender-sensitive recruitment processes</p>	<p>Ensure gender parity on interview panels</p> <p>Include references to the flexible working arrangements in all job postings</p> <p>Work with EO/HR to ensure that both technical assessments and interview questions are gender sensitive</p> <p>Accompany each recruitment with strong outreach efforts, with the aim of raising the number of female applicants. Efforts should be documented, analyzed and improved regularly</p>	<p>IMB/FIS with OAD Section Chiefs and EO/HR</p>	<p>As soon as possible</p>

End Notes

- 1- The ratio decreases substantially among national staff - 33/67 (F/M).
- 2- Data also shows that with regard to **national staff** positions, only 28 per cent are held by women. Analysis of this data shows two main reasons for this: Many posts are encumbered by men (drivers, security guards); and a prevalence of men is found in hardship duty stations.
- 3- Data also shows that with regard to **national staff** positions, only 28 per cent are held by women. Analysis of this data shows two main reasons for this: jobs such as driver and, security guard are mainly encumbered by men; and a prevalence of men is found in hardship duty stations.