



UNJSPF

United Nations Joint
Staff Pension Fund



UNJSPF
Gender Strategy and
Action Plan for 2021-2023



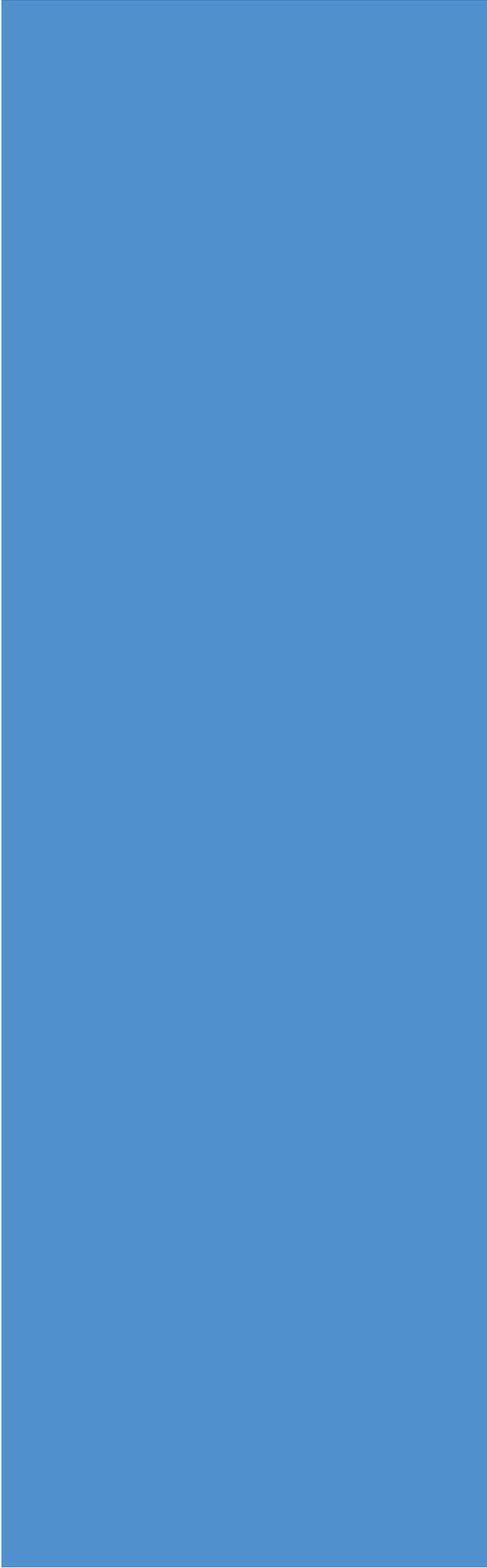


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Foreword

We are pleased to introduce the 2021-2023 UNJSPF Gender Strategy and Action Plan that will guide our efforts to build gender parity at the Fund. As of 30 November 2021, for the entire Fund, 66 per cent of General Service staff are female, and 43 per cent of Professional staff and above are female, so we have a distance to go to at both levels to achieve parity.

The Leadership Culture Assessment Surveys conducted this year showed that there is a need to achieve gender parity, improve our working environment and the opportunities for our female staff at the professional level. We are committed to doing this, and we believe that the actions defined in this Strategy will deliver tangible steps to improve the Fund.

Creating a supportive environment, providing learning and career opportunities, being aware of gender parity and taking action, and focusing on work-life balance are vital for attaining gender parity. These activities are beneficial and common to both sides of the Fund, and this is why we have a joint Gender Strategy. Similar to our joint Human Resources Strategy adopted in June 2021, we are working as one Fund.

We wish to thank our focal points for women, our human resources colleagues, and everyone who contributed to this Strategy.

We ask all staff to read this Gender Strategy and take part in its implementation.



Rosemarie McClean
Chief Executive of Pension Administration



Pedro Guazo
Representative of the Secretary-General for
the investment of the assets of the UNJSPF

Introduction

The goal of the Strategy is to implement at the Fund level the System-wide Strategy on Gender Parity, adopted by the United Nations in 2017. It aims to create a guide to ensure UNJSPF takes the necessary actions to promote a gender-balanced work environment. The Strategy is linked to the Fund's Learning and Development Guidelines and the Leadership Culture Assessments action plan. It will contribute to the attainment of the UNJSPF Human Resources Strategy objective of achieving a diverse staff as well as enabling and supporting data-driven decision-making.

The strategy was developed in consultation with the UNJSPF focal points for women. As specified in ST/SGB/2008/12, the role of the focal points for women is to support the Heads of the Pension Administration and the Office of Investment Management, by inter alia:

- promoting greater awareness of gender issues and a gender-sensitive work environment;
- monitoring progress towards the achievement of gender targets;
- contributing to the development and realization of gender targets as set out in the action plan;
- advising and supporting training initiatives on gender sensitivity, work/life balance, and encouraging greater participation of women in training programmes and fora;
- advising in the staff selection process to ensure the goal of reaching gender balance as set out in the action plan.



Implementation plan

The Strategy focuses on the following areas:

1. Leadership and accountability
2. Recruitment, outreach, training and retention
3. Professional training and development
4. Creating an enabling environment

1. Leadership and accountability

This strategy document emphasizes that the senior leadership of UNJSPF is accountable for the Fund in achieving the gender parity goals established by the entity and will:

- deliver a gender strategy and oversee the implementation of the action plan proposed in this document
- expand the network of focal point for women
- raise the issue/importance of gender parity, including at staff townhalls
- ensure that managers complete relevant training, including on gender bias

2. Recruitment, outreach, training and retention

Recruitment

Gender inclusivity and diversity in the recruitment process should be the guiding principle of recruitment. Hiring managers have the responsibility to ensure that recruitment procedures are fair and transparent. The HR Team will work with hiring managers to:

- encourage the representation of women at each stage of the recruitment process
- ensure that all advertised temporary and regular job openings include the special notices that reflect the Fund's commitment to gender parity
- ensure that rostered female applicants are given due consideration
- ensure, to the extent possible, that both male and female candidates are interviewed. Hiring managers may be requested to go back to the longlist or encouraged to reopen the job opening to facilitate additional outreach to the under-represented gender

- encourage the inclusion of a focal point for women to join select interviews panels
- monitor the implementation of the temporary special measures for the achievement of gender parity, ST/AI/2020/5

Outreach

Hiring managers are responsible to conduct outreach activities to increase the number of women applying. The HR Team will:

- provide guidance to hiring managers to support outreach efforts that would identify and prompt qualified women to apply for the job families, networks, and levels where women are under-represented
- send to UN Women all critical vacancies and those in typically under-represented job families for distribution within their established networks

Training and addressing unconscious bias

- UNJSPF managers will be required to attend refresher training sessions on competency-based interviewing (CBI), including the unconscious bias module of the CBI training, every three to four years.
- Staff will be encouraged to attend interview practice training and career coaching sessions and United to Respect Dialogues.

Retention

- The HR Team will put in place an exit interview process for staff who are resigning or choosing not to extend their contracts with the aim of identifying the reasons staff, particularly women, leave the Fund with a view to address those concerns.
- The HR Team will ensure that managers are complying with the flexible working arrangements (FWA) policy, the breastfeeding policy, etc. to ensure that female staff are supported to achieve work-life balance. FWA practices in the Fund may be advertised in job openings.

3. Professional training and development

UNJSPF management will :

- ensure that professional development opportunities are available to all UNJSPF staff;
- aim for gender balance among speakers and participants of various fora

4. Creating an enabling environment

To create an inclusive working environment, UNJSPF will undertake the following:

- The focal points for women, in collaboration with UN Women, will moderate dialogues to allow staff to participate in discussions on gender parity.
- All staff will be strongly encouraged to undertake trainings such as "Working together Harmoniously" and the "United to Respect Dialogues".
- UNJSPF senior leadership will encourage the positive use of FWAs. Flexibility to be encouraged in line with guidance received from OHR/DMSPC and HRSD/DOS.
- In view of the ongoing COVID-19 pandemic, UNJSPF leadership will encourage managers to exercise flexibility to support the work-life balance of both staff members and managers.
- The HR Team will hold information sessions on FWAs and will provide guidance to managers and staff.
- UNJSPF senior leadership will express support for non-discriminatory parental leave policies.
- UNJSPF HR will provide guidance to ensure that all staff are aware of the Organization's policies on breastfeeding, maternal, paternal, and adoption leave.
- UNJSPF focal points for women will advocate for and counsel UNJSPF staff members and raise staff members' concerns to HR and/or UN Women, as needed.
- UNJSPF focal points for women will advise on methods to resolve and/or report situations involving harassment, discrimination or abuse and hold discussions with UNJSPF management, as needed.

Monitoring and evaluation

- UNJSPF HR Team and focal points for women will monitor the progress of actions implemented, suggest enhancements for consideration and report semi-annually to senior management, the Chief Executive of Pension Administration and the Representative of the Secretary-General.
- UNJSPF HR Team will use the HR Dashboard to facilitate analysis of staffing decisions and make gender data available to senior and middle managers and staff at large on a quarterly basis.
- UNJSPF HR Team will provide to Senior Leadership a semi-annual analysis of recruitment in UNJSPF.
- The focal points for women will meet at least once a year with the senior leadership of UNJSPF to discuss the progress of the implementation plan and other matters related to promoting an inclusive environment.
- The focal points for women will conduct an annual survey of all UNJSPF staff members to assess staff perceptions on gender and host a townhall to discuss staff satisfaction with the implementation of the Gender Strategy.

Action plan

Activity	Contributors	Tentative Deadline*
1. Leadership and accountability		
1a. deliver a Gender Strategy	Senior leadership HR Team Focal points for women	Q4 2021
1b. oversee the implementation of the action plan	Senior leadership HR Team Focal points for women	Immediate and ongoing
1c. expand the network of gender focal points in UNJSPF	Senior leadership HR Team Focal points for women	Immediate
1d. raise the issue/importance of gender parity at townhalls	Senior leadership Focal points for women	Q4 2021 onward
1e. ensure senior management and managers complete gender bias training	Senior leadership	Q4 2021 onward
2. Recruitment, outreach, training and retention		
2a. ensure that both male and female applicants are given due consideration	Hiring managers HR Team	Immediate and ongoing
2b. invite the focal points for women to join select interview panels	Hiring managers HR Team	Immediate and ongoing
2c. conduct outreach to increase the number of female candidates applying	Hiring managers HR Team	Q1 2022 onward
2d. encourage managers to attend refresher CBI training	Senior leadership HR Team	Q4 2021 onward
2e. conduct exit interviews for staff leaving the Fund	HR Team	Q4 2021 onward
2f. ensure managers comply with and support FWA policy	Senior management HR Team	Ongoing
3. Professional training and development		
3a. monitoring and reporting participation of staff in development opportunities	Management HR Team	Immediate and ongoing
3b. aim for gender balance among speakers and participants of various fora	Management	Q4 2021 and ongoing

Activity	Contributors	Tentative Deadline*
4. Creating an enabling environment		
4a. moderate dialogues and discussions on gender parity	Focal points for women UNWOMEN	Q1 2022
4b. hold joint discussions between focal points for women UNJSPF OIM and PA	Focal points for women	Q1 2022 and monthly thereafter
4c. hold discussions between staff representatives and focal points for women	Focal points for women Staff representatives	Q1 2022 and monthly thereafter
4d. encourage the use FWA and support non-discriminatory leave policies	Senior management Managers HR Team	Ongoing
4e. encourage staff to take relevant gender-related trainings	Senior management HR Team	Q4 2021 onward
5. Monitoring and evaluation		
5a. consult with senior management and review the progress of actions implemented	Senior management Focal points for women HR Team	Q4 2021 and ongoing
5b. provide gender statistics to senior management and hiring managers	HR Team	Quarterly
5c. undertake analysis of recruit-ment trend	HR Team	Semi-annually
5d. conduct a survey to access staff perceptions on gender	Focal points for women	Q1 2022
5e. send regular broadcasts on the statistics and actions taken to improve gender parity	HR Team	Q1 2022 onward

Annex I

UNJSPF gender representation by grade and level

Level	Female		Male		Total
ASG	1	50%	1	50%	2
D-2	0	0%	2	100%	2
D-1	3	38%	5	63%	8
P-5	10	43%	13	57%	23
P-4	23	41%	33	59%	56
P-3	29	45%	35	55%	64
P-2	2	40%	3	60%	5
G-7	21	81%	5	19%	26
G-6	39	64%	22	36%	61
G-5	33	59%	23	41%	56
G-4	27	71%	11	29%	38
Total	188	55%	153	45%	341

Source: UNJSPF staffing table, November 2021

Total number of occupied posts, positions and onboarding as at 30 November 2021 (Established & GTA)

The above table represents all posts and positions in the entire UNJSPF. In each level of the General Service category, women represent 59 per cent or more of the staff members. In the Professional category, however, in each level women represent approximately 40 per cent of the staff members. At the senior management level, there is no female representation at the D2 level, on the other hand, at the ASG level there is equal representation between the two genders.

Annex II

UNJSPF-OIM gender representation by grade and level

Level	Female		Male		Total
ASG	0	0%	1	100%	1
D-2	0	0%	1	100%	1
D-1	2	67%	1	33%	3
P-5	6	50%	6	50%	12
P-4	14	47%	16	53%	30
P-3	13	45%	16	55%	29
P-2	2	40%	3	60%	5
G-7	12	80%	3	20%	15
G-6	10	67%	5	33%	15
G-5	1	33%	2	67%	3
G-4	0	0%	0	0%	0
Total	60	53%	54	47%	114

Source: UNJSPF staffing table, November 2021

Total number of occupied posts, positions and onboarding as at 30 November 2021 (Established & GTA)

The above table represents all in the UNJSPF OIM. In the General Service category, women represent 33 per cent of the staff members at the G5 level. At the G6 and G7 level, women represent over 60 per cent of the staff members. In the Professional category, at the P2 to P4 levels, women represent an average of 45 per cent of the staff members, while at the P5 level, women and men are equally represented. At the D1 level, women represent 67 per cent of the staff members. At the senior management levels, D2 and ASG, there is no female representation.

Annex III

UNJSPF-PA gender representation by grade and level

Level	Female		Male		Total
ASG	1	100%	0	0%	1
D-2	0	0%	1	100%	1
D-1	1	20%	4	80%	5
P-5	4	36%	7	64%	11
P-4	9	35%	17	65%	26
P-3	16	46%	19	54%	35
P-2	0	0%	0	0%	0
G-7	9	82%	2	18%	11
G-6	29	63%	17	37%	46
G-5	32	60%	21	40%	53
G-4	27	71%	11	29%	38
Total	128	56%	99	44%	227

Source: UNJSPF staffing table, November 2021

Total number of occupied posts, positions and onboarding as at 30 November 2021 (Established & GTA)

The above table represents all posts and positions established posts in the UNJSPF-PA. In the General Service category, women are highly represented with more than 59 per cent of the staff members at all levels. In the Professional category, at the P3 level, women represent 46 per cent of the staff members. At the P4 and P5 level, women represent 35 per cent and 36 per cent of the staff members, respectively. At the D1 level, women represent 20% of the staff members. At the Senior Management levels, there is no female representation at the D2 level, however, at the ASG level there is 100 per cent representation.



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