



United Nations
Educational, Scientific and
Cultural Organization

2030 perspective

STRATEGIC TRANSFORMATION NEWSLETTER
SPECIAL EDITION ON MOBILITY • JULY 2019

Mobile & Agile UNESCO: breaking down ‘silos’

Within the scope of his post as Assistant Director-General for Administration and Management, Nicholas Jeffreys outlines his vision with regards to a more mobile and agile UNESCO workforce.

WORKING TOGETHER AS ONE

My vision for the management and administration function within UNESCO is that of all staff members of Administration and Management Sector working together and communicating effectively with each other, and “customer-focused” in all our work to support the Organization.

Functional and geographic mobility will help to achieve that, as once we understand each other’s functions better, we can collaborate more effectively to solve problems. I feel that functional and geographic mobility are particularly important within the administration and management functions – functions that for the most part are readily applicable for mobility.

For the programme sectors, I think that mobility will help the Organization enormously to function as one. UNESCO has a risk of operating in “silos”, each competing for resources and visibility. The more that people can cross from one “silo” to another, the more we will be in a position to foster UNESCO’s identity as one united organization, with common, shared goals.

MOBILITY AS A KEY TOOL TO TRANSFORM UNESCO

I think that the Mobility Programme can help to support other parts of the Strategic Transformation, as we’re looking to make the Organization more efficient, more focused at the country

level and more results-focused. Therefore, having more people moving within the Organization and seeing things through a different lens will support all aspects of the transformation.

I would like to emphasize that functional mobility is also important - we don’t just want to focus on mobility for professional staff. Mobility applies for all staff. When staff change functions it’s often to a different department, and therefore the move involves similar challenges, such as learning something new – there are questions to be asked about how things are done, the professional development of learning new skills. There are a lot of commonalities between the benefits of functional and geographic mobility.

«I think that mobility will help the Organization enormously to function as one.»

A FINAL WORD?

The mobility process will help strengthen the UNESCO family as a whole. I am confident it will improve communication between offices, which in turn will help field office reform.



Nicholas Jeffreys
ASSISTANT DIRECTOR-GENERAL
FOR ADMINISTRATION AND
MANAGEMENT



is a newsletter published by the
Support Unit for Transformation

Contact:
Strategic-Transformation@unesco.org

The views and opinions expressed in this article
are those of the author and do not necessarily
reflect the official policy or position of UNESCO.

Boosting career progression and ensuring a smooth transition in function of programmes



Hong Kwon
DIRECTOR OF HUMAN
RESOURCES MANAGEMENT

Hong Kwon, Director of Human Resources Management, is one of the driving forces behind the new managed mobility policy. This exercise is a first for UNESCO. Key factors to ensure its success include an agile project implementation, a dynamic communication campaign, constant engagement with staff and managers, establishment of best practices based on lessons-learned, and a transparent and inclusive process.

What is the role of mobility in career progression?

Mobility is a part of our talent management framework, which aims to ensure that the Organization has the flexible workforce it needs, together with workforce planning, recruitment, learning and development and performance management.

Mobility is a means of career development. Through mobility, staff members should further acquire the new skills and gain exposure to diverse opportunities, especially in the field – which will facilitate career development within UNESCO.

By opening the mobility exercise to voluntary participants through the inclusion of vacant posts in the pool, we will increase the opportunities for staff movements. This will

enable the Organization to strike a balance in horizontal and vertical career progression, thanks to equal-grade moves facilitated by mobility and moves to a higher grade facilitated by recruitment.

How do you intend to address the impact of mobility on highly specialized posts?

The mobility policy includes elements that will allow managers to ensure the specialization required for implementation of their programmes and priorities. The Sectors are requested to develop strategies that will include analysis of their needs with regard to highly specialized posts both at Headquarters and in the field. Every movement of staff should be accompanied by a plan to replace staff members subject to mobility with relevant expertise to ensure a smooth transition and functioning of programmes.

New
mobility
policy



Engaging with Staff – The Mobility Team Initiatives

CV WORKSHOP SESSIONS

The Bureau of Human Resources Management has conducted 8 workshops to provide staff with support on CV drafting to assist them with their expression of interest in posts.

MOBILITY AMBASSADORS PROGRAMME

An informal Mobility Ambassadors Programme has been launched to enable staff to reach out to colleagues who have previously participated in mobility to provide support throughout the process including pre-departure support.

MOBILITY TALKS

A series of Mobility Talks – experience-sharing sessions and roundtables – have been launched, designed to provide an information sharing platform and additional support at the pre-departure stage.



A Managed Mobility Programme

The introduction of the Mobility Policy was a consultative process with the Programme Sectors and Bureaus that began in November 2018, and consisted of several key phases:

Nov 2018 – Jan 2019

Planning Phase

Projection meetings were conducted with the participation of Sectors/Bureaus to ensure that all parties were fully aware of the policy and prepared for the launch of the exercise.

Dec 2018

Launch of the Policy of the Managed Mobility Programme

11 information sessions were organized for all staff to communicate on the estimated timeline and processes of the first mobility exercise.

Feb 2019

Publication of the List of Posts not Subject to Geographical Mobility

The list of posts not subject to geographical mobility was reviewed by Director of Human Resources Management, Assistant Director-General for Administration and Management and approved by the Director-General.

Notifications to Staff Included in Mobility Pool (185 Staff)

2 Townhall meetings were held at Headquarters on 6 March 2019 with over 130 staff connected via webcast.

Feb - March 2019

Identification of Staff to be Included in the Mobility Pool

The Bureau of Human Resources Management worked closely each Sector/Bureau/Institute to confirm the status of each staff on rotational posts. The criteria of inclusion of staff are strictly aligned with the calculation of Standard Duration of Assignment as indicated in the policy.

March 2019

Deferment Phase

Operational and personal/medical deferment requests were reviewed and 109 staff were granted deferments.

April-May 2019

Advertisement of Posts

The compendium of 113 available posts was advertised on 18th April 2019 on the internal mobility recruitment portal for a 30-day period.

May-July 2019

Matching and Review Exercises

Matching and review exercises are managed at the organizational level in an inclusive manner, including consultation with managers and Directors/Heads of Office and review by the Mobility Review Panel and Senior Mobility Review Panel.

MOBILITY IN FIGURES

84%

of colleagues* believe that mobility is of great importance for the effective functioning of UNESCO

* Overall, 1 966 (65% of UNESCO staff) respondents participated in the UNESCO Global Staff Survey 2018

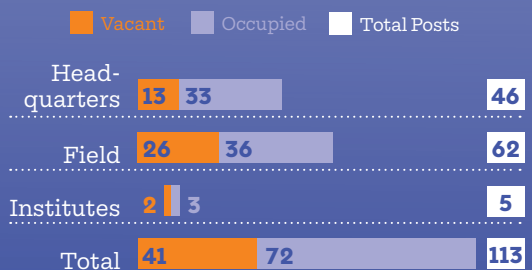
80%

of the 870 international professional posts are subject to geographical mobility

27

staff have made more than 2 geographical moves within the last 5 years

POSTS IN THE COMPENDIUM FOR THE 2019 EXERCISE



MEET THE MOBILITY TEAM !



From left to right:
Souad Amounane, Emma Boitet,
Qihui Zhang, Shakhnoza Duc,
Ayna Karliyeva-Mekauar

SPOTLIGHT ON

Hear from some of the Mobility Ambassadors



**Frederick
Russell-Rivoallan**

HEAD OF SOCIAL AND HUMAN SCIENCES IN UNESCO BEIJING OFFICE

Prior to being posted to the field, Russ worked for 21 years at Headquarters. He began his career in the Office of the Director-General, working for the Culture of Peace Programme, then to the Bureau of Strategic Planning as Focal Point for the Human and Social Sciences Sector and Chief of the Executive Office in the Sector for External Relations and Public Information.

“I’m quickly learning the reality of working away from Headquarters. It’s actually quite liberating, as I get to have concrete responsibilities relative to implementation of programme – which means working alongside partners in the National Commission and with whom we work.

I think mobility is a vital condition for working in an intergovernmental organization. A successful mobility policy needs to look holistically at organizational needs and staff aspirations, and which matches these needs with colleagues’ expectations, based on their competencies.”



**Elsbeth
McOmish**

PROGRAMME SPECIALIST IN THE GENDER DIVISION AT HEADQUARTERS

Elsbeth worked in the Education Sector at Headquarters for approximately 8 years, before moving to Santiago Office, where she spent two years as an Education Programme Specialist. She recently returned to Headquarters after being appointed to a post in the Gender Division.

“My experience in the field office really helped to develop my skills. Programme staff in the field are given a lot more responsibility than staff at the equivalent grade at Headquarters, so I gained confidence and a certain level of autonomy. It was also very stimulating to work with regional and national partners and to realise how important UNESCO was to them. Now that I have returned to Headquarters, my experience in Santiago has really helped me to have a better understanding of our Organization’s actions and impact.”



**Jun
Morohashi**

EXECUTIVE OFFICER AND REGIONAL PROGRAMME COORDINATOR, ASIA AND PACIFIC REGIONAL BUREAU FOR EDUCATION IN UNESCO BANGKOK OFFICE

Jun started her journey at UNESCO with Social and Human Sciences Sector at Headquarters as a Junior Professional Officer from Japan. Before arriving in Bangkok, she was the Head of Education Unit at UNESCO Port-au-Prince in Haiti and a Programme Specialist in the Education Sector at Headquarters in Paris.

“When I moved to Haiti after having spent 15 years at Headquarters, I acquired a new responsibility of overseeing UNESCO’s work throughout the whole Education Sector. Through this experience, I also came to closely collaborate with other UN agencies and international/bilateral development partners to complement each other’s strength to best support the country in its needs and priorities. This experience in Haiti turns out to be very helpful for my current function as Head of Executive Office and Regional Programme Coordinator in Bangkok.”



**Dilcia
Martinez**

FINANCE AND ADMINISTRATIVE OFFICER IN UNESCO MAPUTO OFFICE

Before moving to Maputo, Dilcia was the Finance and Administrative Officer in the UNESCO Quito Office in Ecuador.

“The diversity of each of the offices that I have had the opportunity to work in, is precious. Furthermore, the idiosyncrasy of each country, although, in theory the work is the same, in practice the approach to the work has to be adapted because of these differences.

In terms of challenges, the adaptation process can be a challenge, also due to language differences, I am a Spanish native speaker and some people may think that Portuguese would come easily to me, but this is not true!! I’m pleased to say I survive here by speaking portunol-a combination of Spanish and Portuguese!”



**Danilo
Padilla**

CHIEF OF EDUCATION UNIT AT UNESCO KABUL OFFICE

Danilo began his UNESCO career at Headquarters, in different sectors/bureaus before moving to UNESCO Bangkok Office, where he served as Executive Assistant and Programme Planning Officer and then as Regional Coordinator, Education for Sustainable Development.

“Moving to UNESCO Kabul Office was the most rewarding as well as challenging experience of all. Rewarding because I get to see the results of our programmes and activities in the country through regular interactions with beneficiaries and other stakeholders, but equally challenging due to political instability and prevailing insecurity in the country that make programme delivery extremely difficult. On the upside, this situation often results in better relations, improved coordination and closer cooperation amongst stakeholders - the very essence of delivering as one!”