

Office of the Ombudsman and Mediation Services

Second regular briefing
to the Executive Board

April 2021

Contact the Ombudsman
about any workplace issue.
You are welcome!



SAVING
LIVES
CHANGING
LIVES



Briefing points

- Workplace Culture
- Preview Annual Report 2020
Key systemic issues
- Observations Ombudsman
- Q&A



Cultural change
towards a respectful,
inclusive workplace

The old culture

We all need to dig!



Workplace Culture

- Executive Director email 30 March 21 on the Global Staff Survey:
“WFP is leading the way (....) in consulting our people to find out how we can make WFP even better”.
- Ombudsman pleased to contribute by channelling what employees share with us
- Making WFP “improved, inclusive and respectful” is a joint effort with some ‘tugging’ while everyone is on board, included and engaged

Contact the Ombudsman
about any workplace issue.
You are welcome!





World Food Programme

CAP Team

Leadership

HR

OBD

Wellness

Workplace Culture

- Constructive decisions and actions
 - Listening to staff:
 - Positive impact
 - Work in progress... patience
- Reflected in Global Staff Survey outcomes
 - HR: most indicators have increased
- Collaboration OBD- CAP Team
 - Comprehensive Action Plan, Communications
 - Respectful Workplace Advisors actively involved

Contact the Ombudsman
about any workplace issue.
You are welcome!



Preview Annual Report 2020

Contact the Ombudsman
about any workplace issue.
You are welcome!



Key systemic issues

- DEIB: Diversity, Equity, Inclusion & Belonging
 - Gender and racial biases
 - Neurodiversity and mental health
- Transparency
 - In decision-making and in information sharing
- Internal justice system
 - More reporting does not lead to more resolution



DEIB: Diversity, Equity, Inclusion and Belonging

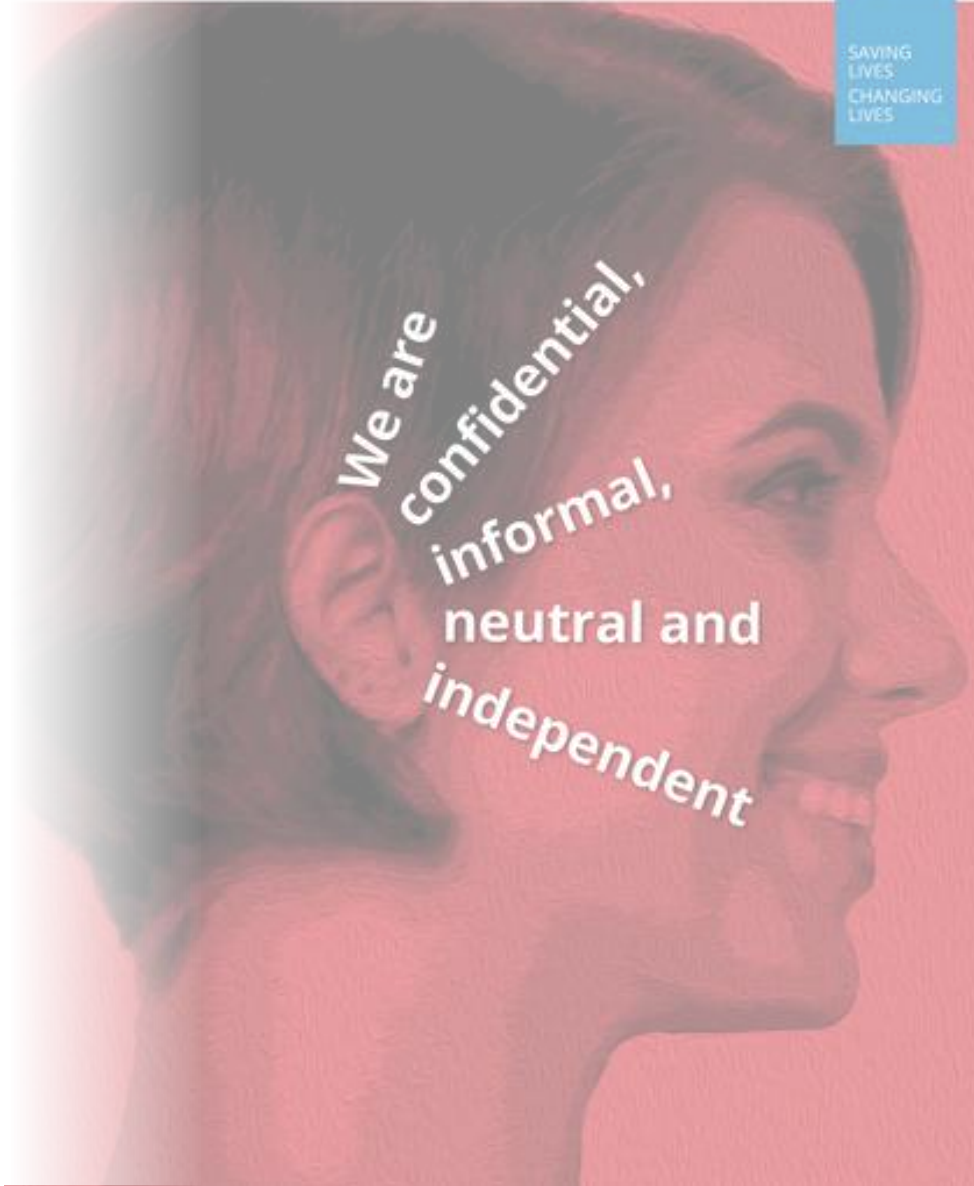
Zooming in on gender and anti-racism:

- Gender parity increased 😊
- Anti-racism action plan underway 😊
- Biases and awareness gaps remain
- Women and BIPOC (black, indigenous and people of color) have come forward

➔ Work towards gender and racial equity

➔ From 'fit in!' to 'belonging'

Contact the Ombudsman
about any workplace issue.
You are welcome!



Contact the Ombudsman
about any workplace issue.
You are welcome!



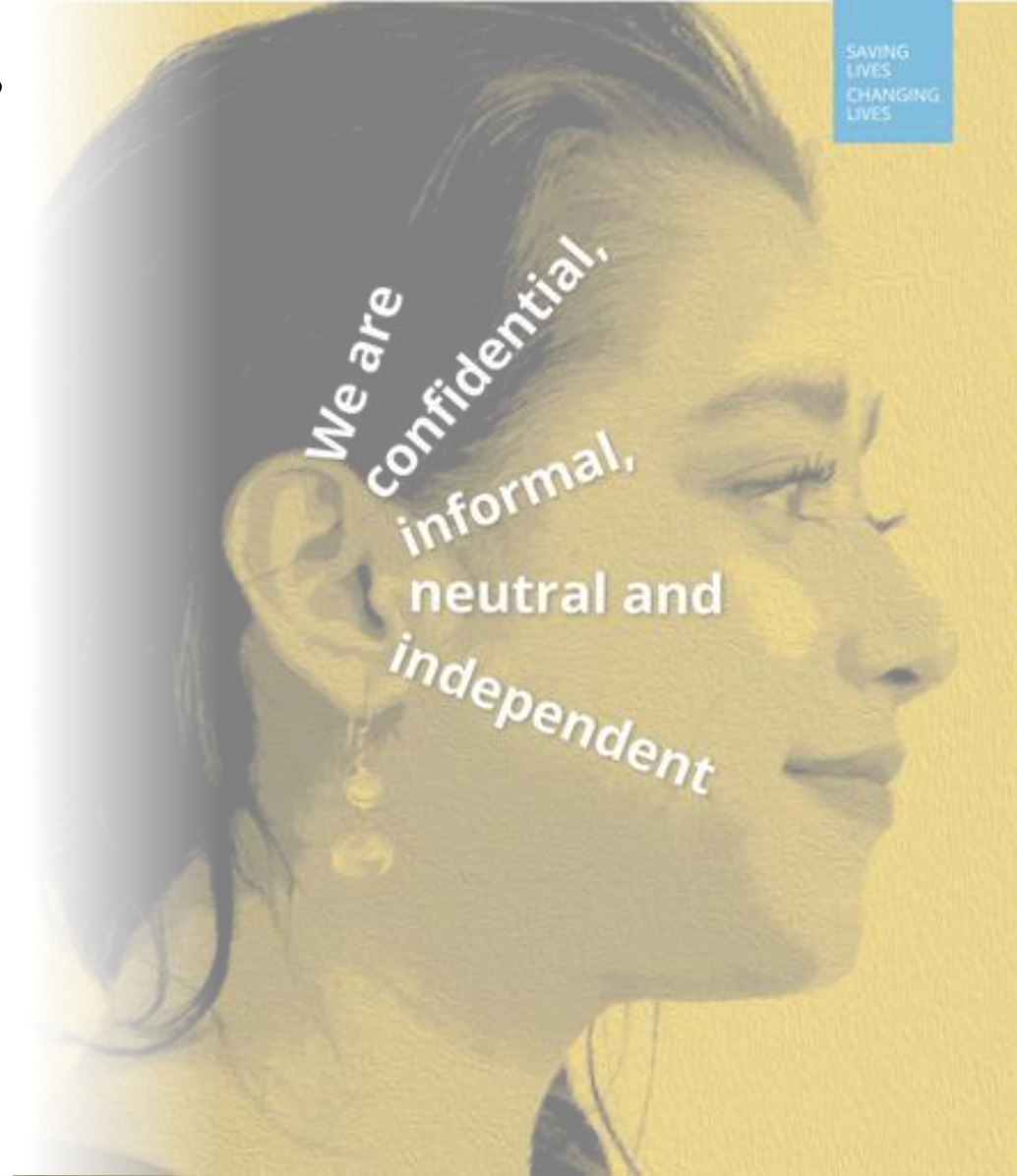
Transparency

“..it is fundamental that employees’ trust in the organization be restored, which starts with management acknowledging the problem [of abusive conduct], recognizing any mistakes made in the past, or the shortcomings of ongoing actions”

JWG report 2019 page 2 (WFP/EB.2/2019/9a)

➔ Openness, sharing of data, reflection

Especially on topics of equality, equity and biases



Transparency

Transparency in decision-making generates decisions

- that are **explainable** and **defendable** on the basis of shared and known criteria
- that are more **consistent**
- that hold the decision-maker(s) **accountable**

Transparency –openness- in data and information sharing leads to:

- increased **learning**
- more **understanding** of changes made or necessary
- improved **engagement** to change

Contact the Ombudsman
about any workplace issue.
You are welcome!



Internal System of Justice

'safe and respectful workplace' (JWG) requires:

- quicker action
- tailor-made interventions
- skilled dialogues
- building connections and bridges
- creating learning

"disputes are not resolved through investigations"

Inter-Divisional Standing Committee of WFP

- ➔ how to support potential complainant to make an informed decision on basis on what (s)he wants to achieve?

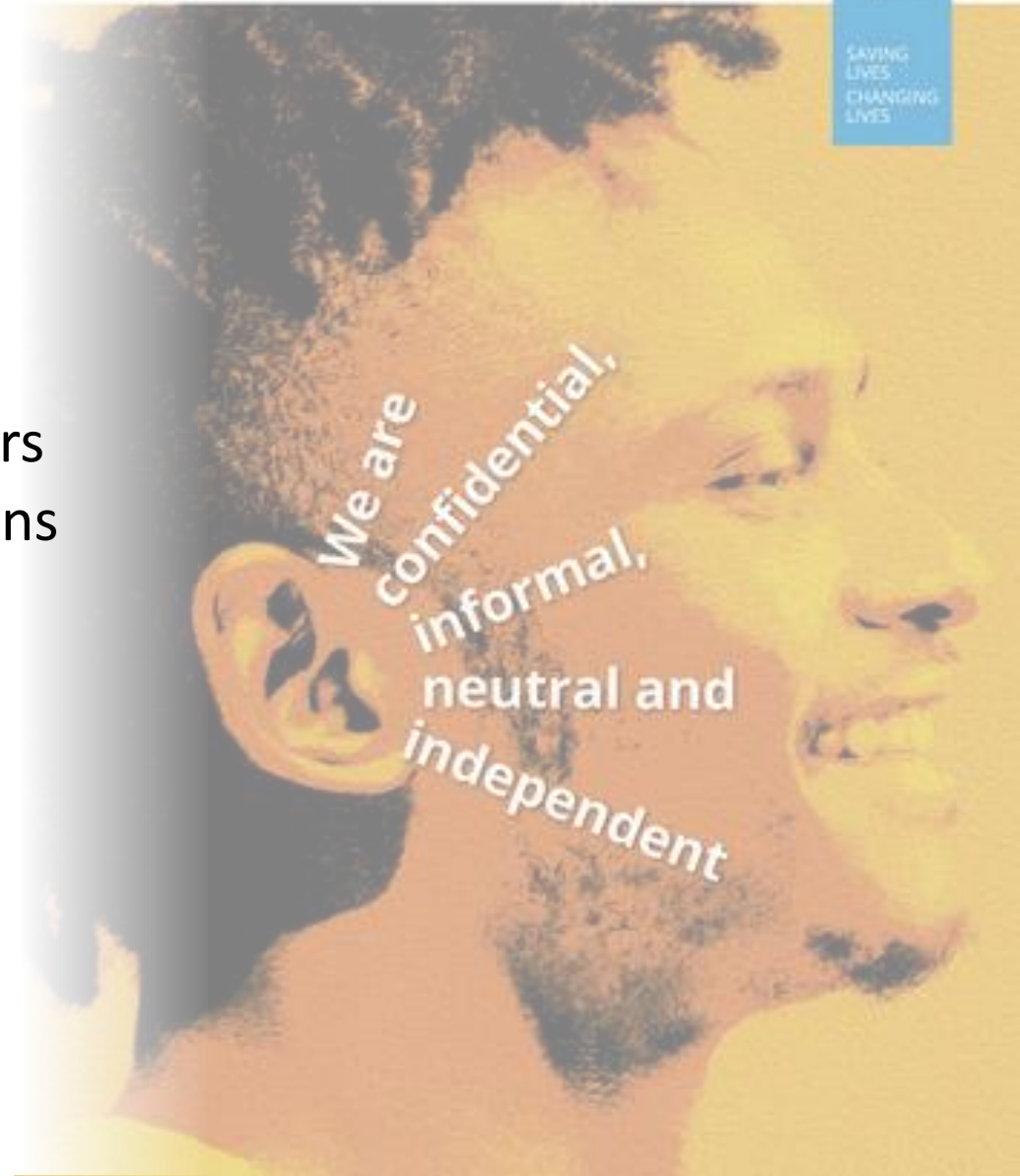
Contact the Ombudsman
about any workplace issue.
You are welcome!



Internal system of Justice

- ➔ broaden spectrum of interventions in addition to disciplinary action with options for resolution
- mediation
 - respectful workplace coaching (managers)
 - team climate assessments
 - conflict resolution skills for managers, HR Officers
 - Inter-Divisional Standing Committee interventions
 - HR Staff Relations interventions
 - workplace restoration
 - performance coaching
 - leadership framework
 -
 -

Contact the Ombudsman
about any workplace issue.
You are welcome!



Observations Ombudsman

- Protracted mobility restrictions and separation from family and friends and absence of shared rituals
 - Protracted insecurity about the future, incl. re employment and health
 - Cohesion in teams?
- ➔ impact on wellbeing and mental health

Contact the Ombudsman
about any workplace issue.
You are welcome!



Observations Ombudsman

- Tension
 - Expectations about workplace culture changes versus experienced reality
 - ➔ frustration
 - Different COVID-19 decisions on various levels
- ➔ We need to find new ways to navigate this global situation and its ramifications, both at work and at home

Contact the Ombudsman
about any workplace issue.
You are welcome!



Thank you for your support!

World Food Programme

Joint forces make it work!



**Contact the Ombudsman
about any workplace issue.
You are welcome!**



SAVING
LIVES
CHANGING
LIVES



Any questions
or comments?

ombudsman@wfp.org

*Contacting the Ombudsman is always a safe first step –
Everybody is welcome with any work-related issue*