



# Office of the Ombudsman and Mediation Services

## Annual Report 2017 Overview

EXECUTIVE BOARD FIRST REGULAR SESSION

ROME, 25 FEBRUARY 2019

# Terms of Reference – OED 2012/009

- ❖ Improve the workplace environment through informal resolution of employment related concerns and conflict
- ❖ Identify, analyze and report on broad systemic issues or trends
- ❖ Make recommendations to improve policy, procedures, systems and structures of the Programme

# Overview of Issues 2017

## CASES

**368**

**71% INCREASE  
FROM 2016**

## ISSUES

**776**

**96% INCREASE  
FROM 2016**

## TOP 3

**Evaluative  
Relationships**

**36 %**

**Legal/Regulatory**

**26%**

**Job and career**

**16%**

# Evaluative Relationships- top issue category

## **RESPECT/TREATMENT: top sub-issue category 27%**

*“Lack of consideration for people including not listening, dismissive or rude behavior, and unfair or preferential treatment”.*

1. Respect/treatment
2. Team climate and morale
3. Performance management and feedback

70% of evaluative relationship issues in this sub-category

# HSHAPD in 2017

## PERSONS

**101**

± 90% INCREASE  
FROM 2016

## CASES

**27%**

25% IN 2016

## TOP 4

**Abuse of Power**

44 %

**Harassment**

31%

**Discrimination**

16%

**Sexual Harassment**

4%

## Former Ombudsman Francesco Espejo

re. harassment and disrespectful behaviour:

*“It is not conceivable that in an organization dedicated to helping others, employees treat each other in this way.*

*If we believe that hunger can be eradicated, we can definitely believe that harassment can be stopped.”*

# 27 Field Offices visited in 2017



- ▶ Briefing with CD/DCCD, Unit Heads
- ▶ All-staff meeting
- ▶ One-on-ones
- ▶ Stakeholder meetings: Human Resources Officer, Staff Counselor, RWAs
- ▶ Debrief CD/DCCD, Units Heads
- ▶ Liaison with stakeholders in HQ/RBs

# How to get to Systemic Issues

Insights shared that otherwise may not surface



One-on-one Conversations



Ombudsman Observations



Stakeholder Conversations



# Recommendations- highlights

## Evaluative Relationships (36%)

- ▶ Interpersonal skills are leadership skills
- ▶ This includes conflict management
- ▶ Pipeline talent management:  
what competencies are we recruiting, developing (training),  
and promoting (must-haves)?



# Recommendations – cont'd

## Job & Career (16%)

- ▶ Establish clear criteria for the use of Short Term contracts
- ▶ Equal pay for equal work
- ▶ Enable employees' voices through empowering leadership

# Recommendations – cont'd



## Legal & Regulatory (26%)

HSHAPD-related:

- ▶ Strengthen a culture of respect and dignity within WFP
- ▶ Proactive intervention in situations of potential abusive management
- ▶ Establish a standard process to address abusive behaviour

# Thank you for your support!





End presentation

# Extra slides – Q&A

# 4 Key Strategies Utilized



One-on-one  
Conversations




Capacity Building



Identifying Systemic  
Issues/Providing  
Recommendations



Mediation



## JIU/REP/2014/8 –Use of Non-Staff Personnel and Related Contractual Modalities in the United Nations:

*“Organizations are also affected by the misuse of non-staff personnel, as they face reputational risks, high turnover, high administrative overheads, the lack of a stable and motivated workforce, a potential increase in fraud or corruption cases as well as a potential increase in legal challenges.”*