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Addressing racism and promoting dignity for all in the United Nations Secretariat

Report of the Secretary-General

Summary

Prompted by the global reckoning in 2020 on institutional and systemic racism, the Secretary-General launched a campaign of dialogue and action against racism and established the Task Force on Addressing Racism and Promoting Dignity for All in the United Nations. The Task Force was requested to assess staff perceptions on the extent of racism and racial discrimination in the Secretariat, guide the awareness and action campaign and develop a long-term strategic action plan that would transform the Organization into a workplace in which racism is actively addressed, there is accountability for racist conduct and the Organization provides a sense of belonging and a dignified and inclusive workplace for all.

From the findings of the Task Force, there is an urgent need to take strategic action:

(a) To address racism and racial discrimination more directly and effectively in the Secretariat by encouraging reporting and enhancing accountability, monitoring and transparency through periodic provision of information to personnel, recalling the need to protect all those who experience racism from all forms of retaliation;

(b) To accelerate progress towards geographical representation and diversity, equity and inclusion in all staff and non-staff categories and at all duty stations by eliminating barriers brought about by personal, interpersonal, structural and institutional racism and racial discrimination in the Organization;

(c) To review human resources policies and practices, including staff recruitment, mobility and appointments to a higher level, to determine whether there are provisions or practices, including in decision-making, that may have a disparate impact on staff members of a particular race, colour, or ethnic or national origin;



(d) To clarify reporting mechanisms, support processes and resources available to personnel experiencing racism and racial discrimination;

(e) To continue dialogue, learning and perception management, given the low level of staff trust, as they will be important to changing the workplace culture in addressing interpersonal and institutional manifestations of racism in the workplace.

The strategic action plan will target actions to address personal, interpersonal, structural and institutional racism in four change areas:

- Organizational culture
- Operations and management practices
- Systems, including structures and policies
- Internal mechanisms of accountability and safe complaints handling for personnel in cases alleging racism and racial discrimination

The present report, submitted pursuant to the recommendations contained in the report of the Task Force, outlines the additional post and non-post resources required to implement the recommendations, starting in 2022. In particular, for the Organization to fully benefit from the diverse perspectives, skill sets and life experiences of its personnel, it is imperative to establish an office that will coordinate and support internal efforts to address discrimination, including racism and racial discrimination, enhance diversity, equity and inclusion in all categories and at all levels of personnel, and strengthen internal accountability mechanisms, including investigations, to build trust and enhance the credibility of the internal justice system in addressing claims of all forms of discrimination in the application of the Organization's human resources policies and practices.

The General Assembly is requested to approve the establishment of 16 new posts, effective 1 July 2022, and to appropriate an additional amount of \$2,175,200 (net of staff assessment) under the programme budget for 2022.

I. Introduction

1. The United Nations was founded on the principles of the dignity and worth of the human person, promoting universal respect for, and observance of, human rights and fundamental freedoms for all without distinction as to race, sex, language or religion. The United Nations Secretariat has consistently recognized the prevalence of racism and racial discrimination in society and played a key role in supporting Member States in developing legal instruments to address this abhorrence.

2. Within the Organization, through consistent and targeted action, it has made strides in addressing discrimination, harassment and abuse of authority within the confines of prohibited conduct as defined by it over the years. However, recognizing that the Organization is not immune to the scourge of racism and racial discrimination, in mid-2020 the Secretary-General called for action to be taken to identify, prevent and address instances of racism within the Organization. To that end, a number of dialogues were launched throughout the Organization to discuss the topic and its impact on personnel.

3. In September 2020, the Secretary-General established the Task Force on Addressing Racism and Promoting Dignity for All in the United Nations to spearhead deeper dialogue and develop a longer-term strategic action plan for the Secretariat. The strategic action plan was finalized and presented to the Secretary-General in early 2022. It outlines concrete actions to address racism and racial discrimination in the workplace and identified areas for further review to determine how best to support diversity, equity and inclusion in the Secretariat. The successful implementation of the recommendations in the strategic action plan require an overarching change management plan driven by continuous and dedicated leadership and staff engagement, coupled with enhanced accountability, robust and sustained communication and awareness initiatives, capacity-building, data collection and analysis, reporting, monitoring and evaluation frameworks.

4. To support the implementation of the strategic action plan and enhance the Organization's ability to address racism and racial discrimination, facilitate reporting and support those who experience it, the Secretary-General recommends post and non-post resources as set out in the present report, in particular for the establishment of the Office of Diversity, Equity and Inclusion in the Office of the Under-Secretary-General for Management Strategy, Policy and Compliance. The Office of Diversity, Equity and Inclusion will coordinate, monitor, advocate, mainstream and ensure the long-term sustainability of efforts to attain diversity, equity and inclusion in all categories and at all levels of personnel and to address discrimination, including racism and racial discrimination.

5. If approved by the General Assembly, the posts and temporary positions proposed in the present report will be established from 1 July 2022. Over time, the full implementation of the recommendations is expected to yield a range of benefits, including improved effectiveness of mandate delivery, cultural transformation and strengthened belonging and inclusion, and greater transparency, accountability and confidence in the ability of the United Nations to deliver on the mandates entrusted to it by Member States through enhanced professionalism, equality, dignity and the promotion of diversity, equity and inclusion at all personnel levels in the Organization.

II. A case for addressing racism and racial discrimination

6. Diversity, equity and inclusion bring tangible benefits and efficiencies to the work of the Organization, while racism, exclusion and marginalization affect staff morale, undermine solidarity and commitment and hamper the delivery of mandates.

7. In late 2020, the Secretariat administered its first survey on racism to assess staff perceptions on the extent of racism and racial discrimination in the Organization, as well as to guide the activities of the Task Force in the awareness and action campaigns and to support the development of the strategic action plan, which would transform the Organization in the long term.

8. To develop the strategic action plan, the Task Force identified the context and preconditions for change, assessed and analysed evidence-based data, carried out a review of benchmarking with comparable entities and institutions, undertook consultations to obtain additional qualitative information, engaged with staff representatives of different constituencies in various duty stations and carried out desk reviews of good practices and existing Secretariat-wide policies and strategies on promoting diversity, equity and inclusion. The Task Force designed recommendations and prepared a long-term action plan with expected results in key thematic focus areas. It also devised a monitoring, evaluation, accountability and learning mechanism for the plan.

Survey findings

9. The survey was categorized into nine dimensions. The least favourable dimensions were found to be the application of human resources regulations and rules and the Organization's recruitment and hiring practices, with one third of the more than 8,000 respondents saying that the Organization's human resources regulations and rules could be applied unfairly on the basis of race, nationality or ethnic background. The most favourable dimension was performance management, followed closely by trust and respect within the Organization.

10. An analysis of nearly 84,000 comments showed that the most negative comments pertained to career progression, senior leadership and administration and human resources processes. Among the most common microaggressions reported were preferential treatment of individuals from certain backgrounds, as well as discriminatory statements on specific jobs or assignments.

11. One in three respondents mentioned having experienced discrimination; 49 per cent of those said that they had experienced it occasionally, while 21 per cent reported experiencing it frequently. The most reported forms of discrimination were based on national origin (49 per cent), racial identity (38 per cent) and colour (31 per cent). Of those who did not report an incident of racial discrimination, 72 per cent took no action because they thought that it would yield no outcome, lacked trust or feared retaliation. Of those who reported an incident of racial discrimination, 52 per cent said that they were dissatisfied or very dissatisfied with the way in which the situation was handled, and only 13 per cent said that they found some form of support or protection against retaliation.

12. Across all dimensions of the survey, female respondents reported experiencing racial discrimination in various forms at a higher rate than male respondents. Across eight of the nine dimensions of the survey, individuals who identified themselves as being Black or of African descent reported the most unfavourable responses.

13. Among the respondents who reported experiencing racial discrimination, nationals of African States were the most represented (38 per cent), followed by nationals of Western European and other States (33 per cent), Asia-Pacific States (27 per cent), Latin American and Caribbean States (22 per cent) and Eastern European States (15 per cent). The rate of participation is based on the total number of staff in each regional group of Member States in the composition of the Secretariat.

14. Further analysis of workforce data, taken together with the information contained in the report of the Secretary-General entitled "Composition of the

Secretariat: staff demographics” (A/75/591), reaffirms the need to assess the Secretariat’s recruitment processes and practices from a diversity perspective that incorporates both geography and gender at every stage, including in selection decisions. There is an imperative for a comprehensive and transparent examination of the reasons behind these imbalances and differences.

III. Proposed recommendations for addressing racism and racial discrimination

15. The focus of the strategic action plan is on targeted actions to address personal, interpersonal, structural and institutional racism, beginning with a reimagining of the Organization’s workplaces in four change areas:

(a) **Organizational culture**, encompassing organizational culture, team culture, informal systems and practices, and leadership, including interpersonal interactions as well as behavioural change;

(b) **Operations and management practices**, including management practices, internal processes and talent management, to address issues around implicit bias and barriers;

(c) **Systems**, encompassing structures, policies and high-level functions, including the infrastructure that supports the Organization’s operations;

(d) **Internal justice processes**, complaints mechanisms and processes, regulatory environment, safe complaints handling for personnel in cases alleging racism and racial discrimination and outcome-based reporting.

IV. New office and structure

16. In line with the approach to addressing other forms of discrimination, harassment and abuse of authority within the confines of prohibited conduct, it is crucial to establish an office in the Office of the Under-Secretary-General for Management Strategy, Policy and Compliance that will lead efforts to address racism and racial discrimination and support diversity, equity and inclusion in all categories and at all levels of personnel, as well as mainstream the strategic action plan throughout the Secretariat.

17. The Office of Diversity, Equity and Inclusion will facilitate an integrated approach aimed at the attainment of diversity, equity and inclusion in all its forms and in addressing discrimination, including racism and racial discrimination, in the Organization, and will provide substantive support to all entities in the areas of strategy, policy, compliance and change management on all aspects of addressing racism and racial discrimination.

18. The establishment of the Office in 2022, and the provision of additional resources, will enhance the Organization’s ability to fully benefit from the diverse perspectives, skill sets and life experiences of its personnel and strengthen internal accountability mechanisms, to build trust and enhance their credibility in impartially investigating and addressing claims of discrimination, including racism and racial discrimination, in the application of the Organization’s human resources policies and practices.

19. Additional resources for posts and non-post resources will be needed for the Department of Management Strategy, Policy and Compliance, as well as for the Department of Operational Support and the Department of Global Communications,

in coordination with the Office of Legal Affairs, the Office of Internal Oversight Services and the Office of the United Nations Ombudsman and Mediation Services.

20. The Secretary-General will also appoint a Special Adviser on Addressing Racism and Promoting Dignity for All in the United Nations Secretariat, who possesses highly specialized skills in addressing discrimination, including racism and racial discrimination, to provide expert advice and guide the implementation of the strategic action plan. The Special Adviser will be engaged on a “when actually employed” basis and will be financed by voluntary contributions. The Office of Diversity, Equity and Inclusion will provide support to the Special Adviser as necessary.

21. As part of the governance structure, the Secretary-General also intends to establish an implementation steering group to guide and oversee the full operationalization, implementation and mainstreaming of the strategic action plan. The group will regularly report progress on the plan’s implementation to the Secretary-General and biannually to the Executive Committee and the Management Committee. The group will comprise senior officials and will be chaired by the Special Adviser.

V. Revised estimates

22. The present section contains an outline of the additional resource requirements for the Department of Management Strategy, Policy and Compliance, the Department of Operational Support and the Department of Global Communications needed in 2022 to launch the implementation of the strategic action plan. The resource requirements for 2023 and beyond for continued implementation of the plan are also provided for information purposes and will be included in the respective proposed programme budget reports.

23. To provide a comprehensive overview of the resources required for the implementation of the strategic action plan by the three entities, the financial resources proposed to be funded under the programme budget are included in the tables below.

A. Department of Management Strategy, Policy and Compliance

Office of Diversity, Equity and Inclusion

24. The Office of Diversity, Equity and Inclusion will support the efforts of the Under-Secretary-General for Management Strategy, Policy and Compliance to address discrimination, including racism and racial discrimination, and support the attainment of diversity, equity and inclusion in the United Nations Secretariat. The Office, in collaboration with the Office of Human Resources and the Department of Operational Support, will:

(a) Coordinate, monitor, advocate, mainstream and sustain all efforts aimed at ensuring diversity, equity and inclusion and in addressing all forms of discrimination, including racism and racial discrimination, in the Organization and serve as the entry point for specific queries on the overall implementation of the recommendations in the strategic action plan;

(b) Support the reinforcement of the Organization’s accountability systems by overseeing efforts to address discrimination, including racism and racial discrimination, more directly and effectively through capacity-building activities and encouraging reporting, accountability, monitoring and transparency;

(c) Coordinate and monitor all efforts towards the acceleration of diversity, equity and inclusion in all staff and non-staff categories and at all duty stations by monitoring and tracking all selection decisions, promotions, lateral reassignments, placement of staff on special projects or assignments, temporary assignments and separations from service;

(d) Monitor the administration of the Organization's human resources policies and practices to ensure their fair application, and the Organization's performance in implementing its workforce planning solutions and their impact on the gaps that they were designed to address;

(e) Coordinate all change management efforts in all departments and offices in an integrated approach to anchoring and sustaining the targeted cultural transformation in the Organization;

(f) Undertake communications and engagement efforts to support cultural transformation, increase awareness about reporting mechanisms and enhance monitoring, evaluation and accountability tools and to consolidate the application of the policy on prohibited conduct;

(g) Monitor and participate in the evaluation of the Secretariat's recruitment processes and practices to ensure that a diversity perspective is intersected with geographical representation, gender and equity at every stage of the recruitment cycle, including in selection decisions;

(h) Provide input in the review of human resources policies and practices, including staff recruitment, mobility and appointments to a higher level, to determine whether there is bias in practices, evaluation methods and decision-making that may have a disparate impact on staff members of a particular race, colour, or ethnic or national origin, and propose measures to address it;

(i) Develop a methodology and regularly monitor specific indicators for the collection and analysis of data and the evaluation of progress against specific objectives and benchmarks adopted for the purpose of ensuring equitable geographic representation intersected with diversity, equity and inclusion;

(j) Coordinate dialogue, learning and perception management to build trust among personnel on the Organization's commitment and efforts to address discrimination, including racism and racial discrimination, enhance diversity, equity and inclusion and transform the workplace culture.

25. As detailed in table 1, the requested activities would entail additional resource requirements as follows:

(a) Post resources of \$375,500 in 2022 and \$1,267,800 in 2023 in the new Office of Diversity, Equity and Inclusion, comprising one post of Director (D-2), one post of Senior Programme Management Officer (P-5), one post of Senior Human Resources Officer (P-5), one post of Programme Management Officer (P-4), one post of Communications and Engagement Officer (P-4), one post of Associate Programme Management Officer (P-2) and one post of Programme Assistant (General Service (Other level)). The justifications for the posts are provided in annex II. The functions to be performed by the posts are of a long-term nature and will ensure the operationalization, implementation, mainstreaming and long-term sustainability of the strategic action plan, enhance accountability, monitoring and transparency and facilitate the attainment of diversity, equity and inclusion while addressing discrimination, including racism and racial discrimination, in the Organization;

(b) Provisions for consultancy services totalling \$130,000 and \$269,500 will be required in 2022 and 2023, respectively, to support communications efforts through the copy-editing of communications, advocacy and educational materials, the

design of graphics and illustrations for communications, the production of videos and other digital assets, and translation services. In collaboration with the Office of the United Nations Ombudsman as a neutral convener of dialogues, the amounts of \$99,000 and \$188,000 are estimated for 2022 and 2023, respectively, to engage consultants to support the continuation of the awareness and dialogue campaigns;

(c) A provision of \$19,900 in 2022 under travel for four trips to in-person meetings for engagement in mainstreaming efforts to address racism in the Organization. In 2023, travel provisions of \$24,100 are required for five trips;

(d) Additional resources of \$102,900 in 2022 and \$21,400 in 2023 for associated common services costs for the new posts.

Table 1

Resource requirements for the Office of Diversity, Equity and Inclusion

(Thousands of United States dollars)

	<i>Requirements for 2022</i>	<i>Requirements for 2023</i>
Posts	375.5	1 267.8
Other staff costs	–	–
Consultants	229.0	457.5
Travel of staff	19.9	24.1
Contractual services	11.0	11.0
General operating expenses	70.7	8.3
Supplies and materials	2.1	2.1
Furniture and equipment	19.1	–
Total	727.3	1 770.8

Office of Human Resources*Global Strategy and Policy Division*

26. The Strategic Talent Management Service of the Global Strategy and Policy Division is responsible for developing organizational strategies that build and support a competent, diverse and engaged workforce. The Service will lead the operational implementation of:

(a) Building leadership capacity by enhancing leadership training programmes to incorporate anti-racism, implicit bias training and diversity, equity and inclusion elements;

(b) Development, in collaboration with the Office of the United Nations High Commissioner for Human Rights, of a comprehensive training framework tailored to start from a basic awareness and understanding of diversity, equity and inclusion;

(c) Development, in collaboration with the Department of Operational Support, of a training module tailored to managers on how to address racism in the workplace;

(d) Provision to United Nations personnel of self-assessment tools to examine their own biases;

(e) Development of a module on anti-racism for delivery in all induction programmes at all levels; and analysis of the employee engagement cycle to gain a full measure of the extent of discrimination, including racial discrimination, in career progression;

(f) Review, in collaboration with the Department of Operational Support, of the entire recruitment cycle, including roster management, to address bias and ensure full transparency and accountability.

27. The Strategy and Policy Development Service of the Division is responsible for developing and revising human resources policies related to Organization-wide matters. The Service will lead the operational implementation of the strategic action plan in reviewing the human resources regulatory framework and strategies to embed anti-racism, diversity, equity and inclusion provisions.

Administrative Law Division

28. The Administrative Law Division is responsible for effective coordination and capacity-building to ensure that the standards of conduct are fully integrated and consistently understood and applied across the Secretariat. In collaboration with the Office of Internal Oversight Services, the Division will review the fact-finding and investigations process for claims of racism and make recommendations on strengthening internal capacity or engaging specialists to respond to allegations of racism and racial discrimination; undertake a sample review of past allegations of racism to derive lessons learned, inform the Administration on handling future cases, accountability measures and addressing retaliation; and review Secretary-General's bulletin [ST/SGB/2019/8](#) to define racism and racial discrimination and how they manifest in the workplace and, overall, strengthen accountability in this regard.

29. The Office of Human Resources, in collaboration with the Department of Operational Support, is in the initial planning stages of reviewing the Secretariat's recruitment process to identify barriers to inclusivity, including racial discrimination, review best practices for inclusive recruitment and assessments, identify areas for improvement and devise recommendations on suitable steps and assessment methods in the recruitment process that will facilitate inclusion in the process and the workforce of the Organization. The Secretary-General intends to request financial resources through the established budgetary procedures to support the review process and implement its findings.

30. As detailed in table 2, the above-mentioned activities would entail resource requirements for the Office of Human Resource in the Department of Management Strategy, Policy and Compliance as follows:

(a) Post resources of \$158,700 in 2022 and \$552,700 in 2023 in the Global Strategy and Policy Division comprising three posts of Human Resources Officer (two P-4 and one P-3). Justifications for the posts are provided in annex II. The duties to be performed by the posts are of a long-term nature and will ensure the continued sustainability of addressing racism and racial discrimination in the Organization. In addition, the Division will require other staff costs of \$103,100 in 2022 and \$359,200 in 2023 for two temporary positions of Human Resources Officer (one P-4 and one P-3). Justifications for the temporary positions are provided in annex III. The roles and responsibilities to be performed by the positions in the review of existing human resources-related administrative issuances and practices will be of a short-term nature;

(b) Other staff costs of \$55,600 in 2022 and \$193,500 in 2023 for one temporary position of Legal Officer (P-4) in the Administrative Law Division. Justification for the position is also provided in annex III. The functions to be performed by this position in reviewing the fact-finding and investigations of claims of racism and making recommendations on how to strengthen internal capacity and review Secretary-General's bulletin [ST/SGB/2019/8](#) to address racism and racial discrimination and promote diversity, equality, inclusion and equity will be of a short-term nature;

(c) Provisions for consultancy services for the Strategic Talent Management Service of the Global Strategy and Policy Division in the amount of \$72,000 in 2022 to engage a consultant with learning and instructional design expertise to review overall learning requirements, identify gaps and develop programmes;

(d) Provisions for consultancy services for the Critical Incident Response Service of the Administrative Law Division in the amount of \$80,000 in 2022 to develop data management system and monitoring tools;

(e) Provisions for contractual services for the Strategic Talent Management Service of \$107,800 in 2022 for six training group sessions on diversity, equity and inclusion and anti-racism (\$30,000); two sessions on awareness-raising (\$10,000); and the development of toolkits and facilitation guides to be used in combination with the module on unconscious bias to raise awareness of linguistic prejudice (\$33,800) and other forms of prejudice (\$34,000). Provisions for contractual services in 2023 totalling \$384,500 comprise four sessions on awareness-raising (\$20,000); entity-level tailored anti-racism programming (\$139,500); and training module development in the six official languages of the Organization (\$225,000);

(f) Additional resources of \$19,800 in 2022 and \$12,600 in 2023 for associated common services costs for the new posts and temporary positions.

Table 2

Resource requirements for the Office of Human Resources

(Thousands of United States dollars)

	<i>Requirements for 2022</i>	<i>Requirements for 2023</i>
Posts	158.7	552.7
Other staff costs	158.7	552.7
Consultants	152.0	–
Travel of staff	–	–
Contractual services	117.2	393.9
General operating expenses	1.4	1.4
Supplies and materials	1.8	1.8
Furniture and equipment	7.2	–
Total	597.0	1 502.5

B. Department of Operational Support**Office of Support Operations**

31. The Office of Support Operations in the Department of Operational Support provides support in the areas of human resources, delivery of diverse training services, and medical and occupational health and safety support. The Office consists of the Human Resources Services Division, the Capacity Development and Operational Training Service and the Division of Health-Care Management and Occupational Safety and Health.

32. The Department of Operational Support plays a co-lead role with the Department of Management Strategy, Policy and Compliance on two action points in the strategic action plan under “Changes to the Organization’s operations and management policies and practices” and to provide support for one action point under “Changes to the Organization’s culture”. Two pillars of the Department, namely the

Human Resources Services Division and the Division of Health-Care Management and Occupational Safety and Health, will therefore require resources to lead and support the implementation of the plan. The Capacity Development and Operational Training Service in the Department will also support the development, design, coordination and delivery of required learning programmes and capacity development initiatives pursuant to its mandate for operational, systems, language and communication training.

Human Resources Services Division

33. The Human Resources Services Division is responsible for providing advisory support and developing operational guidance, supporting innovation and simplifying operational human resources processes, developing talent pools to enable faster recruitment of qualified and diverse candidates, and implementing examination programmes and enhanced assessment solutions.

34. The Division will lead operational implementation in the following areas in support of the implementation of the strategic action plan:

(a) Review the entire recruitment cycle (application, job opening requirements, application screening, testing, interviewing, compliance review, selection), including roster management, to address bias and ensure full transparency and accountability and put in place corrective measures;

(b) Build a data model and conduct detailed analysis of how different demographic groups fare during the various stages of the rostering process, and ensure that accurate and pertinent data are available for staffing practitioners;

(c) Provide standardized, accurate and fair recruitment assessment services to Secretariat entities with delegated authority for recruitment;

(d) Provide operational workforce planning and organizational design support to Secretariat entities, to develop strategies and implement corrective measures to address racism in their staffing processes and improve multilingualism;

(e) Provide operational and advisory support to Secretariat entities on how to support anti-racism in their staffing processes;

(f) Provide advisory support and guidance to client entities to ensure that recruitment processes consider the working languages of duty stations in the appointment of personnel, including in the appointment of senior officials at offices away from Headquarters and field entities.

Capacity Development and Operational Training Service

35. The Capacity Development and Operational Training Service is mandated to design and develop training and capacity development solutions to respond to specific operational needs. This can take the form of training course development, as well as business process improvement and knowledge management, including the effective dissemination of operational guidance, best practices and lessons learned. In the context of efforts to address discrimination, including racial discrimination, the Service foresees opportunities to adapt and refine course offerings, further develop operational capacities in human resources management functions and develop customized informational material targeted at improving consciousness and capacities, changing mindsets and fostering cultural and behavioural changeout. As the entity responsible for the design, development and delivery of language learning, the Service will also play a key role in further promoting linguistic diversity and the acquisition of effective language and communication skills as part of a broader strategy to increase inclusiveness, eliminate discrimination and facilitate greater

understanding of linguistic and cultural differences within and across different Secretariat entities. This is particularly important on the ground in the United Nations field operations, in ensuring effective communication with host country interlocutors, local actors and national staff.

36. Consequently, the Capacity Development and Operational Training Service will:

(a) In collaboration with the Office of Human Resources and subject matter experts, conduct a gap analysis of the existing learning operational materials, such as the course for hiring managers and the course on enhanced training for operational support, targeted at mid-level Professional staff performing managerial and supervisory functions, with a view to identifying opportunities for strengthening messages and learning elements to address biases; and adapt, customize or supplement courses and programmes, integrating content and material with learning opportunities to promote diversity, equity and inclusion and address racism;

(b) Develop and curate informational and guidance material for dissemination and awareness-raising across the Secretariat on the Knowledge Gateway;

(c) Support field operations in developing targeted language programmes and initiatives to develop language and communication skills, and in enhancing linguistic diversity among staff, which is critical to the establishment of trust and rapport on the ground;

(d) Explore opportunities for the effective provision of learning materials in the two working languages and identify the resources required to produce self-paced training courses in French, leveraging existing materials such as the course for hiring managers, and for the translation of online training manuals and guidance materials from English to French.

Division of Health-Care Management and Occupational Safety and Health

37. The Staff Counsellor's Office in the Division of Health-Care Management and Occupational Safety and Health provides mental health and psychosocial support, guidance and training for Secretariat staff. Part of that support entails providing policy input and contributing to operationalizing the frameworks and strategies that affect the mental health of Secretariat personnel.

38. The Staff Counsellor's Office and its mental health professionals will provide support to the implementation of the recommendations in the strategic action plan in the following areas:

(a) Serve as a focal point for the mental health and well-being of staff affected by racism and racial discrimination in the workplace by providing individual supportive counselling services;

(b) Partner with the Human Resources Services Division to incorporate the promotion of mental health while operationalizing the strategic action plan recommendations through:

(i) Human resources practitioner and manager consultations on sensitive cases related to racism in the workplace;

(ii) Provision of mental health services throughout the policy implementation;

(iii) Data collection on staffing issues related to retention and separation, which should include exit interviews with a human resources practitioner or, when preferred, a staff counsellor for all unplanned resignations;

(iv) Assistance to the Human Resources Services Division in the analysis of exit interview data to identify trends in retention pitfalls that may be related to exclusion due to racism or other areas affecting dignity in the workplace. This will ensure that the Organization is monitoring and addressing any problematic areas;

(c) Partner with change management stakeholders and the Capacity Development and Operational Training Service on educational activities related to diversity, equity, inclusion and anti-racism to incorporate psychosocial aspects throughout all programmes;

(d) Update appropriate psychosocial training workshops to incorporate language and information on increasing dignity for all;

(e) Collaborate with appropriate stakeholders, including the Office of Human Resources, on the development of training for staff counsellors on anti-racism, diversity, equity and inclusion.

39. As detailed in table 3, the activities above would entail additional resource requirements for the Department of Operational Support as follows:

(a) Post resources of \$ 158,700 in 2022 and \$530,400 in 2023 in the Human Resources Services Division, comprising one post of Human Resources Officer (P-4), one post of Data Scientist (P-4) and one post of Business Analyst (P-3). Justifications for the posts are provided in annex II. The duties to be performed by the posts are of a long-term nature and will ensure the continued sustainability of addressing discrimination, including racism and racial discrimination, in the Organization. In addition, the Division will require provisions under other staff costs of \$95,100 in 2022 and \$318,000 in 2023 for two temporary positions of Human Resources Officer (P-3), as indicated in annex III. In the interim, the duties to be performed by the positions will be of a short-term nature; however, the continued need for the positions will be assessed appropriately and any proposal for their long-term continuation will be submitted to the General Assembly through the established budgetary process;

(b) Post resources of \$47,600 in 2022 and \$159,000 in 2023 in the Capacity Development and Operational Training Service for one post of Staff Development Officer (P-3). Justification for the post is provided in annex II. The functions to be performed by the post in the design and development of outreach and guidance material for field operations to promote inclusion and anti-racism through linguistic diversity and language learning are of a long-term nature and will support the mainstreaming of the strategic action plan and ensure the continued sustainability of addressing discrimination, including racism and racial discrimination, in the Organization;

(c) Post resources of \$47,600 in 2022 and \$159,000 in 2023 in the Division of Health-Care Management and Occupational Safety and Health of one Staff Counsellor (P-3). Justification for the post is provided in annex II. The roles and responsibilities to be performed by the post in providing supportive counselling services to Secretariat staff members who feel that they are experiencing racism or related experiences are of a long-term nature and will ensure the continued sustainability of addressing discrimination, including racism and racial discrimination, in the Organization;

(d) Provisions for consultancy services totalling \$36,000 in each of the years 2022 and 2023 to engage a consultant in the Human Resources Services Division with technical/human resources expertise to support the procurement of external assessment services, training development and/or other specialized tasks, including a review of multilingualism in support of anti-racism;

(e) A provision of \$19,900 in 2022 for travel by the Human Resources Services Division for operational support visits to United Nations entities to review their end-to-end recruitment practices, including four trips to field operations and/or other entities annually. In 2023, travel provisions of \$40,000 are required for four trips;

(f) Provisions for contractual services for the Human Resources Services Division of \$272,000 in each of the years 2022 and 2023 for products and specialized recruitment and staffing services in support of anti-racism, comprising specialized services for job analysis and the development of assessments for rostering and specific job openings; development of operational workforce planning and organizational design tools and systems to support anti-racism and multilingualism; and provision of operational support to client entities in the review of their staffing processes and structures and drafting of recommendations to support anti-racism (\$200,000). In addition, an amount of \$72,000 would cover services supporting business process improvement and redesign of the separation process, including reviewing aspects relating to Umoja human resources administration and related data analysis;

(g) Provisions for contractual services for the Capacity Development and Operational Training Service amounting to \$100,000 in each of the years 2022 and 2023 for training, identifying learning gaps/needs, developing appropriate instructional design and/or incorporating diversity, equity and inclusion-relevant components into existing or supplemental offerings;

(h) Additional resources of \$23,100 in 2022 and \$14,700 in 2023 for associated common services costs for the new posts and temporary positions.

Table 3

Resource requirements for the Department of Operational Support

(Thousands of United States dollars)

	<i>Requirements for 2022</i>	<i>Requirements for 2023</i>
Posts	253.9	848.4
Other staff costs	95.1	318.0
Consultants	36.0	36.0
Travel of staff	19.9	40.0
Contractual services	383.0	383.0
General operating expenses	1.6	1.6
Supplies and materials	2.1	2.1
Furniture and equipment	8.4	–
Total	800.0	1 629.1

C. Department of Global Communications

40. The Department of Global Communications oversees the United Nations intranet, iSeek, which is the primary internal communications and knowledge-sharing tool of the Secretariat. The platform connects staff members at all duty stations and peacekeeping missions as the Secretariat's primary vehicle of internal communications, highlighting Secretariat activities taking place at duty stations around the world. The United against Racism page on iSeek is critical to addressing racism and racial discrimination in the Secretariat and the United Nations common

system. There are approximately 176,500 potential readers of iSeek in the Secretariat and other United Nations entities.

41. As detailed in table 4, the requested activities would entail resource requirements for the Department of Global Communications as follows:

(a) Post resources of \$47,600 in 2022 and \$173,800 in 2023 for one Public Information Officer (P-3). The justification for the post is provided in annex II;

(b) Additional resources of \$3,300 in 2022 and \$2,100 in 2023 for associated common services costs for the new post.

Table 4

Resource requirements for the Department of Global Communications

(Thousands of United States dollars)

	<i>Requirements for 2022</i>	<i>Requirements for 2023</i>
Posts	47.6	173.8
Other staff costs	–	–
Consultants	–	–
Travel of staff	–	–
Contractual services	1.6	1.6
General operating expenses	0.2	0.2
Supplies and materials	0.3	0.3
Furniture and equipment	1.2	–
Total	50.9	175.9

VI. Summary of resource requirements

42. The financial implications for 2022 and 2023 are detailed in table 5.

Table 5

Additional resource requirements (before recosting)

(Thousands of United States dollars)

	<i>Requirements for 2022</i>	<i>Requirements for 2023</i>
Section 29A, Department of Management Strategy, Policy and Compliance	1 324.3	3 273.3
Section 29B, Department of Operational Support	800.0	1 629.1
Section 28, Global communications	50.9	175.9
Total, excluding staff assessment	2 175.2	5 078.3
Section 36, Staff assessment	125.7	425.4
Total, including staff assessment	2 300.9	5 503.7

43. The requirements for 2022 indicated above have not been included in the programme budget for 2022. Therefore, additional resources totalling \$2,175,200 would be required under sections 29A, 29B and 28 of the programme budget for 2022, as indicated in table 5.

44. An additional amount of \$125,700 would be required in 2022 under section 36, Staff assessment, to be offset by an equivalent amount under income section 1, Income from staff assessment.

45. The requirements for 2023 totalling \$5,078,300, net of staff assessment, will be included in the proposed programme budget for 2023.

46. The posts proposed to be established, effective 1 July 2022, are detailed in table 6.

Table 6

Proposed posts to be established, effective 1 July 2022

	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>GS (PL)</i>	<i>GS (OL)</i>	<i>Total</i>
Department of Management Strategy, Policy and Compliance									
Office of Diversity, Equity and Inclusion	1	–	2	2	–	1	–	1	7
Global Strategy and Policy Division	–	–	–	2	1	–	–	–	3
Department of Operational Support									
Human Resources Services Division	–	–	–	2	1	–	–	–	3
Capacity Development and Operational Training Service	–	–	–	–	1	–	–	–	1
Division of Health-Care Management and Occupational Safety and Health	–	–	–	–	1	–	–	–	1
Department of Global Communications									
	–	–	–	–	1	–	–	–	1
Total	1	–	2	6	5	1	–	1	16

Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

VII. Action requested of the General Assembly

47. The General Assembly is requested:

(a) To approve the establishment of 16 new posts as detailed in table 6 of the present report;

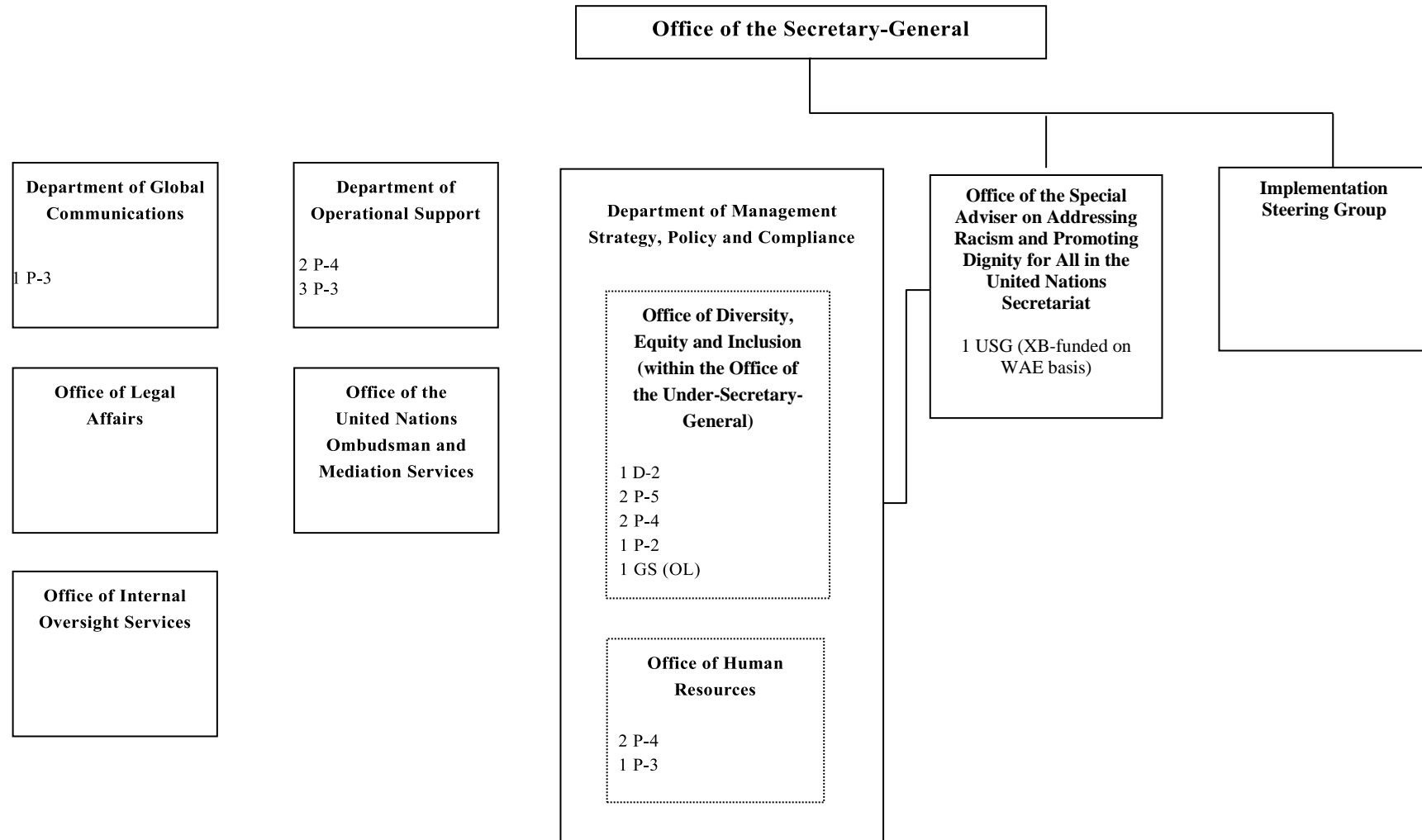
(b) To approve an additional appropriation in the amount of \$2,175,200, comprising \$1,324,300 under section 29A, Department of Management Strategy, Policy and Compliance, \$800,000 under section 29B, Department of Operational Support, and \$50,900 under section 28, Global communications, of the programme budget for 2022;

(c) To approve an additional appropriation in the amount of \$125,700 under section 36, Staff assessment, of the programme budget for 2022, to be offset by an equivalent amount under income section 1, Income from staff assessment.

Annex I

Organizational structure and post distribution for 2022

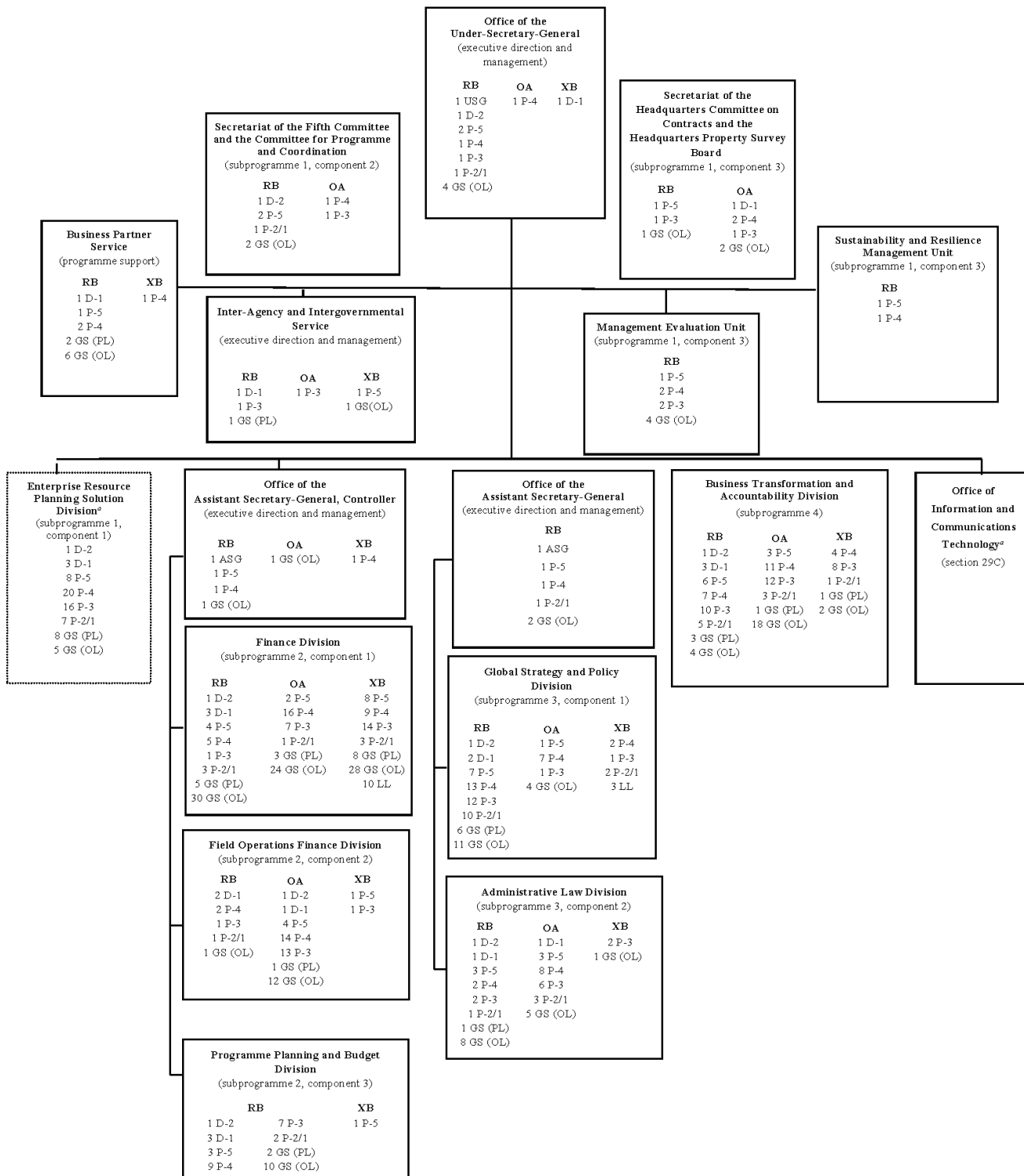
A. Overall^a



Abbreviations: GS (OL), General Service (Other level); USG, Under-Secretary-General; WAE, when actually employed; XB, extrabudgetary.

^a Posts funded from the regular budget unless otherwise indicated.

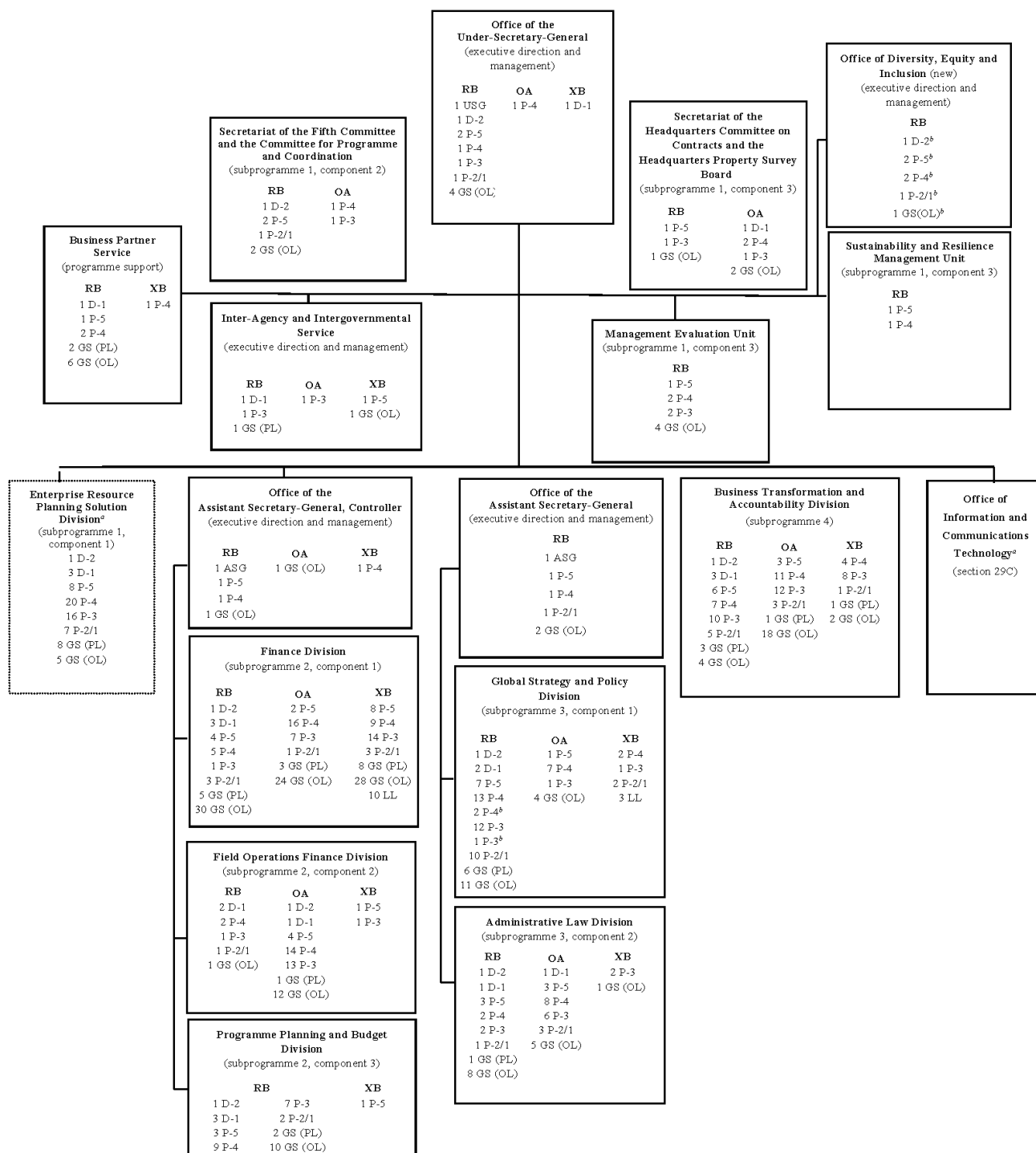
B.1. Department of Management Strategy, Policy and Compliance (as approved)



Abbreviations: ASG, Assistant-Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; OA, other assessed; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Dual reporting to the Department of Management Strategy, Policy and Compliance and the Department of Operational Support

B.2. Department of Management Strategy, Policy and Compliance (as proposed)

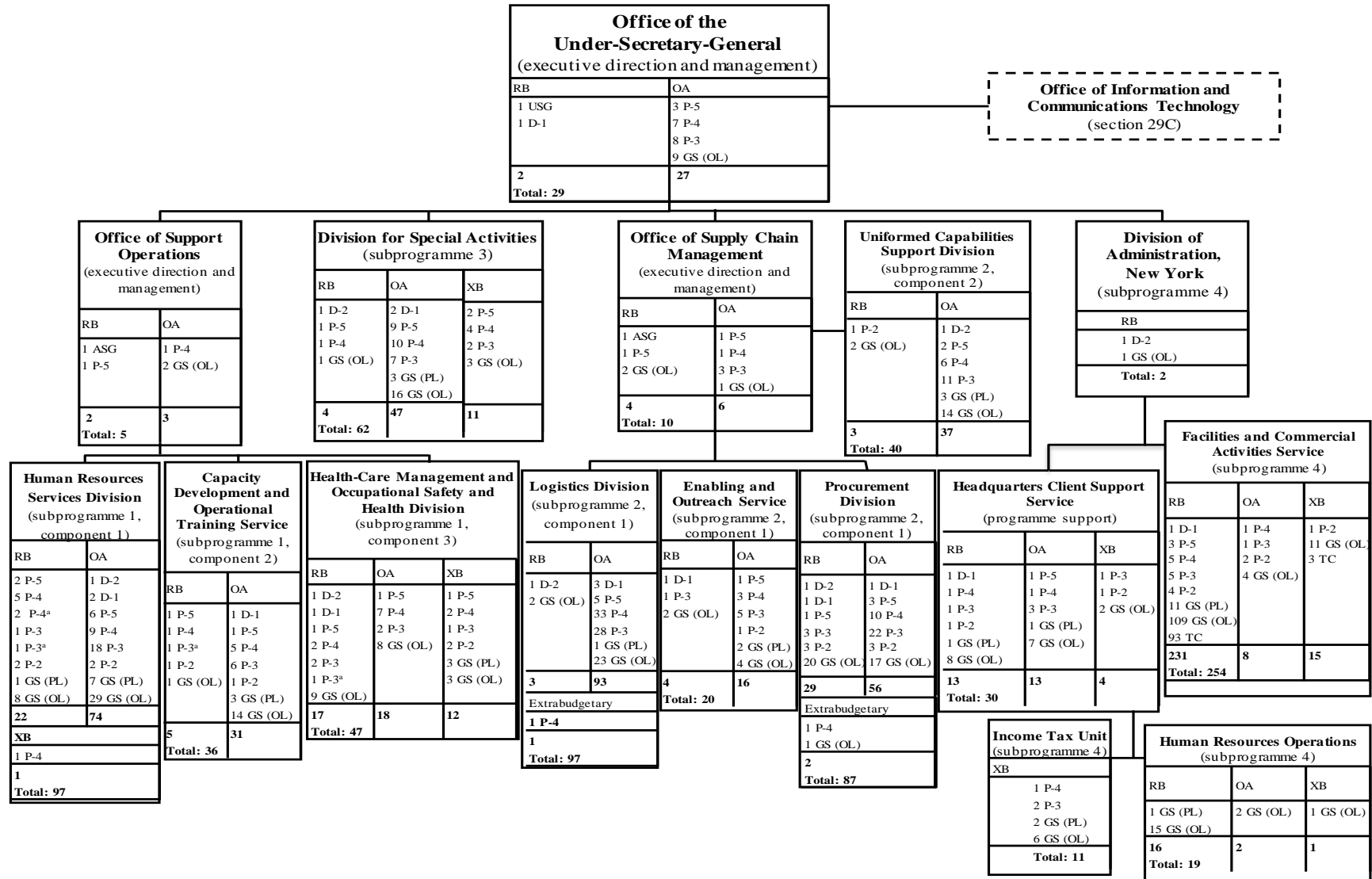


Abbreviations: ASG, Assistant-Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; OA, other assessed; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Dual reporting to the Department of Management Strategy, Policy and Compliance and the Department of Operational Support.

^b New post.

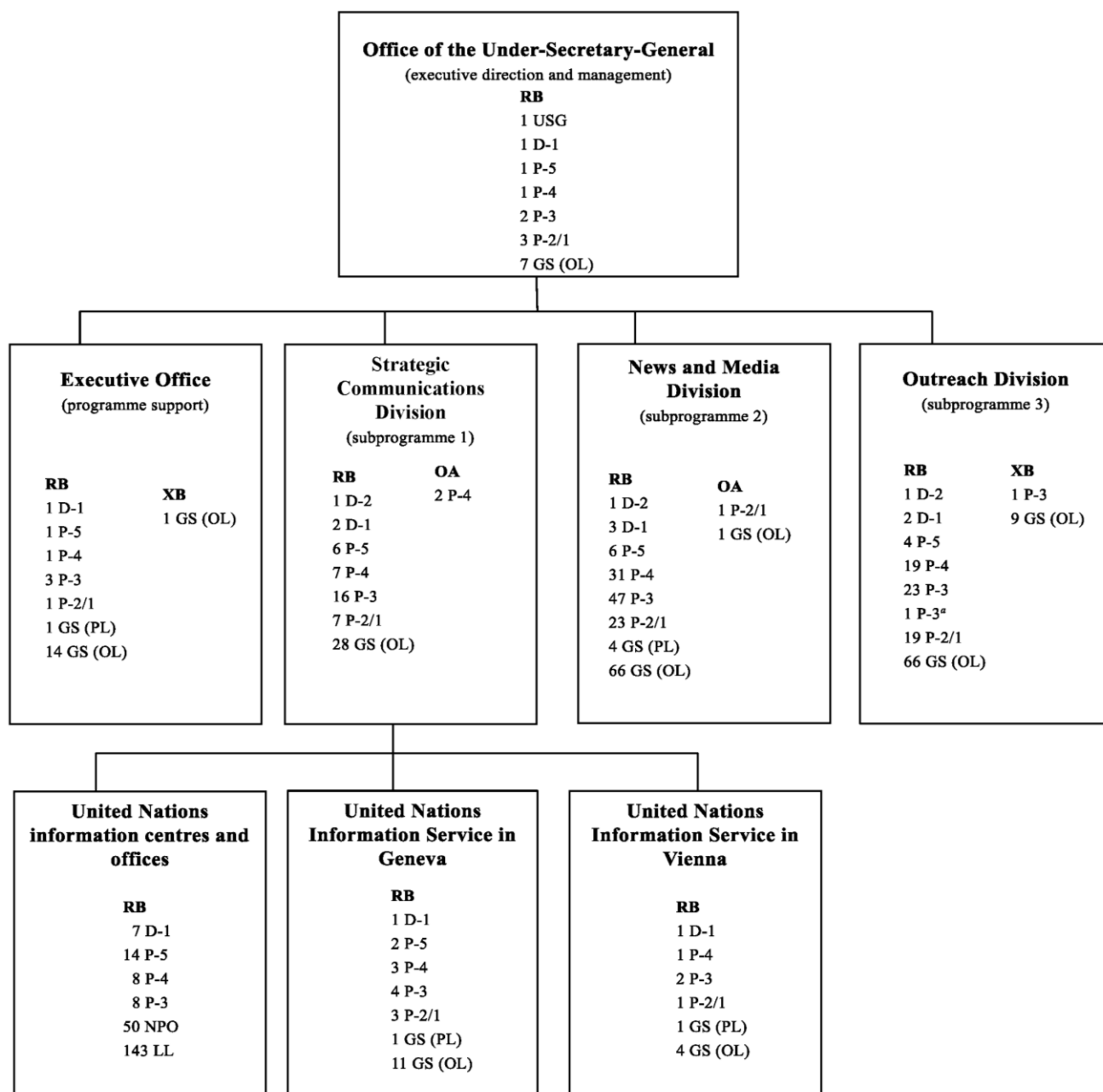
C. Department of Operational Support



Abbreviations: ASG, Assistant-Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); OA, other assessed; RB, regular budget; TC, Trades and Crafts; USG, Under-Secretary-General; XB, extrabudgetary.

^a New post.

D. Department of Global Communications



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; OA, other assessed; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a New post.

Annex II

Justification of posts

Department of Management Strategy, Policy and Compliance Office of Diversity, Equity and Inclusion

Director (D-2)

1. The Office of Diversity, Equity and Inclusion will be led by a Director (D-2) and supported by one General Service (Other level) post. The Director will report to the Under-Secretary-General for Management Strategy, Policy and Compliance. The Director will lead the oversight, coordination, monitoring, advocacy, mainstreaming and sustainability activities of the Office in attaining diversity, equity and inclusion in all categories and at all levels of personnel and in addressing all forms of discrimination. The incumbent will also oversee the overall operationalization, implementation, mainstreaming and long-term sustainability of the strategic action plan through active engagement, visibility, and collaboration with implementing partners, Secretariat entities and other stakeholders. The Director will provide substantive advice in reviewing structures, policies and diversity in high-level functions and the infrastructure that supports the Organization's operations to address personal, interpersonal, structural and institutional racism. The incumbent will act as the Secretary of the strategic action plan implementation steering group. The Director will be responsible for leading all change management efforts that transform the Secretariat into a workplace where discrimination is actively addressed, where there is accountability for discriminatory conduct and where the Organization provides a dignified and inclusive workplace for all. In collaboration with implementing partners, the Director will coordinate all efforts to review operations, management practices, internal processes and talent management to address implicit bias and barriers. The Director will identify levers, entry points and opportunities within the Secretariat to shape, promote, motivate and engage United Nations personnel around anti-discrimination. The Director will oversee the monitoring, evaluation, accountability and learning framework and identify common obstacles or challenges and work with implementing partners and Secretariat entities to devise appropriate solutions. The Director will be responsible for providing expert advice on diversity, equity and inclusion, including on the exercise of delegated authority by the heads of entities and human resources practitioners, on complex matters related to addressing discrimination, including racism and racial discrimination and advancing diversity, equity and inclusion. The Director will coordinate and oversee the preparation of reports for presentation to senior leaders, the implementation steering group, intergovernmental bodies and other policymaking organs, as appropriate. Also within the Director's purview is the provision of management guidance and development and training for all staff under the Director's supervision.

Senior Programme Management Officer (P-5)

2. The Senior Programme Management Officer will report to the Director, Office of Diversity, Equity and Inclusion, and be supported by a Programme Management Officer (P-4) post and an Associate Programme Management Officer (P-2) post. The incumbent will monitor a portfolio of initiatives that span multiple lines of activities aimed at addressing discrimination and enhancing diversity, equity and inclusion in the global Secretariat. The Officer is also responsible for the overall stewardship of implementing, operationalizing and ensuring the long-term sustainability of the strategic action plan. The Officer, in collaboration with the Office of Human Resources and the Department of Operational Support, takes part in the coordination,

monitoring, advocacy, mainstreaming and sustainability of all efforts aimed at ensuring diversity, equity and inclusion and in addressing all forms of discrimination, including racism and racial discrimination. This entails coordinating and monitoring the day-to-day activities of cross-functioning implementing partners in the execution of integrated initiatives to implement the strategic action plan and in addressing all forms of discrimination. The Officer serves as the first point of contact in providing substantive advice to implementing departments and offices to ensure that all deliverables are on track, within scope and meet the desired objective, and in supporting Secretariat entities in the operationalization of the strategic action plan. The Officer oversees the monitoring of initiatives, evaluates the quality of work, and reports on progress made in implementing and mainstreaming the strategic action plan. The Officer proactively manages issues and proposes resolutions to problems, recognizes when things veer off course, liaises with relevant parties, identifies and initiates follow-up actions, and escalates to senior management and governance bodies as necessary. The Officer leads the strategic development, implementation and evaluation of assigned initiatives concerning the strategic action plan's performance. In collaboration with the Senior Human Resources Officer, the Officer ensures clear and frequent communication throughout the mainstreaming of the strategic action plan.

Senior Human Resources Officer (P-5)

3. The Senior Human Resources Officer (change management) will report to the Director, Office of Diversity, Equity and Inclusion, and be supported by a Communications and Engagement Officer (P-4). The Officer will be responsible for designing, implementing and refining a change management strategy, communications and training frameworks, and best practices in support of implementing the strategic action plan. The Officer will build awareness and drive change adoption and change advocacy across the global United Nations Secretariat in engaging ways; conduct change readiness assessments and convert the findings into actionable steps to support the operationalization, implementation and mainstreaming of the strategic action plan; and deliver change readiness exercises in partnership with departments and offices. In partnership with the Department of Global Communications, the Officer will lead the creation of a proactive internal communications strategy to implement the strategic action plan. The Officer will ensure relevance, consistency, integration, alignment and appropriate timing of messages across the global United Nations Secretariat. The Officer will coach stakeholders and focal points to upskill and increase change management capabilities in addressing racism in the Secretariat and in advancing diversity, equity, inclusion and belonging. The Officer will provide direct support to the Special Adviser on Addressing Racism in the execution of the Adviser's terms of reference concerning the implementation of the strategic action plan and to the Director on all change management issues.

Programme Management Officer (P-4)

4. Under the direction of the Senior Programme Management Officer (P-5), the Programme Management Officer, in collaboration with the Office of Human Resources and the Business Transformation and Accountability Division, is responsible for data analysis and evaluation, and supports Secretariat entities in creating data strategy road maps to support the implementation of the strategic action plan. The Officer will track selection decisions; monitor progress in diversity, equity and inclusion intersected with geographical representation, gender parity and disability; prepare special reports, briefs, presentations; and provide recommendations for implementing the data strategies. The Officer will prepare monthly reports on staff selection decisions in the global Secretariat for publication.

Communications and Engagement Officer (P-4)

5. Under the supervision of the Senior Human Resources Officer, the Communications and Engagement Officer, in cooperation with the Department of Global Communications, will be responsible for developing and implementing a comprehensive communications strategy to promote awareness and knowledge of the Organization's efforts and capacity to address racism and racial discrimination. The Officer will plan and execute complex advocacy campaigns (e.g., global promotion initiatives, internal communication programmes, far-reaching and subject-specific issues related to anti-racism); where appropriate, the Officer will work with Secretariat entities, funds and agencies to develop ways to implement campaigns in the United Nations common system and to incorporate campaign messages and themes into all relevant events and products. In addition, the Officer will prepare and coordinate the production of a diverse range of communications and advocacy products (e.g., articles, broadcasts, web stories, explainers, fact sheets) to convey the impact and results of the Office of Diversity, Equity and Inclusion in advancing an anti-racist culture within the Organization and to educate staff on how to address racism and racial discrimination at the workplace and encourage them to do so. The Officer will also prepare statements, reports and briefing notes.

Associate Programme Management Officer (P-2)

6. The Associate Programme Management Officer will report to the Senior Programme Management Officer and, in collaboration with the Office of Human Resources and the Office of the United Nations Ombudsman and Mediation Services, be responsible for developing and implementing awareness-raising and capacity-building materials on addressing racism and racial discrimination; organizing and coordinating the dialogue and awareness campaigns; contributing to the roll-out of the strategic action plan; and preparing presentations, talking points, briefing notes and position papers on assigned topics and activities on addressing racism and attaining diversity, equity and inclusion.

Programme Assistant (General Service (Other level))

7. The Programme Assistant will report to the Director and work closely with the Senior Programme Management Officer in running the day-to-day operations and activities of the Office. This will entail participating in the coordination of the administrative activities of the team, providing procedural and administrative support, and handling operational and administrative queries.

**Office of Human Resources
Global Strategy and Policy Division****Human Resources Officer (P-4)**

8. The Human Resources Officer (Anti-Racism, Diversity, Equity and Inclusion) will report to the Chief, Organizational Development Section, Strategic Talent Management Service, Global Strategy and Policy Division. The Officer will contribute as a subject matter expert in developing anti-racism learning content and a comprehensive training framework for Secretariat personnel, leadership, managers, human resources practitioners and newly hired personnel. The Officer will work closely with the Office of the United Nations High Commissioner for Human Rights, the Department of Operational Support and other organizations of the United Nations common system to co-produce anti-racism learning and training curricula.

Human Resources Officer (P-4)

9. The Human Resources Officer (Monitoring, Evaluation, Accountability and Learning Officer (Anti-Racism, Diversity, Equity and Inclusion)) will report to the Chief, Staffing Diversity and Outreach Section, Strategic Talent Management Service, Global Strategy and Policy Division. The Officer will coordinate the activities of the Global Strategy and Policy Division on all division-specific anti-racism, diversity, equity and inclusion priority areas, including relating to all components of talent management and human resources policies. The Officer will liaise with counterparts in the Division, external evaluation experts and the Office of Diversity, Equity and Inclusion to develop monitoring, evaluation, accountability and learning targets and indicators, and will review metrics throughout the life cycle of the implementation of the strategic action plan.

Human Resources Officer (P-3)

10. The Human Resources Officer (Anti-Racism, Diversity, Equity and Inclusion) will report to the Chief, Staffing Diversity and Outreach Section, Strategic Talent Management Service, Global Strategy and Policy Division. The Officer will develop and maintain an anti-racism database of learning practitioners and content. The incumbent will liaise with relevant parties to facilitate curricula development and will ensure the delivery of content in adherence with contract delivery terms. The Officer will liaise with the Organizational Development Section in the Strategic Talent Management Service and provide feedback on developing the technical platform for learning content delivery and will coordinate all anti-racism learning activities.

**Department of Operational Support
Office of Support Operations****A. Human Resources Services Division****Human Resources Officer (P-4)**

11. The Human Resources Officer will report to the Chief, Talent Acquisition Section, Staffing Service, Human Resources Services Division. The Officer will examine and lead the development and implementation of changes related to reforming rostering and roster management to implement General Assembly resolution [76/235](#) across the Secretariat, to ensure diversity in rosters and support the implementation of mutual recognition of rosters in the context of Our Common Agenda. This role is ongoing in nature.

Data Scientist (P-4)

12. The Data Scientist will work on business intelligence projects, including a data model, and conduct detailed analysis of how different demographic groups fare during the various stages of the rostering process and ensure that accurate and pertinent data are available to staffing practitioners. The incumbent will report to the Chief, Programme Management and Business Analytics Section, Human Resources Services Division.

Business Analyst (P-3)

13. The Business Analyst will report to the Chief, Staffing Innovation and Process Improvement Section, Staffing Service, Human Resources Services Division. The Analyst will contribute to the overall review of the recruitment and rostering cycle in

support of anti-racism and to the design of new tools in the talent management platform based on the results of the process review.

B. Capacity Development and Operational Training Service

Staff Development Officer (P-3)

14. The Staff Development Officer will report to the Chief, Language and Communications Training Unit, Capacity Development and Operational Training Service. Within delegated authority, the Officer will design and develop outreach and guidance material for field operations to promote inclusion and anti-racism through linguistic diversity and language learning, carry out analysis to map and assess language skills using a range of tools and methodologies, identify skill gaps, and develop a framework and methodology for monitoring and evaluating the impact of different language learning initiatives, in support of implementing the strategic action plan.

C. Division of Health-Care Management and Occupational Safety and Health

Staff Counsellor (P-3)

15. The Staff Counsellor will report to the Chief Staff Counsellor, Psychosocial Support Section (Office of the Staff Counsellor), Division of Health-Care Management and Occupational Safety and Health. The Counsellor will provide supportive counselling to Secretariat staff members who perceive themselves to be experiencing racism or related issues. The Staff Counsellor will serve as a referral source for mental health support for investigators, Human Resources Officers and others working on anti-racism cases. In partnership with the Department of Management Strategy, Policy and Compliance, the Capacity Development and Operational Training Service, the Human Resources Services Division and the Office of Diversity, Equity and Inclusion, the Staff Counsellor will ensure that the work in each respective area incorporates mental health promotion in all actions of implementation of the strategic action plan.

Department of Global Communications

Public Information Officer (P-3)

16. The Public Information Officer will report to the Chief, Knowledge Solutions and Design Section, Outreach Division. The Officer will work closely with the Communications and Engagement Officer in the Office of Diversity, Equity and Inclusion and will support the strategic action plan's implementation team with respect to the United against Racism page on iSeek, the United Nations intranet. The Public Information Officer, who will have technical knowledge of website architecture, will serve as the internal communications iSeek writer and editor for the United against Racism page, manage the United against Racism web architecture, hierarchy and coherence, and support iSeek outreach, response and reporting initiatives. The Officer will liaise with human resources and diversity, equity and inclusion inter-agency and internal communications focal points in other United Nations entities on an ongoing basis to ensure they have access to the United against Racism page.

Annex III

Justification of temporary positions

Department of Management Strategy, Policy and Compliance Office of Human Resources

A. Global Strategy and Policy Division

Human Resources Officer (P-4)

1. The Human Resources Officer will report to the Chief, Human Resources Policy Section, Strategy and Policy Development Service, Global Strategy and Policy Division. In collaboration with the Department of Operational Support, the Officer will conduct and lead the comprehensive review of existing human resources-related administrative issuances and practices (Secretary-General's bulletins, administrative instructions, information circulars and prior internal policy guidelines) on specific topics, including on staff recruitment, mobility and appointments to a higher level, to determine whether there are provisions or practices, including in decision-making, that may have a disparate impact on staff members of a particular race, colour or ethnic or national origin, and will recommend policy changes that will include strategies for promoting anti-racism, diversity, equity and inclusion.

Human Resources Officer (P-3)

2. The Human Resources Officer (Policy) will report to the Chief, Human Resources Policy Section, Strategy and Policy Development Service, Global Strategy and Policy Division. In collaboration with the Department of Operational Support, the Officer will analyse and evaluate existing human resources policies, practices and procedures. The Officer will also contribute to the review, design, formulation, implementation and dissemination of new human resources policies or new applications of policy instruments and guidelines to promote anti-racism, diversity, equity and inclusion.

B. Administrative Law Division

Legal Officer (P-4)

3. The position of Legal Officer will be located in the Appeals and Accountability Section. In collaboration with the Office of Internal Oversight Services, the Officer will review fact-finding and investigations of claims of discrimination, including racism; make recommendations on how to strengthen internal capacity to respond to allegations of racism and racial discrimination, including by engaging specialists; undertake a sample review of past allegations of racism to derive lessons learned; inform the Administration of future cases and accountability measures to address retaliation; and review the Secretary-General's bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority (ST/SGB/2019/8), in order to better address racism and racial discrimination and promote diversity, equality, inclusion and equity. The capacity of the Administrative Law Division is already inadequate to dispose of the current caseload on a timely basis. It will be important that the Division is able to take action on substantiated allegations requiring possible disciplinary action and enforce accountability.

**Department of Operational Support
Office of Support Operations
Human Resources Services Division**

Human Resources Officers (P-3)

4. The two Human Resources Officers, with specialized skills in reducing racial bias in the end-to-end recruitment and rostering process, will report to the Chiefs of the Specialized Assessments Section and the Talent Acquisition Section, Staffing Service, Human Resources Services Division. They will study past staffing processes to identify potential areas of concern, review job openings and assessments being undertaken by the Staffing Service to ensure that they are fair and accurate, and advise the Human Resources Services Division recruiters on how to design a process with reduced bias and connect them to recruitment and assessment consulting services as appropriate.
