Office of the Ombudsman and Mediation Services

Third Informal Briefing to the Executive Board
July 2020
## Values and principles

<table>
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<tr>
<th>Recommendations</th>
<th>Steps/Actions</th>
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<tbody>
<tr>
<td><strong>Recommendation 1</strong>&lt;br&gt;Collaboration, not competition and addressing “silo” mentality</td>
<td>• Comprehensive Action Plan &lt;br&gt;• Values</td>
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<td><strong>Recommendation 2</strong>&lt;br&gt;Defining and anchoring values</td>
<td>• CAP: Broad bottom-up process to redefine values and behaviours &lt;br&gt;• Management competencies &lt;br&gt;• Trainings &lt;br&gt;• Recruitment, promotion, reassignment processes; PACE &lt;br&gt;• Accountability</td>
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# Promoting Gender Equality, Diversity and Inclusion

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| **Recommendation 3**<br>Inclusive onboarding practices | • Create belonging: not demanding to “fit in”!  
• Framework for onboarding practices  
• Managerial and Team responsibility |
| **Recommendation 4**<br>Provide equal opportunities to diversify the workforce<br>Obtain insights on personal and policy biases - including racism | • People strategy  
• Audit of processes  
• Consultations with diverse groups  
• Action plan (CAP) |
## Promoting Gender Equality, Diversity and Inclusion

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| **Recommendation 5**  
Include perspectives and needs of diverse groups within WFP | • Create psychological safety for everyone to speak up  
• Platforms for diverse groups |
| **Recommendation 6**  
Support staff representation in the field | • ToR  
• Staff-management relations |
| **Recommendation 7**  
Equal pay certification | • Evaluate the new policy  
• By experts: sort out the single audit principle |
Addressing abusive behavior: Using the combined strength of formal and informal processes of internal justice

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| Recommendation 8 Juxtapositioning informal and formal processes | - Outreach : part of the cultural change  
- Awareness raising for need to dialogue  
- Staffing OBD to support this change |
| Recommendation 9 Harmonious Workplace Counselling | - IDSC to pilot the HWC proposal  
- To support managers to become people managers |
| Recommendation 10 Promoting conflict resolution through mediation (first session compulsory) | - IDSC is supportive and exploring how to implement  
- Cultural change through listening and dialogue |
The Office of the Ombudsman

– Examples –

• Racism
• Successful mediation
COVID-19 and the Office of the Ombudsman

- Virtual Missions
- Virtual Trainings : HQ RWAs and COs
- Virtual One-On-Ones, mediation
- More coaching
- Messages of the Ombudsman on COVID-19 and workplace related issues
COVID-19 and the Office of the Ombudsman

• Needs are high in the field: impact on employees

• Insecurity, stress and tension over protracted period
  Back to normal ➔ back to new normal ➔ back to?

• COVID-19 is part of cultural change of WFP

• Managerial effectiveness during COVID-19:
  Cohesion: care, compassion, communication

 ➔ We need compassion which comes with care
Thank You!

ombudsman@wfp.org

Contacting the Ombudsman is always a safe first step - Everybody is welcome with any work related issue
Conflict Resolution at WFP – Juxtapositioning informal and formal

- Informal and formal conflict resolution processes to be juxtapositioned to reach an “improved, inclusive and respectful workplace culture”

Concerns:
- High threshold, long procedures and high caseload in formal processes
- Need for support when dealing with toxic atmosphere

Update:
- Meetings with Chief of staff and Director CAM
- Juxtapositioning has to be incorporated in WFP’s Comprehensive Action Plan CAP
Harmonious Workplace Counselling

Affected persons often prefer behavioral change and swifter solutions:

• Facilitation, mediation, shuttle diplomacy play crucial role
• Make other person understand that the behaviour is harmful

→ Update:
• IDSC is piloting it
• Office of the Ombudsman driving process
Mediation

Mediation is an effective way to create mutual understanding and strengthens the work relationship.

**Conditions:** When the affected person to a conflict prefers mediation, and mediation is deemed a viable option by the Ombudsman, WFP should consider making the first session compulsory for the other party, after which the parties decide whether they want to continue.

World Bank staff rules.