

Office of the  
Ombudsman and  
Mediation Services

Third Informal Briefing to  
the Executive Board  
July 2020

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## Values and principles

Recommendations	Steps/Actions
<b>Recommendation 1</b> <b>Collaboration, not competition and addressing “silo” mentality</b>	<ul style="list-style-type: none"><li>• Comprehensive Action Plan</li><li>• Values</li></ul>
<b>Recommendation 2</b> <b>Defining and anchoring values</b>	<ul style="list-style-type: none"><li>• CAP: Broad bottom-up process to redefine values and behaviours</li><li>• Management competencies</li><li>• Trainings</li><li>• Recruitment, promotion, reassignment processes; PACE</li><li>• Accountability</li></ul>

## Promoting Gender Equality, Diversity and Inclusion

Recommendations	Steps/Actions
<b>Recommendation 3</b> <b>Inclusive onboarding practices</b>	<ul style="list-style-type: none"><li>• Create belonging: not demanding to “fit in”!</li><li>• Framework for onboarding practices</li><li>• Managerial and Team responsibility</li></ul>
<b>Recommendation 4</b> <b>Provide equal opportunities to diversify the workforce</b> <b>Obtain insights on personal and policy biases - including racism</b>	<ul style="list-style-type: none"><li>• People strategy</li><li>• Audit of processes</li><li>• Consultations with diverse groups</li><li>• Action plan (CAP)</li></ul>

## Promoting Gender Equality, Diversity and Inclusion

Recommendations	Steps/Actions
<b>Recommendation 5</b> <b>Include perspectives and needs of diverse groups within WFP</b>	<ul style="list-style-type: none"><li>• Create psychological safety for everyone to speak up</li><li>• Platforms for diverse groups</li></ul>
<b>Recommendation 6</b> <b>Support staff representation in the field</b>	<ul style="list-style-type: none"><li>• ToR</li><li>• Staff-management relations</li></ul>
<b>Recommendation 7</b> <b>Equal pay certification</b>	<ul style="list-style-type: none"><li>• Evaluate the new policy</li><li>• By experts: sort out the single audit principle</li></ul>

## Addressing abusive behavior: Using the combined strength of formal and informal processes of internal justice

Recommendations	Steps/Actions
<b>Recommendation 8</b> <b>Juxtapositioning informal and formal processes</b> .	<ul style="list-style-type: none"><li>- Outreach : part of the cultural change</li><li>- Awareness raising for need to dialogue</li><li>- Staffing OBD to support this change</li></ul>
<b>Recommendation 9</b> <b>Harmonious Workplace Counselling</b>	<ul style="list-style-type: none"><li>- IDSC to pilot the HWC proposal</li><li>- To support managers to become people managers</li></ul>
<b>Recommendation 10</b> <b>Promoting conflict resolution through mediation (first session compulsory)</b>	<ul style="list-style-type: none"><li>- IDSC is supportive and exploring how to implement</li><li>- Cultural change through listening and dialogue</li></ul>



# The Office of the Ombudsman

## – Examples –

- **Racism**
- **Successful mediation**



# COVID-19 and the Office of the Ombudsman

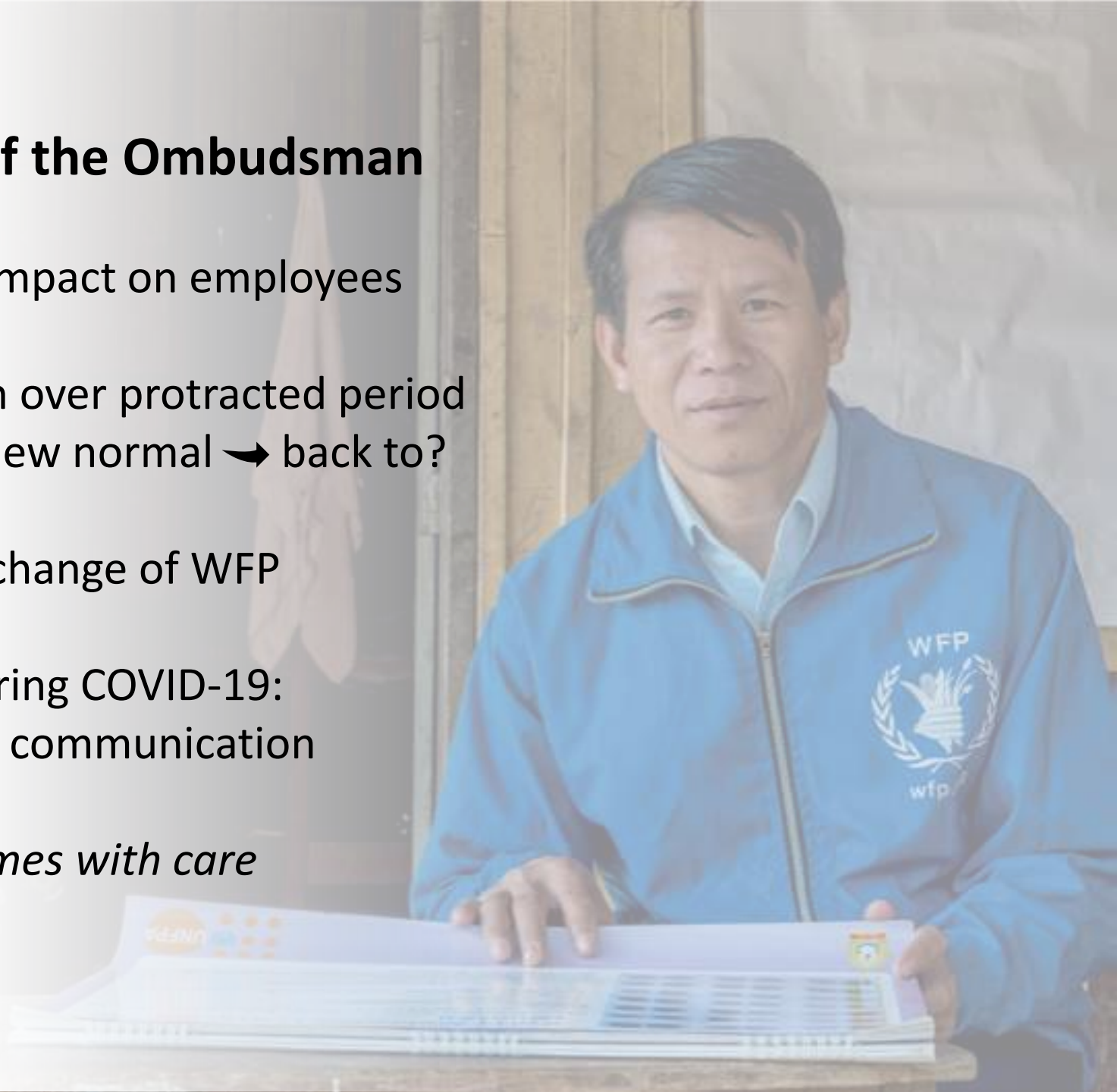
- ➔ Virtual Missions
- ➔ Virtual Trainings : HQ RWAs and COs
- ➔ Virtual One-On-Ones, mediation
- ➔ More coaching
- ➔ Messages of the Ombudsman on COVID-19 and workplace related issues



## 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!

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*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

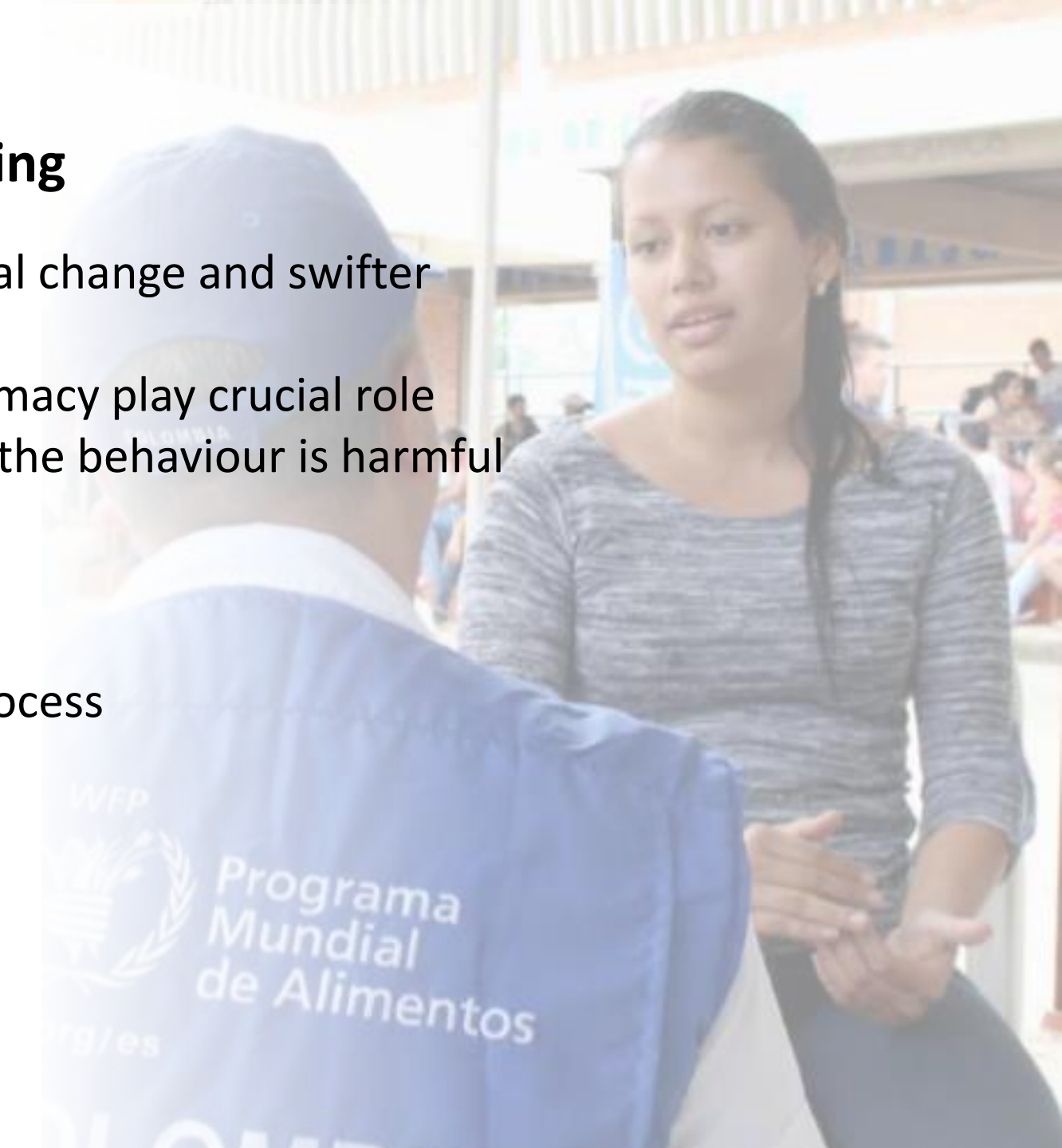
## Harmonious Workplace Counselling

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