United Nations

Performance Management at the United Nations - A New Vision

The **new performance management approach** at the United Nations Secretariat is firmly anchored in the Secretary-General's (SG) vision to *"move to* **a culture that is focused more on results than on processes**, *better manages* **administrative and mandate delivery risks**, *values* **innovation**, *and demonstrates a* **higher tolerance for honest mistakes** *and a greater readiness to take* **prompt corrective action**. "

The SG also urged that *"we must* **re-establish trust at all levels** and **create a culture of empowerment and accountability**, *ensuring that leaders, managers and staff have the wherewithal to achieve, where, when and how needed, and that the Organization is equipped and ready to support Member States as they conduct their own work and take collective action. We must* **value and count on the integrity and hard work of our staff, communicate openly what is expected of them, recognize their performance against clear and fair standards, and ensure that staff skills and competencies keep pace with the exponential rate of technological innovation**[1]. "

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[1] Shifting the Management Paradigm in the United Nations: Ensuring a Better Future for All, Report of the Secretary-General (A/72/492, para. 15)

Executive Summary

In 2017, the Secretary-General, as part of his management reform agenda, highlighted the Organization's need to transform performance management from a process compliant culture to accountability for results. In response to the SG's call to action, the Performance Management Team carried out numerous research activities, studies and consultations with a broad range of stakeholders across the Secretariat. Notably the COVID-19 pandemic has also had a significant impact on managers and staff in the new remote work paradigm, as well as financial implications for the Organization.

In addition to key consultations and reviews, an Agile Performance Management pilot was conducted to glean staff opinions and insights on (a) fostering a culture of ongoing feedback; (b) increased recognition, and (c) shifting from compliance to quality performance management. The pilot explored a more agile approach to performance management through 360 feedback, continuous conversations, public recognition and more visibility and flexibility into goal management.

Creating a cultural shift requires a more agile approach that enables team-centred practices and interactions, ensures continuous feedback and development, as well as more flexible systems and processes. With the major workplace transitions that have occurred in the past year, the Organization has developed agile and innovative approaches to the way in which we work. Shifting to a new agile performance management approach, will enable a more open and collaborative team culture and allow individual accountability and ownership.

The implementation of the new Agile Performance Management approach will be introduced in the upcoming 2021-2022 cycle. Information, training and guidance via various UN channels as well as a new PM Hub, will be made available to staff members throughout the cycle to assist with the transition. Adopting this new approach will require a cultural shift throughout the Organization, one which aims to foster a more innovative and effective performance management approach that emphasizes continuous development and improvement for all UN Staff Members.

Background

In 2017, the SG, as part of his management reform agenda highlighted the Organization's need to **transform performance management**[2]. GA resolution 71/263 requested *"the Secretary-General to further intensify his efforts to ensure that a* **more refined performance management framework is implemented throughout the Organization, particularly at the managerial and leadership levels, supported by adequate training and guidance".**

In response to this mandate, the Performance Management team carried out a series of focus groups with managers; a survey of human resources practitioners; and a desk review of performance management systems of the United Nations agencies, funds and programmes in consultation with key stakeholders. The **results pointed to the need for a different type of performance management culture; one with strong managerial accountability, a focus on team-oriented goals and ongoing feedback**[3].

In order to explore the viability of implementing a more agile performance management approach, an institutional readiness assessment for the proposed agile performance management framework was

[2] A/72/492, para. 27

[3] Performance Management Challenges: A 2017 Review

undertaken[44]. The **conclusion of this assessment revealed that not only was the UN ready for a more effective and nimble performance management approach, but that it was essential**. Moreover, it was recommended that a **phased approach be undertaken focusing on continuous improvement of the culture**. Following the results of this review, the Performance Management team **launched the Agile Performance Management pilot**.

In addition to the SG's reform agenda and the Agile PM pilot, the new performance management approach also reflects inputs from a wide range of key stakeholders as well as views on global conditions, and their effect on the current and future workforce. The COVID-19 pandemic has had a significant impact on managers and staff in the new remote work paradigm, as well as financial implications for the Organization.

While there is common agreement on the need to reform performance management, the pandemic has also **amplified the inefficiencies in the current system and the urgency for a more dynamic and agile Organization**. The effects of COVID-19 will be long lasting. Now more than ever *"it's time to burn the boats, leave old performance practices behind, and create a performance management strategy that is adaptive, responsive and calibrated to the new workplace"*.[5]

> *"The only viable management style going forward will be ongoing coaching conversations that establish a rhythm of collaboration and create a shared accountability for performance and development."*
> *~ Gallup*

Reflections from an agile approach – The Agile PM Pilot

The Agile PM Pilot provided an opportunity to test agile concepts and reflect on staff opinions about a new approach[6]. Reactions to feedback practices (including 360-feedback) as well as ongoing conversations and recognition are outlined below.

Fostering a culture of continuous feedback

The pilot explored ways to increase feedback practices by (1) encouraging ongoing conversations between FROs and Direct Reports, as well as (2) implementing 360-degree feedback among teams. Results reflect a broad range of views on giving and receiving feedback. Overall, there were promising trends toward potential growth and development as a result of feedback practices. Some pilot participants showed increased awareness and ease receiving feedback about their performance and leveraging constructive feedback as an opportunity for development. A more open team environment may have facilitated this experience for some more than others. New practices geared towards ongoing conversations between FROs and Direct Reports must demonstrate clear value to avoid being misconstrued as micro-management. Similarly, development

[4] Detailed Report: Institutional readiness assessment for the proposed agile performance management framework at the United Nations Secretariat. Grovation Consulting (Pty) Ltd. (2018).
[5] Performance Management Must Evolve to Survive COVID-19 - Gallup
[6] See Annex I

and coaching conversations, in addition to performance conversations, should go hand-in-hand to cultivate trust and add real value to the performance process.

Pilot participants also indicated that in our current culture, a more 'agile' model would need leadership buy-in to be successful. Going forward, strengthened managerial accountability, addressing potential fears of repercussion around giving feedback and promoting the benefits of a culture of continuous feedback will be needed. Changing the culture of the Organization will be an important element for improving performance management and fostering engagement at the UN.

Recognition

Pilot participants also had an opportunity to recognize peers as well as supervisors using an online recognition board. There was general agreement that giving and receiving recognition positively affects the team environment. Participants, however, had mixed opinions about using a social media-like tool to engage in recognition practices.

Shift from compliance to quality performance management

The pilot promoted goal transparency by encouraging managers and participants to enter Departmental/Section/Individual goals into the pilot platform. Participants also had opportunities to update goals in real-time, and to comment and collaborate on goals.

The transparency and capability of updating goals was welcomed, although viewed by some as onerous. Notwithstanding the experience of participants with the pilot tool, most managers and direct reports agreed that setting clear expectations around the workplan and creating agreements around those expectations was key.

The New Paradigm – Agile Performance Management

The United Nations is at a pivotal moment, one which requires decisive action towards more sustainable performance management practices. This urgency is the result of four key drivers[7]:

1. The **Secretary-General's vision** has called for "a new management paradigm that will empower managers to determine how best to use their resources to support programme delivery and mandate implementation." The SG also suggested "a transformation of the Organization, based on sound management principles, which will make the United Nations more nimble, effective, transparent, accountable, efficient, pragmatic and decentralized to better support its normative and operational activities and will implement my ambitious reform agenda."
2. The SG's call for reform reflects on **long-standing challenges** the Organization has faced, including lack of confidence and credibility in the current PM system, inadequately addressed

[7] See Annex II

underperformance, a compliance-led culture, insufficient monitoring and feedback as well as lack of management accountability,

3. Performance management has undergone a **significant evolution** since the UN implemented its current framework, moving from a contract compliance and risk mitigating system to one that is focused on employee motivation and development that leads to more satisfaction and productivity in the workplace.
4. Compounding the challenges and opportunities of the current moment, this juncture has led to a **deep need for change.** One that reflects on the direction desired for the Organization and the need to reinvent and refocus efforts to create a more inclusive and collaborative environment.

Achieving a new paradigm requires the UN to embrace an agile performance management approach that is nimble and focused on collaboration, continuous feedback and development. Increased agility also requires more dynamic, team-centered practices and interactions that enable realignment of priorities, as needed, when needed.

A more agile approach is also in line with the existing Secretariat's framework to managing our work, in particular, strategies that call for increased organizational Agility and Accountability[8]. Achieving a greater degree of agility, nonetheless, will require more flexible systems and processes; an approach that is not driven by specific tools or applications.

Applying this new approach requires a long-term vision for the Organization. One that takes into account our most immediate needs, with a lens toward the cultural shifts required to achieve the UN's highest goals.

Agile Roadmap

Developing an Agile Performance Management practice is a journey. Scaling the Agile approach will enable the Organization to transition into new ways of working and adjust as new practices unfold.

A New Agile Approach

Overall, many of the gaps experienced with the current performance management system are connected to how managers and staff interpret the current system and the detrimental norms that have resulted. Current policies and procedures provide the backbone for an agile approach, however a cultural performance management alignment based on key agile principles needs to be strengthened and socialized.

Transitioning into the agile principles will be based on the following elements:

1. **Work planning that supports goal alignment and management.**

   The cornerstone of any performance management process begins with work planning. Traditional systems, like the one we have in place now, start with downward communication of priorities and direction which are then translated into fixed individual workplans that are reviewed twice a year.

   In order to avoid the prevalent 'set and forget' practice of work-planning at the UN, the agile approach will attempt to:

[8] Overview of human resources management reform for the period 2019–2020 and an outlook beyond, Report of the Secretary-General (A/75/540)

Reduce the compliance-focused administrative system by encouraging staff members to create flexible and forward-looking goals with competencies embedded that allow development opportunities and shifts in priorities. Goal planning will be developed, reviewed and monitored outside of Inspira. The performance cycle will shift from a system-based focus to ongoing discussions between staff members and managers on what is expected from them, and how they can continuously improve and develop.

Promote frequent interactions and conversations (check-ins) to move away from fixed milestones such as the midpoint review and end-of-cycle evaluations that are often perceived as artificial check-the-box exercises, not necessarily in-line with team realities. Agile PM supports ongoing coaching conversations that establish collaboration, as well as milestone check-ins that align to the reality of each team.

2. **Continuous feedback and development.**

On-going feedback has always been a component of the UN's Performance Management approach. However, it has been noted that the Organization, staff, and managers alike often struggle with the complexities involved in providing feedback and either avoid it or do it poorly. The Agile framework builds feedback into the work planning and check-in processes described above and takes it to the next level through 360 feedback, coaching, and recognition.

Senior-Leaders 360 Feedback. The SG has called for greater accountability among senior leaders, in particular through a 360-feedback approach. Director-level staff will receive feedback from their Direct Reports on managerial accountability to help identify areas of strength and development.

Coaching-style leadership. Managers are key organizational-culture influencers and drivers of an effective performance management practice. Coaching-style management vis-à-vis directive management may foster more open performance conversations, identify development opportunities that drive greater results and create safer team environments.

Recognition. Staff at the UN are largely driven by a deep sense of purpose and contribution. Opportunities to identify and recognize positive and outstanding staff contributions need to be enhanced. Toolkits as well as system-wide recognition practices will promote and reinforce individual and team spirit.

3. **Dynamic and empowered teams.**

The hierarchical/traditional nature of the UN has engendered a top-down business-model that leads to one-way conversations, and siloed teams. Across the Organization, with the advent of technology and, more recently, the effects of COVID-19 on teams and telecommuting, there has been more initiative by both staff and managers to take on more innovative and agile approaches to the way they work. Similarly, the new telecommuting realities highlight the need to managing outcomes vs managing inputs, which leads to coaching-style management as well as increased accountability.

Identifying opportunities for collaboration and welding efforts across and among teams is more important than ever to produce more effective and efficient results. Similarly, re-defining the

manager's role to enable a more open and collaborative team culture will de-emphasize rigid top-down approaches to allow for more individual accountability, ownership and a greater sense of common-accomplishments.

Redefining the New Performance Management Cycle

Shifting from a traditional to an agile performance management approach will require significant cultural change. Agile, after all, is a state-of-mind more than a sum of processes and procedures. In order to cast momentum on this shift, the Office of Human Resources will roll-out the initiatives above in alignment with the HR Management Strategy[9], to ensure linkages across relevant areas including Workforce Planning and Organizational Design, Career Enhancement, and Learning and Development.

The implementation of the new Agile Performance Management approach will occur in phases, starting with changes to Inspira in the upcoming 2021-2022 cycle. The three-point performance management cycle in Inspira will be streamlined to one End-of-Cycle Evaluation, with leaner goal planning requirements.

In line with a phased approach, the Directors' 360-feedback questionnaire on managerial effectiveness will be deployed at the end of the 2021-2022 cycle, following a robust awareness and informational campaign. A medium to longer-term plan will be developed to guide the implementation of this new feature and how it will scale across other management levels.

Adequate information, training and guidance during specific stages of this significant change management approach will be made available to staff members and managers at the beginning, during and at the end of the next performance cycle.

Throughout the implementation of the new performance management approach, lessons learned will be captured at key junctures to improve and course correct as needed.

[9] Overview of human resources management reform for the period 2019–2020 and an outlook beyond, Report of the Secretary-General (A/75/540)

Annexes

ANNEX I

Agile PM Pilot: Background, Objective, Scope and Methodology

The Agile performance Management Pilot was carried out by the Organizational Development Section - Performance Management Team in DMSPC/OHR, which is responsible for continually improving the performance management (PM) framework at the UN Secretariat. The framework consists of a policy, the ePerformance tool, rebuttal process, an advisory function, training and communications. In 2018, after the team reviewed and assessed performance management gaps following the SG's directive that multi-rater feedback should play a stronger role in performance management, the team developed and implemented the pilot programme.

The pilot sought the support of UN Secretariat Departments, Offices-Away-from-Headquarters and Peacekeeping Missions to test the Agile approach, using a new platform, BetterWorks. The pilot results would be used to inform the new Performance Management Framework for the Secretariat.

The objective of the pilot was to assess whether the proposed agile performance management approach: (a) fostered a culture of ongoing feedback; (b) drove an employee-powered process where staff could exchange two-way feedback with managers at any time; (c) bolstered meaningful performance management integrated into work practices; and (d) strengthened collaboration and accountability through robust work-planning and goal management features.

The pilot objectives were the result of an internal Performance Management review that identified gaps and potential solutions in the current system. The review was a collaborative process which included 32 focus group sessions for 188 managers across six main duty stations and field missions. Additional focus groups were conducted with other stakeholders including MEU, Ethics, Ombudsman Office, Quality Assurance Unit (FPD), Integrated Training Service in DPKO/PETD, HR Policy Service, SPSD/OHRM and LLODS/OHRM. Also, a survey of 106 HR practitioners at eight main duty stations and at peacekeeping field missions was carried out. Additionally, an analysis of PM policies at 19 UN entities was also conducted in order to identify policy elements that could strengthen the Secretariat's PM framework.

Following the review, OHR conducted the Agile PM pilot in two phases. **Phase I** was conducted over a period of 6-months from end-February 2019 to September 2019. Selected teams from six different Departments participated: DGACM's Documentation Division, UNOG, OCHA UNHQ and Afghanistan, UNOV, DPPA's Division of Palestinian Rights and DMSPC's Organizational Development Section. A total of 415 participants from these offices took part of this effort. **Phase II** pilot activities were held from end-April to September 2020. The initial pilot scope identified three missions for the second phase of the Pilot: UNMISS, MINUSMA and UNFICYP. Due to the global impact of the COVID-19 pandemic and the extreme conditions faced at the Missions, only UNFICYP was able to continue the pilot with 101 participants.

During the initial stages of the Agile pilot, the selected teams underwent an extensive scoping process to map their Offices' organizational structure, align workplans and priorities and identify competencies relevant to each group. This structure was used to model the 360 Feedback questions and other features in the BetterWorks platform.

Similarly, the pilot sought out to assess the feedback environment amongst participating teams. Benchmarks and subsequent trending were established through the Feedback Pattern/Onboarding surveys which were conducted at the beginning of the pilot to understand current feedback practices in each office, as well as to assess whether existing issues such as trust, fairness and accountability impacted the feedback culture in

the team. Mid-point[10] and final surveys were also helpful to assess key benchmarks as well as receive inputs from participants in relation to their experience during the pilot and subsequent lessons learned.

Additionally, feedback sessions were conducted with most teams during Phase I of the pilot. During these sessions, expert facilitators discussed issues of concern with participants while providing guidance on giving/receiving feedback.

These activities coupled with usage data from the BetterWorks platform captured meaningful insights into feedback practices as well as team dynamics, organizational structure and how they impacted the pilot's approach.

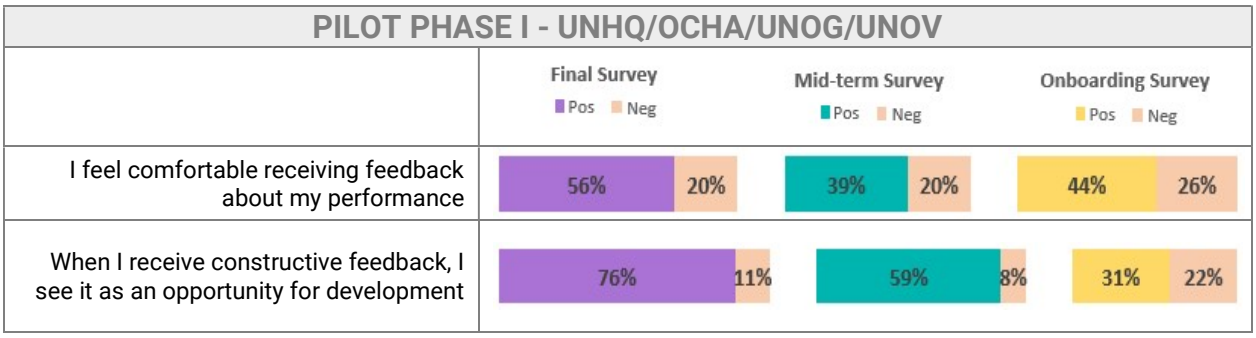
Agile PM Pilot Results

Fostering a culture of continuous feedback

One of the pilot objectives was to explore ways to foster a culture of feedback at the UN. Moving away from a compliance-based culture requires shifting into a belief system where staff feel they are making meaningful contributions and understand the impact they have on others. Fostering feedback practices are key to enabling this shift.

During the pilot, there was a broad range of views towards giving and receiving feedback; some teams seemed to have cultivated a more open environment which facilitated this process in some better than others. Pilot participants also indicated that in our current culture, a more 'agile' model would need leadership buy-in to be successful. Going forward, strengthened managerial accountability, addressing potential fears of repercussion around giving feedback and promoting the benefits of a culture of continuous feedback will be needed. Changing the culture of the Organization will be an important element for improving performance management and fostering engagement at the UN.

Overall, there are **promising trends that point to possible growth and development as a result of feedback practices**[11]. In particular, Phase I pilot participants showed increased awareness and ease receiving feedback about their performance and leveraging constructive feedback as an opportunity for development.



10 The mid-point survey was only conducted during phase I of the pilot. Due to the timeline and pressing demands at the Mission, a mid-point survey was not conducted with UNFICYP.

11 (a) Survey results from phase I and Phase II presented separately due to methodological differences. (b) For ease of reference, data graphs show positive and negative results. As a result, bar charts don't add up to 100%, since neutral and NA responses are not represented in this report.

Although UNFICYP participants demonstrated high feedback confidence right from the start, a downward trend demonstrates continued need to cultivate a feedback environment, using adequate/appropriate tools and reinforcing behaviours. Additionally, the evolving conditions surrounding COVID-19 (shift to remote work, environmental stressors, uncertainty, inability to take R&R, etc.) may have also impacted the day-to-day routines and subsequent views and practices about feedback.

PILOT PHASE II – UNFICYP				
	Final Survey (Pos / Neg)		Onboarding Survey (Pos / Neg)	
I feel comfortable receiving feedback about my performance	74%	2%	88%	1%
When I receive constructive feedback, I see it as an opportunity for development	72%		87%	3%

Providing **constructive feedback to managers also showed some signs of improvement**. Many participants agreed they would feel more comfortable providing constructive feedback to managers if they are assured there would be no repercussion against them.

PILOT PHASE I - UNHQ/OCHA/UNOG/UNOV						
	Final Survey (Pos / Neg)		Mid-term Survey (Pos / Neg)		Onboarding Survey (Pos / Neg)	
I would feel more comfortable giving constructive feedback to my manager if I am assured that there will be no retaliation/repercussion against me	63%	8%	34%	26%	44%	26%

UNFICYP participants had a similar view:

PILOT PHASE II – UNFICYP				
	Final Survey (Pos / Neg)		Onboarding Survey (Pos / Neg)	
I would feel more comfortable giving constructive feedback to my manager if I am assured that there will be no retaliation/repercussion against me	66%	9%	55%	23%

The 360-feedback questionnaire enabled staff members to give and receive feedback across their team, including managers, direct reports and peers alike. Pilot participants were able to request feedback from their peers which opened the doors to give praise and/or constructive feedback based on their interaction or observed behavior.

Varied opinions about the type of feedback pilot participants received signal that **fostering trust among peers as well as establishing mechanism for feedback are important enablers**. Teammates seem to have more reservation providing feedback to colleagues if their performance falls below expectations, while receiving negative feedback also has an impact on the confidence of staff members.

PILOT PHASE I - UNHQ/OCHA/UNOG/UNOV			
	Final Survey (Pos / Neg)	Mid-term Survey (Pos / Neg)	Onboarding Survey (Pos / Neg)
I feel confident giving my colleagues feedback about their performance	46% / 27%	39% / 26%	45% / 23%
I receive feedback from my team when I do well	43% / 27%	44% / 20%	54% / 18%
If I receive negative feedback, my confidence remains intact	48% / 25%	38% / 20%	57% / 19%
My teammates offer feedback when my performance falls below expectations	48% / 5%	26% / 23%	31% / 22%

PILOT PHASE II - UNFICYP		
	Final Survey (Pos / Neg)	Onboarding Survey (Pos / Neg)
I feel confident giving my colleagues feedback about their performance	62% / 6%	65% / 12%
I receive feedback from my team when I do well	55% / 2%	67% / 3%
If I receive negative feedback, my confidence remains intact	53% / 19%	76% / 7%
My teammates offer feedback when my performance falls below expectations	32% / 13%	53% / 5%

Staff engagement and recognition

Impressions from pilot participants about their overall feedback experience varied. Survey results as well as feedback sessions (Phase I), captured participants praise and frustrations during the process. Participants praised the opportunity to give and receive feedback from colleagues and supervisors, creating a meaningful

team experience. The ability to create and partake in this overall qualitative experience in the work environment cannot be undermined. But it needs to be done well.

Pilot results signal a shift towards that direction. Beyond the structured/scheduled performance conversations. An average of 49% of **pilot participants viewed more ongoing conversations with their FROs as helpful,** while a majority, 55%, **would welcome the opportunity to discuss career aspirations with their FROs**. Being able to seek and find support for growth and encouragement creates a more meaningful work experience.

Similarly, pilot participants also had an opportunity to recognize peers as well as supervisors using an online Recognition board. Public recognition is not consistently practiced at the UN and the ability to acknowledge others' work was a welcomed feature. Over 410 recognition messages were posted on the Recognition Board. During the trainings, there was general agreement that giving/receiving recognition positively affects the team environment. Participants had mixed opinions about using a social media-like tool to engage in recognition practices, many not quite appreciating the value of a separate recognition tool.

Although encouraging shifts towards a more staff-empowered UN culture were found, the lack of incentives for good-performance, as well as organizational safety nets and infrastructure may have influenced participants from fully immersing in the piloted approach.

Shift from compliance to quality performance management

Current goal planning in Inspira is prone to a set-it-and-forget-it approach, and void of flexibility to conduct ongoing reviews. The UN is still undergoing deep reforms and requires a continuous performance management approach that reflects the realities of work demands. Moreover, being able to see the big picture and how individual goals relate to overall team and department objectives anchors individual achievements to a greater purpose.

Goal transparency also promotes greater collaboration and creates accountability. Moreover, visibility into goals creates accountability at an individual and team levels. A total of **935 goals were created by all pilot participants**, **99% of which were publicly visible** to all participants. Accountability, however, needs to start with clear expectations; a majority of Phase I participants (55%) confirmed they agreed with their managers on what was expected of them. UNFICYP participants agreed that goal planning would be more efficient if they regularly met with their managers to discuss them (59%) and agreed and on a yearly workplan (55%).

Pilot Activities

The methodology consisted of: (a) feedback pattern/onboarding surveys conducted with all Phase I and Phase II pilot participants; (b) Mid-term pilot survey (Phase I only); (c) Feedback sessions with managers as well as staff members (Phase I only); (d) analytical review of usage data extracted from the BetterWorks dashboard; and (e) Final evaluation survey.

Facilitated sessions were conducted to introduce new concepts and training about the Agile approach and the use of the platform features. Emphasis was given on the giving and receiving 360-feedback feature, as the most novel feature of the Agile approach. Due to the timeline of the pilot, conditions derived from the COVID-19 pandemic and lessons learned, the participation approach was different during the two pilot phases. During Phase I, teams were requested to participate in two accelerated cycles of bi-monthly FRO check ins and 360-feedback, while providing recognition and updating goals ongoingly. Relevant communication and

guidance were provided during each cycle. During Phase II, participants only participated in one cycle of 360-feedback and FRO check-ins, with ongoing recognition and goal updates.

The project evaluation is based on activities undertaken at key milestones during the pilot, namely:

Feedback Pattern/Onboarding survey. At the onset of the pilot, each team was administered a survey to gauge the feedback patterns in each office. The survey results were used to identify success metrics for each team.

Mid-term Evaluation survey (Phase I only). A mid-term evaluation survey was launched to gather lessons learned about the approach and address any critical issues that may have come up during the pilot. NOTE: The pilot teams started at different stages during the 6-month pilot cycle: DPPA, DGACM and DMSPC started the pilot at the end of February 2019, while UNOG, UNOV and OCHA started at the beginning of June 2019. The 360 Feedback exercise and the FRO Check-in exercise were held on a bi-monthly basis. Consequently, when the mid-term survey was conducted, not all pilot teams had completed a full cycle of each exercise.

Final Evaluation Survey. The final survey was administered with the intent of capturing participants experience throughout the pilot and draw on lessons learned to support the next phase of the pilot.

Feedback sessions (Phase I only). Facilitated sessions held with most pilot teams to provide more in-depth guidance about giving and receiving feedback as well as discuss their experience on the pilot.

BetterWorks dashboard data. Usage data was tracked ongoingly to assess feedback patterns, conversations and recognitions from all participants

ORMultiView/ Encompass reports (Phase I only)**.** The UN procured ORMultiView to provide leadership coaching as part of the leadership curriculum. As part of this contract, they were also engaged to provide pilot participants aggregated 360 feedback reports from April through September 2019. Reports were only produced for participants who received three pieces of feedback or more, to maintain anonymity. Pilot teams had at least two 360-feedback cycles. Throughout the duration of the pilot some participants received more than one report. A total of 179 aggregated reports were provided by the vendor.

Annex II

Agile PM Drivers

DRIVERS	
Secretary-General's Vision **"Performance management has become a significant management challenge that impacts delivery and effectiveness."** *Secretary-General António Guterres (Management Reform: A/72/492)*	▪ *Move from process and compliance to accountability for results* ▪ *Value innovation* ▪ *Demonstrate readiness to take prompt corrective action* ▪ *Re-establish trust at all levels* ▪ *Create a culture of empowerment and accountability* ▪ *Ensuring that teams have what they need to succeed*
Long standing challenges > **Cynicism and lack of credibility** > **Lack of goal alignment and direction** > **Compliance 'check the box' culture** > **Lack of adherence to timeliness and processes** > **Insufficient monitoring and feedback** > **Ratings are not applied consistently/objectively**	▪ *Perception that processes are cumbersome* ▪ *Manager-driven PM; not inclusive* ▪ *Underperformance not adequately addressed* ▪ *Perception that Senior Management does not prioritize PM* ▪ *Perception that supervisors are not held accountable* ▪ *Supervisors feel unsupported by management when they do try to tackle performance issues*
Agile Approach and Industry best-practices > **Work planning that supports goals alignment and transparency** > **Frequent interactions and dialogue (check-ins)** > **Forward thinking supportive feedback (360)** > **Emphasis on collaboration and self-driving teams**	▪ *Human centered approach with an emphasis on recognition and appreciation* ▪ *Flexible approach – One size does not fit all* ▪ *Less dependence on systems and processes* ▪ *Emphasis on collaboration and self-driving teams* ▪ *Forward thinking and formative evaluations*
Need for Change	▪ *What do we want?* ▪ *Why are we doing this?* ▪ *Make it work for each individual reality* ▪ *Inclusive and collaborative* ▪ *Measuring organization's effectiveness as a result of individual performance(?)* ▪ *Revolution – We're not fixing the existing system* ▪ *Reinventing Reframing Rethinking Realigning*