The background of the cover is a monochromatic blue image. It features a stylized globe with latitude and longitude lines. Overlaid on the globe is a close-up of a person's face, looking downwards. The United Nations flag is also visible, draped across the bottom and right sides of the image.

Career Satisfaction: A Support Framework for All Staff of the United Nations Secretariat



**United
Nations**

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Prepared by:
the Office of Human Resources/Department of Management Strategy, Policy and Compliance/United Nations Secretariat, September 2021

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Cover:
United Nations Flag. With its white emblem on a light blue field, the flag symbolizes the union of all people in search of a permanent, durable peace. New York 27 December 2018. UN Photo/Evan Schneider

The World Humanitarian Summit Regional Consultation for the Pacific was held from 30 June to 2 July in Auckland, New Zealand. This was the seventh of eight regional consultations held ahead of the first ever World Humanitarian Summit (WHS) in Istanbul in May 2016. More than 140 participants attended the meeting, including representatives of Member States, regional organizations, civil society, affected communities, NGOs, UN agencies, the Red Cross and Red Crescent Movement, the private sector and academia. Credit: OCHA/Scott Taylor

“
**We work to become,
not to acquire.**

Elbert Hubbard

”





Working meeting of the Special Representative of the United Nations Secretary General for Children and Armed Conflict, Virginia Gamba, with the leaders of the Fulani and Dogon communities. MINUSMA headquarters, Sévaré, Mali, 10 July 2019. MINUSMA/Harandane Dicko

Introduction

People spend about a third of their lives at work, over 75,000 hours in a lifetime. This is why professional satisfaction matters. When we joined the United Nations Secretariat, we chose to contribute to changing the lives of the peoples of the world for the better. The world looks to our Organization for solutions to global problems. From ending conflict and alleviating poverty, to combating climate change and defending human rights, the issues on our agenda are manifold. Among our ranks there are staff who monitor elections, support governments to make informed economic, social and environmental decisions, coordinate humanitarian relief and provide administrative and logistical support to carry out our Organization’s complex mandates.

Professional satisfaction means feeling proud, valued and engaged. For most of us, this emerges from the meaningful content of our jobs in the most prestigious inter-governmental organization in the world. For some, it is linked to the connections we build within our team and broader networks. Yet for others, satisfaction comes from experiencing the variety and richness of organizational mandates and duty stations, while occasionally moving up the organizational hierarchy. For the majority of us, it is the combination of all these factors.

Career satisfaction is innately subjective. It is based on the feelings we have toward our career journeys: the sequence of professional events that move us closer toward our individually crafted career goals. We approach our career journeys based on our unique professional talents, skills and aspirations. At the same time, career journeys are also shaped by our personal circumstances and motivations, which are not static over time.

The career paradigm at the United Nations Secretariat has historically been to regard career

satisfaction as something that staff define and aim to achieve, with active support provided by the Organization through opportunities and tools that enhance staff’s career journeys. This paradigm has not changed and indeed is even more pertinent today in our fast-paced, ever-evolving world of work.

The present document – *Career Satisfaction: A Support Framework for Staff of the United Nations Secretariat* – seeks to elaborate on this paradigm and with it, on the organizational perspective on career journeys for our staff. It provides answers to three questions:

- What is valued in our careers in the United Nations Secretariat?
- What is the overall organizational approach toward helping staff navigate our career journeys and why, and
- What is the organizational support we are provided with to empower us to take charge of our careers?

The Framework does not represent a radical departure in course from the approach that the United Nations Secretariat has taken in the past. Its main value-added is that it depicts the overall vision by elaborating on the drivers -those factors that augment or limit career opportunities for our staff and shape the organizational career support capability. It also lays out the accountability structure that underpins our career journeys, provides information about the career support available and outlines the way ahead.

The Office of Human Resources extends its gratitude for the people-centered approach and the co-creation efforts that led to the development of the present Framework. It counted on the contributions of over 60 learning partners from more than 30 departments, offices, and peacekeeping and special political missions, who generously shared their time, knowledge, insights and innovative ideas for consolidating a modern, people-centered vision of career support provision to all staff in the United Nations Secretariat.



MINUJUSTH Commemorates National Day of Haitian Women’s Movement. Mima Gentile, Police Officer from Canada serving with UN Police of the United Nations Mission for Justice Support in Haiti (MINUJUSTH), speaks at an event on the theme “Women, Peace and Security: What prospects for Haiti?” organized by the Women’s Network of the MINUJUSTH Police. Haiti, 3 April 2019.

Drivers

The vision of the United Nations Secretariat in supporting staff’s pursuit of career satisfaction is holistic and multifaceted. There are a number of broad factors that drive it:

FUTURE OF WORK

The knowledge economy of the 21st century, turbo-fueled by technological breakthroughs and shaken by the implications of the COVID-19 pandemic, has transformed the way people view their current jobs, as well as their career journeys. A workforce of lifelong learners who can respond and adapt to change is required. Career paths will increasingly be defined around talents, as opposed to long-term experience within one organization or firm. Linear, predictable upward progression, which dominated the global career paradigm up until a couple of generations ago, is seen as an ever more redundant and outdated concept. People around the world will likely hold a succession of jobs in several industries with a variety of employers during their working lives. They will hold full-time employment for periods of time that would alternate with periods of concurrent part-time jobs, interspersed with periods of learning or leave, either full or part-time, to accommodate work-and-life harmony demands¹.

According to a recent report ², employers globally estimate that around 40 per cent of workers will require an upgrade or update of their skills that would take six months or less in the next five years. Ninety-four per cent of business leaders report that they expect employees to pick up new skills on-the-job in the same period, a sharp uptake from 65 per cent who made the same prediction in 2018.

DID YOU KNOW?



In 2019, there were **5,945 separations** and **5,064 appointments** in the United Nations Secretariat. While both have risen, separations have done so faster (up 16.3% from 2018) than appointments (up 6.5% from 2018).

¹ There is a multitude of sources describing the anticipated impact of the Future of work. A few examples: the [World Bank’s World Development Report on the Changing Nature of Work](#), ILO’s Global Commission on the Future of Work report on Work for a Brighter Future, and United Nations Chief Executives Board for Coordination, High-Level Committee on Management’s work of the [Task Force on the Future of the UN System Workforce](#).
² The [Future of Jobs 2020](#), World Economic Forum

While these global trends may not immediately affect the United Nations Secretariat’s staff at a large scale right now, we cannot expect to stay immune in the foreseeable future. The vision, globally and in our Organization, would

increasingly be that people will move from task to task, project to project, role to role and between geographical locations, doing whatever work needs to be done, while developing new skills and capabilities.

KEY FUTURE SKILLS NEEDED IN THE UNITED NATIONS SYSTEM



In 2020, the Office of Human Resources conducted an analysis of key future skills availability and needs from within the United Nations system and from the global labour market. As a result, nine skills were identified as being the most important as we move forward. They are depicted above. The findings have also been confirmed by other analyses, such as the ones pertinent to the [SG Data Strategy for 2020-2022](#).

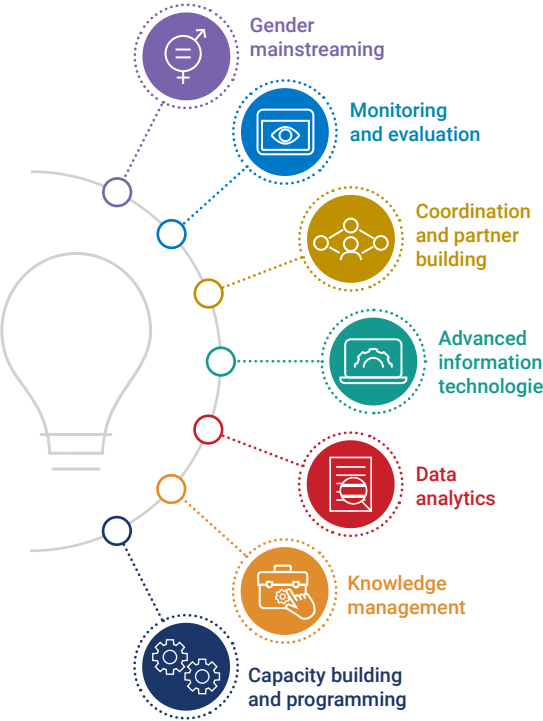
DEPTH OF EXPERIENCE

Our Organization is unique. Our people come from 193 Member States³ and work for hundreds of entities and duty stations around the globe. This means that we, by definition, work in multi-cultural teams alongside people from all professional backgrounds who have varying perspectives, experiences, approaches and expectations. Ours is among the very few organizations in the world that are diverse by design and default.

This makeup of our Organization and of our people requires that we all excel professionally in our fields. A continuous urge to focus on results, effectiveness and cost-efficiency makes the need for professional excellence greater than it has ever been. It is our individual depth of experience our functional and technical capabilities, substantive experience and the number of years in our field – or fields – of work that makes us valued in the United Nations Secretariat.

Assessing, acquiring and developing depth of experience in a given field is guided by the Secretariat’s new values and behaviors framework⁴. The framework is forward-looking and emphasizes critical future requirements such as collaboration, innovation and data analytics. The values and behaviors apply to all of us, allowing us to see which behaviors enable us to enhance our expertise and which are transferable across fields or roles.

In a rapidly evolving context, depth of knowledge and experience demands deliberate learning: to perform our functions, to deliver on mandates, to be UN staff members and to lead others. For this reason, the United Nations Secretariat adopted a far-reaching learning and development strategy⁵ that brings a new learning culture to life. The learning needs analysis⁶, on which this strategy is based, articulates seven cross-cutting learning priorities, identified as critical to that effect. They are:



The strategy assists us all in developing our depth of experience and is particularly helpful in assessing which aspects of the [learning offering](#) we take on to continue to self-explore and grow.

³ [A/75/591](#) Composition of the Secretariat: staff demographics
⁴ The new values and behaviors framework will be available shortly
⁵ The Learning Strategy 2021-2025 will be available shortly
⁶ [United Nations Secretariat: Global Learning Needs Assessment](#)

BREADTH OF EXPERIENCE

Depth of experience – our expertise in a given field however, may no longer be sufficient to prepare us for the future of work. Singular, limited perspectives, no matter how deep one’s professional expertise is, result in formulaic solutions to global human rights, peace and development challenges that are rarely well-defined.

Making a difference for the peoples of the world has become increasingly complex⁷. The international landscape has become more volatile, multifaceted, and interconnected. Interlinkages between the effects of climate change, migration crises, peace and security, demography and development have proven that action must be taken to address them concurrently. The global roadmap to prosperity – the Sustainable Development Goals (SDGs) – has sharpened multilateral efforts, but at the same time has broadened implementation approaches on the ground. This requires that the United Nations enters into partnerships with an increasing number of regional and national implementing actors, where previously it had delivered alone. As a result, the United Nations Secretariat is evolving, and this dictates that we as staff continuously evolve to address the challenges that the Organization is mandated to resolve.

From a career perspective, this makes breadth of experience – the skills and capability we accrue while taking on roles laterally in a variety of functional and organizational contexts and duty stations paramount. Since the United Nations Secretariat has a global presence, our learning and our careers can lead us to serve in a number of roles across different fields, in a variety of entities with different mandates. On average, our service

⁷ For more details, please take a look at the United Nations Secretariat People Strategy 2021/2025: Our Road Map for the Future, [here \(in English\)](#) and [here \(in French\)](#)
⁸ [A/75/591 Composition of the Secretariat: staff demographics](#)

in the Organization demands that many of us change roles every two to three years. Although the averages vary greatly between staff categories, entities and duty stations, this does indicate that as staff of the United Nations Secretariat we move laterally with frequency. With deepening of the demand for transferrable skills, this is expected to grow further.

DID YOU KNOW?



On average, staff make about **3 lateral moves** throughout their service in the Secretariat, which means that many of us **change roles once every 2-3 years**.

We believe that only this way can one experience the richness of mandates and contexts in the United Nations Secretariat, and ensure skill transferability across roles, entities, and geographical locations in the Organization, within the common system and beyond. This notion is further reinforced in the learning strategy, which advocates that learning occurs through developmental assignments carried out in the flow of work, and that practice in context – trying and refining – is where learning and its impact are observed.

It is also important to view breadth of experience in the context that we, the staff of the United Nations Secretariat, spend on average only a fraction of our career in the Organization. The average age of staff members is 46 and the average length of service is 9.1 years⁸. Again, there are sizeable variations in these averages between different groups of staff, however the data suggests that our life-long career needs are only partly related to the United Nations Secretariat.

SPECIAL ROLE OF MOBILITY

Mobility – broadly, our movement across roles, functions, entities and geographical locations – is foundational in creating a workforce that is dynamic and adaptable. We subscribed to this when we joined the Organization. It also represents a key element of organizational agility, one of the three long-term outcomes of human resources management reforms⁹, and it also reinforces the other two long-term reform outcomes: diversity and inclusion, and accountability. Simultaneously, mobility is a prime source of creating opportunities for staff to deepen experience and broaden skills while aiming to fulfil our career aspirations.

We recognize that mobility and building transferable skills may look differently for the various categories of our staff. For those of us in the professional and higher categories, geographical mobility is a key option that takes place through lateral moves across geographical locations for periods longer than a year¹⁰.

DID YOU KNOW?



In 2018 **1,374 professional staff** changed duty stations and by 2030 mobility is projected to double, as the new mobility programme in the Secretariat consolidates.

For those of us in the general service and related categories, functional mobility – movement across job networks and families – may be the preferred option for fulfilling our career goals. For those of us in the field service category, opportunities for mobility take shape in the context of moving between peacekeeping missions.

For all of us, career opportunities are augmented by inter-agency mobility, which has been deeply embedded almost from the inception of the United Nations system¹¹. It is a key instrument that facilitates the interchange of personnel among United Nations organizations and has been described as one of three pillars of the common system, alongside the common salary scale and the pension fund.

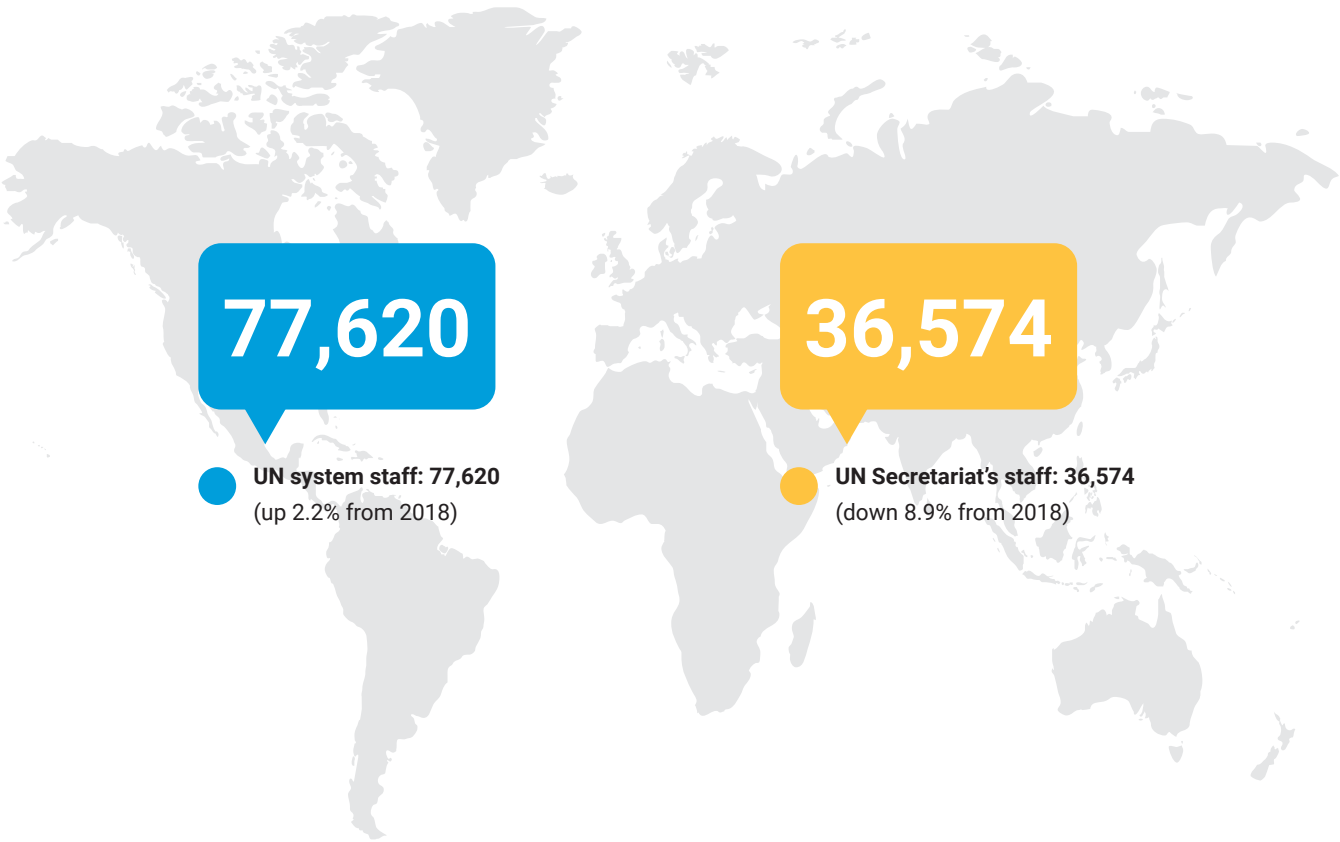
In the contemporary context of our work, inter-agency mobility remains valuable from a triple lens: improved functioning as One UN; more efficient talent acquisition, development and management; and professional development enabled for staff, while accommodating personal circumstances.

⁹ For more on the long-term outcomes of human resources management reforms, please review the Overview of Human Resources Management Reform for the Period 2019–2020 and An Outlook Beyond – Report of the Secretary-General [A/75/540](#)
¹⁰ For more on geographical mobility in the United Nations Secretariat, please see [A_75_540_ADD.1](#) E Secretary-General’s Report on New Approach to Staff Mobility, 2020
¹¹ For further on this please see UN JIU: Review of Staff Exchange and Similar Inter-agency Mobility Measures in United Nations system organizations, [A/75/85 - JIU/REP/2019/8](#) and related documents

Inter-agency mobility gains importance also from the perspective of the financial situation of the Secretariat. The organizational staff complement has been declining every year in the past five years. As of 31 December 2019, it amounted to 36,574, down 8.9% from 2018, whereas the staff of the United Nations system¹² has marked a slight increase by 2.2% at 31 December 2019, to 77,620 staff members.

For the above reasons, more and more of us are considering inter-agency mobility as an excellent career option. It enables us to acquire and develop transferrable skills on-the-job, to broaden our perspectives, to increase motivation and to enhance our career prospects within the common system and beyond, while strengthening the system-wide response to global challenges.

ALL STAFF OF THE UN SECRETARIAT AND THE UN SYSTEM, AS OF 31 DECEMBER 2019
(AND % CHANGE VS 2018)



¹² Source: Composition of the Secretariat : Staff Demographics : Report of the Secretary-General [A.75.591](#). NB: UN system staff = Staff of the Secretariat + staff of UN agencies, funds and programmes



David Gressly (not pictured), UN Emergency Ebola Response Coordinator (EERC), along with staff from the World Health Organization and the National Committee of Ebola Response of the Democratic Republic of the Congo (DRC) visit the town of Mangina in the North Kivu region and meet with survivors of Ebola.



Participants at the special event on Youth Standing Up for Human Rights, on the occasion of Human Rights Day. Empowering youth to better know and claim their rights will generate benefits globally. Youth participation is also essential to achieve sustainable development for all, and youth can play a crucial role in positive change. New York 10 December 2019. UN Photo/Eskinder Debebe

Career Satisfaction

OUR CONTEXT

In our packed day-to-day lives, we are often too busy to take a step back and think of our core motivation - why we joined the United Nations Secretariat. There are probably as many reasons as can come to mind, but one is paramount: We joined because we wanted to find meaning in our jobs. We wanted to be part of the largest and most prestigious intergovernmental organization of the world. An organization that, in the face of global problems of the size and complexity of international peace, climate change and economic prosperity, has the unique convening power to broker global solutions. We joined because we wanted to experience the world in its diversity of cultures, languages and perspectives. We joined because we wanted to have multiple opportunities to learn in a variety of roles. But above all, we joined because we wanted to make a difference. There are only a handful of employers that could open such doors for individual fulfilment and the United Nations Secretariat is one of them.

With opportunities always come limitations. In the United Nations Secretariat career progression is not discretionary and does not happen automatically. While staff may change roles with relative frequency, promotions in the United Nations Secretariat, that is moving up the organizational hierarchy, are not that common.

On average, most of us experience a promotion once every ten or so years, although this varies largely between staff categories, with the Field Service colleagues who may be experiencing promotions at a higher rate.

DID YOU KNOW?



On average, our staff experience a **promotion** once every 10 or so years.

In hierarchical organizations¹³ such as ours or the larger United Nations common system, upward progression through promotions is always limited by the relatively fewer positions at the higher levels. As a means of integration and to enable movement, including upward, we keep the multitude of occupations and posts that deliver our Organization’s mandates organized in job networks - groupings of job families with interrelated fields of work and functions. As part of this structure, staff access opportunities for developing skills, and gaining experience in different parts of the Organization, while simultaneously fulfilling our own career plans.

To ensure fair job access and as mandated by the legislative power of the General Assembly, the Secretariat operates a vacancy-based

recruitment system. This means that vacant posts in the United Nations Secretariat are advertised. Staff search through advertised vacancies and compete for opportunities with other internal and external applicants. Our search for the next role may be driven by a desire for promotion to a higher grade, by the need for a more satisfying job at the same level, by the visibility of the role in the context it is placed in and the ensuing networking opportunities, or by a myriad of other professional motivations underpinned by personal circumstances.

For some of us¹⁴ in the Secretariat, unlike in United Nations agencies, funds and programmes, there is a further legislative requirement to pass an exam prior to applying for positions in the professional category and there is a cap on the numbers of eligible staff who do so successfully. The United Nations Secretariat’s administration and the staff representatives have repeatedly supported the elimination of this requirement, but until this obstacle is removed, general service staff members may consider positions in the field service category in peacekeeping missions or in agencies, funds and programmes.



Children Visit UN Headquarters on UN Kids Day. Eva Mendes de Leon, daughter of Alban Mendes De Leon, Public Information Officer at the Department of Global Communications, poses for a photo. New York, 21 February 2020. UN Photo/Loey Felipe

¹³ More on the hierarchical nature of UN system organizations can be found inter alia in the Note on Career Development by the Secretariat of the International Civil Service Commission, [ICSC/88/R.3](#)

¹⁴ General service and related categories and at the FS-1 to FS-5 levels in the Field Service category

CRAFTING OUR OWN
CAREER PATHS

Within this context, we change roles on a lateral basis relatively frequently and upward career progression is indeed possible and a reality for some throughout the span of our service. However, generally we – the staff of the United Nations Secretariat – do not have well-defined, linear or predictable progressions within the established structure of job networks and families. As in more and more organizations and companies nowadays, there are no career ladders or pathways through regular promotions over prescribed periods of time in the United Nations Secretariat.

Instead, we craft our very own career paths. It is our prerogative and our responsibility to define what a satisfying career looks like and how we will achieve it.

There are many ways to achieve career satisfaction. For some of us, it is all about depth in a given field – honing an expertise that we are passionate about. It means enjoying the fulfilment that excellence brings by continually helping and guiding our colleagues and larger network in that field. For others, satisfaction is derived from moving within a given job network or across job networks; breadth and variety is more important. This can take the form of mastering political or peacekeeping knowledge of various regions or achieving a well-rounded administrative background across human resources, finance and procurement. For those of us, the wide range of job types in our Organization is a major satisfaction driver.

The focus on an upward progression or promotion through post levels will remain important to some staff. This is also a valid source of satisfaction – the chance to be continually challenged with new levels of

decision-making that make an impact through leading larger teams. This desire is common and natural in many ways.

Some of us regard strongly the possibility of serving at locations across the globe. Our Organization offers this to an unparalleled degree with an astonishing number and type of duty station contexts. The chance to serve across continents and thereby learn about new cultures, perspectives and languages is key to the long-term job satisfaction for some staff.

DID YOU KNOW?



7/10 highest staff engagement-scoring entities in the UN Secretariat are found in the field: among peacekeeping operations, special political missions and other political presence.

It is also important to acknowledge the career satisfaction we can derive from relationships with our colleagues. For some staff, this is the driving force behind fulfillment – either leading a team or contributing to a team in a meaningful way each day through conversations, helping one

another and working steadily and successfully toward common goals.

We cannot credibly discuss career satisfaction without touching upon one major driver: the influence of our personal circumstances, and work-life harmony requirements on our career choices. For each of us it is crucial to take an honest look at our needs, desires and expectations with regard to our families, our caring obligations, our social and economic circumstances. When we craft our career paths, we need to recognize how our personal lives and the well-being of those that we deeply care about affect our decisions. If we try to brush these aside, we may wind up frustrated with career choices further down the road.

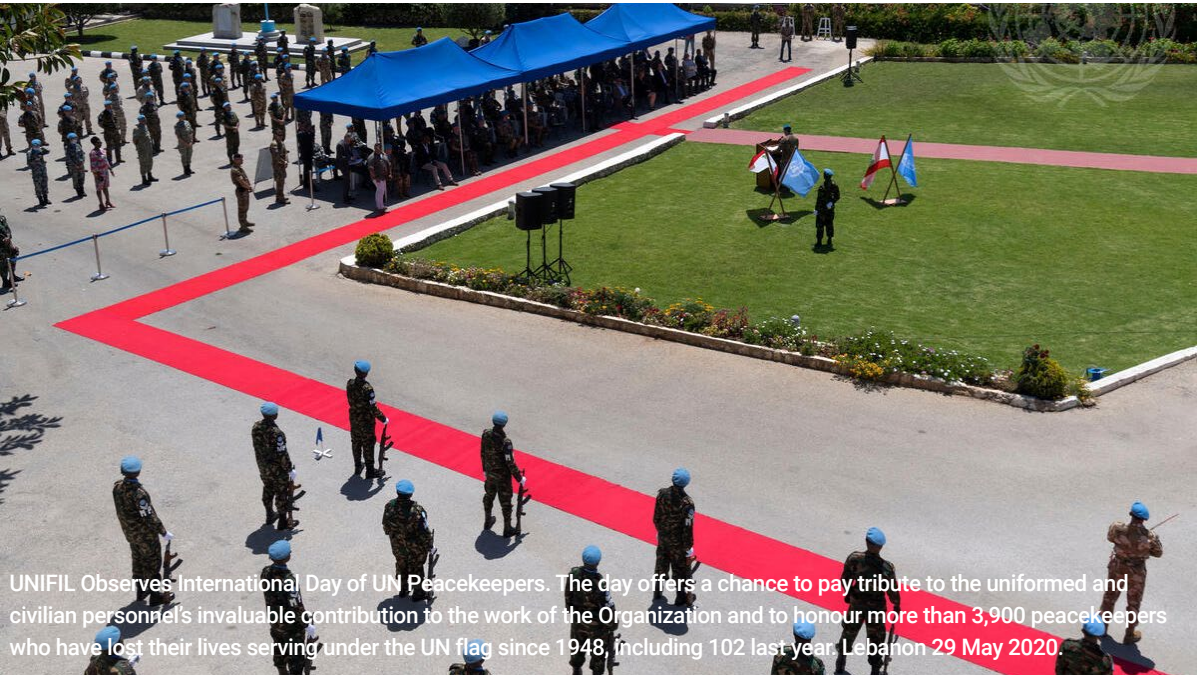
Professional satisfaction means feeling proud, valued and engaged. As staff members, we must identify which sources of career satisfaction are most important to us at any given point in our careers. For most, it will be a combination of all these sources – depth of experience, breadth of experience, the chance to move upward, connectedness with colleagues, accommodation of personal circumstances. And underlying all these sources would be the satisfaction that comes from serving the peoples of the world through our singular, vital Organization. This must remain present in our career and satisfaction “radar” at all times.



Peacekeepers serving with the United Nations Mission in South Sudan (UNMISS) conduct a patrol for women to safely collect firewood in the areas around the Protection of Civilians’ site in Bentiu. South Sudan 10 December 2018

ACCOUNTABILITIES

While staff are in charge of crafting their own career paths, the Organization and managers play important roles too. The schematic below outlines this three-pronged accountability structure in our pursuit of career satisfaction.



UNIFIL Observes International Day of UN Peacekeepers. The day offers a chance to pay tribute to the uniformed and civilian personnel's invaluable contribution to the work of the Organization and to honour more than 3,900 peacekeepers who have lost their lives serving under the UN flag since 1948, including 102 last year. Lebanon 29 May 2020.



STAFF MEMBERS

are in the driving seat of our careers: we define our success and we exercise control! We formulate our career aspirations, honestly assess the impact of our personal circumstances on our career prospects at each stage of our careers, set realistic career goals, put together tangible career plans that lead to the fulfilment of these goals, and undertake steps toward implementing these plans. Staff initiate and/or actively participate in discussing career plans with managers and the human resources partners in our entities on a regular basis, seeking feedback or guidance.



MANAGERS

are well positioned to connect staff's individual aspirations with career opportunities – within and outside of the United Nations Secretariat. Providing perspective is a vital component of the manager's role, necessary to help staff achieve alignment across who we are (our identity), what we want (our career plans) and what the Organization needs. Managers act as allies and shepherd staff along our career journeys. As work on gradually rolling out an agile performance management system¹⁵ in the Secretariat continues, there will be increased focus on the need for managers to coach staff on bringing our career plans closer to fruition.



THE ORGANIZATION

is responsible for clearly communicating its strategic and operational goals, and the requirements toward staff on the contributions of teams and individuals. It is the organizational responsibility in particular to identify and communicate the skill expectations from staff, both those of today and of the future. The Organization also provides meaningful opportunities for staff to acquire the skills needed. Finally, it ensures that appropriate linkages with other corporate human resources systems – learning and development, performance management, strategic workforce planning and recruitment, among others, are present, work synchronously and mutually support one another to help staff sustain professional (job and career) satisfaction.

¹⁵ For more details on it, please visit the [Performance Management Hub](#) on the Knowledge Gateway

CSW63 Townhall Meeting of United Nations and Civil Society.
A participant of a townhall meeting - held as part of the sixty-third
session of the Commission on the Status of Women - greets
a UN staff member prior to the beginning of the townhall.
New York 12 March 2019. UN Photo/Amanda Voisard





Inclusive Playground Exhibit at UN Headquarters . The Permanent Mission of Ecuador organized the temporary installation of an inclusive playground, with the aim of promoting empathy and playfulness for all children, including those with disabilities. New York 11 June 2019, UN Photo/Loey Felipe

Career Support Offering

CORNERSTONES

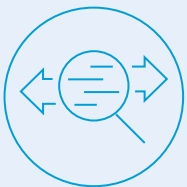
The career support that the United Nations Secretariat provides to staff is based on three

cornerstones. They are the lenses that the Organization uses in designing, implementing and assessing the impact of all career support activities. These cornerstones are:



1. SET REALISTIC CAREER EXPECTATIONS

The majority of the career support services being provided aim to help staff build realistic career expectations, equip us with tools that enable us to take charge of our career journeys and provide us with information that assists us in making informed individual career decisions.



2. FOCUS ON SKILL ACQUISITION & DEVELOPMENT

The career support services in the United Nations Secretariat promote skill development through learning on-the-job and from peers. These are magnified by a large, diversified and targeted learning and development offering. The United Nations Secretariat maintains that gaining experience in a variety of contexts is invaluable for deepening professional capability, broadening horizons and enhancing transferrable skills.



3. PROVIDE EQUITABLE SUPPORT

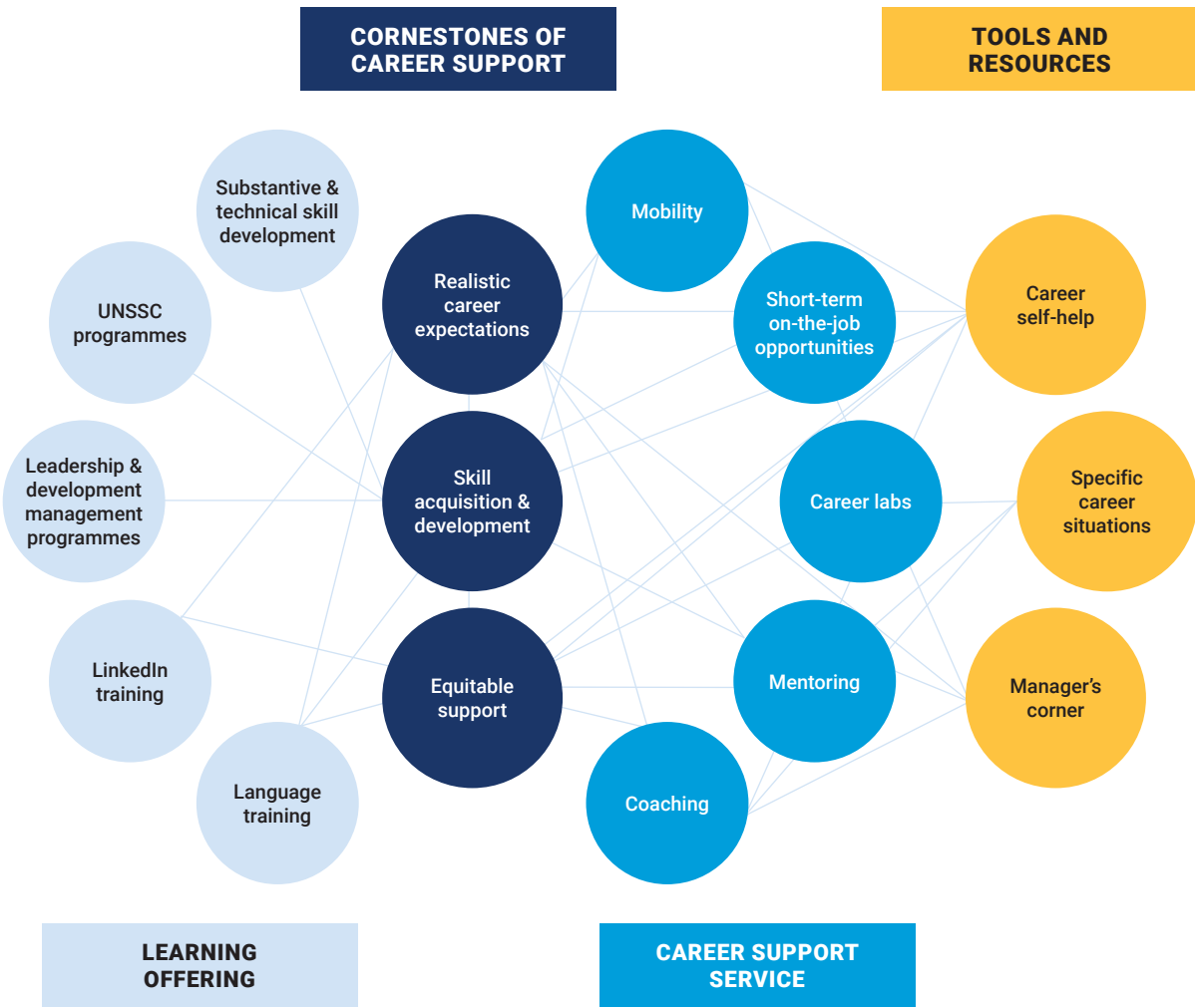
Our Organization is among the only ones in the world that is diverse by design and default. Our people are our biggest asset. It matters greatly that all staff members feel valued, supported and included in our pursuit of career satisfaction. For this reason, the United Nations Secretariat strives to maximize career support to all, leaving no one behind, while recognizing that career needs may differ.

LINKAGES WITH THE LEARNING SYSTEM

One of the primary functions of the learning system is to enhance professional excellence, thus it predominantly supports staff in the realm of depth of experience. The career

support offering is intended to enhance breadth of experience via learning and training opportunities on-the-job and from peers. These two corporate systems – learning and development and career support - work seamlessly to accompany us in our professional journeys. Specific linkages between learning and career support provision in the Secretariat are depicted on the schematic below:

LINKAGES BETWEEN CAREER SUPPORT AND LEARNING OFFERING IN THE UNITED NATIONS SECRETARIAT



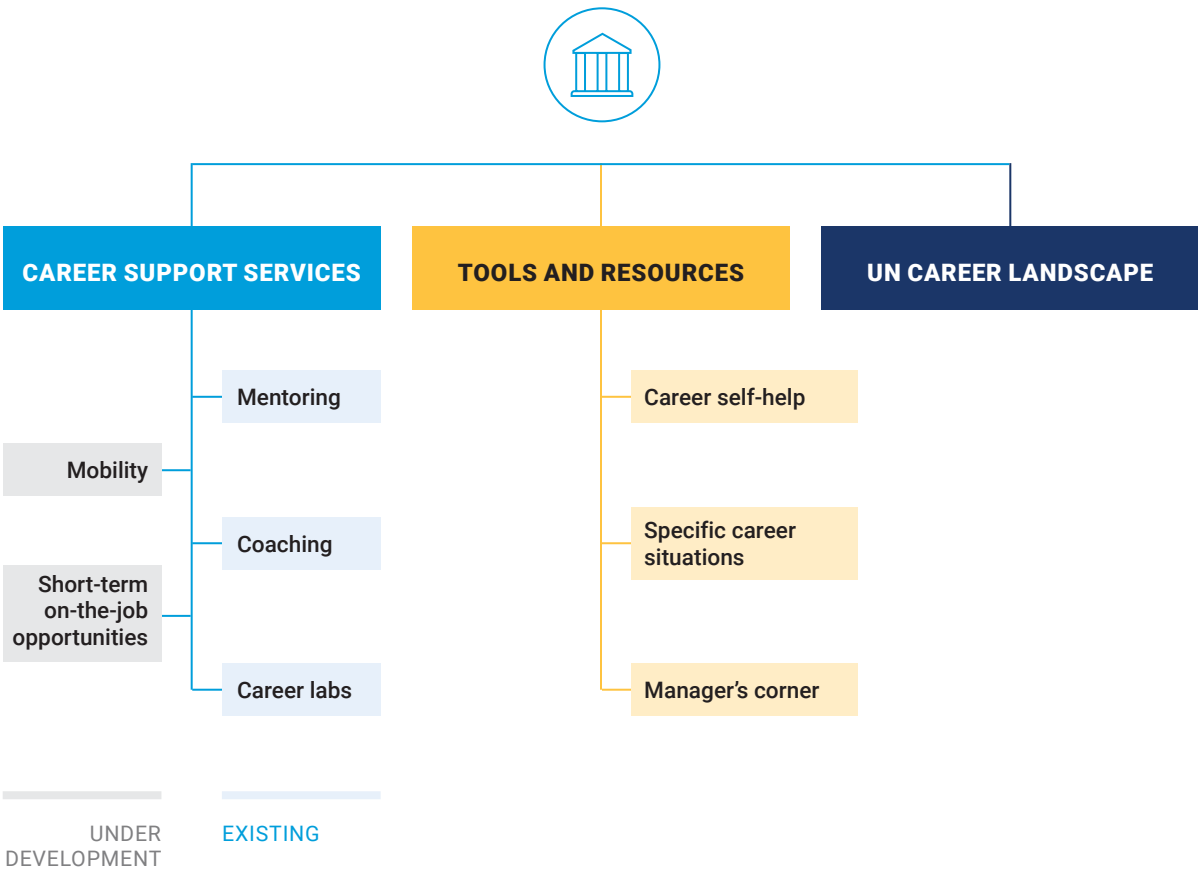
TYPES OF CAREER SUPPORT OFFERED IN THE SECRETARIAT

In addition to the ample organizational learning offering, there are three types of specific career support offered in the United Nations Secretariat:

- career support services,
- tools and resources and
- information about the “big picture” around careers.

Full details of all these will be available on the Secretariat’s Career Centre site, which is currently under construction and once fully operational by the end of 2021 - will be a comprehensive one-stop online source hosted on the Knowledge Gateway to support staff in the pursuit of a satisfying career.

The types of career support provided by the Secretariat are depicted in the schematic below which is aligned with the structure of the future Career Centre. More details are provided immediately thereafter.



CAREER SUPPORT SERVICES

There are five types of career support services that the Organization facilitates. Together with the career tools and resources and the learning offering, these provide opportunities for staff to deepen professional capability, broaden horizons and acquire and develop the future-oriented, transferable skills needed to deliver on the organizational mandates, while simultaneously supporting the fulfillment of our career plans.

Below you may find highlights about each type:

Mobility:

Following the presentation of the Secretary-General's New Approach to Mobility¹⁶, the United Nations Secretariat is currently operationalizing a new mobility programme, which will provide staff in the professional and higher categories, as well as field service staff, with opportunities for learning and skill development on-the-job through service in different entities and duty stations. It is expected that the programme will be fully operational by the end of 2022.

Short-term on-the-job opportunities:

There are numerous types of short-term opportunities which facilitate acquisition and application of skills on-the-job over a short period of time. They are often demand-driven by the entity which experiences a temporary skill gap and thus have budgetary implications. They include: temporary job openings¹⁷; job shadowing, job exchange and cross-training opportunities; volunteering initiatives such as [Conecta](#), which has been expanded across the United Nations system, and others.

Mentoring:

The Secretariat's award-winning¹⁸ *Together Mentoring* programme offers the opportunity to both mentors and mentees to pause and reflect on career planning, achievements, challenges and learning along the way. Inclusion is at the heart of the mentoring programme, with mentors and mentees paired across job families and categories, duty stations and entity types. Participants are from the Secretariat as well as agencies, funds and programmes. Full information about the *Together* mentoring programme can be found [here](#).

Coaching:

This programme helps staff glean an outside career perspective and is particularly helpful in supporting colleagues in offices in transition, downsizing or closure. It also useful to those of us who experience other career challenges, such as career plateaus. Staff can avail of sessions with external, professional coaches, who help explore and address short and long-term career needs. Full information about the coaching programme can be found [here](#).

Career labs:

Career labs take place on demand with groups of staff or wider audiences. They may follow various formats such as webinars, information sessions, or structured training – face-to-face, blended or online. Announcements are made on iSeek and further information about career labs is available from the learning focal points in entities. Selected events are also publicized on the Career Centre's calendar.

¹⁶ Please take a look at the Secretary-General's report on the New Approach to Mobility: Building an Agile Organization by providing opportunities for on-the-job learning and skills development in [A_75_540_Add.1](#)

¹⁷ TJOs are posted on Inspira. They may be limited to staff at a given duty station.

¹⁸ Proud recipient of the [2020 Secretary-General's Award in the category "Changing the way we work"](#)

TOOLS AND RESOURCES

Once fully operational, the Career Centre will provide staff with guidance, toolkits, information, curated content, tailored self-help resources and more. These will be grouped in the following areas:

Career self-help

will include a collection of tools, curated content and tips on how to explore one's talents, skills and aspirations to achieve career satisfaction. It will also include other resources that enhance staff's capacity to formulate realistic career plans and implement them, such as on networking or building up one's professional reputation.

Specific career situations

will offer a collection of resources aimed to assist staff in finding solutions to individual challenges that are common to *specific* career situations, stages or groups of people. Supporting colleagues in offices in transition, downsizing or closure, preparing the next career move, career plateaus, pre-retirement planning, support to staff members relocating, managing dual-career households, taking time off and many more topics will be found here.

Manager's corner

will be an area of the Career Centre which provides first and second reporting officers with practical tips on supporting supervisees' career aspirations, including when holding the coaching/developmental part of performance management conversations.

UN CAREER LANDSCAPE

In this area of the Career Centre, staff will be able to find information about the United Nations future skill requirements and the evolving nature of entity mandates.

In addition, the area will include useful workforce data that will help us all understand the bigger picture of what careers look like in the Secretariat. Staff will be able to glean insights into fellow staff members' careers to illustrate different individual career planning approaches and career and learning paths.

And finally, the career-related human resources policy base as well as the present Framework will also be featured in this area, to provide an understanding of the normative and methodological basis of career support in the United Nations Secretariat.



UN staff members dressed in their traditional national outfits march at the Parade of Nations to mark UN Staff Day. New York, 7 September 2018.
UN Photo/Eskinder Debebe



United Nations Staff in Geneva Simulate SDG Logo on UN Staff Day. Aerial view of United Nations Staff in Geneva simulating the Sustainable Development Goals logo on UN Staff Day, Switzerland, 28 October 2016

Implementing the Framework

The career satisfaction framework is an integral part of the organizational people-centered talent management system. It features strong linkages with our new values and behaviors framework, the performance management system, the strategic workforce planning framework and above all the learning and development system, all of which have been featured in the document.

The provision of integrated learning and career support in the Secretariat is a joint undertaking between the Secretariat's global career support team in the Office of Human Resources (OHR) and the learning partners on the ground: in departments, other entities, offices and missions. While the global team is in charge of the overall career support portfolio, the partners in entities monitor specific needs and design local learning and career support programmes suited to meet the unique circumstances of staff in their entities. Staff are welcome to contact their local learning team or executive office for more information on the career support available locally.

The Global Career Support team and the HR partners in entities will promote the Framework and use it to align the global and local career support initiatives with its vision. The team will continuously analyze the career needs of our people, measure impact of each initiative and use this information to improve the current and design the future career support services and tools.



Secretary-General António Guterres (left, waving) and Carly Nzanzu Kasivita (right, waving), Governor of North Kivu, Democratic Republic of the Congo (DR Congo), greet the local community. Mr. Guterres visited the Mangina Ebola Treatment Centre and met with Ebola survivors and discharged patients. DR Congo 1 September 2019

Group photo of participants on the last day of the 57th Graduate Study Programme at the UN headquarters in Geneva. The programme provides an opportunity for young postgraduate students from all over the world to observe and study the work of the United Nations under the guidance of UN experts. Switzerland 12 July 2019



