



# Network

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## INTERVIEW WITH CALI YOST

### CEO Flex+Strategy Group/Work+Life Fit

Called "one of the smartest" and "most sophisticated thinkers" by *The New York Times*, Cali Williams Yost has been shaping the global dialogue on work+life flexibility for nearly two decades.

Yost is CEO and founder of Work+Life Fit, Inc., a research and consulting firm that develops and implements the broad-ranging organizational and personal flexibility strategies that have become a strategic imperative for global business success. Clients range from BDO Seidman LLP and Quaker/Tropicana to the United Nations, Ernst & Young, Microsoft and the U.S. Navy.

A former commercial banker and graduate of Columbia Business School, Yost is author of the critically acclaimed *Work+Life: Finding the Fit That's Right for You*, the first work+life "fit" handbook for individuals. Since 2007, she has served as an expert blogger for *Fast Company* magazine.



"Cali speaks the language of businesses when it comes to positioning workplace flexibility as a fundamental driver of business outcomes", says Jennifer Swanberg, Ph.D., associate professor and executive director for the Institute for Workplace Innovation at the University of Kentucky. "She presents the business case for flexibility—why work-life fit is critical to operations in the twenty-first century".

An in-demand consultant, keynote speaker and workshop presenter, Yost serves as an evangelist for the broad organizational impacts of work+life flexibility—from employee engagement, innovation, cost containment and talent management to global client service, sustainability and disaster preparedness. Her unique, often contrarian, perspective has been featured in numerous

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national media outlets such as *The New York Times*, *The Wall Street Journal*, *BusinessWeek*, *Newsweek*, *USA Today*, National Public Radio (NPR) and Fox Business News.

Prior to founding Work+Life Fit, Inc., Yost held senior consulting roles with Families and Work Institute and Bright Horizons Family Solutions, two of the field's pioneering organizations. In 2007, she was honoured with the "Rising Star Award" from the Alliance of Work-Life Progress.

Yost lives in New Jersey with her husband and two daughters. Contact information: cali@flexstrategygroup.com.

**Q:** Please share with us your background, education, work experience.

**A:** I entered the work+life field more than 15 years ago following a career in banking in New York City, after graduating with honours from Columbia Business School. It was my experience as a manager of a group of bankers in the early 1990s that originally introduced me to the need for work+life flexibility as a business strategy.

In banking, your money is as green as your competitors' down the street. The advantage comes

from the relationships between client and banker. Historically, if a banker faced a work+life challenge, they often felt they had no choice but to leave. This made no business sense to me. At the time I had no children, all I knew was that my clients didn't care if their banker worked on the moon two-days a week as long as they stayed. Unfortunately the bank I worked for at the time refused to support even the smallest amount of flexibility. So they continued to lose good people, including me. I felt so strongly about flexibility as a business imperative, I decided to get my MBA and make it my life's work.

I began my work+life career as a Senior Research Associate with Families and Work Institute, and then helped Bright Horizons Family Solutions start up its consulting practice. In 1999, I founded Work+Life Fit, Inc., which expanded to become part of the Flex+Strategy Group parent company. I published the first "how to" solution for individuals, *Work+Life: Finding the Fit That's Right for You* (Riverhead/Penguin Group) in 2004 and have been an expert blogger for *Fast Company* for three years.

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## Letter from the Focal Point for Women

Dear friends,

Welcome to another issue of *Network*. In it, we focus on flexible work arrangements, bringing you an interview with Ms. Cali Yost, the CEO and Founder of Work+Life Fit, Inc. She eloquently explains the value of work and life flexibility both for organizations and as a means to improve lives in all their dimensions. In addition, you will find a summary brief summary of the workshop organized by the Department of Peacekeeping Operations who invited leaders from American Express to share their successes with work life policies and arrangements. American Express has been a recognized champion and coveted employer, also on account of the priority it assigns flexibility in work method and partnership between management and staff for its successful and widespread implementation.

We hope you will find this issue of *Network* with its work life fit focus useful in your commitment and advocacy to improve the conditions for women continuously. Without more appropriate understandings of the necessity for flexibility in the workplace, not only can women not benefit from opportunities available to them in their organizations, but communities including men will be considerably less well off than they could be. Flexibility as a tendency and practice in the workplace is repeatedly shown to improve quality of life everywhere, for women, men and their families.

In solidarity,



Aparna Mehrotra

## INTERVIEW WITH CALI YOST *(continued from p. 2)*

**Q:** *As CEO of the Flex+Strategy Group/Work+Life Fit, Inc., what is the company's mission statement? What would you consider its three principal achievements? Its three principal challenges?*

**A:** We believe that work+life flexibility is a strategic imperative if organizations and individuals are going to tackle today's challenges and opportunities.

Our mission is to help organizations of all sizes partner with their employees to use flexibility in how, when and where work is done as a strategic lever to achieve their unique business objectives. This includes working better and smarter, serving global customers and teams, managing talent, controlling costs, supporting green initiatives, improving disaster preparedness, as well as helping individuals manage their work+life fit.

Our three principal achievements to date include:

- Moving work+life flexibility from the category of "nice to have perk", to "must have strategy" in a number of organizations.
- Giving individuals the tools they need to partner effectively with their employers to find a flexible work+life fit that is a win-win.
- Getting more and more people to understand that flexibly managing work and life is not just a women's issue. It is an issue for everyone in today's always-on, do-more-with-less reality.

Our three principal challenges relate to our principal achievements:

- Continuing to position flexibility as a "must have" strategy in an economic reality where the default response of employers is "people are just lucky to have jobs". When an organization does this they miss all of the broader productivity and organization-enhancing benefits of strategic flexibility.
- Getting the tools for flexibly managing their work+life fit into the hands of more individuals. Most people still think their employers can "give" them balance and they can't.
- Normalizing work+life fit as an "everyone issue" so that men, fathers, eldercare givers and retirees see that flexibility applies to them as well. This in

turn will help to relieve the painful bias that limits and hurts mothers in the workplace.

**Q:** *What is Work+life fit? How have you applied this concept in your own career and personal life?*

**A:** Work+life fit is actively and strategically managing the way work "fits" into your life day-to-day and at major career and life transitions. This includes parenthood, caring for an aging relative and "retirement". With work+life fit, there is no right answer, or "balance". It's the way your unique work and personal realities fit together at any point in time. Unlike balance which too often becomes "the thing I don't have", work+life fit is about possibilities and what you could have. It's solutions oriented, and we all need to do it.

I apply this concept to my life every day. I actively and strategically optimize the way my work and the other parts of my life fit together. Usually small tweaks in how, when and where I work do the trick in terms of success. Although there have been two periods—when my second child was born and when my mother got sick—that I did reduce my schedule and work remotely more than usual for a few months.

**Q:** *What would you say are the main issues facing working women in leadership positions in the private sector?*

**A:** I am going to answer this question from the perspective of work+life because that's my area of expertise. But to me the biggest challenge facing working women in leadership positions is the often unconscious bias that they aren't as serious or committed if they have a family, when compared to men. The assumption is women will need extra support to make it work, while a man won't.

Because of this bias, I believe women are often not compensated as generously, aren't given as many development opportunities and aren't promoted as often. I call it a bias because there are many women who would happily embrace additional responsibilities but are not even given the option. And I see more men needing extra support in terms of flexibility to make their work+life fit a success but they aren't part of the conversation because of the same bias.

You can't plan for the moment a male employee learns that his father or mother has Alzheimer's. It



happens unexpectedly, is very stressful and unpredictable and requires a great deal of flexibility to manage for an undetermined period of time. On the other hand, when a female employee gets pregnant, you have a chance to plan. Once the baby is born, it is much easier to navigate key milestones in a child's development. And there is more childcare support available than there is for eldercare.

Those neat little boxes in which we like to put people no longer apply in many cases.

**Q:** *How, in your view, does gender imbalance define the paradigm of a work environment? Should it or can it be changed to suit women better and afford them equal footing?*

**A:** Unfortunately, the gender imbalance hurts us all—men and women—because it doesn't allow the very best of all of our human capital to contribute to their highest degree. The most effective people, doing their best work at all levels, only makes the pie bigger for everyone. The way the environment is structured now, women are not equal participants in terms of contribution especially at a certain level.

I believe it can be changed to suit everyone better, not just women. Leveling the playing field will require removing the work+life bias related to motherhood from the culture. You do this by reinforcing that we all have work and personal responsibilities we need to manage flexibly, not just women. Just as a woman has a baby, everyone has parents he or she will increasingly need to take care of. Everyone continues to get older, and more and more people are choosing to continue working in some way during retirement.

**Q:** *What, in your view, are the characteristics of the emerging work force that make flexibility essential? How should an organization manage these for optimal gains, especially where the output is not the bottom line, but rather harder to measure longer term outputs such as peace or gender equality?*

**A:** What I love about the UN commitment to gender equity as a driver for development and peace is that it's an objective that work+life flexibility directly impacts. Unlike previous generations, the Millennials are inherently flexible in how, when and where they work. And they, both men and women, are very vocal about their desire for lives outside of work. It doesn't mean they necessarily want to work less as much as

work differently because they know that coming into an office to work during set hours is not always a requirement of getting the job done.

This poses both a challenge and an opportunity. The challenge is to give the emerging work force with tools and structure they need to do their work effectively (e.g, understand the needs of their jobs, their teams and what's expected of them). On the other hand, the organization has the opportunity to use that inherent comfort with flexible ways of operating to save money on real estate, coordinate overseas teams without as much travel, and to improve the ability to retain talent since both men and women want the same level of flexibility to manage their work and life. This will help achieve the UN goal of gender equity which in turn promotes peace.

**Q:** *Large organizations, such as the United Nations, often continue to encounter skepticism about the benefits of flexibility in work practices. Policies exist but implementation remains weak. What recommendations would you have on what works and why?*

**A:** The answer to why flexibility policies alone have limited meaningful impact could take pages, but here's where to start to move flexibility from the "nice to have perk", to powerful strategy that's part of the day-to-day operating model:

Take time to discover and study the flexibility that is happening organically in the organization, because it is there and may be under the radar screen.

Use that success as the starting point to build a shared vision of what flexibility is going to look like in your organization. In the process, you answer the question for individual staff member and leaders: Why flexibility? The process of soliciting and reacting to input from all levels and groups clarifies the rationale behind flexibility, identifies work practices that need to be adapted, and, most of all, answers the WIFM—what's in it for me—at all levels. This disarms much of the resistance to and misunderstanding of flexibility.

Not only train managers how to have the conversation about flexibility with individuals and their teams but give each individual staff member the tools and resources they need to take the lead on their own behalf. They need to come to the table with a plan for flexibility that meets their needs and the needs of

the organization. Managers can't do that. All they can do is create an environment within which the conversation can take place and the resulting flexibility can succeed. When flexibility is a "check the box" policy, those aspects of the strategy are often missing.

**Q:** *You are familiar with the United Nations policies, especially their flexible work arrangements. What new policies would you recommend to the UN and why?*

**A:** I am familiar with the UN's policies and I do think they are a great place to start; however, policies that specify the parameters of a particular solution (e.g., telecommuting, flexible scheduling, etc.) can sometimes have the unintended outcome of limiting creativity and innovation.

My hope is that the organization would evolve to a process-based approach to creating flexibility solutions tailored to a particular person's unique work and life. The policy then becomes that everyone has access to the process but there is no guarantee of a particular outcome. It must work for the business and the personal to be approved. The consistency is in the access to the process, not in the particular type of flexibility.

What this does is it eliminates the expectation of individual staff members that every type of flexibility works with every job. And because it's a "policy" it should be approved. It also eliminates the pressure on managers to approve a flexibility proposal that doesn't make sense for the job because it's a "policy".

But a process-based approach to flexibility requires greater organizational readiness, as well as more resources and training than a policy-based approach.

**Q:** *You are a woman who has established herself in an upcoming field and in your own business. Surely, the road has been tough but you have made it. As a flexibility consultant who has developed business-based work+life flexibility strategies for many organizations and individuals, can you share with Network the personal philosophy which has most contributed to your thinking and career?*

**A:** What has driven my work for the past 15 years is the belief that flexibility in how, when and where work is done and life is managed is a strategic imperative for all employers and employees in today's rapidly changing,

global economic reality. This means flexibility must be an organized, coordinated and targeted part of the culture and day-to-day operating model to have impact, not just a perk. And it must be an ongoing, solution-oriented partnership between the employee and employer.

It's not going to be enough simply to have a policy in place if you truly want to leverage the potential innovations of strategic flexibility. This includes innovating the way work is done, global teams and clients are managed, costs are controlled, talent is developed, environmental sustainability is achieved, and disaster preparedness is improved. And individuals are able to partner with the organization to manage flexibly the way work fits into their lives day-to-day and throughout their careers.

**Q:** *You have managed family life and combined it with very successful career advancement. What has guided you personally in difficult moments? What advice do you have for other women who aspire to become leaders?*

**A:** I walk my talk. Here are the three keys to my success that are outlined in my book:

- 1 I don't see my choices as limited to all or nothing—it's not that I either work exactly the way I do now, or I don't work at all. I look at the possibilities to adjust flexibly my work+life fit focusing mainly on the small changes that make the biggest difference such as getting up 30 minutes earlier to get to the gym or shopping every Sunday for the whole week.
- 2 I am just as flexible in my definition of success personally and professionally as I am in the way I work. If I need to lower the bar a bit in terms of expectations in order to feel good about the work+life fit I am able to achieve at a particular time, then I do it. Right now, I am not able to volunteer at my daughter's school. It just doesn't fit in. I could feel bad about it but I don't. My goal is to re-engage in that area when she gets to high school. But for now, it's not part of my work+life fit.
- 3 Finally, I am always checking in and asking myself, "What do I want?" Creating as clear a work+life fit vision as I can gives me the ability to manage my responsibilities and goals personally and



professionally to achieve that goal. It can change daily and weekly, so I make a point to tweak my work+life fit in all key areas as I go along. I don't wait until a crisis to make a change. ■

## CONGRATULATIONS TO:

**Ms. Christiana Figueres** of Costa Rica on her appointment as Executive Secretary of the United Nations Framework Convention on Climate Change (UNFCCC) by Secretary-General Ban Ki-moon on 18 May 2010. Ms. Figueres' dedication is reflected in her international leadership on the climate change agenda. In the United States, she was Director of Renewable Energy in the Americas (REIA). She also founded the Center for Sustainable Development of the Americas (CSDA) in 1995, and directed it for eight years. In Latin America, Ms. Figueres designed and helped to establish national climate change programmes. A distinguished promoter of the region's participation in the UNFCCC, she became a member of the Costa Rican negotiating team in 1995, involved in both the UNFCCC and the Kyoto Protocol, and has rendered various conference-of-parties decisions. Ms. Figueres has also served on the boards of directors of non-governmental organizations that focus on climate change issues.

**Ms. Lisa M. Buttenheim** on her appointment as the Secretary-General's Special Representative and Head of the United Nations Peacekeeping Force in Cyprus (UNFICYP). Ms. Buttenheim brings to her new post over 30 years of professional experience in UN political and peacekeeping arenas. She has served as director of two divisions of the Department of Political Affairs: the Middle East and West Asia Division and the Asia and Pacific Division. Previously, she was Director of the Asia and Middle East Division in the Department of Peacekeeping Operations. Ms. Buttenheim holds a Master's Degree in international economics and Middle East studies from the Johns Hopkins University School of Advanced International Studies in Washington, D.C. She has a Bachelor's Degree in political science and English from Stanford University. ■

## AROUND THE UN

### **Global effort to increase the participation of female police officers in United Nations Peacekeeping Operations: obstacles, challenges and solutions.**

Security Council resolution 1325, which was adopted a decade ago, expanded the role and contribution of women in field-based operations and emphasized the need for more female field military personnel.

As a step in the continuing follow-up to this resolution, the Police Division of the Office of Rule of Law and Security Institutions, Department of Peacekeeping Operations, on 4 June 2010 briefed Member States on the **global effort to increase the participation of female police officers in UN peacekeeping operations from 8 per cent to 20 per cent by 2014**. In his opening remarks, the Secretary-General said that with increased participation by women and their empowerment, the United Nations becomes a better organization. Women provide an extra essential dimension to nations recovering from conflict by bringing peace, stability and development.

Ms. Anne-Marie Orlor, Director of the Police Division of the Department of Peacekeeping Operations, in her statement, noted that it is necessary to review recruitment requirements for police officers across all levels in the peacekeeping missions. She also encouraged round-table events to increase awareness of the positive contribution of female police, and indicated the need for national training programmes to encourage women to join national police services. Ms. Orlor expressed the need for Member States to include female police in their contingents.

Other women police officers spoke about the contributions made by female police peacekeepers. In Sierra Leone, Ms. Kadi Facondo, Assistant Inspector-General of the Sierra Leone Police and Donor Officer of the United Nations Mission in Darfur (UNAMID), said

that female police were trained to investigate cases of women who suffered abuse. Ms. Doreen Malambo, UN Police Gender Adviser in the United Mission in Liberia, noted that she has used her sign language skills to help a deaf and mute female in a sexual abuse case. Female police peacekeepers collaborate with the Liberian civilian police and are making a positive impact on the daily lives of Liberians. Ms. Shubhra Tiwari, UN Police Gender Focal Point in the United Nations Mission in Sudan, said that women bring a special touch by training other women in community aid camps. They are the community's safety monitors and recipients of complaints about serious, violent incidents. ■

### **Secretary-General's report on women and peace and security (S/2010/173)**

On this same subject, the Secretary-General released a report on 23 April 2010 that outlines measures to accelerate the process of involving women in conflict prevention. The report was issued in pursuance of the Security Council's call in October 2009 for a set of indicators to measure progress towards women's participation in achieving peace and security. Progress has been slow since implementation of this goal 10 years ago, and the report said that the cooperation of UN country teams in the field would be critical. Several UN entities have expressed their willingness to collect and monitor these indicators. The Council also requested that the United Nations system engage technical experts in data collection and analysis from other organizations to expedite the monitoring process. ■

### **Women and the environment**

The Deputy Secretary-General spoke on 22 April 2010 to the students of Stony Brook University about the critical role that women have played in sustaining their communities and managing the planet's resources. Her talk focused on three main areas: water, sanitation and energy.

With regards to water and sanitation, the DSG pointed out that women have traditionally been responsible for locating potable water and for producing food to sustain their communities. As a result, women, especially those in low-income neighbourhoods, miss out on opportunities for education and economic activities as they perform their traditional role of household manager. She recommended that women be given equitable access to safe drinking water, entitlement to land rights, water for productive use and better and safer access to sanitation. She said that women should be trained to operate and maintain water supplies and sanitation, and also should be involved in decision-making regarding water and sanitation initiatives at the grass-roots and expert levels, and trained in project management and fund-raising techniques. All these steps will help to empower women and alleviate poverty. Women's involvement in their communities translates into their improved health and increased productivity, as well as the reinforcement of gender equality in domestic labour.

With regards to energy, the DSG focused on the benefits to women and girls of increased access to environment-friendly cooking fuels, including time and money savings; decreased illnesses, malnutrition and child mortality; and reduced damage to the environment. She also mentioned that electricity supplies in schools and households would give women and girls access to educational media and communications, further empowering them to help themselves and their communities.

The DSG stated that it is "therefore critical that governments and relevant stakeholders design inclusive policies and programmes to manage the environment. These must be done in a manner in which women can play their full and rightful role. **We must avoid perpetuating the inequalities and burdens currently shouldered by women. Taking care of the environment is the responsibility of all**". She concluded that issues related to water, energy and sanitation are linked together and addressing them effectively is crucial to achieving the Millennium Development Goals by 2015. ■

## High Commissioner for Human Rights addresses the Gulf Cooperation Council (GCC)

In a speech at the King Abdullah University for Science and Technology in Jeddah on (19 April), Ms. Navi Pillay, the United Nations High Commissioner for Human Rights, noted the increasing cooperation of the six countries of the Gulf Cooperation Council (GCC) in improving human rights, particularly in the areas of economic and social rights, children's rights and human trafficking. (These countries are Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates.) **Ms. Pillay remarked that education, including advanced studies, has been available to an increasing number of women in the GCC countries.** Additionally, several GCC Governments have modified their laws regarding women's rights in marriage, divorce, voting and occupying public office. She noted, however, that women still face discrimination

that hampers their participation in decision-making within their communities, and that women's civil and political rights in the region must continue to be improved. ■

## Secretary-General's Bulletin

**A bulletin from the Secretary-General regarding organization and terms of reference of the Office of Administration of Justice (ST/SGB/2010/3 of 7 April 2010) informed staff of the functions and organization of this independent office.** This new office, which is responsible for overall coordination of the formal system of administration of justice in a fair, transparent and efficient manner, is headed by an Executive Director who reports directly to the Secretary-General. Other staff include the Principal Registrar, three Registrars assigned to Geneva, Nairobi and New York, and the Chief of the Office of Staff for Legal Assistance. ■

**Summary table—senior staff as at 14 May 2010**

UN system—Total senior staff at levels D2 and above, as at 14 May 2010		Female	Male	Total	Per cent female		
TOTAL—D2 and above (DSG/Administrator/Executive Director/USG/ASG/D2)		134	343	477	28.1		
Table—USG/ASG/D2 level as at 14 May 2010						Includes: Field mission—USG	
Organizational grouping	LEVEL	Female	Male	Total	Per cent female	Female	Male
UN (including DSG)	USG	13	38	51	25.49	2	15
Inter-organizational		0	2	2	0.00		
Programmes, funds and entities (including Administrator)		4	7	11	36.36		
<b>TOTAL</b>		<b>17</b>	<b>47</b>	<b>64</b>	<b>26.56</b>		
Table—ASG level as at 14 May 2010						Includes: Field mission—ASG	
Organizational grouping	LEVEL	Female	Male	Total	Per cent female	Female	Male
UN	ASG	15	48	63	23.81	6	26
Inter-organizational		1	6	7	14.29		
Programmes, funds and entities		12	12	24	50.00		
<b>TOTAL</b>		<b>28</b>	<b>66</b>	<b>94</b>	<b>29.79</b>		

## Summary table—senior staff as at 14 May 2010

Organizational grouping	LEVEL	Female	Male	Total	Per cent female	Includes: Field mission—D2	
						Female	Male
UN	D2	39	122	161	24.22		
Inter-organizational		2	18	20	10.00	3	40
Programmes funds and entities		48	90	138	34.78		
<b>TOTAL</b>		<b>89</b>	<b>230</b>	<b>319</b>	<b>27.90</b>		

Source: OHRM.

UN system as at 14 May 2010— UG = DSG/Administrator/USG/ASG					
		Female	Male	Total	Per cent female
UN (including DSG)		28	86	114	24.6
Inter-organizational		1	8	9	11.1
Programmes, funds and entities (including Administrator)		16	19	35	45.7
<b>TOTAL</b>		<b>45</b>	<b>113</b>	<b>158</b>	<b>28.5</b>

SRSGs/DSRSGs— USG, ASG and D2 levels		Female	Male	Total	Per cent female
SRSG—USG		2	12	14	14.3
SRSG—ASG		1	4	5	20.0
SRSG—D2		1	0	1	100.0
<b>TOTAL—SRSGs</b>		<b>4</b>	<b>16</b>	<b>20</b>	<b>20.0</b>
DSRSG—ASG		5	12	17	29.4
DSRSG—D2		1	2	3	33.3
<b>TOTAL—DSRSGs</b>		<b>6</b>	<b>14</b>	<b>20</b>	<b>30.0</b>
<b>TOTAL</b>		<b>10</b>	<b>30</b>	<b>40</b>	<b>25.0</b>
Special envoys—WAE		USG	ASG	D2-Male	D2-Female
		7	1	2	1

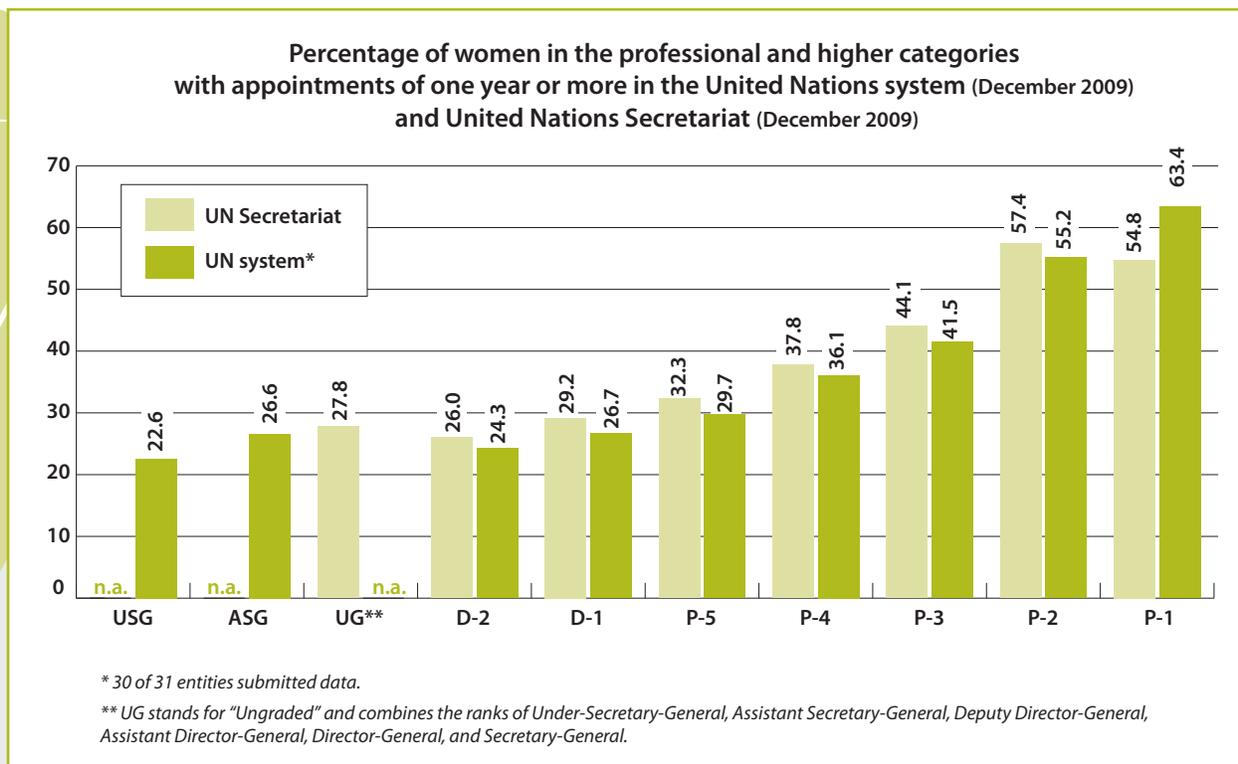
*“Women’s empowerment*

*is intertwined with respect for human rights.”*

*— Mahnaz Afkhami*

Founder and President of Women’s Learning Partnership for Rights, Development, and Peace; publisher of articles and books, with a particular focus on women’s human rights, Muslim women, as well as the Iranian women’s movement.

## The Status of Women in the United Nations system and in the Secretariat (from 1 January 2008 to 31 December 2009)



Source: United Nations Office of the Special Adviser on Gender Issues and Advancement of Women

As of 31 December 2009, women in the <b>UN system</b> constituted:	As of 31 December 2009, women in the <b>UN Secretariat</b> constituted:
<ul style="list-style-type: none"> <li>• <b>39.9 per cent</b> (11,514 out of 28,849) of all staff in the professional and higher categories with appointments of one year or more;</li> <li>• <b>28.4 per cent</b> (762 out of 2,685) of all staff at the <b>D-1 level and above</b>;</li> <li>• <b>41.1 per cent</b> (10,752 out of 26,164) of all staff at the <b>P level</b>;</li> </ul> <p><b>Gender balance</b> has only been achieved at the <b>P-1 (54.8 per cent)</b> and <b>P-2 (57.4 per cent)</b> levels.</p> <p><b>Largest increase:</b> UG (3.5 per cent from 24.3 per cent in December 2007 to 27.8 per cent in December 2009).</p> <p><b>Smallest increase:</b> P-3 (0.6 per cent from 43.5 per cent in December 2007 to 44.1 per cent in December 2009).</p>	<ul style="list-style-type: none"> <li>• <b>39 per cent</b> (3,951 out of 10,118) of all staff in the professional and higher categories with appointments of one year or more;</li> <li>• <b>26 per cent</b> (195 out of 751) of all staff at the <b>D-1 level and above</b>;</li> <li>• <b>40.1 per cent</b> (3,756 out of 9,367) of all staff at the <b>P level</b>;</li> </ul> <p><b>Gender balance</b> has only been achieved at the <b>P-1 (63.4 per cent)</b> and <b>P-2 (55.2 per cent)</b> levels.</p> <p><b>Largest increase:</b> ASG (6.6 per cent from 20 per cent in December 2007 to 26.6 per cent in December 2009); and P-1 (30.1 per cent from 33.3 per cent in December 2007 to 63.4 per cent in December 2009).</p> <p><b>Largest decrease:</b> D-1 (-1.8 per cent from 28.5 per cent in December 2007 to 26.7 per cent in December 2009).</p>

## Promotions, appointments, and separations in the professional and higher categories

1 January 2008 to 31 December 2009

### PROMOTIONS

- Promotions of women accounted for **44.8 per cent** (1,299 out of 2,899) of all promotions to the **P-2 to D-1 levels**, **31.2 per cent** (82 out of 263) to the **D-1 level**, and 46.2 per cent (1,217 out of 2,636) to the **P-2 to P-5 levels**.
- Gender parity in promotions was only met at the **P-2** (51.5 per cent) and **P-3** (50.6 per cent) levels.

**Lowest proportion:** 31.2 per cent (82 out of 263) at the **D-1 level**.

### PROMOTIONS

- Promotions of women accounted for **47.6 per cent** (435 out of 914) of all promotions to the **P-2 to D-1 levels**, **31.2 per cent** (25 out of 80) of promotions to the **D-1 level**, and **49.2 per cent** (410 out of 834) of promotions to the **P-2 to P-5 levels**.
- Gender parity in promotions was only met at the **P-2** (66.7 per cent) and **P-3** (52.2 per cent) levels.

**Lowest proportion:** 31.3 per cent (25 out of 80) at the **D-1 level**.

### APPOINTMENTS

- Appointments of women represented **45.2 per cent** (5,190 out of 11,493) of all appointments from the **P-1 to the ungraded (UG) levels**, **26.4 per cent** (130 out of 493) at the **D-1 level and above**, and 46 per cent (5,064 out of 11,004) at the **P-1 to P-5 levels**.
- Gender parity in appointments was only met at the **P-1** (64.2 per cent) and **P-2 level** (60.3 per cent).

**Lowest proportion:** 26.3 per cent (31 out of 118) at the **D-2 level**.

### APPOINTMENTS

- Appointments of women represented **42.7 per cent** (1,743 out of 4,085) of all appointments from the **P-1 to the USG levels**, **23.5 per cent** (4 out of 17) at the **USG level**, **22.9 per cent** (8 out of 35) at the **ASG level**, **26.1 per cent** (57 out of 218) at the **D-1 level and above** and **43.6 per cent** (1,686 out of 3,867) at the **P-1 to P-5 levels**.
- Gender parity in appointments was only met at the **P-1 level** (62.1 per cent) and **P-2 level** (58.0 per cent).

**Lowest proportion:** 21.6 per cent (11 out of 51) at the **D-2 level**.

### SEPARATIONS

- **6,516 staff** in the professional and higher categories with appointments of one year or more separated out of a total of **28,849 staff**.
- Separations of women constituted: **40.2 per cent** (2,622 out of 6,516) of all separations in the **Professional and higher categories**.
  - 24.5 per cent (153 out of 624) at the **D-1 level and above**;
  - **41.9 per cent** (2,469 out of 5,892) at the **Professional level (P-1 through P-5)**.

**Major causes of separation:** Women constituted **42.9 per cent** (1,592 out of 3,714) of appointments expirations, **41.4 per cent** (441 out of 1,066) of resignations, and **29.6 per cent** (273 out of 922) of mandatory retirements.

### SEPARATIONS

- **3,751 staff** in the professional and higher categories with appointments of one year or more separated out of a total of **10,118 staff**.
- Separations of women constituted: **42.8 per cent** (1,607 out of 3,751) of all separations in the **Professional and higher categories**.
  - **26.4 per cent** (72 out of 273) at the **D-1 level and above**;
  - **44.1 per cent** (1,535 out of 3,478) at the **Professional level (P-1 through P-5)**.

**Major causes of separation:** Women constituted **44.3 per cent** (1,153 out of 2,601) of appointments expirations, **42.7 per cent** (226 out of 529) of resignations, and **37.0 per cent** (133 out of 359) of mandatory retirements.

**Trends in the representation of women in the  
professional and higher categories — 2000 to 2009**

During the period **2000-2009 in the UN system**, the proportion of women appointed increased by **6.5 percentage points**, from 33.4 per cent (5,977 out of 17,864) in 2000 to **39.9 per cent** (11,514 out of 28,849) in 2009.

Level	Percentage of women as of 31 December 2000	Percentage of women as of 31 December 2009	Total change 2000-2009 (percentage points)	Average annual change 2000-2009 (percentage points)
UG	17.4	27.8	10.4	1.2
D-2	18.2	26.0	7.8	0.9
D-1	21.4	29.2	7.8	0.9
P-5	23.5	32.3	8.8	1.0
P-4	31.0	37.8	6.8	0.8
P-3	41.4	44.1	2.7	0.3
P-2	54.5	57.4	2.9	0.3
P-1	62.6	54.8	-7.8	-0.9

**Trends in the representation of women in the  
professional and higher categories — 2000 to 2009**

During the period **2000-2009 in the UN Secretariat**, the proportion of women appointed increased by **3.6 percentage points**, from 35.4 per cent (1,785 out of 5,034) in 2000 to **39.0 per cent** (3,951 out of 10,118) in 2009.

Level	Percentage of women as of 31 December 2000	Percentage of women as of 31 December 2009	Total change 2000-2009 (percentage points)	Average annual change 2000-2009 (percentage points)
USG	8.6	22.6	14.0	1.6
ASG	11.8	26.6	14.8	1.6
D-2	18.4	24.3	5.9	0.7
D-1	30.3	26.7	-3.6	-0.4
P-5	31.0	29.7	-1.3	-0.1
P-4	31.8	36.1	4.3	0.5
P-3	39.6	41.5	1.9	0.2
P-2	48.0	55.2	7.2	0.8
P-1	50	63.4	13.4	1.5

## VIOLENCE AGAINST WOMEN

### **Rwanda: tackling gender-based violence**

*Allafrica.com*

Rwandan women suffer from widespread gender-based violence in the form of rape. The problem, according to a consultant at the United Nations-supported centre in the capital city of Kigali, lies in a lack of understanding by men and authorities, like police officers, of gender inequalities and gender-based violence. Likewise, women are unwilling to report aggressive violence perpetrated against them. Gender inequalities are so entrenched in the culture that men do not identify rape as an abusive act against women. The United Nations centre located in the capital city of Kigali, a joint effort with the Government of Rwanda, provides assistance in the form of health, legal, psychological and social support to female victims. **To protect women's rights, the Rwandan Parliament passed the Gender-Based Violence Bill, which promotes the prevention of gender violence through awareness campaigns and legal sanctions against perpetrators.** The centre spearheads investigations of rapes. Police authorities, trained by the support centre, report rapes and prosecute perpetrators. ■

### **Safe cities**

Argentina, Brazil, Chile, Colombia, El Salvador, Guatemala, Peru, Paraguay and Uruguay are making their cities women friendly. This is part of the programme called **"Cities Without Violence Against Women, Safe Cities For All"**, which focuses on the right of women to security in cities through the elimination of various forms of violence perpetrated against them in both public and private spaces. In particular, this programme raises women's awareness of gender violence in cities. As an example, actors and actresses participate in the campaign by acting out scenes in buses to inform people about gender harassment experienced by women in the public transportation system. ■

## AROUND THE WORLD

### **Family-related determinants of poverty in Afghanistan**

According to the 2008 National Risks and Vulnerability Assessment (NRVA)<sup>1</sup> statistics, widows head about 70,000 households in Afghanistan.<sup>2</sup> Because of social constraints imposed upon women, they are unable to hold jobs and earn an income sufficient to support their families. If a male does not head the family unit, household members suffer from poverty. Men are usually in a better situation than women because they are literate and can work, earn and participate in the decision-making processes of the country. While many Afghan men die in armed conflict, more women than men lose their lives because they do not have access to adequate health care, according to an 8 April 2010 article from IRIN<sup>3</sup> on family-related determinants of poverty in Afghanistan: "At least nine million Afghans (36 per cent of the population) live in absolute poverty, and five million non-poor live on 2,100 Afghanis (US\$ 43) a month".<sup>4</sup> Birth control policies do not exist in Afghanistan, which explains the accelerated growth in the country's population. The average household has seven to eight individuals. Women run the households, and their children leave school to assist them. Therefore, **poverty rises** because of such factors as the armed conflict in the country, little concern for human rights, **a low regard for women (who are unable to play key roles in the country's economy)**, the absence of decent health care, lack of education and the rapid growth of the country's population. ■

<sup>1</sup> *The NRVA is the most comprehensive source of statistical information about Afghanistan to date and provides important information for development policies and for Afghanistan's Poverty Reduction Strategy.*

<sup>2</sup> <http://nrva.cso.gov.af/index.html>.

<sup>3</sup> *IRIN is the Integrated Regional Information Networks, the humanitarian news and analysis service of the United Nations Office for the Coordination of Human Affairs.*

<sup>4</sup> <http://www.irinnews.org/PrintReport.aspx?ReportID=88732>, 8 April 2010.

## **Families in Indonesia struggle as more women work overseas**

The National Authority for the Placement and Protection of Indonesian Overseas Workers reported on 29 April 2010 that **the number of women leaving the country to work overseas as domestic workers has increased over the past 10 years**. These women can receive a higher income in other countries than in their own. Approximately six million migrant women who work mainly in the Middle East and the Asian Pacific region bring in more than \$6 billion yearly. However, Indonesian villages are left with a shortage of women, and men become the caregivers for their children. While working abroad, women must pay all of the placement fees to the employment agents and their own travel costs. Additionally, the women must bear poor working conditions abroad. They work long hours, yet can barely send money to their families because the fees and costs constitute a large percentage of their still-low wages. Some have returned to Indonesia because they were abused, raped or not paid. Despite the difficulties they experience while working abroad, Indonesian women continue to leave their country hoping to be able to provide basic necessities for their families. ■

**companies and organizations**. She further argued that, to narrow the persistent gender gap, the world's largest companies must be involved in improving the life of women.

Some companies have already developed initiatives and programmes to empower women that have resulted in benefits to the companies and to society at large: increased revenues, greater productivity and diversity, more investment tools, a growing gross national product (GNP) and higher economic status and power for women. The author cited several examples, such as:

- Goldman Sachs launched “10,000 Women”, a five-year \$100 million global initiative that invests in the business and management education of women in developing countries. It also funds new teachers and curricula to provide education to future businesswomen in Africa, Asia, Central and South America and the Middle East.
- India's largest consumer goods company, Hindustan UNILEVER, initiated its Shakti Entrepreneur Program in 2000, which offered microcredit grants (loans to extremely poor persons to help them rise from poverty through entrepreneurship<sup>5</sup>) to rural women, who went door to door to distribute the company's household products. Consequently, the sales network of the company expanded, with approximately 50,000 women engaged in sales work in Indian villages. This not only boosted the self-esteem of the women, but their children also benefited as women invested their incomes in the health and education of their children, thereby resulting in financial advancement of their communities.

## IN YOUR INTEREST

### ***The global glass ceiling—why empowering women is good for business***

**By Isobel Coleman**  
***Foreign Affairs, May/June 2010***

**Summarized by Cynthia C. Gale**

In the article, “The global glass ceiling: why empowering women is good for business”, author Isabel Coleman, a Senior Fellow for U.S. Foreign Policy and Director of the Women and Foreign Policy Program at the Council on Foreign Relations, wrote that **empowering women in developing economies translates into profits for**

Ms. Coleman mentions—that the U.S. military overseas has engaged in strengthening women's role in local communities. To further empower Afghan women, for example, it has allotted contracts to female entrepreneurs to supply army uniforms for the Afghan national police and has provided training courses on meeting

<sup>5</sup> <http://financial-dictionary.thefreedictionary.com/Micro+credit>.

the required quality standards for making uniforms. The author says that other giant corporations, such as Nike and Walmart, have also initiated programmes to improve the lives of women.

Ms. Coleman suggested a five-point plan for corporations to acknowledge the value of the empowerment of women as an essential strategy of their emerging market operations:

1. Define and measure success by obtaining information about female employees, suppliers and customers;
2. Incorporate the goal of empowering women into the objectives of the organization;
3. Provide skills training and resources to female entrepreneurs and business women;
4. Be socially conscious of conflicts and issues faced by women;
5. Partner with other experienced organizations that have been engaged in working on gender issues, including women's empowerment. ■

### **The third billion: women**

**By DeAnne Aguirre and Karim Sabbagh**  
**Strategy+Business.com, 10 May 2010**

**Summarized by Cynthia C. Gale**

In the next decade, women, who have not yet been given the attention they deserve, will be impacting the global economy. They will emerge as producers, consumers, employees and entrepreneurs. Based on a recent Booz & Company<sup>6</sup> analysis of data from the International Labour Organization (ILO), which deals with global workforce statistics, women are still seen to be lacking in education and support from families and communities. **Women from emerging and developing countries will be the so-called "third billion" participants in the global market.** Their significance will be on the scale of China and India,

<sup>6</sup> Booz & Company, founded in 1914 by Edwin Booz, is the oldest management consulting firm continuously in business, the first to use the term "management consultant", and the only firm to be a top-tier provider of consulting services in both the public and private sectors around the world.

each of which represents one billion participants in the global workplace. As women acquire more knowledge, migrate to cities, experience changes in local laws and culture and participate in investments, they will swiftly move into the middle class.

During the financial downturn of 2008-2009, the densely populated countries of China and India exerted strong influence on the worldwide economy, helping to stabilize the global system. Similarly, markets will grow with the new group of female workers, who will become an economic multiplier in a way that has not yet been fully acknowledged because of three factors. First, the "third billion" are spread among different regions of the world, which does not make their impact obvious. Second, the authors of the article commented that as women participate more in the workforce, they will choose to have fewer children. As birth rates decrease, more women will become more economically independent. Third, with financial resources, women will invest more in the household income and education of their children than do men. The youth in turn will also have a significant impact on the future global economy.

The article compares the impact of women in the developing world to that of China and India: "If China and India each represent 1 billion emerging participants in the global marketplace, then this "third billion" is made up of women, in both developing and industrialized nations, whose economic lives have previously been stunted, under-leveraged, or suppressed.

These women, who have been living or contributing at a subsistence level, are now entering the mainstream for the first time. We estimate that about 870 million of them will do so by 2020, with the number conceivably passing 1 billion during the following decade".<sup>7</sup>

It is crucial, therefore, to boost the potential of the "third billion" to generate long-term benefits to the economy like those of male-owned enterprises. This will help women better prepare to reach their full potential. An integrated approach to helping women overcome

<sup>7</sup> <http://www.smallbizlabs.com/2010/05/the-third-billion-the-growing-impact-of-global-women.html>.



their struggles is important. This approach might include identifying the constraints they face, planning effectively at the local level and garnering support from national governments, global corporations and non-governmental organizations. Women could then be mobilized to become productive in the economy.

Drawing out the full potential of the “third billion” is challenging because it entails legal and social changes. These have already occurred in some regions and will continue to occur as women become more engaged in the economic strata. **Leaders must perceive women as valuable resources to enable economic growth. Women’s creativity and capacity to improve the quality of life cannot be underestimated.**

The article can be accessed at: <http://www.strategy-business.com/article/10211?gko=98895> ■

### ***The three faces of work-family conflict: the poor, the professionals and the missing middle***

**By Joan C. Williams and Heather Boushey  
Center for American Progress and  
the Hastings College of the Law,  
University of California**

**Summarized by Cynthia C. Gale**

The report titled “The three faces of work-family conflict” by the Center for American Progress and the Hastings College of the Law, University of California, **addressed the missing** (“missing” referring to the 50 per cent of people who think the government overlooks their interests) **middle 50 per cent of the American population, analysed their condition and made positive policy recommendations about work-family conflict.** The study also sought to persuade lawmakers and Americans about the value of policies that can cater to the different needs of three income levels to bridge and resolve the different work-life conflicts of each group.

The study divided the U.S. population into three income levels and showed how families across these

groups experience work-family conflict differently. The politics of overcoming the work-life conflicts are often defined by these differences:

#### **The poor**

- Low-income families, or the poor, belong to the bottom one-third of families in terms of income. They earn less than \$35,000 dollars a year. They get few benefits from their employers to help them handle their daily work-life conflict.

#### **The professionals**

- Professional-managerial families belong to the spectrum of people with earnings in the top 20 per cent. They have a median annual income of \$148,000 and have gained 7 per cent in their median income since 1979 (in inflation-adjusted dollars). They receive paid leave and workplace flexibility, but they have to work long hours, making it difficult for them to achieve work-life balance.

#### **The missing middle**

- Families falling into the remaining percentage of incomes (i.e., the missing middle) are neither rich nor poor, and are earning between \$35,000 and \$110,000 a year. The missing middle perceives that the government attends to the needs of the poor, but not to those of hardworking families like them; the missing middle thinks they are usually disregarded by policymakers.

The three categories are the result of changes in income, working hours and family care arrangements, which produce work-family conflicts that have different effects on the poor, the professionals and the missing middle. Today, few Americans are able to maintain the economic stability of the 1960s. Sharp gaps in income levels among the three groups have affected American family life.

Work-life family conflict is more prevalent in the United States than in other developed countries, including Japan, because of the longer working hours in the U.S. and fewer laws that support working families. Unlike Europe where discrimination against workers with family responsibilities is illegal, Americans generally “lack

paid sick days, [do not have] rights to request work-time flexibility without retaliation, and [receive] proportional wages for part-time work". To date, the only federal legislation passed to support the work-life balance of Americans is the Family and Medical Leave Act, which was passed in 1993 to address these changing needs. With an increasing number of single-parent families and two-parent families in which both parents work, the birth of a child or a serious family illness often places workers in the position of having to choose between keeping their jobs or providing care to a family member. Congress passed the Family and Medical Leave Act to help people who were stressed about trying to balance the competing demands of work and family.<sup>8</sup> Although much attention is given to the issue of work-family conflict, policymakers are largely unable to pass specific laws to impact the issue positively. Discussion of work-family conflict generally focuses on opt-out moms, who sacrifice a work life to stay home and take care of their children. It is within this specific framework that lawmakers tend to discard the work-family issue from their agenda.

In the model work family of the 1960s, the male member was the main breadwinner and the female was the stay-at-home mother. Management then highly relied on men to work long hours and report to work as needed. Today, 70 per cent of American families have mothers and fathers who both work and sometimes even care for their elders. Still, employers have maintained the outdated model of the work family from the 1960s. The failure to update that model has led to widespread work-family conflict in American society at all income levels. Educated women often lose their full-time jobs when the work demands 24/7 availability. Consequently, their skills are left unused, and they do not participate fully in economic growth. Part-time work, on the other hand, too often means career and income disadvantages.

Research has found that the mismatch between work and life results in attrition, absenteeism and decreased productivity. Work and life need to be in harmony to improve the American economy and increase U.S. competitiveness in the global market. Laws that

<sup>8</sup> <http://www.answers.com/topic/family-and-medical-leave-act-of-1993>.

support family life are needed to guarantee effective childcare for workers and to make the best use of human resources—mothers and fathers—to provide the best for children in this and coming generations of workers.

More middle-income and professional mothers have entered the workforce in the late 2000s. Working hours have changed for mothers over the years and vary across income levels. Although men still work longer hours than professional women, single mothers today often work 50 hours a week or more, as do the 12 per cent of mothers in middle-income families. Professional men and men at the middle level of income also work longer hours than they did 30 years ago. This situation once again brings into clear focus the prevalence of work-family conflict today. Most high earners prefer fewer work hours.

On the other hand, fewer low-income mothers are working today because their earnings largely would go just to pay for childcare. In these low-income families, the men also work fewer hours now than 30 years ago. Overall, most low-wage earners now prefer longer work hours with a defined schedule and expected family benefits.

One third of low- and middle-income families rely on relatives like grandparents to handle childcare responsibilities, compared to one quarter of professional families. Across the three income levels, only around 4 per cent rely on sitters for help with the children.

The report emphasizes the importance of new family legislation to improve the quality of life across all three income groups because they have different ways of handling childcare and different levels of income to manage both their work and family responsibilities. The "missing" middle together with the poor and the professionals need availability of short-term and extended leave from work, workplace flexibility, quality and affordable childcare and eldercare and freedom from discrimination. More unified action by the three groups could encourage both social and organizational changes to improve work-life issues for all.

The article can be accessed at: [http://www.americanprogress.org/issues/2010/01/pdf/threefaces\\_exec\\_sum.pdf](http://www.americanprogress.org/issues/2010/01/pdf/threefaces_exec_sum.pdf)

## DID YOU KNOW THAT ...

- The worst places to be a mother are mostly in sub-Saharan Africa (Afghanistan, Chad, Democratic Republic of Congo, Equatorial Guinea, Eritrea, Guinea-Bissau, Mali, Niger, Sudan and Yemen) due to problems around maternal health, while the best places to be a mother are in Australia, Iceland, Norway and Sweden.<sup>9</sup> ■
- The Government of France is the next after Norway to enact legislation compelling companies to raise the proportion of women on their boards to 40 per cent by 2016.<sup>10</sup> ■
- Egypt, which is a source country for trafficking of women and children for forced labour and sexual exploitation, passed a new anti-trafficking law, approved by the Upper House of the Egyptian Parliament on 24 April and the Lower House on 2 May. The law provides for life sentences and imposition of fines between 50,000 (US\$ 9,090) and 200,000 (US\$ 36,363) Egyptian pounds. The new law affords protection for the victims and provides them with social, financial, medical and educational assistance.<sup>11</sup> However activists believe that the law is not adequate, and that to resolve the issue of human trafficking in the country, the Government should address the root causes of the problem. ■

## WOMEN'S HEALTH

### **UN Secretary-General launches global effort on women's health**

Aiming to achieve the Millennium Development Goals by 2015, on 14 April 2010, the **Secretary-General established a Joint Action Plan for accelerating the progress on maternal and newborn health.** He

<sup>9</sup> <http://www.irinnews.org/PrintReport.aspx?ReportId=89009>.

<sup>10</sup> <http://www.cnbc.com/story/thinking-outside-the-box/115711>.

<sup>11</sup> <http://www.irinnews.org/report.aspx?ReportId=89013>.

firmly believes that concrete actions must be developed to ensure the improvement of women's health from pregnancy through childbirth, because this creates the core of a healthy and productive society. Governments, foundations, the private sector, civil societies and United Nations agencies will join in efforts to improve the health of women and children. Increased budgets will be allocated towards supporting women's maternal health. The plan calls for maternal and child health to be a top priority in the national and international agendas. The Deputy Secretary-General stated that "investing in the health and rights of women triggers progress for all". ■

### **Maternal deaths decline sharply across the globe**

*The New York Times, 13 April 2010*

A recent study published in the medical journal *The Lancet*, and conducted by the University of Washington and the University of Queensland in Australia, revealed a worldwide decrease in maternal deaths, contradicting the belief that this was an insoluble problem. The report's editor, Dr. Richard Horton, stated that for the first time in a generation this remarkable development has been achieved. **The progress is due to a decrease in pregnancy rates, improved income for women, better nutrition and access to health services, the availability of more medically skilled birth attendants and more access to family planning for women.**

Some advocates, however, encouraged delaying publication of the results, because such progress might discourage donor countries and organizations from continuing to support maternal health, believing that their aid is no longer necessary. These advocates apprehend that the focus of international leaders on aid for maternal health may be diverted because of the progress achieved, and they still hope to garner international aid for maternal health. On the other hand, Dr. Falvia Bustreo, an advocate for women's health believes that it is imperative to discuss openly the findings of the report, which demonstrate that the

investment in women's health has been successful and therefore should encourage governments to provide continuing funding. ■

## WORK-LIFE

### **Flexible working arrangements work for Fortune 100 companies: what can DPKO/DFS learn from American Express?**

The Department of Peacekeeping Operations and the Department of Field Support organized an information session on 20 May 2010 on flexible working arrangements. The Departments invited leaders from American Express to determine what they could learn from that company's practice of flexible work arrangements. The two speakers were Jim Rottman, Vice-President for Work-Life Programs at American Express, and Bonnie Leff, Vice-President for Marketing and Consumer Card Service.

Mr. Rottman defined flexibility as providing choices to staff and measuring productivity through performance. He explained that American Express has made flexible work arrangements (FWA) a priority. The company manages and measures the impact of FWA on employee performance. With a global workforce of 55,000 employees, the company creates a work environment that strengthens the engagement of employees with the company and also recognizes their needs and challenges. The challenge for American Express is to manage work across cultures, languages and countries. Leaders of the company introduced flexible work arrangements aggressively with the goals of retaining staff, ensuring their health and enabling employees to deliver productivity and better work. Mr. Rottman further explained that flexible work arrangements are not an entitlement for special staff members. At American Express, any employee can request a flexible work arrangement. The company has defined the principles of flexible work arrangements to serve as a guide to its leaders. Managers can use

the organization's website to study how to manage virtual teams, and employees can learn how to build a business case or a project's mandate. He pointed out that **flexible work arrangements contribute to business success and strengthen the satisfaction and output of employees.**

Ms. Leff leads a team working on a reduced work schedule arrangement. American Express provides its employees with tools to enable them to work from home. Ms. Leff advises those who use flexible work arrangements to build gradually the trust of management, assure their availability to work and deliver their promised accomplishments. She said that **trust from leaders and accomplishments by employees are both essential to reap the benefits of flexible work arrangements.** ■

*"The young women of today,*

free to study, to speak, to write,  
to choose their occupation,  
should remember that every inch of  
this freedom was bought for them  
at a great price.

It is for them to show their gratitude  
by helping onward the reforms  
of their own times,  
by spreading the light of freedom  
and of truth still wider.

The debt that each generation owes  
to the past it must pay to the future."

*— Abigail Duniway*

(22 October 1834–11 October 1915)

An American women's rights advocate, newspaper editor  
and writer, whose efforts were instrumental in  
gaining voting rights for women.

## RECOMMENDED READING AND WEBSITES

### ***Gender equality for smarter cities challenges and progress***

Today approximately half of the world's people live in urban areas. A recent 2010 report "Gender equality for smarter cities: challenges and progress" by UNHabitat states that there will be a rapid growth of urban dwellers in the developing world from almost 50 per cent to 70 per cent by 2050. Cities are currently facing challenges in providing healthcare, safe living environments, productive economies and fair social benefits. The report focuses on gender issues, particularly the deprivation and exclusion of women from access and ownership of land and housing in the cities. It also provides an overview of the various programmes of UNHabitat that promote gender equality. ■

### ***Paradise Beneath Her Feet***

Dr. Isobel Coleman, Senior Fellow for U.S. Foreign Policy, Director of the Program on Markets and Democracy, and Director of the Women and Foreign Policy Programme, writes for publications such as *Foreign Affairs*, *Foreign Policy*, *The Washington Post*, *Financial Times*, *International Herald Tribune*, *USA Today*, *Christian Science Monitor* and online venues

such as the Huffington Post. In the book entitled *Paradise Beneath Her Feet*, Ms. Coleman researched and interviewed women from Iran, Pakistan, Afghanistan, Saudi Arabia and Iraq. She reveals how women, working within Islamic societies, are transforming the Middle East. ■

### ***The Millennium Development Goals Report 2010***

The report gives an assessment of the progress and specifies the areas where further efforts are needed in the achievement of the MDGs. The report can be accessed online: [http://unstats.un.org/unsd/mdg/Resources/Static/Products/Progress2010/MDG\\_Report\\_2010\\_En.pdf](http://unstats.un.org/unsd/mdg/Resources/Static/Products/Progress2010/MDG_Report_2010_En.pdf) ■

<http://www.un.org/en/oaj/>

The official website of the Office of Administration of Justice (OAJ) became operational on 2 July 2009 after the General Assembly's decision in 2007 to introduce a new system for handling internal disputes and disciplinary matters in the United Nations system. The site offers a guide to how the internal justice system works at the United Nations, what to do as a staff member in case of a dispute, and how to resolve a conflict informally. It also provides general information about the OAJ and other useful references. ■

## INFO

You can find a monthly list of senior vacancy announcements (P-5 and above) at <http://www.un.org/womenwatch/osagi/>

You can read *Network* online at <http://www.un.org/womenwatch/osagi/Network>

To receive hard copies of *Network*, please send an e-mail request to [network-newsletter@un.org](mailto:network-newsletter@un.org)

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