A HEALTHY WORKFORCE FOR A BETTER WORLD

THE UNITED NATIONS SYSTEM MENTAL HEALTH AND WELLBEING STRATEGY (2018-23)

TERMS OF REFERENCE FOR IMPLEMENTATION BOARD

1. **Purpose**
2. **Objectives**
3. **Governance & Leadership**
4. **Composition**
5. **Mode of Working or Rules of Procedure or Meeting Procedures**
   (Annex: Roles/ Responsibilities of Board Members, and Project Management for priority actions)

1. PURPOSE

1.1. The purpose of the implementation board is to have strategic oversight and provide support via a hybrid approach to successful and practical operational implementation of "Healthy Workforce for a Better World", across the UN family of agencies, over the five-year implementation period (2018-2023). It is a multi-agency, cross functional (discipline) board. Is it noted forthwith as "Implementation Board."

1.2. A requirement of the hybrid approach is to:

- be cognizant of complexity of UN system of agencies, recognition of agency autonomy and a desire to pro-actively implement what is 'right' for their agency,
- balance individual agency needs/capability/ capacity, global geography with
  » a number of shared locations, and,
  » need for some elements to be implemented with minimal variation to achieve best practice, quality standards and the stated outcomes,
  » responding to staff health and wellbeing based on need vs who they work for and where they are

1.3. The HLCM and HR Network have endorsed the establishment of "Implementation Board" which will report to HLCM and HR Network on progress with implementation through Duty of Care. The HR Network have delegated a leadership role via their nominated representative as the "Chair" of Implementation Program Board for the biennium period.

1.4 The "Implement Board" is endorsed to:

- provide overall program leadership and resource management oversight,
- facilitate consultative decision making on critical program implementation issues & choices related to implementing priority actions and initiatives
- enable and provide oversight of system wide global implementation;
- contribute to collective programme assurance.
- promote broad agency and discipline ownership, involvement and engagement
- maximize synergies and learning between implementing agencies ad disciplines.

1.5 Duration and Timeline:
Establishment of the "Implementation Board" coincides with the start of practical implementation in October 2018. Board work plans and Implementation programs are designed and funded along biennial timelines. The Implementation Board Terms of reference will be reviewed before the end of each biennium period to ensure best fit with the next biennium stage of strategy implementation over the five-year timeline. The full implementation timeline is October 2018 – December 2023.
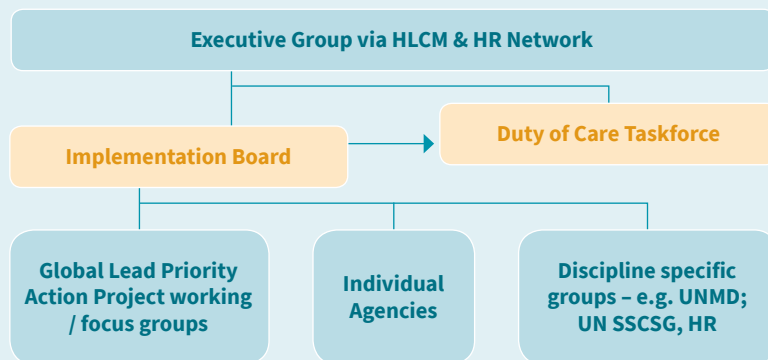
2. OBJECTIVES/ EXPECTED DELIVERABLES

i. Endorse clear biennium program plans and set of phased initiatives and projects that outline how implementation of the seven priority actions, and 11 objectives described in "Healthy Workforce for Better World" will be achieved.

ii. Guide appropriate and effective communications and engagement activities.

iii. Development and implementation of a transparent evaluation and monitoring program

iv. Implementation of appropriate risk management strategies.

v. Agree and implement strategies for resource generation for each biennial program of work.

3. GOVERNANCE & LEADERSHIP

Strategic Governance, Leadership and sponsorship UN System level

Implementation Governance

Strategy Implementation and Priority Actions 1-7 working group Project Management

Executive Group via HLCM & HR Network

Implementation Board → Duty of Care Taskforce

Global Lead Priority Action Project working / focus groups | Individual Agencies | Discipline specific groups – e.g. UNMD; UN SSCSG, HR

3.1 Strategic governance of Healthy Workforce for Better World (HWBW) will be at HLCM and HR Network with the communication pathway via Duty of Care:

(i) The Strategic governance body (HRN/HLCM) delegates leadership to a Lead Sponsor/s who will chair the "Implementation Board", facilitate the appropriate escalation of program critical issues, and the required reporting back to HRN and HLCM at appropriate intervals

(ii) Reporting from the Implementation Board to HRN/HLCN will include progress on meeting implementation deliverables outlined in 1.2

(iii) Technical expertise (UNSSCG, UNMD, HR Network and UNOMS) and Staff Federation/Associations representatives should have ongoing communications and reporting arrangement established with their stakeholder constituents and formal reporting to the lead person/role or body for that discipline group sitting at the HLCM and HR Networks.

(iv) The Board will provide updates to the Duty of Care; however, the Board will not be supervised by them.

3.2 Implementation Governance of Healthy Workforce for a Better World (HWBW)will be delivered by "Implementation Board".

(i) (The Implementation Board acts on behalf of HRN and the HLCM, with agreed governance over the implementation, and with membership incorporating the appropriate technical and agency representation to achieve its role in program implementation across the whole UN system. The role of the HLCM and HRM is for monitoring and implementation

(ii) Implementation Board members have joint role in their collective role of Implementation Governance; in representing their Agency/ technical expertise and in achieving the shared agenda of Healthy Workforce for better world on behalf of UN system

(iii) Two-way link between implementation governance and practical implementation processes, initiatives and working groups is via Global Lead and Implementation Board members who volunteer as priority action sponsors. Individual agency and discipline groups can report on progress via Global and or their representative on Implementation Board.

3. GOVERNANCE & LEADERSHIP *(CONT'D)*

3.3 Role of Implementation Governance is to:

- Champion the strategy
- Serve the interests of staff
- Facilitate translating the strategy/ plan into action
- Oversee and review implementation workplans
- Identify and review best practices
- Agree on ways of working
- Advocate for funding and allocate funds from a shared pool (shared resources)
- Agree on criteria prioritization
- Create conditions to enable implementation and escalate issues if necessary

- Articulate a communications strategy and ensure there is advocacy
- Focus on results
- Achieve minimum standards in approach, reducing variation across agencies when that does not add value to staff wellbeing
- Understand and mitigate risks to implementation and achieving objectives described in strategy map
- Understand and work to key dates for deliverables, and reporting
- Establish monitoring and evaluation mechanisms so know on track and having desired impact.

4. COMPOSITION OF IMPLEMENTATION BOARD

4.1. Membership of the Implementation Board is by nomination from a constituent party (agency, discipline group, staff federation).

4.2 The Implementation Board may call on the participation of internal/external experts for advice directly to meetings, but they are not established members with decision making rights.

4.3 Implementation Board Composition.

- Program Sponsor Chair: nominated by HRN for the biennium period.
- Each Agency nominates a representative for the 'Implementation Board" with the necessary delegated authority and agency 'voice" to be able to actively participate and contribute to joint decision making.
- Technical expert groups have a nominated member: - One of each Discipline lead as technical lead for UNMD: SSCG, HRN, UNOMS,
- Staff Federation/Staff Association x 2-3: nominated representative. As there are 2-3 seats they will act as the alternate member for each other.
- Nominated representative from the Host agency of the Global Lead, program office and other program/project implementation roles as they are funded / seconded. For the first biennium (2018/19) the Host Agency is UN Secretariat with host lead being UN Medical Director.
- Global Lead.
- Administrative secretariat support is provided by the Host Agency.
- When a member leaves or severs their relationship with the entity they represent their membership of the board would be terminated, and they would be replaced by the represented entity.

4.4 Alternates:

- all representatives are expected to have specific designees, whose names are provided to the lead/secretariat and disseminated to the rest of the board within one month of the first meeting of the board.
- the alternative for "chair" will be the Host Agency representative.

5. MODE OF WORKING OR RULES OF PROCEDURE

5.1 Meeting Frequency

- The Implementation Board will be established and launched with a two-day face to face workshop to for group establishment and preparing workplans for first three priority action project work streams. (cover Oct – Jan Implementation)

- In the initial stages of implementation, at least for first biennium 18/19, the implementation board hold a virtual monthly session during first six months of operation, for minimum 90 mins - 2hrs. This will be reviewed after four meetings.

5.2 Procedural requirements:

(i) Quorum

(ii) 50% of agency reps or their alternate: 50% of Technical expert discipline reps or their alternate: minimum one of the three Staff fed/association rep: either the chair or agency host as deputy chair); Global Lead or agency host covering them.)

- If there is no quorum during a meeting, then decisions can be made by the members out of session.

- Board members may nominate a representative or an alternate to represent them at meetings and for voting.

- Participants who are staff project members are not members of the Board.

- The Global Lead does not have voting rights on the Board.

- **Authority of Chair between meetings.** The Chair can make time critical decisions on behalf of the Board; however, they are to report this to the Board within seven days.

5.3 Agenda, Minutes, Actions and supporting papers:

- Decision and action-oriented agenda will be set by Global Lead with the Chair and sent out one week prior to the session, including provision of any required supporting documentation

- Global Lead will invite contributions to the Agenda from Implementation Board in advance of finalizing the agenda via email.

- Minutes with clear action and decision point orientation will be posted with board members within five working days of meeting occurring.

- The Global Lead will submit to each meeting a progress report against priority action project working group 90/ 60-day work plans with a full quarterly report from each group submitted at designated meetings (dependent on their start dates and workplan 90 or 60 days with deliverables). The quarterly report will include status updates.

- At end of every Implementation Board meeting a set of 3 key comms messages will be crafted for distribution and Board members to disseminate with their constituents

5.4 Decision Making Framework:

- Decisions will be made by consensus. Where there is uncertainty about consensus as 50% majority should be reached or an alternate decision making methodology agreed by the Implementation Board for the item under debate.

5.5 Project working groups/Focus Groups. Implementation Board will:

- Appoint Priority Action sponsors who volunteer from within the Board for specific Priority Action working group.

- The role of Priority Action Sponsors in this context is to:

  » Provide broad leadership, champion and advocate for the specific priority action work program and initiatives,

  » Support the Global Lead to establish appropriate project management structure /teams/focus groups

  » Allocated leads to project working groups will sponsor regular reporting back to the Implementation Board, assist navigate and provide leadership support to resolve issues as they arise

  » Be responsible for reporting to the Implementation Board and seeking input where required.

  » The Project Sponsors do not hold executive responsibility for resourcing or signing off on resources.

  » The Project Sponsors and Global Lead will agree the role, as this may vary depending on the specific Priority Action

- Provide feedback on project plans proposed by the Global Lead and Board sponsor leads for that priority action:
- Delegate work deliverables via the Global Lead to project teams relevant for each priority action and review their quarterly progress reports,

- Project working groups are established to intentionally engage broader involvement, cocreation and participation from wide source of staff and those with particular skills and knowledge in the Priority action area for that working group.

ANNEX ONE

1.1 ROLES / RESPONSIBILITIES OF MEMBERS OF IMPLEMENTATION PROGRAM BOARD (STANDARD list)

The Implementation Program Board is responsible for:

- approving program implementation approach and deliverables for each priority action area and signing off relevant documentation, priority action project team briefs, workplans and deliverables for example:
  - 90 or 60 day workplans:
  - Policy, standards, shared standard operating procedures developed as part of the program:
  - proposed resource kits/tools etc for implementation:
  - communications initiative e.g. reducing stigma campaign
- confirming and communicating the program vision
- authorising any major deviations from the agreed program and individual project plans
- signing off the completion of each tranche (quarterly 90 day plan or sub project deliverable;) and giving approval to start the next stage
- communicating information about the program or projects to partner organisations and stakeholder groups
- Ensuring reporting against measures and evaluation is happening

- ensuring the required resources are available
- resolving any conflicts escalated by the Global Lead and project working group leads; including from staff groups, UN agencies, discipline groups, or delivery agent
- agreeing programme or project tolerances for time, quality and cost
- providing overall strategic direction for the programme.
- Risks associated with the programme including those escalated from project level
- quality assurance for the programme and its associated projects
- approving end-project reports including lessons learned reports
- ensuring that a post-programme review is scheduled and takes place
- resolving deviations from plans or escalating as necessary
- resolving conflicts between programme and project teams, end users, suppliers and delivery agents (where appropriate) or escalating as necessary

SKILLS AND ATTRIBUTES REQUIRED BY IMPLEMENTATION BOARD MEMBERS

Board members should be able to:

- understand programme and project plans and monitor progress
- own and communicate the programme vision
- understand and act on those factors that affect the successful delivery of the programme and its projects

- broker relationships with stakeholders within and outside the programme
- provide delegated authority to ensure the programme meets its objectives
- be aware of the broader perspective and how it affects the programme

HOW WE WORK TOGETHER – GUIDING PRINCIPLES (From two-day workshop)

We will be:

- Equally representative of our primary stakeholder group (agency, discipline) and best outcome for the whole UN system.
- Transparent and show up with honesty and commitment – need to be clear within the board
- Trusting of the integrity of all members and respect the diversity of perspectives
- Inclusive – ensure appropriate representation and actively include in discussions and decision.
- Reciprocal – support and encourage each other
- Timely in our responses
- Open in declaring any conflicts of interest
- Active in demonstrating personal and collective leadership in creating a new culture
- Collectively a role model for other cross agency/ cross- discipline groups/ boards/ taskforce
- Systematic in sharing and communicating what we are doing
- Mindful to do no harm and manage openly staff and leadership expectations
- Politically aware

We will try not to:

- Duplicate work of existing groups
- Rush
- Be unrealistic
- Be Headquarters centric
- Leave anyone behind
- Blame
- Micro-manage
- Avoid conflict

1.2 ROLES AND RESPONSIBILITY OF PRIORITY ACTION WORKING GROUPS

- To agree with the Global Lead a workplan, with clear targets and deliverables.
- Work collectively to generate feasible ideas, innovations, resources and initiatives to implement that meet the objectives associated with the priority action being worked on (see strategy map)
- To champion the priority action area
- Be transparent and show up with honesty and commitment
- Trust the integrity of all members and respect the diversity of perspectives

- Inclusive – ensure appropriate representation and actively include in discussions and decision.
- Reciprocal – support and encourage each other
- Timely in our responses
- Declare any conflicts of interest
- Demonstrate personal and collective leadership in creating a new culture
- Systematic in sharing and communicating what we are doing
- Mindful to do no harm and manage openly staff and leadership expectations

PROJECT MANAGEMENT APPROACH FOR PRIORITY ACTION WORKSTREAMS

Implementation Board identifies best fit design, development and implementation process

- Priority activities to for first two themes to start during Sept – November, including the core supporting documents for development and endorsement i.e. Global MH policy, standards etc (see Fig 2 middle cluster)
- Undertakes co-creation process within 'Board' to determine most appropriate process for design and development of core documents, and practical support resources i.e. toolkits (see Fig 2 – left cluster options 1-4)
- Board agrees with partner agencies the best fit option for implementation (Fig 2 Right cluster of options)
- Agreed implementation process, timelines and phasing- agency, location etc. (fig 3)

1. Lead Agency

2. Multi-discipline, cross functional working groups/ project teams

3. Discipline led

4. Central Program Office

Shared:
MH Policy

Standards, SOPs, Capacity assessment, Monitoring

Access to toolkits, resource materials

Communications

Program Board decision making based on best fit option for Action are, activities and context

A) Individual Partner agency implementation (vertical)

B) Shared UN city/duty station country driven implementation e.g. Copenhagen, Nairobi, Vienna or country (Geographical focus)

C) Universal, self-directed access via digital/telehealth tools: communications

Fig 2

Plan-prepare toolkit/standards/SOP etc: Project Board agress best approach (1-4) for each priority action.

Monitoring (reporting) and Evaluation (measures)

Scale up - phased/ stepped/ universal: big bang:

Review / adapt effectiveness and process

Second level scale up ie several gropus or locations

Review / adapt

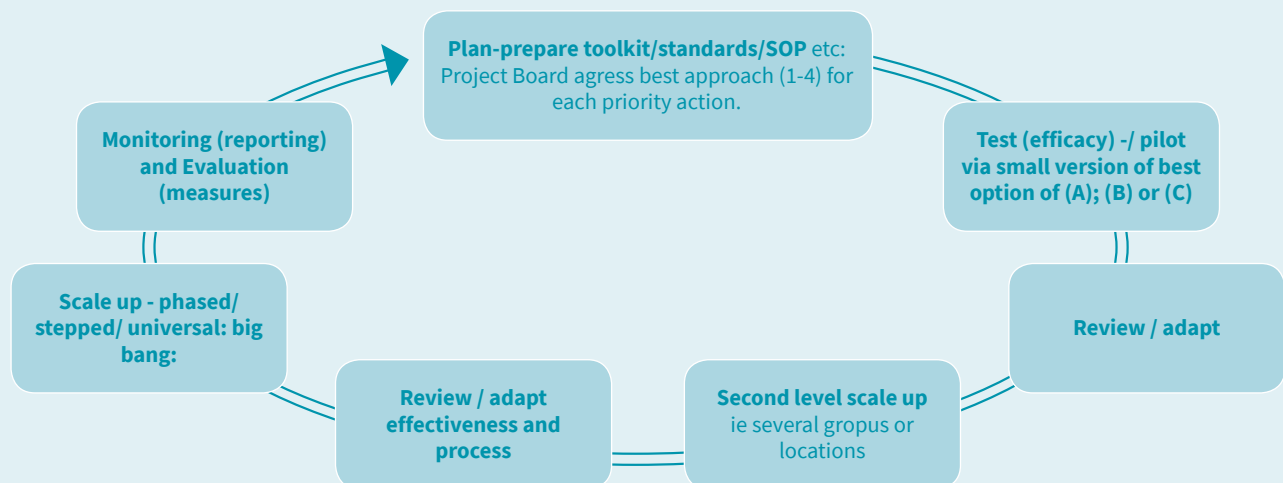**Test (efficacy) -/ pilot via small version of best option of (A); (B) or (C)**

Fig 3

COMMUNICATIONS AND ENGAGEMENT

A comprehensive communications and engagement process will be designed and linked to key themes to raise awareness, connect and engage in focus of themes; convey information, raise awareness, share tools and resources; communication on progress with implementation to six core stakeholder groups.

STAKEHOLDER ANALYSIS

Stakeholder	Desired Impact
Beneficiaries: all UN staff members regardless of role, agency and or location.	
Partners: UN Agencies who take a lead role in implementation through participation in Implementation Board, investment of time, people and resources to achieving a shared agenda	
Implementers: those UN Staff who have a direct role in detailed planning and implementation of specific actions/ initiatives i.e. Staff and Stress counsellors, medical services division, Managers, HR Staff, Staff Association and staff reps; Ombudsmen,	
Influencers: UN staff and staff representatives, Agency leaders, discipline Directors, UN Taskforce members (e.g. Duty of Care) – who can act as Champions, influence decision making and culture change in their agency, discipline, country duty station.	
Decision Makers: UN senior leaders & managers who have formal mandate as a decision maker at country, agency, multi-agency committee level and SMG.	
External Providers: external providers of staff psychosocial services and support, health care, staff welfare, social protection services and UN insurance programmes. This can also include Member States, academic institutions peer networks (including professional networks), advocacy agents.	

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MENTAL HEALTH AND WELL-BEING STRATEGY
www.un.org/en/healthy-workforce