



# UNICEF USA PEOPLE & CULTURE GUIDE



UPDATED MAY 2024

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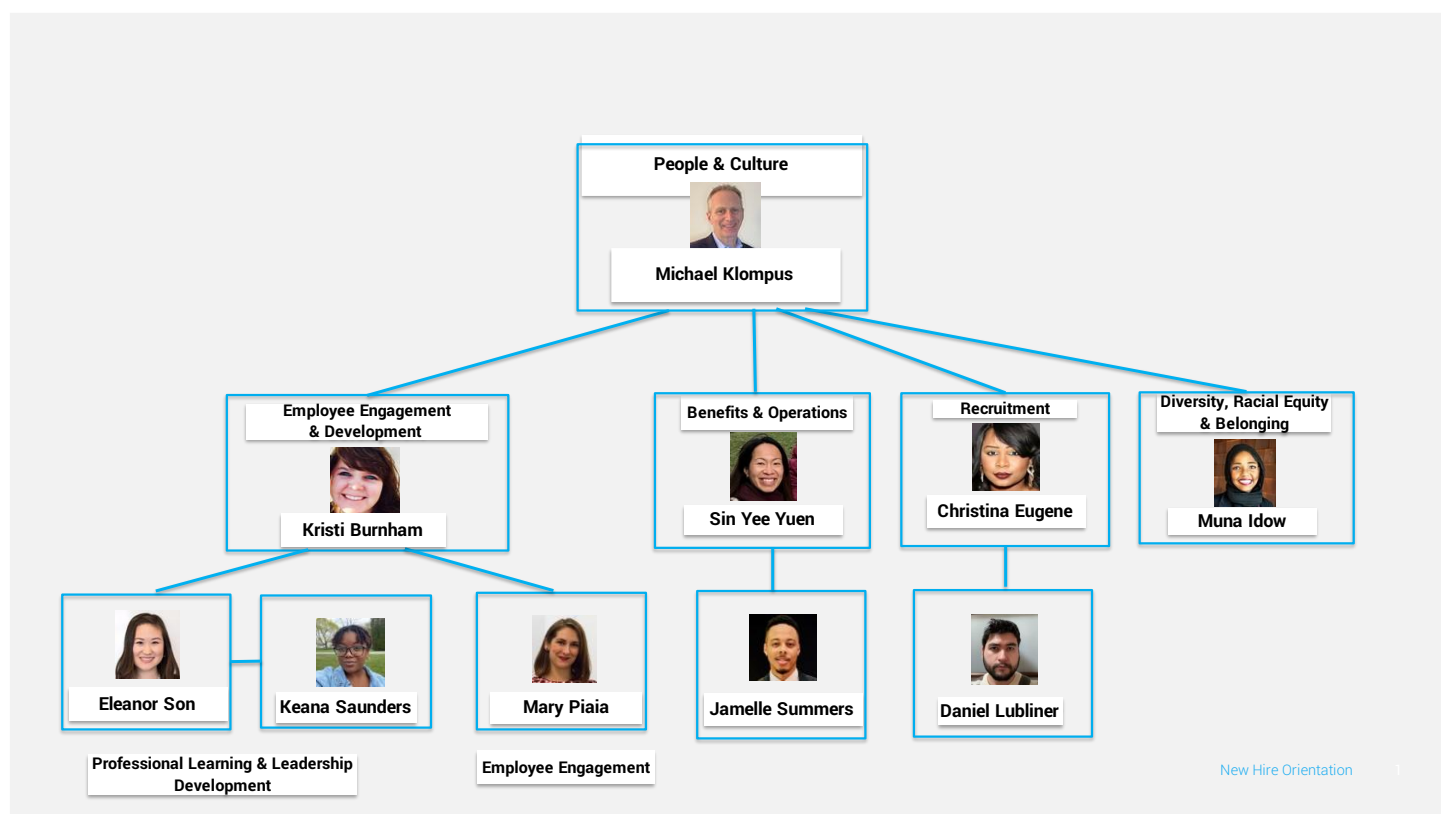
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## OVERVIEW

The People and Culture Division is committed to partnering with all UUSA staff to create a positive, equitable, and welcoming work environment. This is accomplished by providing leadership and services that help to advance, retain, and reward a highly qualified workforce. We are committed to offering expertise, guidance, and a people-centric strategy with integrity, respect, and professionalism, while working in a meaningful way to support the mission of UUSA.

Please review this guide for more information on the People and Culture team's structure, offerings, and resources.

## PEOPLE & CULTURE TEAM STRUCTURE



## ADP & RECRUITMENT

Focal points: [Christina Eugene](#), [Daniel Lubliner](#) (Recruitment) & [Jamelle Summers](#) (ADP)

ADP Recruitment is our applicant tracking system. All hiring managers will be assigned to their open requisitions and will be able to view new applicants in the system. Please use [this link](#) for a hiring manager guide and a live tutorial on how to access the new system, view candidate profiles, and next steps in the hiring process.

You can view open positions on the [careers page of the website](#).

# BENEFITS

Focal point: [Sin Yee Yuen](#)

We offer a competitive benefits package to promote employees' wellbeing and a diverse and inclusive workplace. We allow our staff to work remotely and continue to promote a flexible workstyle including early closure on Fridays and Flexible Paid Time Off. We also offer our staff a very generous parental leave policy.

Our staff will have the opportunity to make changes to their health insurance benefits including enrolling into the Flexible Spending Accounts for the upcoming calendar year during the open enrollment period. Open enrollment generally takes place in November/December. Updates will be provided in the Benefits Guide for staff to review. The Assistant Director, Benefits, will be hosting open enrollment sessions along with Benefits Office Hours. Questions can be directed to [Sin Yee Yuen](#) and/or to our [CBIZ Benefits Center](#).

## RESOURCES

Benefits	<a href="#">2024 Benefits Guide</a> <a href="#">Benefits 2 Pager Summary</a> The links to our benefits providers' websites can be found on ADP's homepage <a href="#">here</a> .
Additional Information	Additional information on our Benefits (Oxford - medical, Aetna - dental, EyeMed - vision, London Health - flex spending & pre-tax commuter, Principal - retirement) can be found in Box <a href="#">here</a> .
Tuition Reimbursement	<a href="#">Policy</a> and <a href="#">Application</a>

## DIVERSITY, RACIAL EQUITY & BELONGING (DREB)

Focal Points: [Muna Idow](#), [Alisha Desai](#)

UNICEF USA envisions an organization where we affirm each other's humanity, value each other's gifts and contributions, include each other's perspective and realize a world where all children are healthy, educated, and respected. We are committed to living out DREB values in our organization and our work.

## GUIDING PRINCIPLES

Intentionality	Be thoughtful in all our interactions, spaces, relationships, and decisions
Truth	Be honest and explicit about the problems we face and what is causing us harm
Empathy	Be kind, affirm the humanity of other people, and accept the truth of other lived experiences
Courage	Be brave, do the personal work, don't shy away from conflict, and stay engaged
Solidarity	Be actively antiracist and accept that dismantling systems of oppression takes all of us

## EVENTS

Staff Affinity Groups	<p>Affinity groups are an important part of our Diversity, Racial Equity, and Belonging (DREB) strategy; especially, the <b>Inclusion and Belonging</b> priority area. The key objective under this priority is to build an affirming and inclusive culture where all team members feel welcomed and valued, can bring their authentic selves, do their best work, and thrive. Affinity groups are centered on a shared identity rooted in lived experience. The purpose of affinity groups is to build community, facilitate learning, and serve as an internal resource to the organization. Participation in staff affinity groups is optional.</p> <p>UUUSA currently has the following staff affinity groups:</p> <ul style="list-style-type: none"><li>• <b>Asian, Pacific Islander, and Desi Americans (APIDA+) Staff Affinity Group:</b> 2<sup>nd</sup> Wednesday of each month from 1-2pm EST</li><li>• <b>Latiné Staff Affinity Group:</b> 1<sup>st</sup> Wednesday of each month from 4-5pm EST</li></ul> <p>To learn more about staff affinity groups including how to create one, please read our <a href="#">Policy</a>.</p>
DREB Calendar Events	<p>Organization-wide events are scheduled throughout the year to honor, celebrate, and center diverse communities. Each of these events takes different form, with the intention to build community and provide opportunities for collective learning. Past DREB calendar events have included Asian American Native Hawaiian Pacific Islander (AANHPI) Heritage Month, Black History Month, Women's History Month, Pride Month, and Latiné Heritage Month.</p>

## PROFESSIONAL LEARNING & LEADERSHIP DEVELOPMENT (PLLD)

Focal Points: [Kristi Burnham](#), [Eleanor Son](#), [Keana Saunders](#)

UNICEF USA's Professional Learning & Leadership Development team is dedicated to fostering staff learning and growth through a menu of both standard and customized offerings.

## GROUNDING FRAMEWORKS

Competency Model	In this <a href="#">folder</a> you can find a one-page overview of our competency model, and an Excel sheet of specific behaviors that promote each competency by level.
70/20/10 Model	UUUSA uses the 70/20/10 Model to emphasize the value of practical, on-the-job application; this is where a majority of learning (~70%) will take place. About 20% of learning will occur socially through observation, shared feedback, coaching, and mentorship. Only 10% of learning will come about formally through coursework.
6 Elements of Learning	Each of our offerings are tied to at least one of these 6 Elements of Learning. Find an overview <a href="#">here</a> .



## PROGRAMS AND PLATFORMS

Udemy Business	<a href="#">Udemy Business</a> is our primary online learning platform. It offers over 8,000 courses on a variety of topics ranging from cloud computing, data science, and project management to hobbies such as language learning and even sourdough bread-baking! <a href="#">Here</a> is a short introductory video. Your account has automatically been activated, so feel free to start exploring and learning at your leisure.
CliftonStrengths & Gallup Access	CliftonStrengths is a development framework that is grounded in the premise that each of us have unique talents—natural ways of thinking, feeling, and behaving—that when understood and harnessed, can become our greatest strengths. The journey starts by taking the CliftonStrengths assessment (aka StrengthsFinder), which is designed to identify where your natural talents lie and where you have the greatest potential for excellence. It is a tool that can be used to inform both individual and team development that has grown to be a common language here at UNICEF USA. Upon taking the assessment, staff can engage with the Gallup Access platform and in workshops and coaching to further their learning and make the most of their reports (see below for more details). Contact <a href="#">Keana Saunders</a> or <a href="#">Eleanor Son</a> to get started!
Internship Program	UNICEF USA's Internship Program is designed as a learning and professional development opportunity for students who are interested in the nonprofit and international development field. The program consists of various events and hosts three cohorts annually in the spring, summer, and fall. Please refer to our <a href="#">Intern Manager Guide</a> to learn more.
Toastmasters	<a href="#">Toastmasters International</a> is a worldwide network of clubs that teaches public speaking and leadership skills. UNICEF USA has a chapter that meets bi-weekly via Zoom, and membership is covered by the PLLD team. Reach out to <a href="#">Madeline DiFilippo</a> to learn more.
Young UNICEF (YoU)	Young UNICEF (YoU) is an affinity network of young professionals who are 35 or younger and working for UNICEF. Together, YoU members co-create a safe yet open space that drives culture change while supporting each other's participation, professional development, and empowerment. The YoU community also stimulates cross-pollination of ideas and actions, always seeking innovative solutions for UNICEF programming and ways of working. Eligible staff can <a href="#">sign up here</a> and join the #young-unicef channel on Slack to stay up to date.

# EVENTS

## Flash Forums

Flash Forums are internal, staff-led briefings. They are by request and presented by subject matter experts on a single subject that falls under one of the 6 Elements of Learning. Topics can include but are not limited to updates on departmental activities, a deep dive into an upcoming event, or an introduction to a new process, tool, or resource. They are coordinated and managed by the PLLD Team, which provides speakers with the following support: scheduling, content feedback, session design guidance prior to the event, Zoom support during the event, and follow-up via Slack after the event. Speakers are responsible for the content, delivery of the presentation, and all supplementary material. Flash Forums are usually 30 minutes to an hour long, and are typically formatted as a presentation followed by Q&A. Some Flash Forums also include real-time practical application of concepts. Flash Forums are recorded for later viewing.

[Best Practices for Hosting a Flash Forum](#)

[Flash Forum Folder](#)

## Customized Workshops

### Strengths Workshops

- General Introductory Workshops, 1.5 hours
  - Offered every other month, these workshops are held for new hires as a catch-up session and for individuals whose teams have not yet committed to a team-wide workshop
- Customized Team Workshops, timing varies
  - Designed in collaboration with team leads to promote exploration of team members' individual and collective Strengths
- Customized Team Series, 1 hour
  - Designed for teams who have participated in a customized team workshop to promote continued learning through a series of shorter Strengths-based learning sessions at a regular cadence (e.g. monthly, quarterly, etc)

### Languages of Appreciation

Based on a [short online quiz](#), this workshop is an exploration of the ways in which team members feel appreciated at work— words of affirmation, acts of service, quality time, gifts? By the end of the session, participants will better understand their own language of appreciation as well as those of their team members to better give and receive appreciation.

### Prioritization

Using the pebbles, rock, sand concept, this workshop support teams in evaluating their various competing priorities and who on the team is involved. Teams will also be guided in thinking through what they can start, stop, and continue to move the needle. By the end of the session, participants will have a clearer sense of the team's primary, secondary, and tertiary priorities, as well as a plan for addressing them.

### Change Management

There are several certified Change Management Practitioners at UNICEF USA. These Change Agents implement our Change Management Model ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement) and partner with staff and leadership to provide the guidance and tools necessary to understand the vision for the change and help to execute work plans to help realize it.

### Standards of Collaboration

Participants will be guided through a process of identifying, compiling, and articulating their team and work values. By the end of the session, the team will have produced a Standards of Collaboration document outlining these values and the ways in which they can be upheld.

### General Team Retreat Design and Support

	<p>The PLLD team can provide:</p> <ul style="list-style-type: none"> <li>• guidance on retreat content, flow, and best practices</li> <li>• facilitation of workshops/sessions/icebreakers /activities</li> <li>• referrals for external facilitators</li> </ul> <p>To request a workshop or Flash Forum please submit this <a href="#">Inquiry form</a>.</p>
Harassment Prevention Training	<p>Harassment Prevention Training is hosted on the NAVEX platform. Training content varies based on role level and state of residence. New hires are assigned training upon hire and the organization undergoes annual training in compliance with federal, state, and city laws. Staff have 30 days from assignment to complete this training.</p>
Bravely Learning	<p>All individual contributors and people managers will be embarking on a 2-year learning journey beginning in March 2024. Individual Contributors are expected to attend 2 out of 3 offerings each year and people managers are expected to attend all 3 courses offered each year. People managers are also welcome to attend any of the individual contributor workshops.</p> <p>Please refer to <a href="#">this 2-pager</a> for a list of workshops and dates. Outlook calendar invites will be finalized and sent closer to workshop dates.</p>
Live Learning Sessions	<p>Periodically, the Professional Learning &amp; Leadership Development team will organize live learning sessions to promote staff learning around our <a href="#">competency model</a> and Six Elements of Learning and Development</p>
Outlook Learning Calendar	<p>All learning offerings can be found on the Learning calendar (<a href="mailto:Learning@unicefusa.org">Learning@unicefusa.org</a>). This convenient calendar houses details about briefings, trainings, programmatic updates, and departmental professional development activities.</p> <p>It is color-coded for your convenience:  Green – All Can Attend  Yellow – Limited Space, Inquire  Orange – Closed, Team Only</p> <p>To add events to the Learning Calendar, simply include <a href="mailto:learning@unicefusa.org">learning@unicefusa.org</a> as one of the event invitees.</p> <p>See instructions below for adding the calendar to your Outlook:</p> <ol style="list-style-type: none"> <li>1. From Outlook, go to your Calendar View</li> <li>2. From the Home tab, click “Add Calendar” at the top</li> <li>3. In the drop-down menu, select “Open Shared Calendar...”</li> <li>4. A text box will enter at the center of your screen. In that text box enter <a href="mailto:learning@unicefusa.org">learning@unicefusa.org</a> as the name of the calendar.</li> <li>5. Outlook will now open the Calendar for <a href="mailto:learning@unicefusa.org">learning@unicefusa.org</a>. The access permissions should allow you to see all currently scheduled events.</li> </ol>



## COACHING

Bravely Coaching	<a href="#">Bravely</a> is an on-demand coaching platform that provides all staff with the opportunity to connect with external professional coaches (Pros) for confidential conversations about performance, growth, work relationships, company culture, and well-being. Learn more about what Bravely can help you do <a href="#">here</a> .
External Coaching	An external coach may be contracted in certain circumstances to address specific episodic, bespoke needs. Justification and approvals required.
Peer Learning Circles	<p>Alongside a small group of colleagues and guided by an experienced external coach, participants jointly problem solve as members present meaningful topics; ask questions to open solutions for each other; share insights; test out ideas; and commit to action steps. In doing so, participants can learn from both their own experiences as well as those of their colleagues. These Peer Learning Circles strive to provide you with the time, space, and psychological safety to workshop and address your own relevant issues, while building self-awareness, social awareness, and trust with your colleagues.</p> <p>Peer Learning Circles are offered once a year.</p>
Strengths Coaching	<p>Staff members who have taken the CliftonStrengths assessment can schedule a confidential coaching session with <a href="#">Eleanor Son</a> or <a href="#">Kristi Burnham</a>, our Gallup certificated Strengths coaches. Strengths coaching can help you:</p> <ul style="list-style-type: none"> <li>• Understand your Strengths report</li> <li>• Gain awareness of how your top talents show up to help/hinder you.</li> <li>• Identify opportunities to leverage your talents and hone them into strengths.</li> <li>• Apply your talents to meet goals and address challenges.</li> </ul> <p>While Strengths coaching is typically 1:1, sessions can also include another staff member the coaches work closely with such as a team member, a partner on another team, or a supervisor.</p>

## RESOURCES

Box Folders	<p><a href="#">Internship Program</a> – this folder houses resources, event recordings, and guidance for interns and intern supervisors</p> <p><a href="#">Flash Forums</a> – this folder holds all recordings and resources for past flash forums.</p> <p><a href="#">Strengths Resources</a> – this folder houses strengths workshop materials</p> <p><a href="#">Resources</a> – this folder contains articles and guides on various skills and professional development topics</p> <p>Questions about box? Join <a href="#">#help-with-box</a> on slack or review the <a href="#">BOX FAQ</a>.</p>
Change Management Support	<a href="#">Kristi Burnham</a> is part of the Change Agent Network of certified Change Management practitioners who can assist in planning for, announcing, and implementing changes in policy, process, people, and structure.
Individual Consultations	<a href="#">Kristi Burnham</a> and <a href="#">Eleanor Son</a> are available to meet with staff who are interested in discussing their professional development. They can offer guidance and connect staff with relevant resources and contacts.
<a href="#">#The-Learning-Lounge</a>	Join this Slack channel to stay up to date on learning-related news and offerings!
Onboarding Library	<a href="#">This</a> is a folder full of resources for both hiring managers and new hires to support a smooth onboarding.

## EMPLOYEE ENGAGEMENT & CULTURE

Focal Point: [Mary Piaia](#), [Kristi Burnham](#)

UNICEF USA Culture is everyone's responsibility and is directly connected to employee engagement and experience. In addition to measuring employee engagement through surveys, interviews, and performance management, this workstream is responsible for leading the Intentional Engagement activities, Performance Management, Employee Recognition and Rewards, as well as various other touchpoints throughout the Employee Lifecycle. Review our engagement strategy [here](#).

Intentional Engagement Days	Intentional Engagement Days (or IEDs) are pre-planned days when employees in geo-hubs gather both in-person and virtually to foster social connection, strategize around programming, etc. These days occur once per month and are often themed. 2024 dates are coming soon!
Performance Management	The Engagement team runs the Performance Management process and platform ( <a href="#">Culture Amp</a> ). Tools such as goal setting and 1:1's are currently in use, along with mid-year and year-end review templates available during a performance review cycle. More tools will be available in calendar year 2024!
Surveys and Interviews	Our performance management platform, <a href="#">Culture Amp</a> , gives us the ability to conduct a number of different surveys throughout the year: an engagement survey (biannual), exit surveys (on an as-needed basis), and stay surveys (rolling out January 2024). The exit and stay surveys will be accompanied by an optional interview. We have also participated in a separate annual survey run by Great Place to Work, which does not integrate with the Culture Amp platform.
Future Projects	Rewards, Staff Recognition, and service awards. More information to come!