MEMORANDUM

À - To: All UNCTAD Staff 14 January 2011

De - From: Supachai Panitchpakdi
Secretary-General of UNCTAD

Objet - Subject: Flexible Working Arrangements at UNCTAD

1. Last year, in line with the agenda for Change Management initiated by the Secretary-General of the United Nations, I established a Working Group on Flexible Working Arrangements (FWA) under the overall leadership of the Deputy Secretary-General. The Working Group recommended a set of actions, including developing FWA guidelines, aimed at improving awareness and knowledge among staff and managers in UNCTAD on FWA options and on the process for appropriate staff members to effectively benefit from these arrangements.

2. The results of the survey on FWA conducted in UNCTAD in 2009 indicated that a limited number of staff members used FWA, and a perception that managers might not be fully aware of the benefits of such arrangements for their staff. In this context, there is a need to raise awareness and strengthen the responsible use and implementation of FWA within UNCTAD.

3. The Working Group compiled data demonstrating that, if managed properly, FWA can encourage work-life balance and positively impact on staff performance and morale, productivity, job satisfaction and organizational commitment. FWA are, however, purely voluntary and not a reward or an entitlement.

4. A copy of the Guidelines adopted by the Working Group is attached. These Guidelines clarify FWA options and conditions together with the modalities of these arrangements. I encourage all of you to familiarize yourself with the Guidelines and discuss the appropriateness of such arrangements with your respective supervisors.

5. As also suggested by the Working Group, a monitoring mechanism will be put in place under the lead of the Deputy Secretary-General to assess the progress of, and to draw lessons from, the implementation of FWA.