



Staff Mobility & Career Advancement

Talent Strategies for UN Organizations

Team Kenneth Wee, Lucille Zhang, George Nie

School New York University

Agenda

01 Overview

02 Methodology

03 Key Findings

04 Recommendations

Q&A

Meet the Team



Kenneth Wee

M.A. Candidate, I/O Psychology
New York University



Lucille Zhang

M.A. Candidate, I/O Psychology
New York University



George Nie

M.A. Candidate, I/O Psychology
New York University

Overview



Staff mobility will allow UN to...

01

More effectively meet its mandate

02

Provide broader advancement opportunities

03

Ensure equal opportunities

Research Questions

Q1 Does mobility have a positive impact on career performance & advancement?

- Is the breadth of experience important?
- Are there gender differences in mobility, performance, promotions, and duty locations?
- Will it impact women adversely if hardship experience is set as a criterion for advancement?
- What would be a typical mobility profile of a top performer?

Q2 UNICEF re-introduced a managed mobility system in 2016, whereas UNDP currently does not have one. Is there a difference in terms of

- mobility
- promotions
- advancement
- application success

Key Findings

Mobility is beneficial for career advancement.

No gender differences in preference for hardship locations, but women tended to prefer family-friendly locations

UNICEF saw a higher application success rate than UNDP

Recommendations

1 | Set the policy for career advancement to more senior positions as "having experiences in both UN Headquarters and a hardship location (at least a B hardship rating)"

2 | Prioritize family friendly locations for females and people with families

3 | Reintroduce Managed Mobility System, which would also facilitate rotations to field and HQ postings



Methodology

Methodology

Cleaned data in R and Excel

1

Created new variables

2

Analyzed data in R and SPSS

ANCOVA, t-test, multiple regression, decision tree & chi-square

3

Methodology

Definition of Mobility

Benchmark

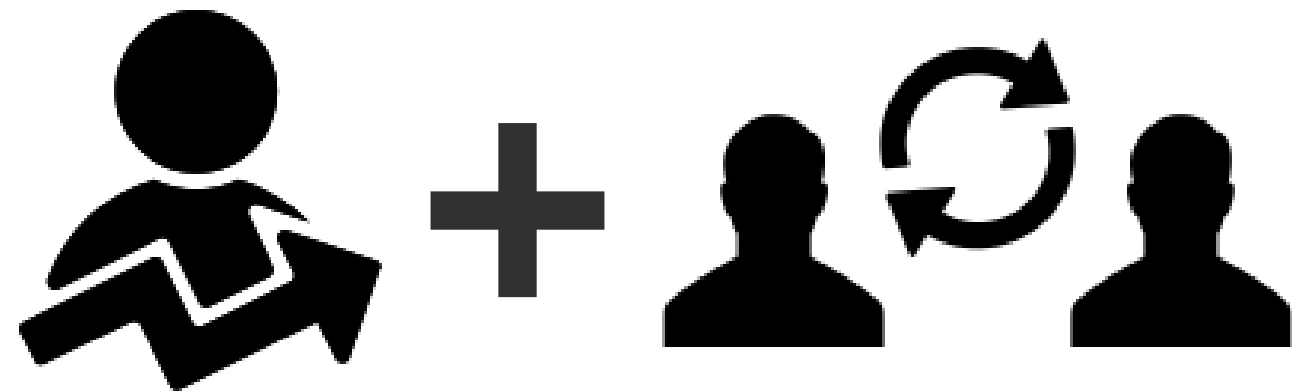


No. of Job Promotion

$p < .05$



No. of Position Changes



= Mobility Index

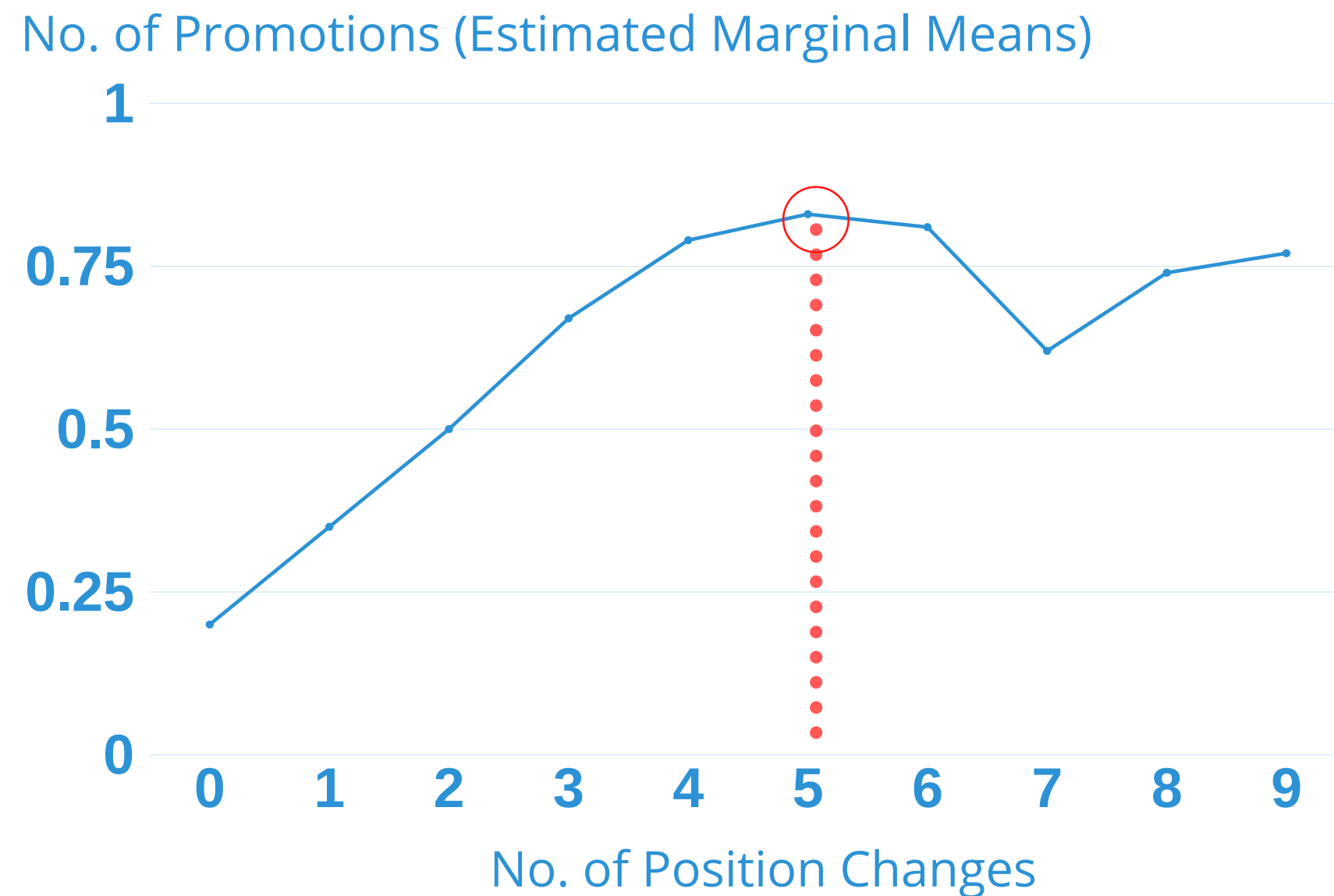
hedges' $g > 0.5$

(at least moderate)

Key Findings



1 | Mobility is beneficial for an employee's career



Test: ANCOVA

Results: $p < 0.00$ $R = .11$

For any two employees with the same average performance, an increased mobility (as defined by the number of position changes) is associated with a greater number of promotions. This result does not differ in gender.

Furthermore, the estimated marginal means for the number of promotions peak at 5 position changes. Any more changes in the number of position changes past 5 is associated with a lower number of promotions, presumably because of a lack of adaptability.

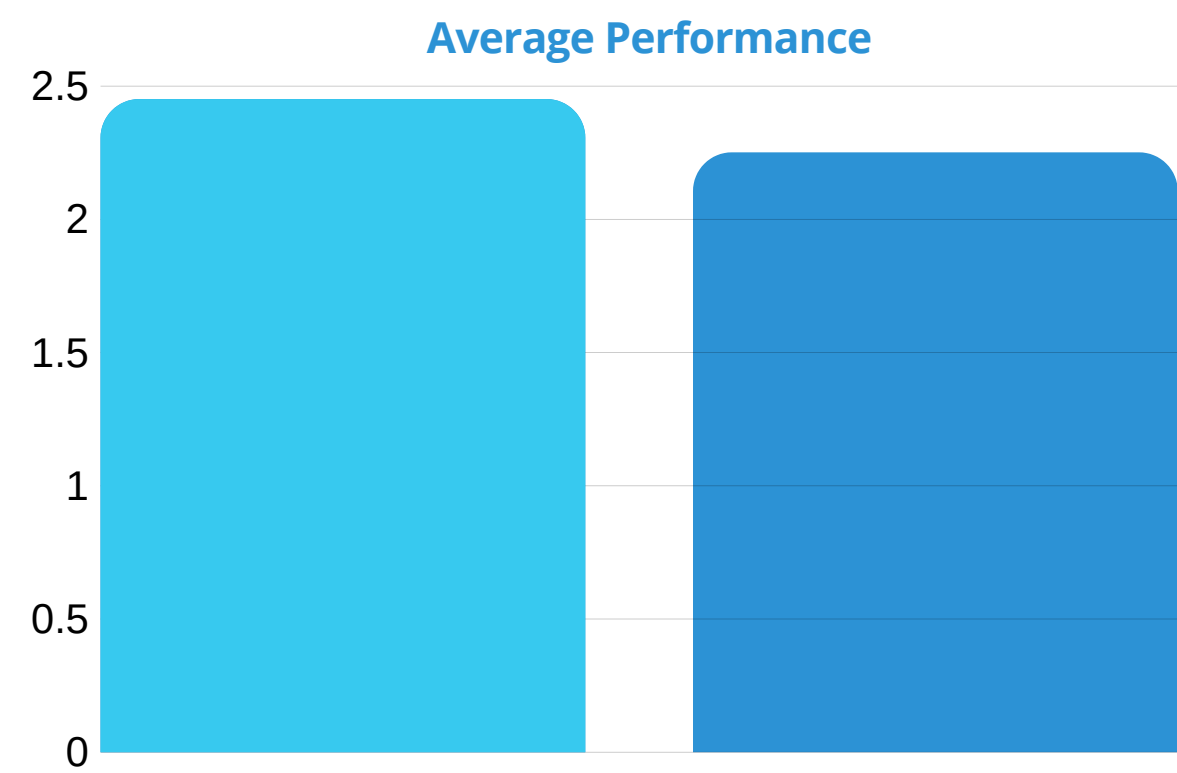
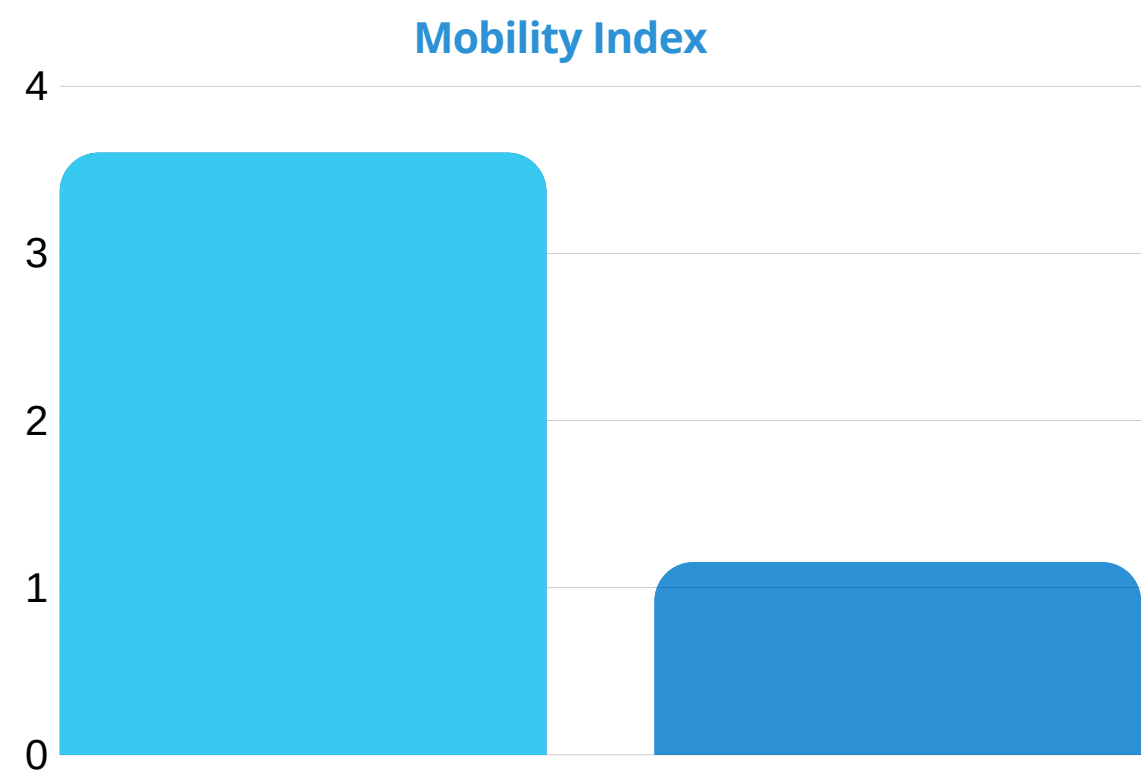
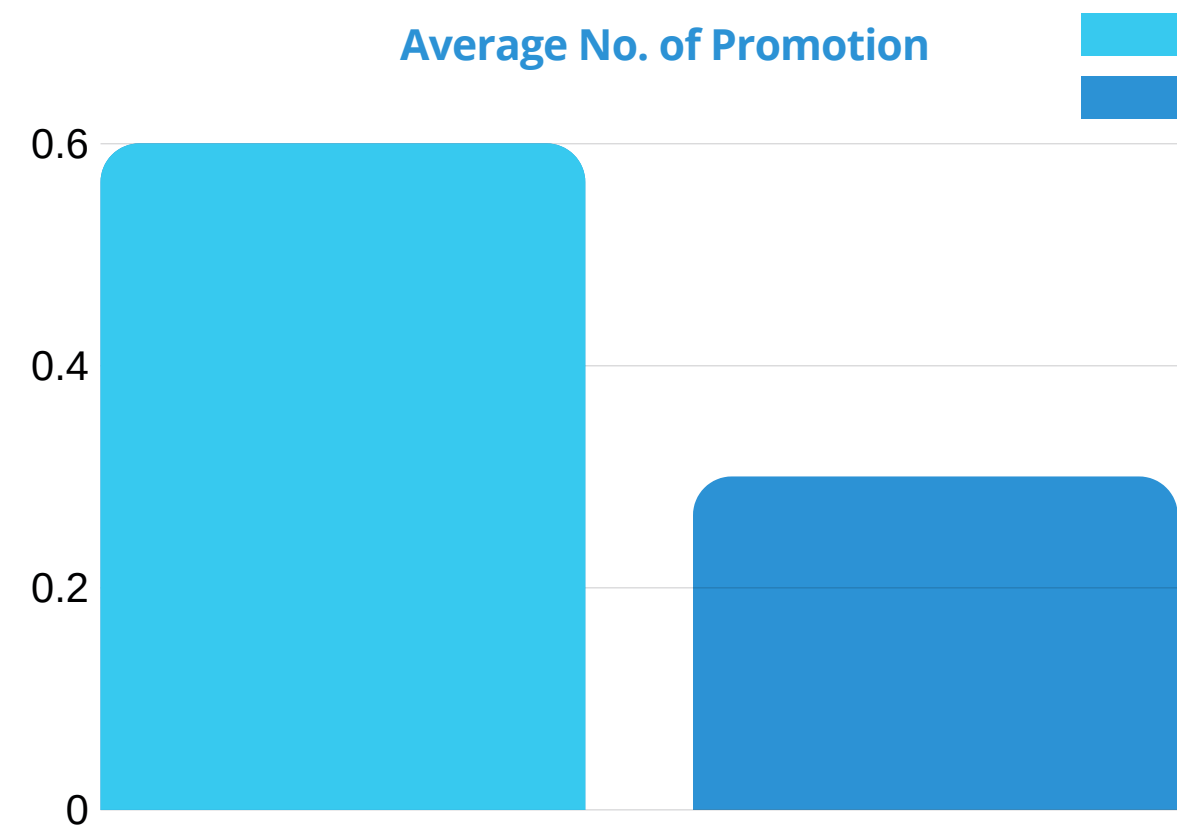
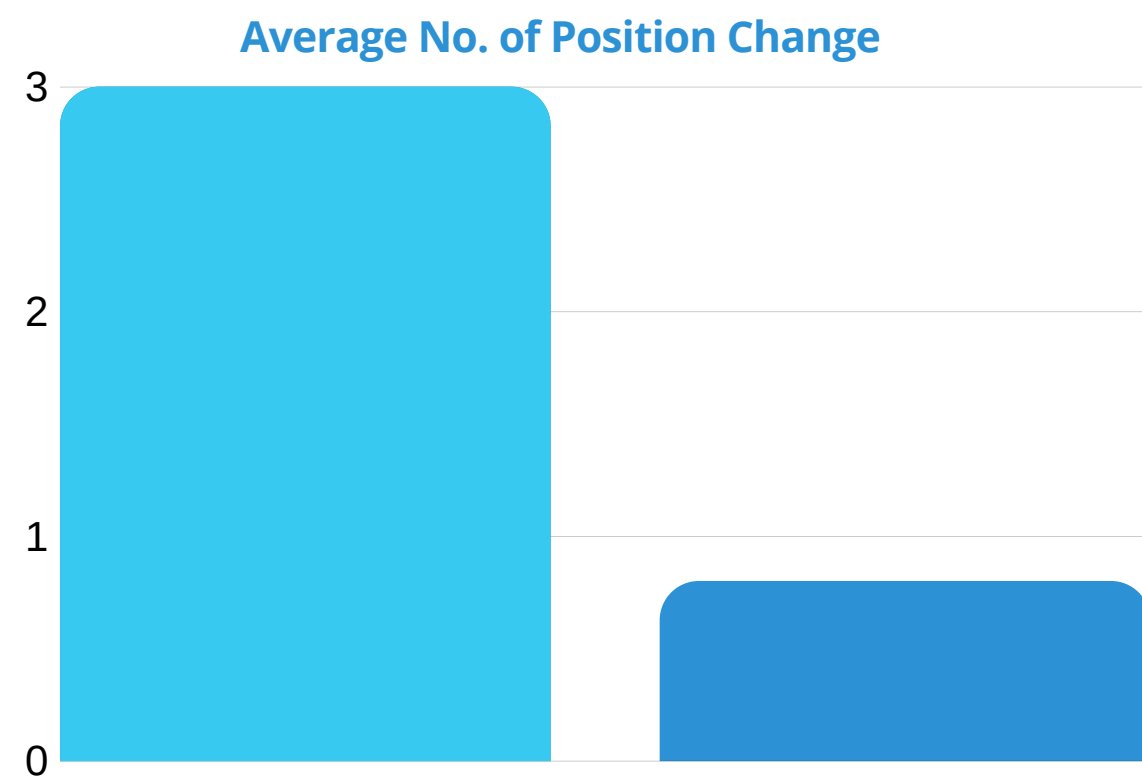
1 | Mobility is beneficial for an employee's career

Test: Using a series of t-tests to test whether **prior work experiences in headquarters or field locations** (hardship ratings of A or more, of B or more, and of C or more) **alone contributed to greater performance and advancement outcomes** (application success rate, number of promotions, speed of promotions, number of position changes, mobility index, and average performance rating).

HQ+F [≥B]

Results: The best predictor of career success is **experiences in both headquarters and a field location of at least a hardship rating of B.**

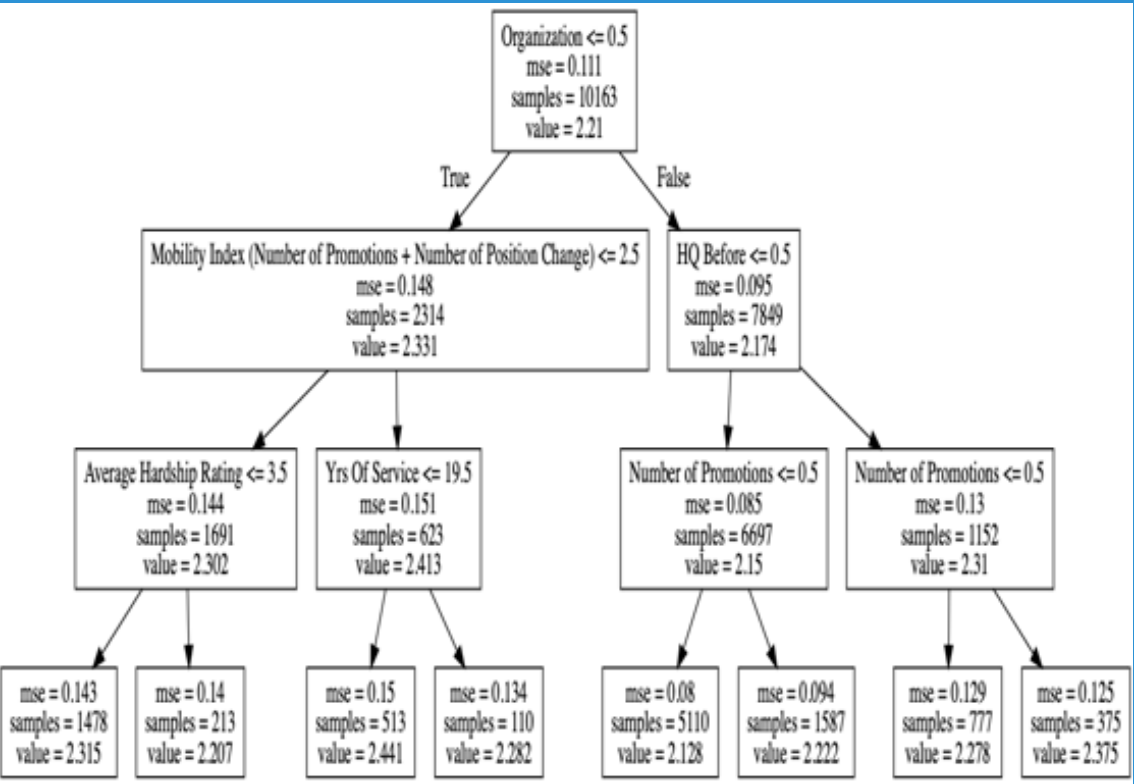
1 | Mobility is beneficial for an employee's career



HQ & Field Hardship (at Least B) Before
Other Employees

1 | Mobility is beneficial for an employee's career

Decision Tree Analysis



Response Variable Average Performance Rating
Organization UNDP = 0, UNICEF = 1

UNICEF Top Performer Profile

HQ

Headquarter Before

&



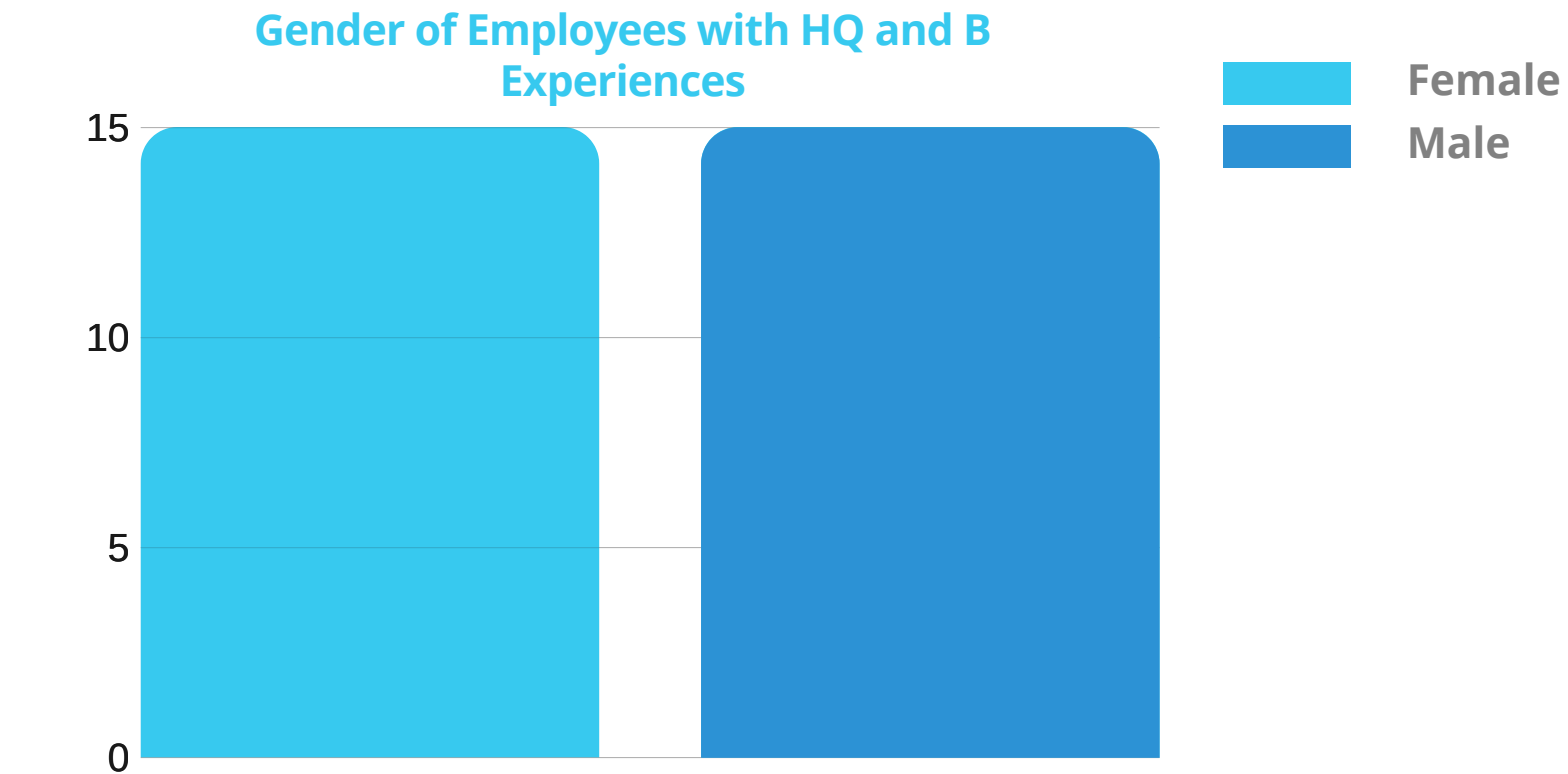
At Least 1 promotion

UNDP Top Performer Profile

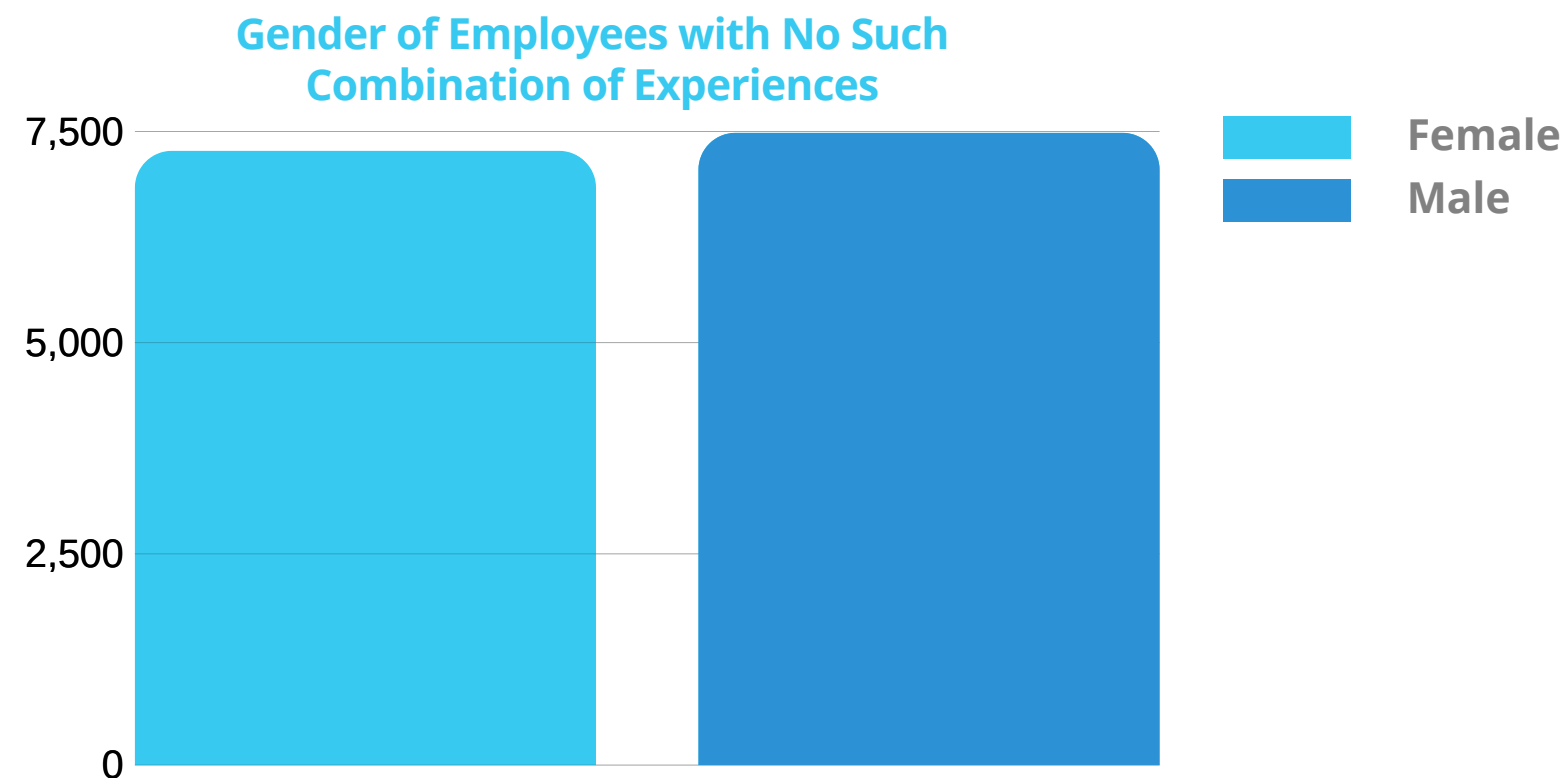
**Mobility
Index**

> 2.5

2 | Prioritize family friendly locations for women and people with families

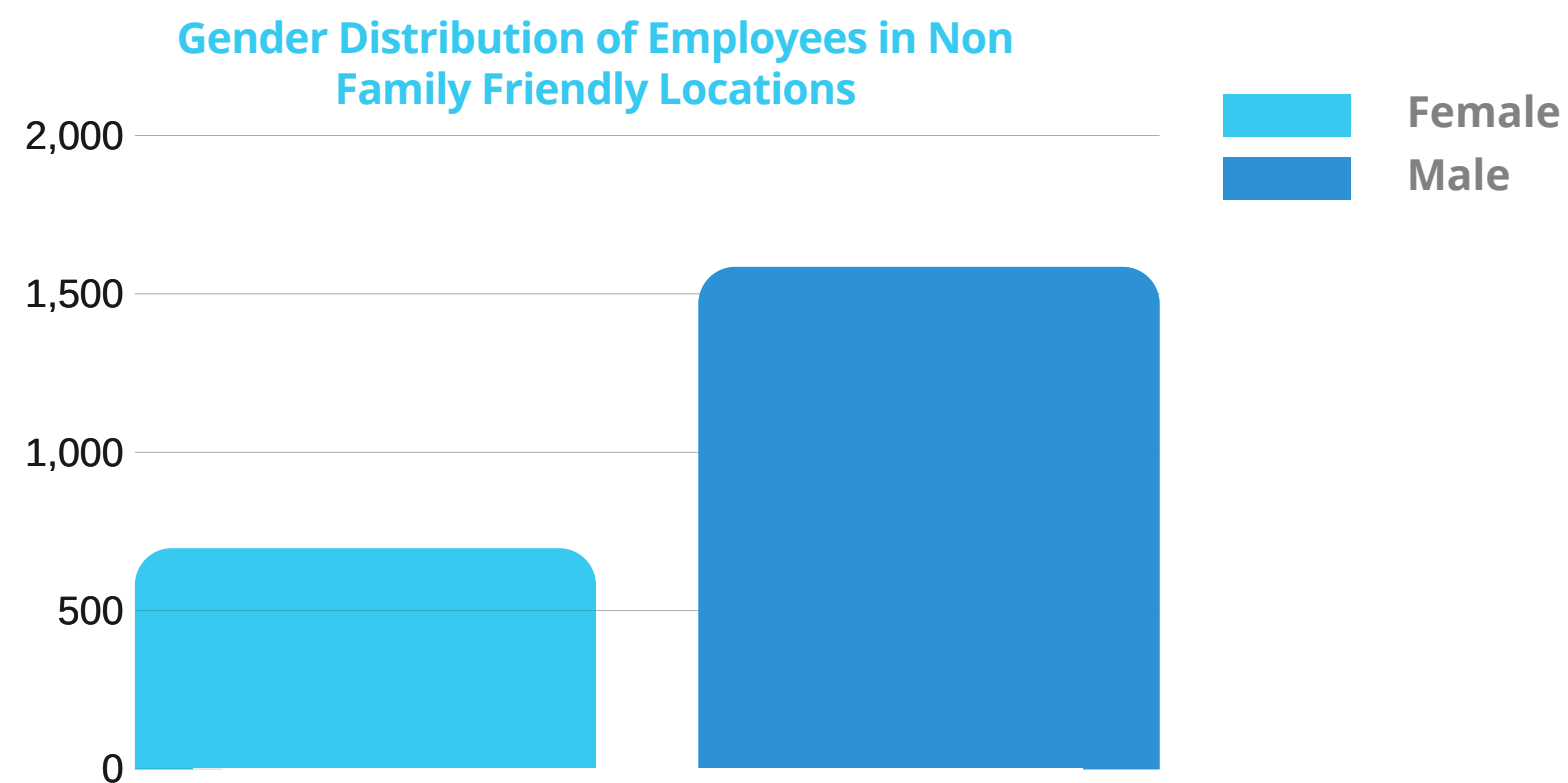
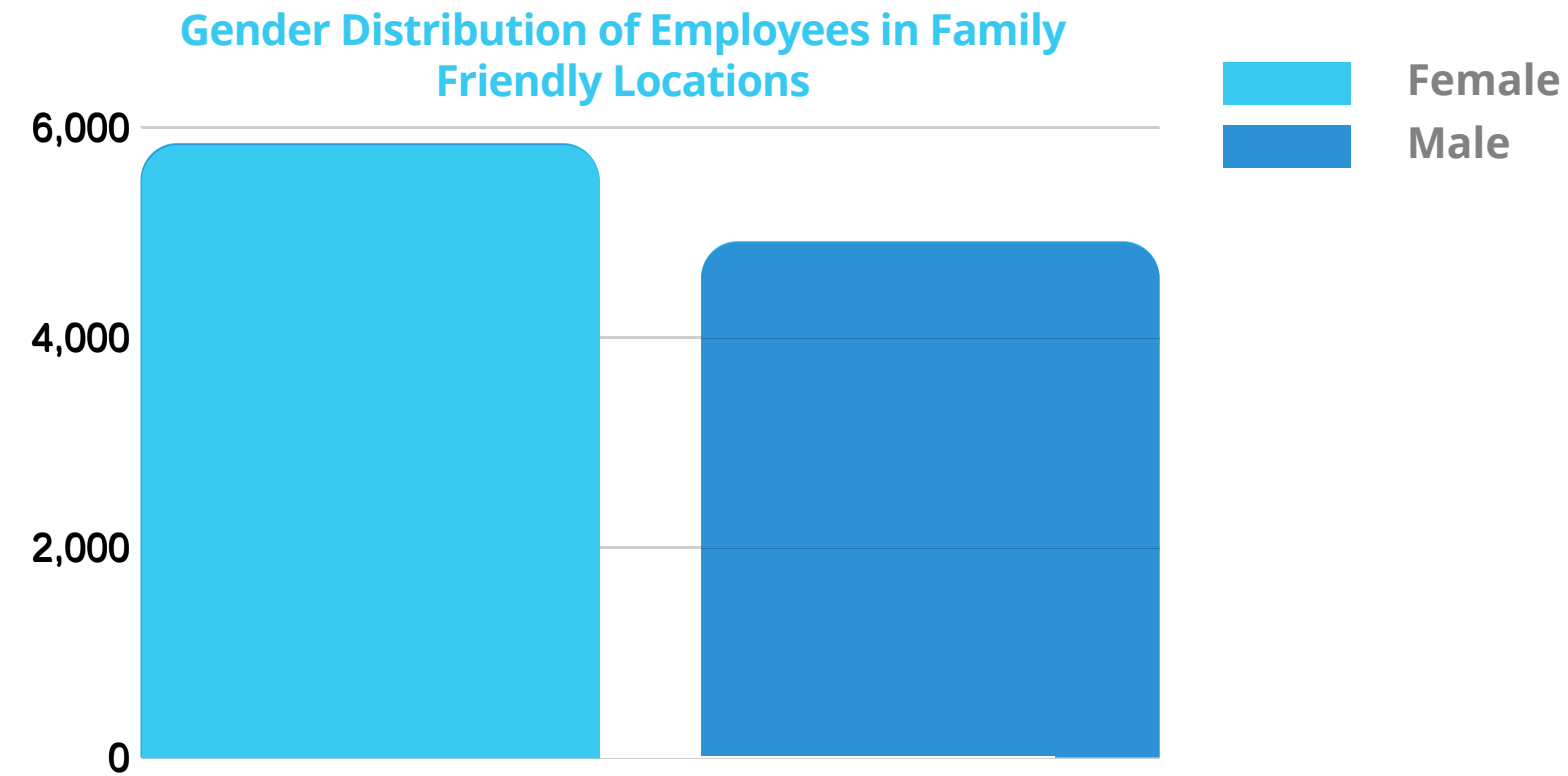


Test: Chi-square test to examine if there are differences in the genders of personnel who currently have both HQ and hardship B experiences.



Results: No such gender difference was found (phi coefficient=.001).

2 | Prioritize family friendly locations for women and people with families



Test: Chi-square

Results: A weak positive association (phi coefficient=.177) between gender and family rating of locations, such that women tended to prefer family-friendly locations.

Additional Analysis - Gender Differences



Test: A series of t-test were conducted to examine if there are gender differences in average hardship ratings of locations, average performance ratings, application success rate, number of promotions and position changes, mobility index, and speed of promotions.

Results: Females have a higher application success rate ($p < .05$, Hedges' $g = .57$)

Additional Analysis - HQ/ Field Preference

84.7%

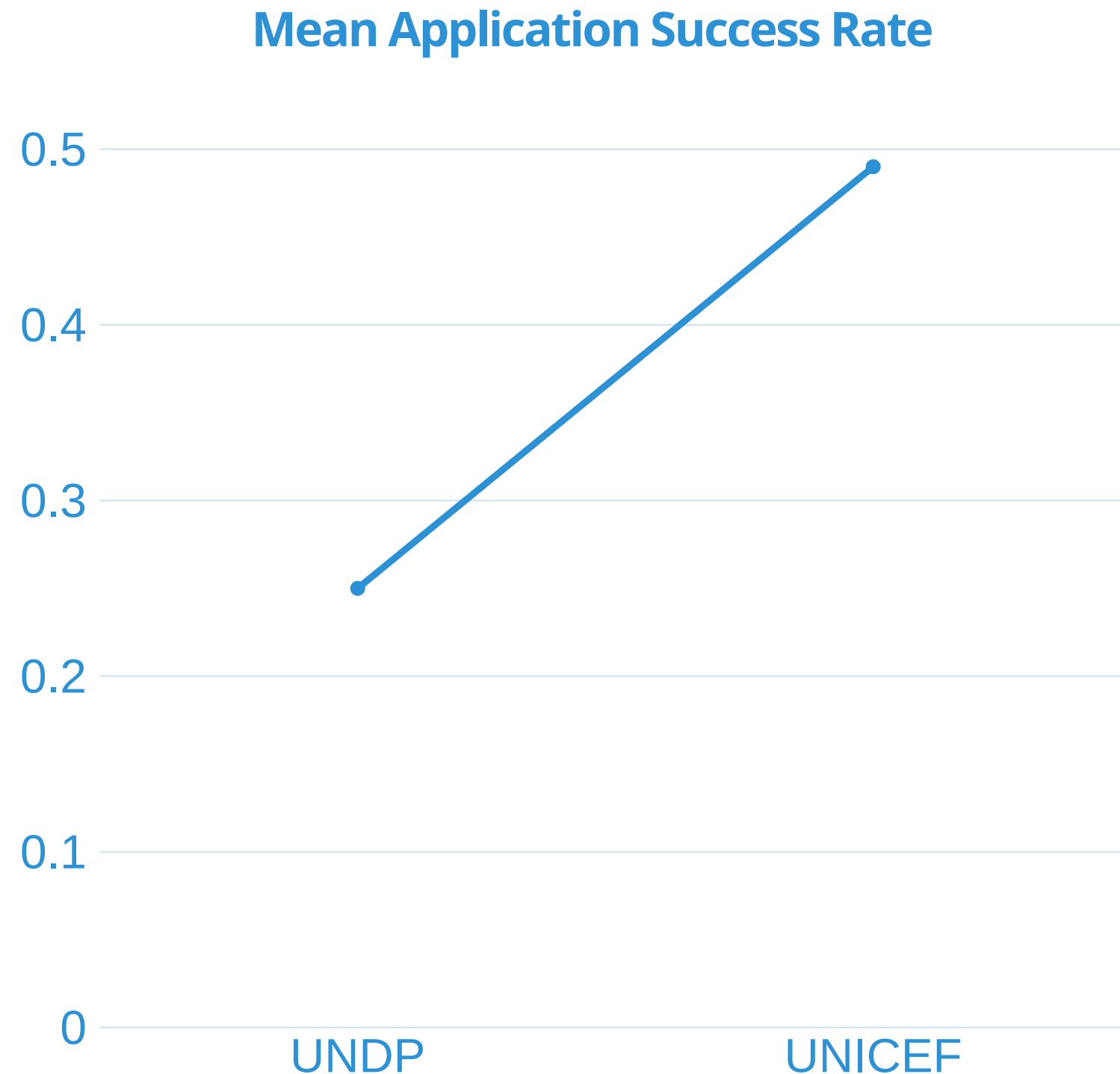
Proportion of HQ Employees who
have not worked in the field

87.8%

Proportion of Field Employees who
have not worked in HQ

Employees tend to stick to either
Headquarters or Field locations.

3 | Reintroduction of Managed Mobility System



Test: A series of t-tests were used to examine differences between the two organizations in terms of the number of promotions, the number of position changes, speed of promotion, mobility index, average performance rating, and application success rate.

Results: UNICEF saw a higher application success rate than UNDP, ($p < 0.00$, Hedges' $g = .69$). The finding stands even after controlling for performance.



Recommendations

Recommendations



1 | Mobility is beneficial for an employee's career

Set the policy for career advancement to more senior positions as "having experiences in both UN Headquarters and a hardship location (at least a B hardship rating)"

- Encourage employees to do cross-rotations
- Greater communication on the benefits of cross-rotations

Recommendations

2 | Prioritize family friendly locations for women and people with families

We do not expect women to be disadvantaged if a mobility criterion is set. However, we recommend a prioritization of family friendly locations to minimize adverse impact.



Recommendations

3 | Reintroduce Managed Mobility System

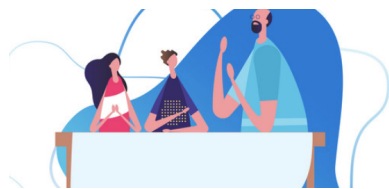
This would also help with the rotation of personnel across different field and HQ postings



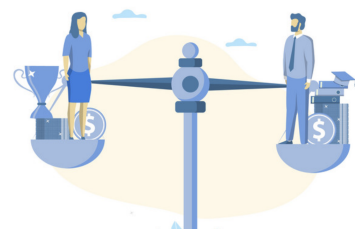
Summary



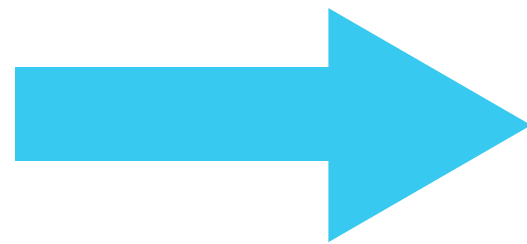
1 | Encourage cross-rotations



2 | Prioritize family friendly locations for women and people with families

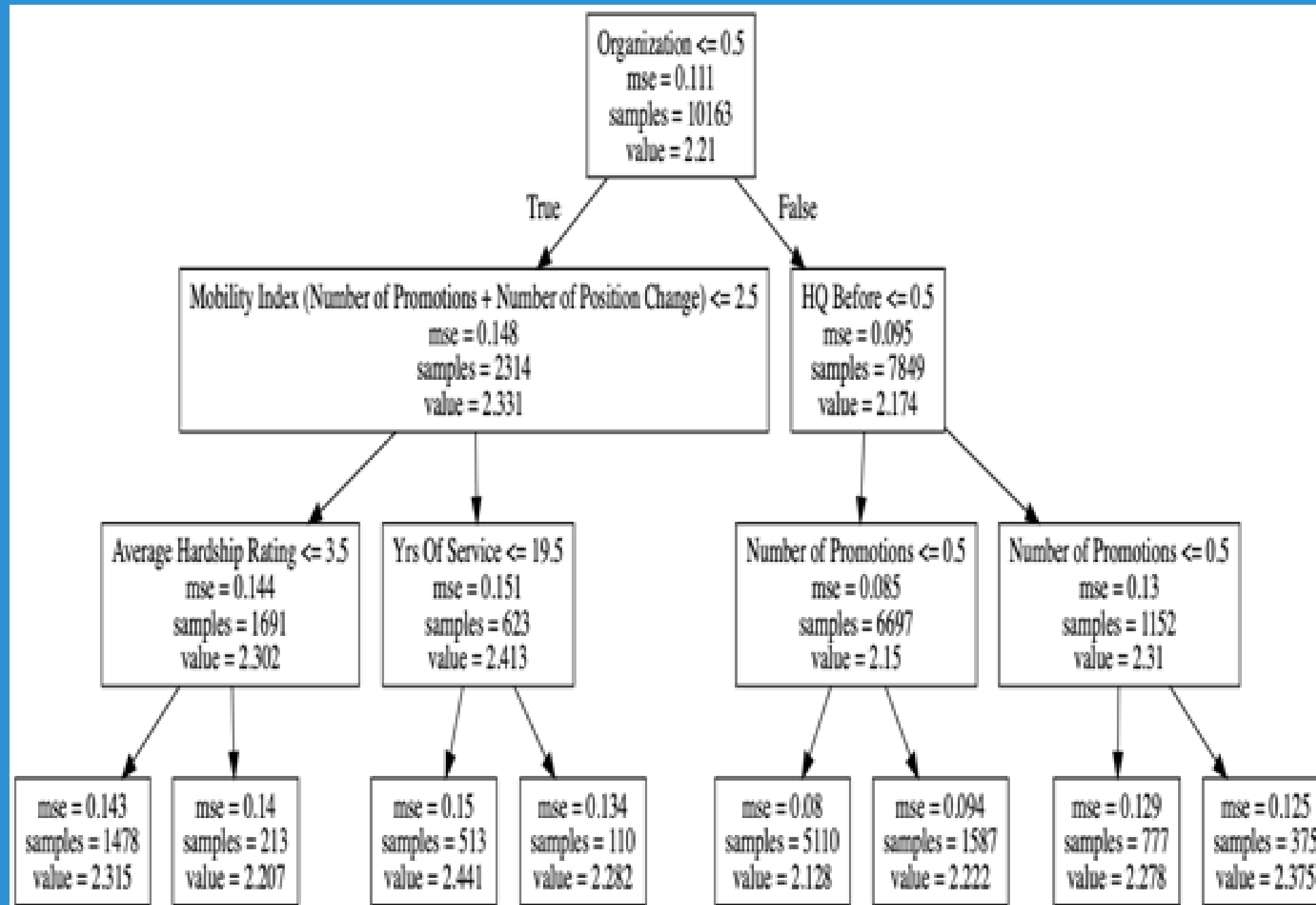


3 | Reintroduce Managed Mobility System



- More effectively meet its mandates
- Provide broader advancement opportunities
- Ensure equal opportunities

Appendix A | Decision Tree Analysis



```
In [111]: from sklearn.metrics import mean_squared_error
y_train_pred = dtfit.predict(X_train)
y_test_pred = dtfit.predict(X_test)

train_acc = mean_squared_error(y_train, y_train_pred)
test_acc = mean_squared_error(y_test, y_test_pred)

print("training loss: ", train_acc)
print("testing loss: ", test_acc)

training loss:  0.10231884715951974
testing loss:  0.15897171309270994

In [88]: random_guess = np.random.uniform(1.5,2.5,len(y_test))
mean_squared_error(y_test, random_guess)

Out[88]: 0.34206213527526624
```

Response Variable Average Performance Rating
Organization UNDP = 0, UNICEF = 1