

UNICEF

Division of Human Resources

2015 Annual Report

**Division of Human Resources
2015 Annual Report**

TABLE OF CONTENTS

1. <u>Executive Summary</u>	3
2. <u>Divisional Targets and Strategies</u>	5
2.1 Main Divisional Results	5
2.1.1 Integrated Human Resource Management Information Systems (HRMIS) and Strategic Planning.....	6
2.1.2 Attracting, Sourcing and Managing Talent.....	7
2.1.3 Management of Staff Well-Being.....	11
2.1.4 Developing and Assessing Talent.....	12
2.1.5 Management of the HR Function.....	13
2.2 Areas of Exceptional Achievements	16
2.3 Shortfalls and challenges to achieving results	17
2.4 Main Partnerships	18
3. <u>Evaluations and Research</u>	19
ANNEX III: (Studies, Surveys, Evaluations and Publications Completed in 2015)	

1. Executive Summary

In 2015, the Division of Human Resources (DHR) has advanced towards reaching most of the targets defined for the quadrennial key performance indicators. The Division provided key support to the changing operating context with the Global Shared Services Center (GSSC) implementation, while also managing the impact of such an adjustment on its own resources and structure. At the same time, DHR has focused on positioning UNICEF as an Organization where talent is nurtured, high performance rewarded, and where innovation and delivery of results are promoted.

Other challenges have included numerous humanitarian crisis, substantial changes in the Human Resources functional area as well as leadership transitions, making 2015 a year of progress and significant change for DHR. The highlights of the results achieved during the year include the following:

- In order to address the **transition to Global Shared Services Centre (GSSC)**, DHR implemented a strategy to ensure that the majority of staff on abolished posts were matched and placed to available positions. The Division also played a key role in defining how the HR functions transitioned to the GSSC, ensuring business continuity until final and full implementation of the Centre, by prioritising and reviewing the implementation of the Talent Management and Case Management tools as well as the enhancement of the HR services and payroll processes.
- Human Resources, remained one of the most challenging areas in **humanitarian crisis** situations. In 2015 DHR's Emergency Unit provided support to 11 level-3 emergency countries. The Emergency Unit managed a total of 603 recruitment cases (318 Fixed Term and 285 Temporary Appointments), 590 were included in the fast-tracked recruitment process. The Unit continued to refine methods to attract internal candidates to emergency duty stations, by exploring other sources for external recruitment, expanding its outreach, learning to work with different partners and sustaining simplification and fast-tracking procedures. As a result, the emergency recruitment period has been reduced to 34 days on average, as compared to 45 in 2014.
- Enabling the Organization to **attract, select, develop and retain talent** is one of DHR's core and primary accountabilities. For regular recruitment, in 2015, 772 International Professional (IP) Fixed-Term (FT) recruitment cases were completed with an average time to recruit of 85 days. In addition, DHR also completed 418 Temporary Appointment (TA) cases, for a total of 1189 completed IP recruitment cases in 2015 (by comparison, 561 cases completed in 2012, 748 in 2013 and 832 in 2014). In 2014, DHR introduced a new KPI goal for 2014-2017 to be achieved by the end of 2017, targeting an average length of IP recruitment completion at 60 days from close of advertisement to issuance of the offer letter.
- DHR dedicated significant time and effort to the **development of systems** being implemented at all levels of the organization (Talent Management System (TMS), including Recruitment, Onboarding and Performance Management; Case Management System and Records Management System). These improved HR integrated systems will allow enhanced Talent Management, streamlining of processes & consistency for both, HR practitioners and users globally. These new systems will also facilitate monitoring and reporting in real time on key HR processes and metrics.
- After a soft launch in 2014, **AGORA** was officially made available to all UNICEF staff and partners in February 2015 and has been continuously developed throughout the year. It is an online platform that allows for granular reporting, online learning, as well as other types of learning activities. In 2015, there were 337,081 sessions/visits recorded, 26,125 active users (13,355 UNICEF staff /12,770 externals users), 100,248 enrolments and 32,234 course completions.

- The **Global Staff Survey (GSS)** conducted in October 2014, which received the highest response rate ever (57%) with 6,865 survey respondents, marked the beginning of a process that has kept both staff and management engaged in follow-up steps and expecting adequate and constructive actions to be advanced on the issues highlighted by the survey's results. In April 2015, Executive Director Anthony Lake required all UNICEF offices to provide updates on the status of GSS follow-up actions taken. Monitoring and reporting on the status of these actions is currently facilitated by DHR. In order to enable DHR to systematically collect information and report on the status of GSS action plans, a template was included in the guidelines issued to Regional and HQ Division offices for the preparation of their 2015 Annual Reports, and an online reporting tool was made available to Country Offices for submission of their status reports.
- The **Global Staff Well-being Survey** launched by DHR in 2015 will be used as a roadmap for management to proactively address staff well-being issues once the analysis of its results is completed.
- A significant reduction in time required for the **classification of jobs** and improved management of direct recruitment through **Talent Groups (TGs)**, represent progress towards the goal of streamlining the recruitment process and making it more efficient. Simplified classification forms and JD templates were introduced, 83 Generic Job Profiles were created, a number of capacity building initiatives were launched, all of which resulted in a reduction in average time to classify jobs from 34 days in 2014 to 7 days in 2015. Management of TGs continued to improve in 2015 through widely disseminated monthly Talent Group listings alongside decentralized access to TGs, which have improved quality assurance and transparency in their use.

DHR has developed a strategic **HR transformation agenda**, through which the HR function is developing a new performance culture, by increasing engagement, inspiring managers to provide honest and constructive feedback, as well as supporting staff in receiving it. This transformation includes several initiatives such as effectively developing talent and enhancing leadership capacity, addressing performance management and career development, streamlining the recruitment, mobility and rotation processes to properly address client needs, as well as developing the field support capacity in the area of emergency recruitment in UNICEF.

In 2015 DHR has already started to move forward towards transformation and change, by:

- Implementing the integrated HR Management Systems;
- Launching a new policy on staff mobility and rotation;
- Introducing a new approach to performance management that includes career conversations, frank feedback conversations, and differentiated performance assessments. These concepts were introduced on a pilot basis for the senior staff cadre starting in December 2015 and will be rolled-out to all staff in 2016.

The recognition of UNICEF's efforts in the strategic innovation and transformation of the HR function by prestigious organizations such as the Gates Foundation and the Career Development Roundtable Awards is a reflection of the importance and impact of these initiatives.

2. Divisional Targets and Strategies

With over 12,500 highly engaged, skilled and motivated staff globally, effective human resources management is critical for UNICEF's organizational success.

The Division of Human Resources continues to provide global leadership in the management of UNICEF's human resources, talent management, leadership development, as well as timely human resources services. DHR responds to increasing emergencies, post conflict situations, challenges of gender and diversity, succession management, staff morale and satisfaction, and staff security and well-being.

DHR is also committed to implementing a strategic HR transformation, aimed at measurably improving UNICEF's ability to deliver better results for children, increasing staff capacity for performing their duties effectively and efficiently, and ensuring UNICEF attracts and retains talent. This transformation involves key areas such as: Performance Management and Career Development, Recruitment, Mobility and Rotation, Leadership and support to staff in Emergencies. This reflects changes in leadership and will translate into some structural changes in the Division which are briefly referenced in this Report. The specifics of these changes will be reported in the 2016 Annual Report.

2.1 Main divisional results as per Office Management Plan (OMP) targets and indicators

The Quadrennial 2014-2017 DHR OMP, lays out the following five key priorities areas/ Intermediate Results (IRs) as being **the most effective results to resource in order to** contribute to the achievement of global commitments and the high-level result of 'effective and streamlined human resources policy and procedures in place and implemented, providing quality advisory support to develop and maintain a flexible, highly skilled and motivated workforce' as per Management results area 4 of the UNICEF 2014-2017 Strategic Plan (SP);

1. **Integrated Human Resource Management Information Systems (HRMIS) and Strategic Planning.** *By December 2017 and dependent on investment funding, an integrated Human Resource Management system(s) delivers extensive automation and self-service across all HRM functions*
2. **Identifying, Attracting and Onboarding Top Talents.** *Throughout 2014-2017, quality and top talent effectively and efficiently identified, attracted and managed, meeting established KPIs.*
3. **Staff Well-Being, HQ Liaison, Insurance and Compensation** *Through 2014-2017, manage global staff well-being support, represent UNICEF's interests on NYHQ HR bodies and provide required identified business process services to NYHQ staff effectively and efficiently, meeting established KPIs.*
4. **Developing and Assessing Talent** *Throughout 2014-2017, UNICEF talent effectively and efficiently developed and assessed to increase to 64% the percentage of staff spending more than 10 days on planned learning, and increase to 90% percentage of PERs completed on time.*
5. **Management of the HR Function** *Throughout 2014-2017 and within available resources, DHR and the OneHR global community provide quality support to UNICEF leaders for successful management of change and risk at global and office level.*

2.1.1 Intermediate Result (IR) 1: Integrated Human Resource Management Information Systems (HRMIS) and Strategic Planning.

The priority to achieve automation and self-service across an integrated Human Resources Management (HRM) system platform is one of the primary DHR priorities as it is closely linked to the achievement of all other HR results globally. The strategy is to pursue system integration, automation, and self-service through investment in integrated HRM systems.

Currently, many of the recruitment, onboarding and performance management processes are resource intensive, paper-based, and slow. The integrated design will result in services being more efficiently delivered. Enhanced efficiency will come from faster, mobile, automated, integrated, more accessible systems, that allow for monitoring and reporting in real time and at the same time are highly configurable supporting local processes in a changing environment.

The state of HRM systems is directly linked to DHRs strategic planning capability. The strategic stocktaking and forecasting of the human resource needs of the Organization requires accurate data and systems. Without these tools, DHR's capacity to carefully monitor business processes, including having data/metrics for further analysis and reporting, is limited. In addition, the systems will improve the organization's ability to anticipate and manage risks and opportunities associated with the HR function globally.

The design and development of three major HRM systems was continued in 2015. The new systems represent a major undertaking managed by the Strategic Planning & Operations (SPO) section of DHR in close collaboration with IT Support Services (Information Technology Solutions and Services - ITSS), Regional and Country Office colleagues and the Global Shared Services Project team.

- The **Talent Management System (TMS)** is designed to support and improve efficiencies in key **Recruitment, Onboarding and Performance Management** functions. It is a mobile ready, Software-as-a-Service (SaaS) system. While the integrated TM System is to be fully launched in the first quarter of 2016, the new on-line global recruitment system was launched in December 2015 for local recruitment, and will be launched for IPs in mid-January. The new system will open innovative opportunities for attracting, selecting, retaining and developing talent. In preparation of the launch, approximately 150 recruitment and onboarding stakeholders in at least 45 duty stations volunteered to participate in validation sessions and User Acceptance Testing (UAT), resulting in a global, participatory and consultative process. Training sessions have also been held in Country Offices and Regions, as well as in Supply Division leading to a pilot for these offices. As part of Phase 1 of the TM project implementation, '*Achieve*', the Performance Management module was piloted in March/April 2015 with approximately 600 users (from 7 regions and HQ). The global launch and rollout of the *Achieve* module is scheduled to take place in the first quarter of 2016, for the 2016 performance cycle.
- The **Case Management** system is expected to be rolled-out in March 2016. This will allow automated, centralized, and standardized processes of the HR Administration, Payroll, Finance and Master Data Management functions. These services will ultimately be managed in the GSSC. The system will empower staff with a high degree of self-service, while providing them with access to real-time status of their transactions. The processes themselves will be regulated and tracked to improve accuracy and accountability. In addition, HR practitioners will have access to data and

reports that enable more strategic relationships with clients. As an organization, we will be more accountable and transparent.

- The **Records Management** system will modernize and centralize UNICEF record-keeping and data management systems and practices, facilitating storage and access of staff and organizational records. It has been partially rolled-out in the Human Resources Services & Systems team (HRSS) with the collaboration of SPO section in October 2015 with completion of the cleaning and scanning of over 4,000 Official Status Files (OSF). Field offices' digitization is expected to be completed by June 2016.

These changes simplify and streamline many separate tools and processes in use today which are still paper-based. They are accessible online, offline and on mobile devices which improves access for remote and traveling staff, therefore enhancing services and outcomes. Most importantly, the changes will provide a significantly strengthened platform on which to build a more modern and innovative organization. Hence, allowing an impact on UNICEF's ability to work more strategically, and sharpening its focus on programme work.

2.1.2 Intermediate Result (IR) 2: Attracting, Sourcing and Managing Talent

In its 11th year, the **Senior Staff Rotation and Reassignment Exercise (SSRRE)** — continues to be successful and effective in rotating Senior Management and leadership posts.

Throughout 2015, a total of 56 senior staff were appointed compared to 62 in 2014. Women (28) represented 50 per cent of these senior staff appointments; a perfect parity and sharp increase as compared to 44 per cent (27) in 2014. On the geographic diversity dimension, 17 senior staff appointed in 2015 were from Programme Countries in contrast to 21 in 2014.

With targeted efforts, measures and strategies; steady progress is being made in having a more diverse representation in the leadership cadre with greater gender equality and geographic diversity. The gender balance of the Senior Staff cadre (202) was 45 per cent female (90) in comparison to 43 per cent (88) in 2014 and 42 per cent (86) in 2013. Overall Programme Country Nationals (PCNs) represented 34 per cent (69) of all the Senior Staff Cadre (202); an increase from 33 per cent (68) in 2014 and 31 per cent (63) in 2013.

During 2015, the approach to SSRRE was revised to have a more strategic succession planning scheme. This revised Senior Staff Talent Review Approach was piloted in 2015 and is being refined to increase efficiencies and effectiveness of the process. In addition, the Talent Scoping Initiative whereby women and PCNs staff are identified and their talent is developed to assume leadership roles has impacted the SSR cadre for greater diversity.

As a result of the Global Staff Survey 2014, there has been more appetite for change especially starting at the top of the organization. Affecting Leadership and Management will influence the different organizational dimensions such as staff engagement, supervisor interaction, personal empowerment, open work environment professional development work/life balance and ultimately shift positively the organisational culture and mindsets.

Enabling the Organization to attract, select, develop and retain talent is one of DHR's core and primary accountabilities. The effective and efficient deployment of talent is vital to carrying out UNICEF's programmes and humanitarian work agenda.

In 2015, 772 International Professional (IP) Fixed-Term (FT) recruitment cases were completed with an average time to recruit of 85 days. In addition, DHR also completed 418 Temporary Appointment (TA) cases, for a total of 1189 completed IP recruitment cases in 2015 (by comparison, 561 cases completed in 2012, 748 in 2013 and 832 in 2014). In 2014 DHR introduced a new KPI goal for 2014-2017 to be achieved by the end of 2017, targeting an average length of IP recruitment completion at 60 days from close of advertisement to issuance of the offer letter. The previous KPI was 75% of cases within 90 days. There are a number of challenges to meeting the revised KPI by the end of 2017. In 2015 this included; the large increase in recruitment case load without any additional resources (37 % increase over 2012), while a reduction of recruitment posts took place in 2014, the degradation of the SAP e-recruitment system used in 2015 and quality issues with submissions to DHR from hiring offices as they tried to meet their tighter KPI deadlines. In addition, the impact of the transition to the GSSC which required reliance on temporary short term staff in vacant Regular Recruitment Section Team (RRS) posts pending the placement of staff, led to RRS to be fully staffed only by November 2015. Meeting the revised KPIs are also dependent on the introduction of the revised staff selection policy and the new e-recruitment system.

Notable progress was accomplished in the area of direct selection recruitment through **Talent Groups**. DHR conducted a number of Generic Vacancy Announcements (GVAs), including in Human Resources, Gender, and Education, that resulted in the high quality population of these Talent Groups. Building on the strategies developed in 2014, the management of Talent Groups has continued to improve through a monthly Talent Group listing report, extracted directly from e-Recruitment and widely disseminated among HR practitioners, which improved quality assurance and transparency. Furthermore, the decentralized access to Talent Groups allows the hiring manager and HR practitioner to directly access e-Recruitment and review Talent Group candidates. In 2015, over 1,100 hiring managers and HR staff have been granted access. Time-to-hire of direct selections from Talent Groups was on average 59 days in 2015 in comparison to a total average of 85 days for all IP recruitments; efficiently reducing recruitment time and confirming that direct selection of candidates from Talent Groups remains the fastest and most efficient mean of recruitment.

Under the New and Emerging Talent Initiative (**NETI**), the 2015 7th cohort reflects organizational efforts to fill talent gaps around gender, diversity and provide career opportunities for external talents as well as for national and general service staff: Out of a total of 16 NETIs recruited in 2015, 56% are female, 62% are nationals of programme countries, and five are former national/GS staff members. The NETI programme also benefitted from various qualitative improvements in 2015, with the introductions of a state-of-the art competency-based online job simulation for the selection of candidates, a dedicated learning portal as well as regular webinar series and a "buddy programme", in addition to the coaching and mentoring programme.

As part of its **Outreach activities**, UNICEF was represented at 21 career events, reaching approximately 21,500 individuals. Simplified procedures for hiring United Nations Volunteers (UNVs), relationships with various governments, institutes and private sector entities resulted in a significant increase in the number and geographic distribution of UNVs, as well as of fellows and externally funded interns.

Another element that supports IR5 is the continued effort to streamline an efficient CRB process. The **CRB Secretariat** team delivered the following results in 2015: 511 cases were reviewed including emergency and GSSC recruitments; by year-end, the number of cases reviewed by the CRB is expected to match the record number set in 2014; over 1,100 vacancies were timely advertised (regular posts, TAs and consultants), and over 400 Talent Group records were updated; and, a 3 year Long Term Agreement (LTA) was concluded for the advertisement of posts (in particular SSR posts) in global, international media. The new TM System is expected to reduce the workload of the CRB Secretariat in the advertisement of posts and streamline further its review process to improve and maximize effectiveness.

An important achievement in **Job Classification** was the reduction in average time to classify jobs from 25 days in 2014 to 6 days in 2015, representing a 76% improvement compared to the previous year. The introduction of simplified classification forms and JD templates, the creation of 83 Generic Job Profiles, and the launching of a number of capacity building initiatives are among the factors leading to this important result. It is expected that approximately 2,012 Job Descriptions will be classified throughout the year.

With regards to **Individual Consultants and Contractors**, a total of 6,646 contracts were issued in UNICEF by 31 December 2015, for a total value of around 136 million USD. In order to build staff capacity and thus strengthen policy compliance, following a policy update and audit observations, new guidelines and FAQs were issued, and a series of global webinars were launched. Improvements in the monitoring of consultant contracts and policy compliance, remain important objectives for 2016. Good progress has been made recently in this regard with the addition of important indicators to the Managers' Dashboard-tracking and the introduction of the "Selection Process" as a mandatory field in the contracts module.

Following extensive consultation with a large number of stakeholders, a new policy on **Staff Mobility and Rotation** was issued in June 2015, aiming at enhancing and implementing a regular mobility and rotation process, hence facilitating more movement in and out of duty stations. Subsequently, the Mobility and Staffing Section set up a Rotation website, conducted seven webinars for 460 staff, and held various briefing sessions, both in person or remotely, with approximately 310 staff members. A comprehensive set of 31 FAQs was also developed, and a dedicated email box was set up to answer questions from staff. Meetings with various Directors were also held to explore rotation exercise options. The exercise for designating non-rotational post was completed early in the year, and resulted in the approval of 123 posts as non-rotational. The first rotation exercise is to be held in the second half of 2016.

A new policy on **Inter-Agency Mobility** was introduced in October 2015, shifting authority to approve various movements of staff among UN agencies to the Director of DHR, and raising to five from four the number of years of service required for eligibility. Most importantly, the new policy extends to staff returning from an inter-agency experience the same placement procedures applicable to staff on abolished posts status. Although the number of secondments is well balanced, other UN agencies prefer the modality of inter-agency transfer for their staff. This affects UNICEF in terms of its accountability for entitlements accrued by staff in other UN agencies. A more conservative approach and stricter criteria in reviewing transfers is required. Staff on secondment are to be given priority consideration when returning to UNICEF. A staff list has been created in e-Recruitment to flag such members with a right to return in order for them to be easily identified by recruitment colleagues and given special consideration.

Even though DHR continues to strongly support activities to nurture **Gender Parity** at all levels, the results for 2015 failed to show progress in this area: 48% of IP recruited were female candidates, as compared to 52% in 2014. However, with regards to strengthening the **Geographic Diversity**, the results show an improvement from the 2014 figure when 47% of IP appointed were nationals of Programme countries, to 58 % in 2015. The percentage of external male candidates of the total recruitment volume has slightly increased in 2015 from 19% the previous year, to 20% of all IP Fixed term staff recruited. It is also noted that over the 2012-2015 period, an increase of 43% took place in the conversion of National Officers to International Professional positions. The conversion of General Service (GS) staff to International Professional positions also demonstrated a high increase over the same period of time, confirming that due consideration is provided to career opportunities for local staff.

In terms of support to emergency preparedness and response, DHR is accountable for effectively and efficiently deploying talent, which is vital to UNICEF's ability to support its corporate humanitarian work in response to these emergencies. Humanitarian response with inherent higher levels of risk, will most likely continue to constitute a significant proportion of work, with the probability of increasing numbers of emergencies in the future. 2015 was a challenging year given the response required by multiple level-3 emergencies. The **Emergency Unit** supported 11 level-3 emergency countries in 2015: Central African Republic, Guinea, Guinea-Bissau, Iraq, Jordan, Lebanon, Liberia, Sierra Leone, South Sudan, Syria and Yemen. This has had an impact on all sections of the Division in terms of increased workload (particularly in the Emergency Recruitment, Global Service Center (GSC) and Staff Well-being (SWB) units), and in terms of the challenges posed by staff well-being, staff preparedness, rotation, and other issues, during the critical phase and in the aftermath of these crisis.

- The Emergency Unit managed a total of 603 recruitment cases (318 FT and 285 TA), 590 were included in the fast-tracked recruitment process. Among the 590 cases, 57% (336) recruitments met the target of 30 days, and 43% (254) failed to meet the target. The average recruitment time for all FT and TA recruitment was 32 days. On average, FT recruitment was completed in 56 days and TA recruitment in 8 days.
- In 2015, 686 Surge deployments (internal, external, and stand-by partners) were recorded, a 19% decrease compared to 2014. Nevertheless, the intensity of support needed for the number of large scale level-3 emergencies in the area of human resources management, was still very challenging. In terms of surge deployments, Child Protection became the most urgently needed programme area followed by Emergency Programme, Education, Supplies and Logistics, and WASH.

DHR has been actively involved in strengthening the Organization's preparedness capabilities and in addressing some of the weaknesses identified in this area. The Humanitarian Support Personnel (HSP) pilot was reviewed by DHR and EMOPS to develop a more sustainable scheme. The new approach to HSP now focuses exclusively on building the capacity of National Child Protection Officers and Education Specialists who are currently serving in UNICEF offices; this has enhanced UNICEF's technical expertise in humanitarian responses, increased the pool of internal staff available for deployment, and built the capacity of Offices to respond to a humanitarian crisis. DHR will also release regional specific generic vacancy announcements for MENARO in December to develop a talent pipeline for countries affected by the Syria crisis in several programme areas.

Steps have also been taken with regards to staff in emergency posts that are overdue for rotation, by flagging those who completed their tour of duty in non-family duty stations in the e-Recruitment system. Based on the Strengthening Humanitarian Action (SHA) initiative these staff members will be given similar priority consideration as if they were encumbering an abolished post.

2.1.3 Intermediate Result (IR) 3: Management of Staff Well-Being

This Intermediate Result involving the support to staff for psychological/mental health, counselling, stress and other staff well-being related matters remains one of DHR priorities. Among the results delivered by the Staff Well-Being Unit (SWBU) in 2015, highlights include:

Progress in the development of a corporate **Framework for Staff Well-Being** that will include an evidence based protocol for managing critical incidents, aiming at providing immediate and/or timely psycho-social support to staff when and where needed, especially in the aftermath of critical incidents affecting offices. As part of the initial stages of the preparation process of the Staff Well-being Framework (SWF) inputs were received at a retreat with counsellors from Dakar, Juba, Nairobi and New York. The SWF being developed, with inputs received from all staff counsellors, will eventually go to different relevant stakeholders globally for review and feedback before finalization and implementation in each office throughout the Organization. The draft contains a tool box with Well-Being components to support all staff including managers, in self-care, trauma, stress and burn-out management, family support, etc.

The 2014 **Global Staff Well-Being Survey** was postponed until 2015 due to significant delays by other UN agencies who joined the initiative later and due to other competing priorities. DHR's SWBU sought the collaboration of the UN Medical Services, UNHCR, UNFPS and OCHA, who eventually joined in. The Survey was completed by 30% of staff. At present NYU and UNMSD are collaborating with the analysis of the Survey's results. However, there are currently some challenges in finalizing the survey results analysis due to its complexity. Once completed, the analysis will be used as a roadmap for management to proactively address staff well-being issues.

In response to the rising need for **counselling services**, DHR continues to advocate to increase and improve the present overall counselling capacity to provide the resources required to deliver the highest quality services. Management and staff engagement have proven to shed more light on the importance of organizational staff well-being. Some heads of offices are now willing to hire country counsellors for their staff. The team of Staff Counsellors grew from two (fixed term contracts) in 2013 to currently nine (4 under recruitment). Posts are based in New York (2), ESAR (3), WCAR (1), MENA (2) and EAPR/ROSA (1).

Staff Counsellors have provided guidance and support to staff, including managers, Peer Support Volunteers (PSVs) and family members. As of December 2015, they have trained 3,877 staff in over 113 sessions; carried out 2440 individual counselling sessions as well as 1,024 individual or group sessions following a critical incident; responded to 331 managerial consultations and training requests; and supported 152 consultations from PSVs.

Under the **HIV in the Workplace / UN Cares** portfolio managed by SWBU, 2015 achievements are as follows: 15 out of 18 sessions planned took place with 280 participants as of 13 November 2015 as of November 2015, a total of eight testing events were organised and 71 UN staff received

testing/counselling services from external NGOs.

With regards to the progress on the **Peer Support Volunteer Programme (PSV)**, as of December 2015, 631 PSVs have been trained; 367 PSVs are active in 117 countries and 172 duty stations. The PSV programme was not further developed due to lack of resources.

The SWBU and the Emergency Team have also put a great deal of effort into advocating for and monitoring the well-being of staff who are exposed to stress; implementing **staff wellness programmes across emergency duty stations**; providing stress management training; activating PSVs and hotlines, as well as implementing 360-degree feedback exercises and organizing training workshops to strengthen leadership capacity in humanitarian response situations.

2.1.4 Intermediate Result (IR) 4: Developing and Assessing Talent

One of the changes proposed by DHR involves the redistribution of the various learning and development aspects to different Divisions across UNICEF. This change emanates from the recommendation of the Situation Analysis of Learning and Development to ensure learning supports the organizational strategic plan. It implies internal changes within DHR as well as transferring learning functions to other Divisions. Although this process started in 2015, its full implementation is expected to take place in 2016 and the impact of these changes in terms of results will be reported on and measured in the framework of an amended 2016 OMP during the remainder of the quadrennial plan.

In 2015, the following results were delivered for IR4, in line with DHR's priority in terms of strengthening the overall organization performance through the design of management and leadership curricula that better delivers against competency gaps, utilizing cutting edge methodologies and tools and directly engaging staff through action learning activities:

Trainings were offered as part of DHR's role in supporting managers, equipping them with the tools and skills that effectively contribute to performance and accountability:

- Dynamic Leadership Certificate Programme (DLC); Partner: Harvard Business Publishing; Staff trained: 236 (Cohort 7)
- Management Development Programme (MDP); Partner: IESE; Staff trained: 56 (Cohort 3 and 4)
- Leadership Development Programme (LDP); Partner: INSEAD; Staff trained: 56 (Cohort 4 and 5)
- Leadership Orientation and Onboarding (LO2); Partner: Thunderbird School of Global Management; Staff trained: 37 (Cohort 1)

To enhance **Staff Capacity in Programme** and policy related work, the Organizational Learning and Development Section (OLDS) continued to expand both the blended advance level "upstream" programming as well as basic level learning programmes. A total of 335 staff benefitted from learning offerings in Health Economics and Policy, Education leadership and Equity, Social Norms, Communication for Development and Socio-Economic Policies for Child Rights with Equity. Over 560 staff were trained in Programme Planning Process across all regions. To support incremental learning and to address identified weakness areas in programming, two e-learning programmes were developed on Harmonized Approach to Cash Transfer (HACT) and Funding Authorization and Certificate of Expenditure (FACE) Form. Almost 7,000 staff benefitted from one or both programmes. The e-learning on Gender, UN Coherence and You was completed by 354 staff.

After a soft launch in 2014, **AGORA** was officially made available to all UNICEF staff and partners in February 2015. The platform allows for granular reporting on online learning activities, as well as other types of learning activities. It is however important to note that it is too early to consider AGORA as a unique source of information for all learning activities in UNICEF. In 2015, there were 337,081 sessions/visits recorded, 26,125 active users (13,355 UNICEF staff/12,770 external users), 100,248 enrolments and 32,234 course completions. Enhancements to the platform and the user experience continued to be rolled out throughout 2015.

With regards to custom **Online Learning** activities development, nine new courses were designed and delivered from OLDS. There are 10 additional self-paced online custom courses currently in development. Additional 6 courses were launched with OLDS' oversight and guidance.

Performance Management is also a key priority for DHR, which falls under IR4 and aims at continuously supporting staff and supervisors/managers in achieving optimum productivity, increasing staff engagement and professional satisfaction and well-being.

While it was originally planned to revert to paper-based PAS as of the 2014 performance period until the Performance Management component for all staff (IP, NO, GS) is put in place as part of an integrated HR Talent Management System, DHR opted for an interim solution to maintain all IP staff on the e-PAS system throughout the 2015 performance period, therefore reducing the transition for IP staff from one electronic system back to the paper-based system, and then to a new system. The transition to *Achieve*, the new PM system for all staff, will take place as of the 2016 performance cycle.

The 2014 performance appraisal year closed with an estimated global compliance rate of 83%, 81% for Country Offices and 87 % for IP staff on the e-PAS platform. The 2015 Performance Planning Phase (Phase 1) for IPs closed with 80 %; and 79 % for the Mid-Year Review Phase (Phase 2). The Year-End Appraisal (Phase 3) of the of the 2015 performance appraisal year opened the first week of December with targeted completion by staff and supervisors at end February 2016. This marks the last use of the e-PAS system, which will be discontinued permanently shortly after the closure of the 2015 PER exercise.

Following are highlights of this year's initiatives with regards to **Career Development**:

- A dynamic new e-learning programme was launched in 2015 for staff in transition and/or on abolished post. It is the first of its kind in the UN, and allows staff to access a range of information on the topic of career transition, job searching, networking, and creating an action plan.
- A functionality was included in AGORA that allows staff members to ask a private question about their career development and receive a confidential response from an expert. Also, through a new partnership with Lee Hecht Harrison UNICEF staff and managers can now access a whole array of career development assessment tools through AGORA.

2.1.5 Intermediate Result (IR) 5: Management of the HR Function

The transition towards the implementation of the GSSC in Budapest, represented a challenge for the management of the HR function in 2015 to the extent that the structural changes and resource cuts started taking place while the transfer of the actual HR services had still not materialized. The decision to

implement the GSSC involved the transfer of the entire payroll function and the Global Services Centre functions of administering benefits and entitlements, with the exception of those required to be performed in each office location, and resulted in 46 encumbered **HR Systems and Services** Section (HRSS) posts being abolished, while the Section still had to perform and efficiently service all staff. In this context, an HR mitigation strategy was put in place since 2014, which enabled placement of the majority of HRSS staff (39 out of 46 as of 31 December 2015). Nevertheless, the section still faced tremendous challenges to manage staff morale and loss of knowledge and experience as many staff left the section in 2015. In addition, it proved to be very difficult to recruit competent and experienced new staff for short periods of time. In spite of all these challenges, the HRSS Section was able to fully perform its functions, to timely service staff and support ongoing projects such as GSSC and HRM Systems.

In 2015, and until final and full implementation of the GSSC, HRSS has continued managing payroll, benefits and other entitlements. The statistics on the latter for 2014-2015 are shown below:

	2014	2015
Average number staff on payroll	12,000	12,600
Average payroll payment/month (million US\$)	81	87
Total Education Grant paid (million US\$)	23.7	27
# of staff members who claimed rental subsidy	1,077	1,066
Rental subsidy claims processed (million US\$)	7.7	9.7
Total Personnel Actions issued by HRSS	7,754	8,910

A key support to managing the HR function is provided through an effective policy development and administrative law practice. This is focused on managing the risks associated with the HR function globally. DHR's **Policy and Administrative Law (PALS)** efforts have resulted in (i) updated policies in line with recent General Assembly provisions and based on lessons learned; (ii) streamlined and simplified policies in line with UNICEF's overall accountability and policy framework; (iii) new and reviewed HR processes in order to support the overall business strategy and global mandate; and (iv) limited organizational risk and reduced corporate cost.

The PALS team continued to assist field and headquarters offices on the correct interpretation and/or application of UNICEF's regulations, rules and policies, with full respect for staff members' contractual rights in order to minimize the number of formal cases and reduce UNICEF's corporate liability. In 2015, PALS took action on 15 requests for a management evaluation, 7 appeals before the United Nations Dispute Tribunal (UNDT) and 13 reports of misconduct. In addition, PALS has represented DHR in UNICEF's Working Group on Protection against Sexual Exploitation and Sexual Abuse and in consultation meetings and/or working groups on the Administration of Justice in the United Nations.

In 2015, DHR issued the following policies:

- The Executive Directives (EXD) on Revision 2 UNICEF's Whistle-blower protection policy (CF/EXD/2007-005), Staff Mobility and Rotation (CF/EXD/2015-002)
- The Administrative Instructions on: Amend 2. Consultants and individual contractors (CF/AI/2013-001), Amend. 2 Special Leave (CF/AI/2010-003), Duty travel (CF/AI/2014-001), Inter-organization staff mobility (CF/AI/2015-001).

Several draft policies/revisions to existing policies and decision memos have also been prepared in 2015 and are under review, including: Staff Selection; Gratis Personnel; Home Leave; NETI; among others.

PALS, together with HRSS/GSC, finalized the FAQs to phase-out the special operations approach, and also provided policy support to all of UNICEF in the implementation of the staff mobility and rotation policy and the consultants and individual contractors' policy. Legal and policy support was also provided to the GSSC recruitment and mitigation strategies and to ROSA on the approval of ex-gratia payments to staff based in Nepal after the 2015 earthquake. Additionally, the team represents UNICEF's interests in inter-agency fora (ICSC, HR Network, Field Group, WG on Duty on Care, participate as alternate in the UN Steering Committee on Local Salary Survey etc.) and in the ICSC discussions, particularly on the comprehensive review of the compensation package for which it has also joined, on behalf of UNICEF, two of the three working groups on Remuneration and on Competitiveness.

All results of the 5 priority areas outlined above have been continuously supported by the **Strategic Planning and Operations (SPO)** Section to efficiently and effectively manage the budgets and resources under DHR's oversight by maximizing efficiency gains, streamlining processes, introducing tools and technologies and through a more effective organizational structure. The increase in number of contracts managed by DHR in 2015 (249 as of 31 December, valued in 19.6 million dollars, as well as the 13.5 million dollars of investment funds managed (in the 4 year cycle)), represent an important workload upturn for the SPO Section.

Effective **internal communication** is also a function that directly supports the management of the HR function. In 2015, DHR continued to refine internal communications practices to inform DHR and OneHR staff and clients and foster a culture of openness, overall enhancing the impact of core HR functions. Some of the noteworthy initiatives were:

- Publishing a SharePoint-based intranet site to support staff affected by the new rotation policy at <https://teams.unicef.org/sites/NYHQ01/DHR/SitePages/Rotation.aspx>, with links to the Rotation and Non-Rotation policies, Frequently Asked Questions, Timelines and Career Support resources.
- Communications resources, including a centralized HR Systems Information Hub, were produced to support the development and implementation of new systems for Talent Management, Case Management and Records Management.
- Improvements made in response to the Global Staff Survey, for which DHR served as Secretariat to the Global Management Team (GMT). In DHR, widespread opportunities for feedback were offered and participation encouraged. DHR Director extended an open-door policy and an "Anonymous OneHR Suggestion Box" to solicit open, honest viewpoints from colleagues, which she reviewed and addressed both personally and with the Division Management Team (DMT). Among the improvements that resulted were the creation of the *Above and Beyond the Call of Duty* (ABCD) Awards, a monthly staff recognition program based on colleague nominations, and a quarterly staff seniority awards programs that recognizes work anniversaries in five-year increments.
- The establishment of a division-wide monthly "Friday University" meetings, an internal education program and knowledge-sharing workshop hosted in collaboration with the DHR Learning Committee and in partnership with cross-cutting business colleagues to broaden and deepen DHR staff member understanding of UNICEF's work and mission.

In addition, in 2015, DHR served as a Secretariat to the Global Management Team (GMT) for the **Global Staff Survey (GSS)** conducted in October of 2014. The Division through its SPO Section is collaborating

with GSS stakeholders by gathering and processing information on the status of Action Plans of Divisions, Regional Offices, and Country Offices, which were prepared in response to the GSS results. DHR has included a response template on the status of GSS action plans in the guidelines issued to Regional and HQ Division offices for the preparation of their 2015 Annual Reports. DHR has also created an online reporting tool for Country Offices to submit their status reports. These will enable DHR to systematically collect information and report on the status of GSS action plans.

2.2 Areas of exceptional achievement

While DHR faced several challenges, 2015 was also a year of remarkable achievements:

- In November 2015 UNICEF received the Career Development Roundtable Award for Innovation in Recruitment. The CDR Awards showcase outstanding initiatives from across the International Public Sector. Standards of entries were very high.
- The implementation of the new Talent Management System allows for an up-to-date and modern e-Recruitment system with integration to Onboarding and Performance functions; reducing the time to recruit and onboard candidates and internal staff members & allowing to attract and retain talent, especially in our most difficult duty stations.
- The reduction in average time to classify jobs from 34 days in 2014 to 7 days in 2015, representing a 76% improvement compared to the previous year and contributing to improve service delivery through timely recruitment. The introduction of simplified classification forms and JD templates, the creation of 83 Generic Job Profiles, and the launching of a number of capacity building initiatives are among the factors that account for this important result.
- Progress in the management of Talent Groups through widely disseminated monthly Talent Group listings alongside decentralized access to TGs, which have improved quality assurance and transparency in their use. Direct selections from Talent Groups was on average 25 days faster than the average for all IP recruitments.
- The increase of pledges to the JPO programme from 20 to 32, a gain of 60% compared to the previous two years. The number of resource partners also increased, with the UK joining the programme. Qualitatively, the programme was enhanced with the introduction of mentoring and coaching schemes, professional career counselling services and a revamped orientation.
- The retention rate of the NETI Programme steadily increased to over 80%, a considerable improvement compared to previous years.
- A successful Risk Mitigation (Continuity) Plan was implemented which ensured the continuation of vital functions of HRSS during the transition to GSSC while the anticipated loss of expertise had been estimated at 53% of the GS workforce in Payroll Unit and 24% of the GS workforce in GSC in early 2015. As a result of this mitigation strategy all salaries of over 12,600 staff were paid on time and moreover 85% of HRSS staff members on abolished posts were placed, as a result of a close collaboration with the Regular Recruitment Section Team (RRS).
- DHR's Emergency Unit has continued to strive for innovative solutions to support countries in emergencies. Thanks to DFIDs support, the Unit was able to make further strides to deliver faster while supporting more complex large scale level-3 emergencies. The average recruitment time for all FT and TA recruitment was 34 days.
- The AGORA online learning platform represents an effort to streamline and develop access to learning opportunities, as well as tool for management and administration of learning activities. AGORA was officially made available to all UNICEF staff and partners in February 2015. In 2015,

there were 337,081 sessions/visits recorded, 26,125 active users (13,355 UNICEF staff/12,770 externals users), 100,248 enrolments and 32,234 course completions. Enhancements to the platform and the user experience continued to be rolled out throughout 2015.

- LinkedIn recognized UNICEF as being in top 10 organizations supported by LinkedIn members (No. 1) and in top 50 most desirable organization to work for globally (the only UN agency on the list).

2.3 Shortfalls and challenges to achieving results

DHR is embarking in a series of strategic transformation initiatives, and is already investing in several projects such as the Talent Management System, that will fully bear fruit in coming years. Such efforts will address some of the challenges outlined below, by introducing changes aimed at enhancing UNICEF's capacity to manage its human resources effectively and efficiently.

- Reducing the completion time for the recruitment process, remains a challenge and the Key Performance Indicator (KPI) fell short of the new KPI targeted to be achieved by end of 2017. For International Professional Fixed Term positions in 2015 to date, the recruitment process was completed in 85 days on average for **772** cases, against a KPI target of 60 days to complete the recruitment process from the close of the advertisement to the issuance of the offer letter. In 2014, this average time stood at **79** days for **831** recruitment cases, or **5** days less than this year. Reduced staff in the Regular Recruitment Section (RRS), the transition to GSSC and large turnover of short term staff, were some of the issues that impacted the Section's ability to deliver on this target KPI. The expectation is that in 2016 this shortfall will be appropriately addressed, dependent upon the introduction of the new recruitment system (TMS) and the revised Staff Selection Policy amongst other.
- There is a need for a revised staff selection training curriculum to replace the existing course on "Competency Based Interviewing", which would potentially address issues on policy and process and have a positive effect on the quality of submissions from hiring offices.
- Gender parity has remained a challenge this year since 47% of IP recruited were female, as compared to 52% in 2014.
- Even though retention rate for the NETI programme has significantly improved, the main challenge remains the difficulty to obtain posts into the Programme. Only 14 posts are currently available for the 8th cohort, of which 50% are in emergency duty stations. A communication strategy has therefore been launched to raise its visibility, aimed at increasing the number and typology of posts available for NETI.
- While the pledges to the JPO programme grew, it is important to take notice of factors that prevented an even greater growth and had a negative impact on the overall number of new JPOs as well as revenues generated through the cost recovery of the Programme. Several donors raised strong concerns on UNICEF requesting them to cover the cost for centrally managed services provided by the UN, in addition to the 12% recovery cost. Alternatives will have to be found to absorb these costs which, at times of decreasing financial resources for development, make the JPO programme less attractive and competitive.
- Human Resources remain one of the most challenging areas in humanitarian crisis situations. Attracting candidates to emergencies is still difficult, the need for talent being greater than the availability of good candidates. The Organization continues to refine methods to attract internal candidates to emergency duty stations, and explore other sources for external recruitment by

expanding its outreach and learning to work with different partners.

- In spite of the support delivered to staff and their families for L3 emergencies, the support by counsellors could be more efficiently provided if they could be automatically involved in these emergency response plans for immediate activation and provision of services. Partnering with other UN Counsellors and Security Staff is beneficial. Recruiting qualified and experience staff counsellors is a challenge, particularly, in places where the situation is volatile, e.g., Syria, Somalia, South Sudan, especially on a Temporary Appointment contract.
- The impact of some learning programmes made available to staff in the context of career transition and development is unclear, especially because of the reduced number of staff accessing these programmes.

2.4 Main Partnerships

Partnerships continue to be a critical key to DHR's ability to deliver on its mission. DHR has continued with its practice of building capacity through partnership both internally as well as externally with other members of the UN family, academic institutions, the private sector and civil society. Over the course of 2015, DHR has engaged in partnerships with various stakeholders at different key result areas and organizational levels, such as:

- Close and continuous partnerships with UNICEF Divisions/Sections and Offices on various projects, collaboration with the GSSC project team, continuous work with the Global and New York Staff Associations.
- Collaboration with UN Medical Services, UNHCR, UNFPS and OCHA, who joined UNICEF's initiative to conduct a Global Staff Well-being Survey.
- Partnering with external entities and universities for knowledge exchange and to provide staff with a variety of learning and development opportunities.
- DHR is collaborating with Global Staff Survey (GSS) stakeholders by gathering and processing information on the status of Action Plans that were prepared in response to the GSS.
- Several inter-agency collaborations for greater and joint stand on HR issues affecting agencies, funds and programmes.
- Partnership with LinkedIn was extended in 2015 to promote recruitment activities for the Generic Vacancy Announcements. LinkedIn gives UNICEF recruiter access to over 300 million LinkedIn member profiles to facilitate outreach and promote organizational branding. Hiring units in LACRO, India, Denmark and Geneva have already decided to build on this experience and take advantage of our current partnership with LinkedIn by signing up for additional job slots to maximize their global outreach.
- The Bill and Melinda Gates Foundation approved a US\$3 million grant for UNICEF's transformational change in HR: (1) to employ temporary staff for a two year duration to kick-start and augment HR capacity; (2) to engage external consultancy firms to lead on the review and redesign of the current staff recruitment process, develop a performance management objective setting framework, and 360 feedback for senior management; and (3) for travel to conduct capacity building at the regional and country level. This investment will allow UNICEF to begin a process of transformation to a culture that promotes accountability for results and values excellence in people management across the entire employment life cycle.

Annex III: Evaluations, Research, Studies, Surveys, and Publications Completed in 2015

Publications

- 1) “Staying resilient during the Ebola Emergency response”
Intended audience: All staff members working in the Ebola affected countries
Objectives: to offer psychoeducation on common concerns regarding Ebola to allay anxiety, to inform about self-care practices and building resilience, to offer information on pre and post deployment preparation
Authors: UNICEF Wellbeing Unit in collaboration with the Staff Counsellors Office of the UNMSD
Electronic publication: Sent to approximately 300 staff members
Estimated cost: Nil

- 2) “The Ebola response: A guide for families of national staff”
Intended audience: National staff and their families
Objectives: To educate staff members on talking to children and family members on Ebola, to offer suggestions on self-care practices and staying resilient during this time
Authors: UNICEF Wellbeing Unit in collaboration with the Staff Counsellors Office of the UNMSD
Electronic publication: Sent to approximately 300 staff members
Estimated cost: Nil

- 3) “The Ebola response: A guide for families of international staff”
Intended audience: International staff and their families
Objectives: To educate staff members on talking to children and family members on Ebola, to offer suggestions on self-care practices and staying resilient during this time
Authors: UNICEF Wellbeing Unit in collaboration with the Staff Counsellors Office of the UNMSD
Electronic publication: Sent to approximately 300 staff members
Estimated cost: Nil