

# Division of Human Resources

## 2010 Annual Report

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## 1 Executive Summary

Over the course of 2010, Human Resources (HR) has achieved progress in the areas of strategic workforce planning, talent attraction and management, recruitment, HR in emergencies, learning and development, UN coherence, work environment, staff relations, and overall improved operational efficiencies. The Division of Human Resources (DHR) offers in this report (a) an analysis of adopted strategies and results in the context of the Office Management Plan (OMP), the Annual Work Plan (AWP), and the Medium Term Strategic Plan (MTSP); (b) updated information on management, operations, and innovations; and (c) lessons learned, studies, surveys and evaluations completed in 2010.

The most significant achievements of the year were a revised approach to HR in emergencies, workforce planning, metrics, and statistics; the Electronic Performance Appraisal System (e-PAS); the introduction and implementation of the strategic HR Business Partnership model; and the creation of the OneHR Community. Additionally, DHR increased its collaboration with Regional HR Chiefs, regional and country offices. During 2010, the ability to achieve some results was still adversely affected by staffing and financial constraints, including staff turnover and inconsistent funding. DHR was also involved in SOA/SOLA negotiations that are still ongoing.

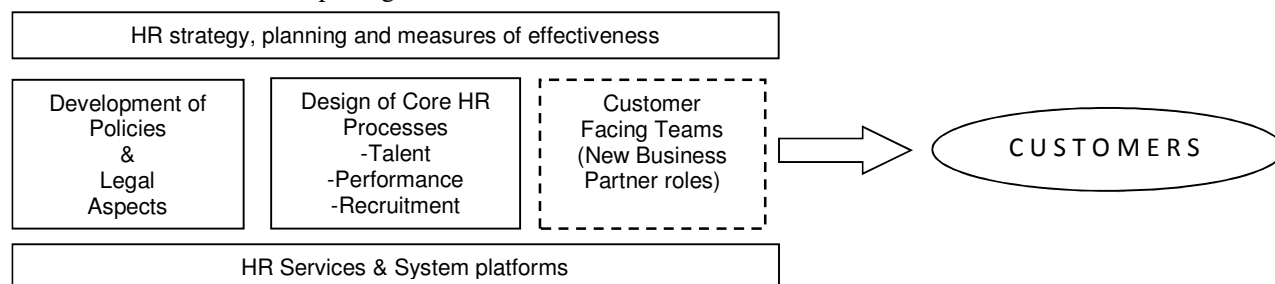
## 2 Key Divisional Targets and Strategies

### 2.1 DHR’s Strategic positioning

HR plays a critical role in UNICEF. Our organizational success depends on the high level of skills and professionalism of our people. 2010 was dedicated to further evolving the HR function from an administrative unit to a professional value-added service partner. Best practices show that the HR profession has increasingly moved towards ‘customer focus’ and plays a more strategic role in organizations. DHR is gradually surmounting (a) the existing barriers in moving towards a more strategic role, (b) the disconnection in HR planning processes from the main business planning and objectives setting and (c) the lack of line manager accountability for talent and people issues. With numerous cuts in both headcount and funding, the HR function has been struggling to cope and is operating at a minimum level.

In the process to uplift HR from a purely personnel and administrative function to a respected and value-added strategic business partnership, the organizational setting of DHR has been radically reshaped in 2010. For certain Sections such as Policy and Administrative Law (PALS) and HR Systems and Services (HRSS), the hierarchy was flattened and the new reporting lines are directly to the Director. This has allowed for faster decision making and guaranteed flexibility whenever necessary. One Deputy Director position was retooled for “Customer Relationships and HR Effectiveness” to further reinforce the customer service model and elevate the overall strategic role and direction of HR. The Customer Relationships and HR Effectiveness umbrella includes the Business Partners for Emergencies, Programme & Policy, and Operations. The other Deputy Director focuses on HR strategic direction as well as is responsible for the concept design of core HR processes such as Talent Management including Recruitment, Performance Management, Career Development and Learning.

Please find below a chart depicting the DHR structure in more detail:



### 2.2 Summary of Key Divisional Targets

The following section summarizes the Expected Results based on the Annual Work Plan for 2010, key strategies and performance indicators in the context of the 2010-2011 Office Management Plan and the Mid-Term Strategic Plan of UNICEF.

### 2.2.1 Creation of a global environment through functional leadership and advice, an HR policy framework, and quality HR services in which UNICEF’s people are catalyzed to deliver results for children

Expected Result of the Division/Office	Key Strategies including changes proposed <sup>1</sup>	Performance Management Indicators <sup>2</sup>	Progress against each Divisional Target
<p><u>Expected Result 1.1</u> Formulate and implement strategic human resources plans to support the MTSP implementation and the organizational change</p> <p><u>Expected Result 1.2</u> Development and implementation of human resources policies and procedures in accordance with the principles of UN Coherence, simplification and harmonization.</p> <p><u>Expected Result 1.3</u> Active participation and representation of UNICEF interests in the context of UN coherence initiatives.</p> <p><u>Expected Result 1.4</u> Maintain effective staff relations</p> <p><u>Expected Result 1.5</u> Supporting the organization’s gender equality objectives</p>	<ul style="list-style-type: none"> <li>Formulation of HR strategy to articulate directly how the global HR function will support the Organization’s achievement of the MTSP.</li> <li>Identify key areas in which policy reviews are key to prevent managers and staff members of erroneous decisions with negative impact.</li> <li>Revision of Mobility programme and national officer review</li> <li>Identify key areas in which to build DHR staff capacity. This includes speakers, resources etc. which will be captured in a way that is shareable among the OneHR community.</li> <li>Strategic planning of activities to reach Gender Parity and Gender Equality within the UNICEF workforce through the Gender Equality Action Plan and consequent monitoring of gender data.</li> </ul>	<ul style="list-style-type: none"> <li>Quality and number of policies re-issued, taking into consideration organizational impact, compliance with higher-level regulatory framework, and legal risk to UNICEF                             <ul style="list-style-type: none"> <li>Baseline: 11 in 2009</li> </ul> </li> <li>Staff satisfaction as per Global Staff Survey<sup>3</sup> <ul style="list-style-type: none"> <li>Baseline: 76% in 2008</li> <li>Target: 80% in 2011</li> </ul> </li> <li>Gender ratio P/L 5+<sup>4</sup> <ul style="list-style-type: none"> <li>Baseline: 42F/58M in 2008</li> <li>Target: 50F/50M in 2011</li> </ul> </li> <li>Gender ratio P/L 1-4                             <ul style="list-style-type: none"> <li>Baseline: 49F/51M in 2008</li> <li>Target: 50F/50M in 2011</li> </ul> </li> <li>Gender parity of IPs in country offices<sup>5</sup> <ul style="list-style-type: none"> <li>Baseline: 22 in 2008</li> <li>Target 24 in 2011</li> </ul> </li> <li>Diversity among IP Staff Members                             <ul style="list-style-type: none"> <li>Baseline: 48 in 2008</li> <li>Target: 60 in 2011</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Formal HR strategy is currently under development. Strategic realignment of DHR has been conducted in 2010 and the HR Business Partner Model successfully implemented</li> <li>12 Policies (EXD, AI, IC) were re-issued under consideration of organizational impact. Most relevant were "Recruitment and staffing in emergency situations", "Separation from Service" and "One time consideration for permanent appointment".</li> <li>DHR was engaged to preserve SOA and SOLA which has been finally reduced drastically by the ICSC and the 5<sup>th</sup> committee.</li> <li>Mobility programme is currently under revision and will be extended to the functional groups of Deputy Representatives and Chief of Operations. First real exercise will be conducted in Q2/2011.</li> <li>DHR staff capacity has been developed in four different areas with the main focus on the introduction of Business Partner approach. 83 staff members participated in one or more trainings.</li> <li>76% of UNICEF Staff Members were satisfied with their job in 2009</li> <li>Gender ration P/L5+: 42F/58M</li> <li>Gender ration P/L1-4: 54F/46M</li> <li>Gender parity of IPs in COs: 24</li> <li>Diversity: 53% Industrialised/ 47% Programme.</li> <li>Organizational gender objectives have been supported through creating up-to-date rosters of gender specialists, incorporating gender equality modules in the Programme Excellence and Leadership and Management Programmes, and holistically integrated gender equality competencies in job profiles and competency-based selection processes</li> </ul>

### 2.2.2 Strategic Recruitment and Talent Management within the context of a Business Partner Strategy

Expected Result of the Division/Office	Summary of key strategies including changes proposed	Key Performance Indicators	Progress against each Divisional Target
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<sup>1</sup> Key Strategies as of Divisional Annual Work Plan (2010) based on key strategies of the 2010-2011 OMP

<sup>2</sup> Performance Management Indicators as of the Divisional Annual Work Plan (2010) based on indicators of the 2010-2011 OMP and MTSP.

<sup>3</sup> Indicator from MTSP

<sup>4</sup> Indicator BSB 2010/11 and MTSP

<sup>5</sup> Indicator BSB 2010/11

Expected Result of the Division/Office	Summary of key strategies including changes proposed	Key Performance Indicators	Progress against each Divisional Target
<p><u>Expected Result 2.1</u> Improve emergency recruitment and surge capacity for effective and rapid response to emergencies and disasters</p> <p><u>Expected Result 2.2</u> In the context of the MTSP and HR strategy and in partnership with units in DHR and business units to develop Talent Management Strategy and plan for each functional area. (i.e. succession planning, forecasting, development of internal and external talent pools)</p> <p><u>Expected Result 2.3</u> Review whole recruitment process</p>	<ul style="list-style-type: none"> <li>Continue the provision of operational HR Surge Capacity Support to emergency operations at CO/RO levels.</li> <li>Finalize the Recruitment in Emergencies policy and develop a strategic framework, building on best practices within the industry and addressing specific needs through gap analysis given the MTSP priorities, as well as the business partner model.</li> <li>Implement strategies to source, select, recruit, induct, place, develop, track and monitor within a gender/geographical perspective.</li> </ul>	<ul style="list-style-type: none"> <li>% requests for surge capacity support (formal CO request to arrival of staff member in country) met within 56 days (in accordance with CCCs in emergencies)<sup>6</sup></li> <li>Implement and manage NETI, JPO, Internships and UNV Programmes</li> <li>Number of candidates inducted into NETI<sup>7</sup></li> <li>% of NETI candidates retained for at least 2 years</li> <li>Support to staff and offices in e-recruitment</li> <li>% of recruitment actions completed within 90 days for established IP posts.<sup>8</sup></li> </ul>	<ul style="list-style-type: none"> <li>90% of requests for surge capacity support were met within 56 days.</li> <li>The Policy on "Recruitment and staffing in emergency situations" has been finalized. For the first time UNICEF has a formal policy for a fast-track staffing and recruitment process in emergencies, thus ensuring greater speed, efficiencies and effectiveness. As a result of this policy, piecemeal ad-hoc procedures will not be necessary anymore in the future.</li> <li>JPO Unit collaborates with 15 donor governments and takes cares of 96 JPOs globally. The retention rate is with 44.5% the highest within UNCS.</li> <li>In 2010, one JPO has been successfully identified for the NETI programme. In 2010, DHR received 4,116 applications out of which 22 new candidates have been recruited.</li> <li>Retention NETI:             <ul style="list-style-type: none"> <li>1<sup>st</sup> cohort 2008: 89%</li> <li>2<sup>nd</sup> cohort 2009: 81%</li> </ul> </li> <li>50% (275) of completed recruitment cases were finalized within 90 days.</li> <li>E-recruitment has been launched successfully at the end of 2009 and continuously improved throughout 2010.</li> <li>Application of talent group concept and new Contract Review Body (CRB).</li> <li>Introduction of rolling vacancy announcements.</li> </ul>

### 2.2.3 Support line managers in developing effective/high performing teams and individuals

Expected Result of the Division/Office	Key Strategies including changes proposed	Key Performance Indicators	Progress against each Divisional Target
<p><u>Expected Result 3.1</u> Develop processes and tools for effective competency-based performance management</p> <p><u>Expected Result 3.2</u> Increase compliance of PER completion and improve quality of PER submissions</p> <p><u>Expected Result 3.3</u> Objective assessment(s) based on</p>	<ul style="list-style-type: none"> <li>Competency-based interview training will guarantee competent application of the new tool.</li> <li>Implement of a new and user friendly Performance Management System &amp; conduct change management exercise to successfully implement and sustain new system</li> <li>The function of e-PAS is to better support, and document Performance Planning; assess and document Performance against outputs/outcomes and competencies.</li> <li>PER compliance and quality will improve and can be monitored. Use of 180° assessments support key goal to make line managers more accountable. In addition it will support delivery of UNICEF's programmes by having staff be accountable for their key deliverables.</li> <li>Upscale the Management</li> </ul>	<ul style="list-style-type: none"> <li># of staff trained in each curriculum disaggregated by levels, regions, countries, gender and tiers.</li> <li># of curricula development by tiers (senior, mid, and entry levels)</li> <li># of e-PAS portal hits on intranet</li> <li># % of staff completing each cycle of PERs on-time<sup>9</sup></li> <li>% of staff evaluated as "under performing" and as "high performing" against competencies</li> <li>% PERs signed by required parties and closed by end of February the following year</li> </ul>	<ul style="list-style-type: none"> <li>New Competency Framework has been launched in 2010.</li> <li>1,302 UNICEF staff members have been certified as panel members for Competency Based Interviews.</li> <li>e-PAS has been introduced for IP Staff. The extension to GS and NO staff is planned.</li> <li>85% of eligible staff members have completed Phase 1 and 2 of the PERs on-time (NYHQ). Phase 3 has been opened for completion Dec 2010-Mar 2011</li> <li>NYHQ, the completion rate of phase I was 66.6% and phase II 40%</li> <li>e-PAS page got 30,472 hits in 2010.</li> <li>Trainings took place:             <ul style="list-style-type: none"> <li>Phase I: 433 face-to-face, 462 WebEx</li> <li>Phase II: 432 face-to-face</li> </ul> </li> <li>Since 2008, 175 staff at P5 and above levels have participated in the MADC.</li> </ul>

<sup>6</sup> Indicator BSB 2010/11 and MTSP

<sup>7</sup> Indicator BSB 2010/11

<sup>8</sup> Indicator BSB 2010/11 and MTSP

<sup>9</sup> Indicator MTSP

Expected Result of the Division/Office	Key Strategies including changes proposed	Key Performance Indicators	Progress against each Divisional Target
agreed methodology, are delivered on a regularly scheduled basis and actively used for senior management decisions and management career tracks	Assessment and Development Centre (MADC) on the basis of a Senior Management Assessment Methodology through examination, integration and improved procedures.		

### 2.2.4 Strategic Learning and Leadership Development

Expected Result of the Division/Office	Key Strategies including changes proposed	Key Performance Indicators	Progress against each Divisional Target
<p><u>Expected Result 4.1</u> Develop knowledge and skills of UNICEF staff to deliver results for children (MDGs and MTSP).</p> <p><u>Expected Result 4.2</u> Align learning to emerging needs as identified by the Organizational Reviews, Gender Parity Studies, and other reviews, including aligned with talent initiatives.</p>	<ul style="list-style-type: none"> <li>Existing courses are improved and new courses developed and delivered.</li> <li>Induction programme, guidelines, templates are developed for newly appointed staff.</li> <li>All levels of learning are clearly defined and captured in a matrix to define whether they are:                             <ul style="list-style-type: none"> <li>Mandatory</li> <li>Recommended</li> <li>Supplemental</li> </ul> </li> <li>Development of a standard process / approach for evaluation of programmes for impact.</li> <li>Creation of a set of evaluation templates for use with identified learning programmes for their inception</li> </ul>	<ul style="list-style-type: none"> <li>Staff successfully completing                             <ul style="list-style-type: none"> <li>(a) Basic Learning Programmes                                     <ul style="list-style-type: none"> <li>Baseline: 1882 in 2008</li> <li>Target: 400/year</li> </ul> </li> <li>(b) Programme Excellence                                     <ul style="list-style-type: none"> <li>Baseline: 599 in 2008</li> <li>Target: 300/year</li> </ul> </li> <li>(c) Leadership and Management                                     <ul style="list-style-type: none"> <li>Baseline: 161 in 2008</li> <li>Target: 150/year</li> </ul> </li> </ul> </li> <li>% staff costs (SB and RR) spent on learning and development<sup>10</sup> <ul style="list-style-type: none"> <li>Baseline: 1.6% in 2008</li> <li>Target: 3% in 2011</li> </ul> </li> <li>% staff who spent more than 10 working days on planned learning<sup>11</sup> <ul style="list-style-type: none"> <li>Baseline: 34% in 2008</li> <li>Target 64% in 2011</li> </ul> </li> <li>80% of all staff members at P5 and above completed an MADC by end 2011</li> </ul>	<ul style="list-style-type: none"> <li>DHR developed a variety of tools and courses to increase knowledge and skills of UNICEF staff members. Among those, staff completed                             <ul style="list-style-type: none"> <li>(a) Basic Learning Programmes: 1,655 staff members</li> <li>(b) Programme Excellence: 515 staff members</li> <li>(c) Leadership and Management 79 staff members</li> </ul> </li> <li>% staff costs (SB and RR) spent on learning and development – this data will be available in March 2011 and reported in the Executive Director’s Annual Report to the UNICEF Executive Board in June 2011.</li> <li>% staff costs (SB and RR) spent on learning and development: – this data will be available in March 2011 and reported in the Executive Director’s Annual Report to the UNICEF Executive Board in June 2011</li> <li>Since 2008, 175 staff at P5 and above completed an MADC.</li> </ul>

### 2.2.5 Provision of Timely Human Resources Management

Expected Result of the Division/Office	Key Strategies including changes proposed	Key Performance Indicators	Progress against each Divisional Target
<p><u>Expected Result 5.1</u> All UNICEF posts globally classified in accordance with organizational design structures and priorities in a timely manner.</p> <p><u>Expected Result 5.2:</u> Strategically support the planned organizational initiatives in the areas of IPSAS, One-ERP Vision, Business Continuity planning through policy, procedure and systems input for the 2010-11 biennium</p>	<ul style="list-style-type: none"> <li>Undertaking Job Evaluation and Organizational Design to support HR planning and establishment of both staffing and organizational structures. Providing advice and Classification results to the TRT/PBR</li> <li>Generic Job Descriptions developed for key programme and operations functional areas. Existing JDs /GJPs are updated with key UNICEF system wide policies initiatives</li> <li>Support the Organizational Initiative of Vision-One ERP rollout to selected UNICEF Offices</li> <li>Support Business Continuity Unit Devolution for the devolution of payroll</li> </ul>	<ul style="list-style-type: none"> <li>% posts globally classified in accordance with the UN ICSC Masters Standards and UNICEF organizational design structures and Programme priorities</li> <li>Generic Job descriptions developed and updated with key UNICEF system wide policy initiatives</li> </ul>	<ul style="list-style-type: none"> <li>95% (1,278) of posts were classified globally in accordance with ICSC Master Standards.</li> <li>Further, generic job profiles have been developed for senior manager and advisor categories and 105 Generic Job Descriptions have been developed for a variety of functional areas and geographical areas.</li> <li>For 11 functional areas, key system-wide policy initiatives concerning gender have been completely updated in the generic job profiles.</li> <li>12 Country Offices in ROSA and EAPRO Region were equipped with SAP-HR as the first component of the Visio One-ERP roll-out. DHR delivered a comprehensive training package for staff in the region to provide necessary capabilities to</li> </ul>

<sup>10</sup> Indicator BSB 2010/11 and MTSP

<sup>11</sup> Indicator BSB 2010/11

Expected Result of the Division/Office	Key Strategies including changes proposed	Key Performance Indicators	Progress against each Divisional Target
<p><u>Expected Result 5.3:</u> Develop HR Services capacity to align with the Vision roll-out and ensure common regime of organization wide HR practices</p> <p><u>Expected Result 5.4:</u> Develop risk profile of principal HRSS administration of benefits and payroll activities and address identified weaknesses through business and work process improvements to bring about process efficiencies and improvements in customer service.</p> <p><u>Expected Result 5.5:</u> Ensure streamlined and efficient administration of personnel actions, staff master data, calculation and payment of payroll entitlements to UNICEF staff worldwide</p> <p><u>Expected Result 5.6:</u> Provision of guidance and services in the areas pertaining to staff well-being, notably in staff counseling, stress management and HIV in the workplace.</p> <p><u>Expected Result 5.7:</u> Ensure effective administrative law function</p>	<p>processes for a critical incident at NYHQ</p> <ul style="list-style-type: none"> <li>Undertake dissemination of best HR practices as part of the HRSS services rollout through Vision One-ERP initiative</li> <li>Manage the implementation of Super Office software to implement improved HRSS work processes</li> <li>Ensure effective and timely payroll operations with strict adherence to the established process deadlines - striving for a zero-error in the execution of the documented steps</li> <li>Ensure uniform application of appropriate UNICEF Regulations and Rules and policies for Payroll Unit accountabilities through the development of internal guidance, desk and operating procedures.</li> <li>Contribute to and support the review/development of policies in the area of Appendix D benefits, MIP review and approval to ensure effective administration of insurance benefits.</li> <li>Pilot implementation of MIP facilitation to MIP affected staff in Southern Africa in collaboration with Van Breda</li> <li>Providing staff counselling and stress management services to all staff</li> <li>Incorporate stress management into learning curricula and increase number of local stress counsellors globally;</li> <li>Making use of partnerships and DHR++ to raise awareness of importance of full compliance with the Caring for Us/UN Cares Minimum Standards on HIV in the Workplace.</li> <li>Review, assess and develop proactive and appropriate responses to incidents of staff misconduct and appeals of administrative decisions by staff.</li> <li>Develop and implement initiatives aimed at increasing awareness of ethical behaviour and standards expected of UNICEF staff.</li> </ul>	<ul style="list-style-type: none"> <li>% of all IP staff members and GS staff in HQ for whom contracts and benefits are administered</li> <li>Manage payroll operation and timely payments of related entitlements for IP staff worldwide and NOs in Regional locations.</li> <li>% of PAs and information issued to new recruits within 4 weeks</li> <li>% of new staff members entered onto Payroll within 30 days</li> <li>% of staff separation procedures completed within 3 months</li> <li># of materials produced in the broad area of staff well-being</li> <li># of staff trained and measures of satisfaction with the trainings provided</li> <li># of PSVs trained and supported</li> <li># of UNICEF staff and dependents supported and guided on mental health issues in HQ Divisions, RO,</li> <li># of disciplinary cases</li> <li># of management evaluations and PER rebuttals</li> <li># of UNAT cases</li> </ul>	<p>master the programme from 1 December 2010 onwards. Preparation for the next two regions (WCARO, ESARO) started and training will be delivered in 2011.</p> <ul style="list-style-type: none"> <li>Training on the devolution of payroll to Copenhagen in case of emergency was successfully delivered for staff members in Copenhagen. List of relevant processes has been developed and agreed upon. Next step will be a simulation of the devolution of payroll (subject to availability of funding by Business Continuity Unit in EMOPS).</li> <li>Risk Profile for DHR under the Risk Management Policy has been developed and submitted by the end of 2010 to OIA.</li> <li>Customer Relationship Management System (Super Office) has been set up in close cooperation with UNDP colleagues in Copenhagen. Trainings for staff members have been conducted successfully. The final implementation is planned for Q1/2011.</li> <li>GSC implemented a series of information meetings with 3<sup>rd</sup> party providers such as UN Pension Fund, UN Visa Unit, UN Medical Unit to ensure up-to-date information and efficient administration of personnel actions.</li> <li>A comprehensive, external webpage has been launched for staff members who fall into the gap of being recruited but not having access to relevant on-boarding documents in the intranet. The external page provides relevant information and forms and increases professionalization of DHR.</li> <li>100% of payroll operations and timely payments for all IP staff worldwide</li> <li>99% of Personal Actions are issued within 4 weeks</li> <li>100% of new staff enters onto payroll within 30 days.</li> <li>Separation procedures including stakeholder participation will be subject of revision in 2011.</li> <li>Several booklets have been translated or reprinted such as "Dealing with Harassment: A Complainant's Guide", "Psychological First Aid" and workshops conducted.</li> <li>274 staff trained in stress management/resiliency with excellent feedback.</li> <li>104 Peer Support Volunteers have been trained in 2010. This increased the total number of 300 PSVs globally.</li> <li>293 staff and dependents were supported in 467 consultations</li> <li>90 Disciplinary cases</li> <li>25 Management evaluations and PER rebuttals</li> <li>28 UNAT cases</li> </ul>

## 3 Analysis of Strategies and Results

### 3.1 Analysis

DHR continues to aim for consistent quality and customer focus in delivering effective and comprehensive support across all functional areas within the development and humanitarian contexts. We partner with our functional/technical colleagues to provide the processes and services required for them to effectively manage their teams in the field, regions and headquarters. Our work is increasingly evidence-based and undertaken within a risk management framework by paying continuous attention to streamlining and making our Modus Operandi more efficient.

#### 3.1.1 Creation of a global environment through functional leadership and advice, an HR policy framework, and quality HR services in which UNICEF's people are catalysed to deliver results for children

Significant progress has been made in 2010 in establishing a *strategic workforce planning* capacity within DHR. Complex data availability, accuracy and integrity issues have been addressed over the past two years to construct a reliable foundation of historical data and a methodology upon which to build workforce forecasts and models. For example, dynamic staff data models were built to enable evidence-based policy development and to provide live modelling of hypothetical changes affecting staff. A workforce planning model for UNICEF was developed and refined earlier this year, in partnership with the Centre for Advanced HR Studies at Cornell University. The model dynamically forecast quantitative needs and gaps – both horizontally for specific jobs and vertically for specific functional areas. The forecasts improve our ability to identify shortfalls and/or surpluses and to implement appropriate plans for staffing readjustments. These analyses complement the qualitative elements/data received from business managers across the functional areas and helps in addressing issues such as re-profiling of roles and changing jobs competencies and skills requirements.

The *HR Dashboard* (launched in September 2009) is the organization's first corporate dashboard. As an information reporting tool that monitors HR indicators and metrics, it extracts data from various HR systems and transforms it into meaningful information on workforce trends, gender parity and recruitment. The HR Dashboard has enabled HR practitioners and decision-makers to view HR performance in a timely fashion as well as from an operational and strategic angle. In 2010, the use of the dashboard has been actively promoted to HR practitioners in the field and user-friendliness improved through consequent upgrading. It will further be enhanced in tandem with developments in the Organizational Performance Management Initiative.

The GA-mandated *one-time review exercise for conversion to permanent appointments* has commenced. The Office of the Executive Director's (OED) approval was sought and received for establishment of a four-person project team to conduct the one-time review exercise over the course of one year or longer if necessary. The project team is engaged in dialogues with the UN Secretariat, UNDP and UNFPA colleagues to ensure harmonisation.

One main area of concern for DHR has been the on-going discussion regarding ICSC recommendation to the General Assembly on the *harmonisation of conditions of service for staff assigned to non-family duty stations*. UNICEF, in collaboration with UNHCR and WFP advocated for measures that would ensure our operational effectiveness in non-family duty stations, under a harmonised UN-wide approach.

In addition to identifying key areas in which policy updates and developments are crucial, *on-going policy advice* has been provided by DHR through a variety of media to different audience with preparations of briefing notes, statistics and strategy papers for meetings. Significant success has been achieved in updating, preparing and circulating administrative instructions and information and dialogue has begun between DHR and the Human Rights Specialist DPP on the development of a policy for persons with disabilities.

UNICEF is committed to gender balance in accordance with our mission and its mandate to help remove systemic barriers that prevent full participation and perpetuate inequalities in gender balance. DHR put energy in the implementation of activities to foster gender balance at all levels based on the new Gender Parity and

Equality Policy<sup>12</sup>. This included (a) creating up-to-date rosters of gender specialists; (b) providing gender expertise from programmes in both development and humanitarian contexts; (c) incorporating gender equality modules/components in the substantive, Programme Excellence learning programmes and the Leadership and Management Programmes; (d) and holistically integrating gender equality competencies throughout human resources, from job profiles and descriptions, to competency-based selection processes and managing for performance.

Gender parity KPIs have been refined by tracking the number of country offices achieving an equal gender ratio among IP staff. In 2010, UNICEF achieved a balanced workforce in 24 country offices. Regarding gender parity at IP senior levels, 42 per cent are females, whereas within the entire organization 48 per cent are females as depicted in the table below:

Table 1 - UNICEF Staff by Gender, 2006-2010

Year	Female		Male		Total Staff
	Count	%	Count	%	
2006	4,644	47%	5,317	53%	9,961
2007	4,765	47%	5,381	53%	10,146
2008	5,128	48%	5,521	52%	10,649
2009	5,309	48%	5,747	52%	11,056
2010	5,528	48%	6,021	52%	11,549

### 3.1.2 Strategic Recruitment and Talent Management (*within the context of a Business Partner Strategy*)

The newly created Customer Relationships and HR Effectiveness unit implemented a Business Partner model for (a) Emergencies, (b) Programme & Policy Divisions and (c) Operations. This new strategic HR Business Partner approach takes a more holistic client focus with HR staff now attending key management and staff meetings. The customer-focused HR business partners have also increasingly collaborated with other HR teams and sections to identify, develop and implement strong HR solutions and create synergies.

This new model has enabled broader and comprehensive discussions related to recruitment, learning, cluster leadership, organizational structure, and talent management issues; the HR partners have also been engaged in discussions related to diversity, disability, mentoring, coaching, career development, rotation, performance management, rewards and recognition, HR policies, HR data and systems and, are equally exploring ways to effectively implement cultural and behavioral change management solutions.

#### HR Business Partnership for Emergencies and Emergency Recruitment

The Emergency Unit provided significant support for the humanitarian crisis response to Haiti and Pakistan. This Unit introduced fast recruitment procedures to significantly reduce the time-to-hire of candidates supporting onset emergencies. Internal redeployment of staff, external recruitment, and standby arrangements with partners continued to be effective. UNICEF provided assistance for programme implementation and cluster support to Haiti and Pakistan which helped fulfil our leadership role in the WASH & Nutrition Clusters as well as sub-led role in Education, Protection and Gender-based Violence. In 2010, over 90 per cent of Cluster Coordinators were deployed within 56 days, with 60 per cent deployed within the first 28 days.

During 2010, the Emergency Unit acted on and monitored over 460 surge capacity assignment requests from the Haiti Country Office for the earthquake response and issued four special vacancy bulletins for fixed-term posts in Haiti. Of the 395 surge assignments deployed for the Haiti response, 10 per cent were filled by stand-by partners, 65 per cent by internal redeployments (UNICEF staff from other offices) and the remaining 25 per cent were externally recruited.

In addition to recruitment for fixed-term emergency and security assignments, DHR's Emergency Unit became responsible for all recruitments of six large-scale emergency countries (*Haiti, Afghanistan, Pakistan, Sudan, Somalia, and DRC*) and is providing them special support.

<sup>12</sup> CF/EXD/2007

The Global Web Roster for Emergencies has been expanded into UNICEF's e-recruitment system. This tool is part of the recruitment process allowing the Emergency team to use traditional and non-traditional sourcing to attract the best talent for countries in crisis/post crisis and protracted emergencies.

*HR Business Partnership for Programme and Policy Divisions:*

This partnership covers the Programme Division (PD) which is the largest Division in UNICEF, the Policy and Planning Divisions (DPP), and the Evaluation Unit. PD and DPP consist of about 300 staff in New York Headquarters (NYHQ) and about 2,400 globally. Recruitment has been a major part of the work programme and while taking on more tasks as part of the broader HR business partner role. Strides were made to improve the quality of candidates selected into positions and talent pools by engaging technical staff more throughout the selection process.

Next to recruitment, the Programme and Policy units have welcomed HR in key discussions related to cluster leadership/co-leadership (WASH, Nutrition, Education, Child Protection); and structural challenges. In addition, the team has partnered closely with client units on specific talent management initiatives (e.g. partnering with the Polio team on delivering HR milestones connected to the \$87M grant from the Bill & Melinda Gates Foundation); and worked with a number of programme units on specific needs for competency mapping globally to better understand where to invest and develop staff capacity to meet the changing focus of the programmes.

Moving forward, this Business Partnership team will aim to strengthen managers' leadership skills, streamline the recruitment process, performance management, analyse talent management issues, and work with the line managers to have well qualified recruits.

*HR Business Partnership – Operations:*

The HR team supporting the Operations Profile, covers IP staff for six NYHQ Divisions (IT Solutions & Services-ITSS, Division of Financial & Administrative Management-DFAM DFAM, DHR, Audit, Supply Division & Change Management Unit ) along all NYHQ GS staff, and Global administrative and operational functions. GS Temporary Appointments and their Long Term Agreement (LTAs) requests, technical clearances for functional areas, UN ASAT Examinations, UN Accounting Examinations, and UN Statistical Examinations are also under the HR Business Partnership for Operations portfolio.

Recruitment was again a major part of the Unit's work programme with successful efforts in decreasing the vacancies time-to-fill. The team also ensured the quality of recommended candidates by continuing to gain technical clearance through client technical experts.

The business partner approach with client divisions led to key activities, some of which are highlighted below:

- Supporting DFAM in speedy recruitment for IPSAS related positions,
- Working with OIA on their proposed restructuring to streamline their work-flow and on recruitment campaigns to populate OIA's 'Internal Auditor' talent pool,
- Working with ITSS to:
  - Review strategies and sources in order to support gender parity efforts.
  - Address and facilitate removing the UNASAT requirements for technical GS posts in ITSS which had been a barrier for staff as the test is not related to UNICEF's IT function in any form
- GS Category of Staff:
  - Work to replenishment talent via strategic sourcing especially in the tri-state area for NYHQ, coaching & training, "career-pathing", spouse employment
  - Effective facilitation of the UN ASAT exam (a prerequisite for all GS posts in NYHQ). As of 2010, pass rate for candidates attending the UN ASAT exam improved from 50 percent in 2009 to 90 percent, as of 31 Dec 2010 - as a result of a coaching programme by the team. The result is an improved pool of GS applicants and reduced costs since more candidates are passing on their first attempt

*Talent Management, planning and pools*

DHR focused on building both qualified internal and external talent pipelines by (a) establishing a framework to create an environment in which existing talent can be identified and developed; (b) participating in 15

career information fairs and promoting UNICEF as the employer of choice; and (c) developing presentation materials to help making every event a recruitment opportunity.

The concept of talent groups, as defined in the new Staff Selection Policy, has been gradually introduced in the second half of 2010. First successful appointments through direct selections took place during autumn. Feedback was very enthusiastic and DHR expects in 2011 to fully benefit from this concept for better and speedier deployment of talent.

The New and Emerging Talent Initiative (NETI), the recruitment of new talent through the Junior Professional Officers (JPOs) programme, internships and UN Volunteers (UNVs) complemented existing successful efforts in targeted sourcing and outreach campaigns.

To ensure the flow and mobility of our international staff around the world, rotation is a critical element of our HR approach. In 2010, the annual Senior Staff Rotation and Reassignment Exercise (SSRRE) has been streamlined and is in its fifth successful year with 145 Senior Staff Members who have applied for rotation. DHR will review the policy related to rotation for staff which has been suspended since 2006 and extend the scope to a limited rotation exercise of middle-management positions in two selected functional areas.

### E-Recruitment

The launch of UNICEF Employment e-recruitment system has been a major achievement and is one of the first elements of VISION-One ERP rollout. In 2010, significant system improvements have been launched in the area of transparency, efficiency and user friendliness:

- The migration of the Global Web Roster into e-recruitment.
- Supporting the pilot initiative on talent groups
- The process for approving recruitment decisions in e-recruitment has been developed and moved into a live system. This electronic approval process is used for clearance purposes within DHR as an effort to further streamline and shorten the selection process.

As of 31 December 2010, 868 recruitment cases were managed in e-recruitment of which 64 per cent (552) were completed with an average time to recruit of 96 days compared to 115 days in 2009 showing a decrease of 16 per cent. Half of these (275) completed recruitment cases were finalised within the 90-day set KPI for IP posts. Additionally, the new Staff Selection Policy and the directive on Central Review Bodies positively impacted strategic recruitment and its effectiveness. The roll out of e-recruitment and the new policies significantly increased DHR recruitment capacity especially when comparing statistics of manually managed recruitment cases where completion time was on average 150 days and only 11 per cent were completed within the 90-day set KPI for IP posts.

The table below details trends in performance against that indicator and includes both cases handled in e-recruitment and manually managed.

Table 2 – Recruitment Cases and percentage reaching KPI of 90-day completion target

Year	Recruitment actions completed*	% meeting KPI
2010	720	41% (50% in e-Rec)
2009	552	43%
2008	800	24%
2007	324	33%

\* Number includes recruitment cases managed manually and through e-Recruitment

### **3.1.3 Support line managers in developing effective/high performing teams and individuals**

#### *Individual Performance Management*

Other areas in which DHR proved leadership is in individual performance management. Two important initiatives have been introduced in 2010 which focus on managing individual performance:

- The revised Competency Framework endorsed and released at the end of 2009 describes core skills and abilities required by UNICEF staff to deliver strategic aspirations, demonstrate sector leadership and

remain on the cutting edge in key disciplines. Organization-wide trainings certified 1,302 colleagues allowing them to proficiently participate in competency-based interview panels.

- Launched in February 2010 and targeting approximately 2,500 IP staff globally, the electronic Performance Appraisal System (e-PAS) improved staff and supervisor accountability, audit ability of the performance management process and produced real-time metrics. The launch was accompanied by extensive training delivery to staff globally. DHR delivered training events through a combination of face-to-face classroom training, WebEx seminars, e-PAS briefings, one-on ones and small group clinics. The Performance Planning Phase closed with an estimated compliance rate of 80 per cent compared to historical rates of fewer than 60 per cent compliance.

In 2010, the management and leadership curriculum has been strengthened to reflect the strategic agenda and new business processes of UNICEF. Learning curricula that address substantive/functional areas including those identified in the UNICEF MTSP 2006 – 2013 have been developed to support UNICEF's mission.

Introduced in 2008, the *Management Assessment and Development Centres (MADC)* strengthened the leadership capacity among the senior cadre and promoted a systematic and strategic use of assessment tools for existing senior posts. Since 2008, 175 senior staff members participated in MADC. The MADC supports rotation and reassignment, provides a benchmark for leadership strength, and builds a pool of already assessed candidates for potential/upcoming Representative, Deputy Representative and other strategic posts.

The *Leadership Development Initiative (LDI)*, designed to identify mid-level staff and develop a cadre of UNICEF future leaders to address predicted shortages in this category, was implemented globally. In 2010, 79 staff members graduated from LDI out of which 54 per cent were women.

The *induction programme for New Representatives* which was launched in 2009 as part of a larger programme to orient Representatives was conducted in 2010 with nine newly appointed Representatives and allocated coaches/mentors.

### **3.1.4 Strategic Learning and Leadership Development**

The UNICEF learning strategy is aligned to address current and emerging organizational needs while covering areas of management, leadership, programme excellence, and core learning at all levels.

The *Programme Excellence* learning, which covers the substantive areas of UNICEF work, continued to deliver results, with 330 staff members successfully completing a range of courses,

- The course on *Health Policy and Financing* with London School of Hygiene with 52 staff members
- Four workshops on *Budget Policies and Investments for Children* were held for 105 staff
- The French course on *Strategic Choices in Education Reform* was completed with 23 participants
- A *Programme Policy and Process (PPP)* was conducted for 75 staff members
- Two partnerships (Ohio University and University of Pennsylvania) have been identified and approved to offer courses in *Advances in Social Norms and Communication for Development*, respectively. 33 staff members participated in the social norms learning programme
- The Economic Research Foundation, India has been contracted to partner in the course on *Evidence Based Policy Analysis and Advocacy*. The course has been developed and will be offered in 2011
- A programme on Social Protection with the University of Sussex trained 42 staff

Additionally, the number of staff undertaking Core Curriculum courses, such as *Principled Approach to Humanitarian Action and Advanced Security in the Field*, and three-phased Supervisory Skills programme continued to far exceed targets.

### **3.1.5 Provision of timely Human Resources Services**

#### *Benefits and Salaries*

DHR administers the contracts and benefits for all IP staff globally and GS staff in HQ (3,523 staff as of 31 December 2010), and provides advice and support to Regional and Country Offices to fulfill their accountabilities on HR management and administration. This includes guidance and support to simplify and automate the management of UNICEF Country Office specific benefits and entitlements through the

organizational VISION/One ERP initiative. SAP-HR and Payroll modules will be among the first elements of VISION to be implemented.

Payroll and related entitlements are managed from NYHQ for more than 5,700 staff, accounting for over \$550 million of charges in 2010. Approximately 1,400 staff were added to the centralized payroll in December 2010, thereby bringing in processing efficiencies and leveraging the strength of one ERP database to develop a service centre approach to payroll operations. The centralized payroll for an increased number of UNICEF offices has already demonstrated benefits in terms of harmonization of the management of benefits and entitlements for UNICEF staff worldwide, increasing availability of staffing information in a single system, more efficient processing, and a higher level of service to staff with accurate/reliable support in the provisioning of HR services. Work continues in parallel with the implementation of VISION/OneERP to examine the most effective way of achieving cost efficiencies and cost reductions in the services area.

For improved personnel administration, DHR invested management time and resources in 2010 to review and simplify work processes and improve staff access to relevant administrative information. At the end of 2010, an external webpage for potential staff members has been launched to provide basic information on entitlements and benefits and assist new staff through the initial administrative processes. While improving communication effectiveness, this initiative will help reduce the workload of ad hoc queries to the HR Assistants, improve customer focus and substantive support in the HRSS services. The introduction of a Customer Relationship Management (CRM) system has been a major system improvement in 2010. With full implementation targeted for January-February 2011, the CRM software will help track staff queries and requests while providing an electronic repository of documents and auditable responses in a single electronic repository. The system will reduce duplication and enhance knowledge management in the area of human resources, specifically in the services area. Implementation is being undertaken in close collaboration with UNDP, demonstrating the principles of partnership and harmonization in action.

#### *Classification Compensation and Organizational Design*

During 2010, the alignment of organizational structures and staffing through the analysis and classification of job descriptions for 1,278 professional posts has been facilitated. Support and advice was provided to individual offices and emergency duty stations regarding realignment of organizational structures. Further, 105 generic job profiles have been developed for a variety of functional and geographical areas.

#### *Staff Well-Being*

2010 was a particularly challenging year for UNICEF staff working in overlapping complex humanitarian emergencies. UNICEF Staff Counselor Capacity remains woefully under-resourced, with a ratio of one Counselor to 6,000 staff, as compared with one Counselor to 1,000 staff or less in sister agencies. This hinders UNICEF's ability to support and guide staff, particularly those working in acute and complex emergencies and hardship duty stations, which has a negative impact on staff productivity, moral and general functioning.

In 2010 counseling support, awareness raising and guidance was provided to:

- 149 staff members and dependents following critical incidents;
- 125 staff members and dependents for work-related stress and other mental health issues;
- The "Stress Management Training Course" was delivered to 298 staff members in Pakistan, Sri Lanka, Lesotho, Malawi, Kenya, Somalia, Kyrgyzstan, with 100 per cent of participant rating the training as "excellent" and "effective";
- Staff well-being guidance and advice on individual staff mental health provided to Representatives HR Officers and the Investigative Unit in 91 consultations;
- The resource file for referrals to local mental health providers was strengthened with the identification of 107 new resources, bringing the total number to 606 in 101 countries.

Support to emergency preparedness and response: The Peer Support Volunteer (PSV) programme has been strengthened with an additional 104 PSVs trained in three cross-regional and one country level workshops, bringing the total number of UNICEF PSVs to 300 in 96 countries. An internal Community of Practice (CoP) was created and launched for UNICEF Peer Support Volunteers (PSV). Over 100 PSVs have joined the CoP and it is actively used.

Stress management training and counseling was provided during the Emergency Preparedness Simulation training in Brindisi, Italy. Stress management and resiliency building workshops were provided to staff in Pakistan, Sri Lanka, Somalia and Kyrgyzstan and PSVs were trained in DRC as well as from other emergency countries including Somalia, Afghanistan and Pakistan.

#### *UN Cares*

UNICEF remains committed to staff and dependents living with, or affected by HIV. We fully support the work of UN Cares, as well as strengthening the professional capacity of UNICEF staff to deliver on HIV and AIDS for the women and children of the world. While UNICEF has not given cash contributions to UN Cares in 2010, a dedicated Staff Well-Being (SWB) Specialist for HIV is funded.

The results of the UNICEF contribution to UN Cares can be measured as successful, but it must also be noted that UNICEF is covering one third of the UN Cares country portfolio while other Regional Coordinators only manage one region each. This on top of serving as UNICEF Focal Point to the UN Cares Global Task Force is, at times, challenging and therefore a constant re-prioritizing and refocusing of objective was necessary.

Through the SWB Specialist for HIV, UNICEF has provided Regional Coordination for nearly 50 countries across MENA and WCAR. We continue to provide leadership on a wide array of issues to enhance the UN Cares Programme globally, in particular on communication materials (DVD and newsletter) and support to remote and emergency locations.

In 2010, the SWB-HIV Specialist traveled to eight duty stations in three regions to train 130 UN Cares Learning Facilitators covering twenty five countries. Additional 150 UN Staff received training on basic HIV awareness in Copenhagen and Algeria and 10 UNCT members were trained in Liberia. Direct support to colleagues living with HIV has been provided on average twice a month, either on a one-by-one basis, by phone or email.

Moreover, the SWB Unit led the coordination within the implementation of the awareness programmes in New York. During 2010, 22 UN Cares sessions were conducted in which 50 UNICEF staff members and 527 UN staff participated. UN Cares offered four times voluntary counseling and testing for HIV in which 74 staff members were tested in June and 122 in December.

#### *Administration of Justice*

DHR established processes and procedures to take on cases which are now heard by the UN Dispute Tribunal, comprised of professional judges making binding decisions. Significant efforts were expended in providing briefings, presentations, information and educational materials to staff members. Legal advice has been provided (a) to country, regional and headquarters offices on disciplinary matters and appeal processes and; (b) on staff members' private obligations, PER rebuttal mechanisms and processes, termination indemnity, mutually agreed termination, dependents benefits, pension fund benefits, non-renewal of contract, and education grant. PALS has defended UNICEF in 24 cases at the UN Administrative Tribunal, advised on 20 Management Evaluations and handled 89 disciplinary cases.

### **3.2 Areas of current or persistent shortfalls**

- The ability of DHR to deliver results was determined to a high extent by staffing and financial constraints. Reasons for understaffing in DHR during the first half of the year were related to the creation of new roles, time taken to hire new staff, and securing financial resources. The quantity of work remained high which in turn led to some shortfall in quality and reputation of DHR.
- The Division's involvement in system upgrades was challenging too. DHR faces a lack of rationalization and integration of current HR IT systems into UNICEF wide platforms. This will change once VISION and IPSAS are finally introduced. The self-made E-recruitment system lacks user friendliness on external and internal level and needs major enhancements. In addition, the launch of Super Office was postponed several times due to lack of resources for holistic IT Solutions. HR is IT driven and up-to-date IT Systems are the backbone for professionalization and reputation.
- The way HR Policies are designed does not necessarily reflect our current needs and are incompatible at different levels across the HR community. The Staff Selection Policy was revised in 2009 and will be

reviewed again shortly to allow further efficiency gains and effective talent management. Furthermore, mobility and rotation remain constant challenges due to lack of resources and conflicting expectations.

### 3.3 Exceptional achievements

- The new HR strategic business partnership model has been implemented successfully with the onboarding of all the new business partners and a new efficient and value-added way of interacting/doing business with HR. DHR has taken a more holistic client focus with the business need and staff as the pivotal center. Through the Business Partner Model, HR gets more involved on strategic UNICEF wide decisions and DHR is gaining recognition, endorsement and support by colleagues from programme and operations.
- A successful launch of e-recruitment in December 2009 has helped reduce our average recruitment time from 115 days in 2009 to 96 days in 2010. E-recruitment is one of the key elements of the VISION-One ERP Project under the auspices of the “Implement 360” initiative. The system has been widely recognized as UNICEF’s online recruitment portal and 84 per cent (868) of the cases are managed through it. At the end of 2010, 104,000 externals and more than 11,000 staff members have registered their profiles in e-recruitment which resulted in 56,000 external and almost 10,000 internal applications.
- The launch of the e-PAS can be considered as cornerstone in Human Resources. UNICEF is following other UN Agencies in this regard and partnering with UNFPA to implement this results-based tool. In 2010, the completion of the e-PAS was made obligatory for IP staff but will be extended to National Officers and General Service Staff in the near future. By replacing the paper-based performance management system, the e-PAS generates completion rates for monitoring and provides an excellent opportunity to follow up on fulfillment of management responsibilities. The roll out of the competency framework was also a major accomplishment
- The completion of the preparatory groundwork for the implementation of the Customer Relationship Management (CRM) has been done through setting up the system in close collaboration with UNDP Copenhagen and Super Office. An inter-sectional working group has been created to conceptualize and programme the tool. Trainings for the Global Service Centre and Payroll teams have been implemented. The final launch is planned for spring 2011.
- A quantitative workforce planning model has been developed with practical techniques enabling the forecasting of future staffing needs over a specific period of time. The model is dynamic and can be tailored to fit global, regional, or country-specific demands. DHR delivered target planning projections for functional areas (WASH), specific positions (Deputy Representatives and Chief of Operations Officers functions), and geographic cuts (Sudan).
- Successfully trained 1,302 staff on competency-based interviews allowing them to improve proficiency in competency based interviewing and ensuring consistency in assessment of potential candidates for positions across the organization.
- The launch of the “OneHR” Community of Practice was a significant achievement and encouraged HR practitioners globally to participate on UNICEF HR discussions and be informed on current events. The HR CoP has currently 112 members and is growing. A survey to explore potential areas of interest of the community is being conducted.

## 4 Management and Operations

### 4.1 Critical Factors which underlying Success and Constraints

#### 4.1.1 Critical success factors

##### *Dedicated and talented workforce*

Given the staffing constraints in 2009 and 2010, DHR staff were asked to contribute more to enable the division to continue to meet its accountabilities and service level agreements. Several vacant senior positions remained open during the re-structuring which required staff to take on additional duties, work extended hours and facilitate the induction and training of new or contingent staff. DHR staff managed to stretch resources while maintaining professionalism and courtesy.

### *Communication*

Throughout 2010, the strategic shift of DHR from an administrative Division towards a customer-oriented partner was accompanied by communication to foster a change of mindset and attitude within staff. This shift in mindset is required to underpin and sustain the new approach. As a result, during the second half of 2010 and with the gradual filling of the vacant senior positions, the Division experienced a strong push forward. The increase in motivation, morale, spirit and enthusiasm for the new Business Partner Model is consequently based on a strong consensus.

### *Regional and Country Office support*

The support and increasing collaboration of the Regional and Country Offices contributed significantly to the quality and outreach of the “OneHR” function:

- The new designed programme “Managing People at UNICEF” focuses on senior managers and equips them with concrete HR tools and allows them to meet their responsibilities as managers. The programme has been piloted in three field offices (Uganda, Yemen, Bangladesh) and will be expanded in 2011.
- HR Consultation in Nairobi and joint HR network meeting for HR practitioners of WACARO/ESARO in Dakar, Senegal
- Financial contributions from some Country Offices allowed for DHR to participate at key meetings and processes which increased visibility and support for our new business partner role. Contributions from EMOPS will enable DHR to travel to support current and future emergencies in the field.

### **4.1.2 Constraints and challenges**

- One main challenge of 2010 was the *high number of vacant posts* throughout the first half of the year. This was related to the transition period between the previous structure as an administrative-focused Division versus the new implemented Business Partner model structure. Filling the vacant senior manager positions helped increase staff motivation.
- *Lack of investment in the HR function* in previous budget cycles has resulted in a function that is not ‘fit for purpose’ in a modern, progressive organization. The nature of the funding for HR roles means that we are not able to attract and retain qualified staff within the function.
- *Organizational expectations of the HR function* i.e. leaders and managers expecting DHR to manage all aspects of human resources activities rather than take more responsibility themselves. It should be a shared responsibility -- this is an organizational culture issue which needs to be shifted over time
- *Better education and understanding by managers* of key managerial issues/policies to help reduce occurrences of exception/individual cases. The time spent on these individual cases is substantial and prevents work on other more strategic areas. Regional and country managers could deal with many more of these rather than automatically referring them to NYHQ.
- *Lack of clarity of accountabilities* in terms of central and decentralised decision making concerning “people issues” need more acknowledgements and buy-in that some decisions need to be central in terms of overall organizational effectiveness and priorities. Local decisions may not always be in the interest of the greater whole.
- *Shifting the HR function* from a reactive ‘personnel’ mindset to a proactive customer-focused function which, while not always giving the answer people want to hear, can at least find a solution to the issue.
- On a slightly less positive note, UNICEF has experienced challenges in attracting suitable candidates for temporary appointments due to restrictions with regard to contract duration and a more limited package of benefits and entitlements stipulated for this contractual modality. This has particularly impacted our emergency operations, which utilizes temporary appointments as a major modality to deploy staff rapidly. UNICEF continues to work towards overcoming these challenges.
- The changes in UN Staff Rules and Regulations and the UN contractual reform alone impacted numerous of UNICEF’s HR policies and procedures, most of which have or will be revised. An extensive and ongoing process of revision and modernization of UNICEF’s policies and procedures is underway. These changes require an elevated level of briefing, advice and guidance to managers, as well as ensuring effective employee relations through the Global Staff Association.

## **4.2 Best-of-breed partnerships**

In 2010, DHR partnered with a variety of stakeholders on different organizational levels resulting in the following most relevant partnerships:

#### 4.2.1. UNICEF Internal Partnerships

- The Division has worked closely together with ITSS in implementing numerous systems such as the consequent advancement of e-recruitment, the launch of e-PAS and Super Office.
- The e-recruitment project was jointly initiated by DHR and ITSSD in late 2005, development intensified in 2008 guided by the Restart Planning Blueprint document and with the support of the Vision one ERP Team. Launched in December 2009, e-recruitment is a cornerstone of a strategic HR vision for managing our talent and staff. Since the launch of the system, requests for enhancements are managed under a framework of application support and change management. The challenge remains for e-recruitment to continue to efficiently and strategically support talent management.
- DHR took a leadership role in the Organization Performance Management initiative within VISION, coordinating seven divisions to define organization-wide performance measures, dashboards and scorecards.
- The strategic shift towards the Business Partner model implies partnerships with all UNICEF internal Divisions.

#### 4.2.2. Within the UN Family

As in previous years, DHR continued to invest resources in partnerships within the UN Coherence framework. In 2010, this ranged from partnering in the HR network and exploring opportunities to harmonize policies through partnerships in the area of Staff Well-Being and UN Cares to the mutual support in systemic upgrading in the field of IT.

During 2010, DHR has been highly engaged in policy dialogue, articulating the position of a field-based agency in negotiations within the HR Network of the UN Common System (UNCS), and the development and implementation of human resources policies and procedures in accordance with the principles of coherence, simplification and harmonization. The most significant recent changes relate to the new UN Staff Rules and Regulations, the UN contractual reform and the new system of Administration of Justice. DHR participated in several inter-agency meetings, including the 71st Session of the ICSC from 26 July – 6 August and in the Fifth Committee.

##### *Staff Well Being/UN-Cares*

- UN Cares is a successful example of UNICEF's engagement in the UN Coherence framework. The in-kind contribution in form of one Staff Well-Being Specialist has been mentioned above. In addition, as part of the UN Cares Global Task Force, DHR represented UNICEF at all quarterly video conferences as well as the annual face-to-face meetings. The decisions of this group feed into the on-going strategy of UN Cares, globally.
- Strong and on-going UN inter-Agency cooperation with UN wide staff/stress counsellors through the active participation in three UN wide Staff/Stress Counsellor meetings. Additionally, UNICEF's staff counsellors created and launched a UN wide staff/stress counsellors' Community of Practice for professional exchange.
- The entire UN Cares, UNICEF hosted an interagency UN Cares Learning Session on 28 October 2010.

##### *System upgrade*

- Regarding the development of the e-PAS, DHR has engaged in a strategic partnership with UNFPA to customize and use UNFPA's performance management platform to deliver an electronic performance appraisal system for UNICEF staff members. This collaborative partnership was formalized through an MOU in October 2009 and will continue throughout 2011.
- Another example for interagency collaboration is the inter-agency mobility, as detailed in the table below which speaks for further commitment to the UNCS:

Table 3. Interagency mobility for 2010

2010	UNICEF Staff moving to other UN Agencies	UN Staff moving to UNICEF
Resident Coordinators	10	Not applicable
Secondment	46	24
Reimbursable Loan	8	1
Non-Reimbursable Loan	3	0
Inter-Agency Transfer	7	9

#### 4.2.3 External Partnerships

- DHR participated on several global conferences to share the work with a broader audience and contribute to a joint progress. Staff Well Being participated at the Vienna World Conference on HIV and contributes to the Canadem Partnership for Standby Partners. DHR also represented the UN Cares programme at both the Global Business Coalition at the AIDS Conference in Washington, DC and at the International AIDS Society Conference in Vienna with approximately 25,000 attendees.
- A workforce planning model for UNICEF was developed and refined earlier this year in partnership with the Centre for Advanced HR Studies at Cornell University. A statistical analysis project on factors impacting gender parity in the workforce is underway with Stanford University.
- During 2010, partnerships between Staff Well Being, New York University and Rutgers University were continued to analyse and report data as papers.
- OLDS achieved to extend the e-certification programme with Cornell University.
- Additional programmes include continued partnerships with Governments and academic institutions to build a pipeline of young talent and to increase retention of high performers.

### 4.3 Management Practices

#### 4.3.1 Governance

The annual OneHR retreat involving all Regional Chiefs of HR, key HR colleagues from the field and senior staff from DHR took place in Armonk, New York in September. Main objectives of the retreat were to continue building alignment and relationships across HR functions as well as across the HQ/RO/CO levels, to examine ways of integrating the business partner approach within UNICEF, and to identify key priorities for 2011. To strengthen the relationship with the regions, the Director of DHR met with the Regional Chiefs of HR prior to the annual retreat with an intention to follow up with regular tele/video-conferences.

Bi-weekly Divisional Management Team (DMT) meetings have been conducted throughout the year. These regular meetings were re-introduced by the Director in 2009 and are integral part of the DHR management. Meeting notes are prepared and shared with the entire Division to ensure transparency and enable participation. As part of the DMT meeting process, the preparation of monthly section updates has been implemented. Sections report on the progress of key projects, results achieved and challenges. The consolidated document is shared to enhance internal communication flow.

DHR's Director participated in several Regional Management Team meetings to represent the HR function and promote the Business Partner Model.

#### 4.3.2 Organizational Learning

Based on the 2009 Global Staff Survey, learning curricula for DHR staff have been developed and implemented to support staff in familiarizing and internalizing the new Business Partner model. The DMT carried out activities to improve critical areas and created a learning committee in June 2010 as a follow-up to the survey results. Ten staff members met weekly to promote a positive learning culture of continuous education, and improving one's competencies as an HR Practitioner. This year activities have been implemented in following areas: (a) HR Professionals as partners in driving organizational results (35 participants), (b) Introduction to Lean Thinking (28 participants), (c) E-Cornell online certification programme on Human Resources Management (19 enrolled), and (e) Introduction of Lunch and Learn sessions. In the near future, the committee is planning to conduct staff exchanges with HR Professionals in the field.

### 4.3.3 Communication

The importance of Internal Communication has been identified as key factor in supporting successful organizational change and the following activities were undertaken to improve communication:

- Implementation of the OneHR Community of Practice in close cooperation with DPP. Currently the community has 112 members and five UNICEF internal facilitators.
- Three external consultants have been hired to support DHR in (a) the development and launch of the CoP, (b) to revamp the HR Intranet, (c) to conceptualize and launch of the first HR e-Newsletter (2011).
- Regular e-mail updates from the Director to all DHR and Regional Chiefs of HR.
- All staff meetings and get-togethers have been organized quarterly to enhance information sharing, sectional and cross-sectional team building.

### 4.3.4 Operations and administration

- The Budget Review Committee gathered twice during 2010 and will be mainstreamed into the regular DMT process from 2011 onwards. The committee, composed of DMT members, approves expenditures against the DHR Support Budget, and ensures budget monitoring, accountability and better responsiveness and flexibility in decision making.
- With the implementation of the Business Partner Model and the need to be spatially close to the customer, DHR requested office space in UNICEF House for the Emergency and Programme Business Partner teams. At the beginning of 2011, approximately 20 people will move to the 14<sup>th</sup> floor of UNICEF House.
- Regarding Business Continuity, the Emergency Preparedness and Response Plan was refined but needs further testing which is scheduled for the start of 2011.
- DHR completed the Enterprise Risk Management Workshop facilitated by the Office of Internal Audit. The preparation of the Risk and Control Self-Assessment to identify and assess potential risks was completed by the end of 2010.

## 5 Innovations and Lessons Learned

The e-recruitment system took more than five years to develop and was conceived to be an integrated system. In the course of the development, the integration advantage was lost as DHR faced to work with a more complex system, partial integration, and costly maintenance and enhancements. After a year of use, the division is now compelled to explore a newer version of the system or go for a different product altogether. The main lesson learned is that whilst the initial intent was well conceived, the development and implementation were highly time-intensive resulting in lost momentum. A less complex system would better serve the purpose of being attractive to the external world and allowing for speedy internal recruiting process, as well as flexibility to adapt to new constraints.

## 6 Studies, Surveys, Evaluations and Publications Completed in 2010

- A paper: "Stress and Staff Support Strategies for International Aid Work" was published in the peer-reviewed journal 'Intervention' by UNICEF Staff Counsellor.
- Data from the study 'Cultural Responses to Traumatic Events' has been analysed and the results are being written up as a paper, together with Rutgers University.
- The results of the 2009 Global UN Cares Survey were formally presented in February 2010 and are available to all UN agencies.