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1. **EXECUTIVE SUMMARY**

Corporate Human Resources Management (HRM) is a core and critical Management function. The Division of Human Resources (DHR) has the primary accountability for achieving the high-level result of ‘effective and streamlined human resource (HR) policies, procedures and quality advisory support to develop and maintain a flexible, highly skilled and motivated workforce.’ as a result of extensive consultation throughout the HR Function (at country, regional and headquarters (HQ) levels); Five key priorities/ Intermediate Results (IR) were clearly laid out in the 2014-2017 DHR Office Management Plan (OMP) and aligned with UNICEF 2014-2017 Strategic Plan (SP):

1. Integrated Human Resource Management Information Systems (HRMIS) and Strategic Planning (cross-cutting)
2. Attracting, Sourcing and Managing Talent
3. Management of Staff Well-Being, HQ Liaison, Insurance and Compensation
4. Developing and Assessing Talent
5. Management of the HR Function (cross-cutting)

During 2014, strategies and plans accounted for identified risks that could limit or jeopardize the full realisation and achievement of results (e.g. lack of integrated HRMIS). In addition, the organizational decision to implement a Global Shared Service Centre (GSSC) heavily impacted DHR.

The most significant shifts that occur in DHR were:

- The dismantling of the Business Partner (BP) model to create a structure that is focused on recruitment and logically aligned with the HR policy framework on regular and emergency recruitment.
- Under DHR’s HR Services Section (HRSS); the transfer of:
  1. the entire Payroll function, its resources, results and Key Performance Indicators (KPIs) to the GSSC
  2. the Global Service Centre (GSC) functions of administering benefits and entitlements, its resources, results and KPIs to the GSSC, with the exception of the functions that are required to remain in NYHQ (e.g.: HR representational functions to UN global bodies, benefits and entitlement functions for NYHQ staff)

Effectiveness and Efficiency is continuously being realised throughout the year from improving the structural alignment of positions, to streamlining of functions. Posts abolishment has been an adverse result of these costs savings and new strategically positioning; DHR staff have been greatly affected (with 52 abolitions) however; the organizational strategy to mitigate the GSSC (and other) impact on staff was leveraged thoroughly resulting in minimal consequences.

2. **KEY DIVISIONAL TARGETS AND STRATEGIES**

To effectively and efficiently address the multiple changes that UNICEF is undergoing and continue to directly contribute to the organization’s 2014-2017 Strategic Plan (SP); DHR constantly positions itself as an organisational strategic entity and transformed the organisation’s view of HR Management through the ongoing implementation of an Office Management Plan geared to achieving high-level results of an effective and streamlined human resource function and; scouting, developing, training, coaching and maintaining a flexible, nimble, highly skilled, engaged and motivated workforce **to implement the SP results and for children to “reimagine the future”**.

Under the Organizational effectiveness and efficiency part of the results framework of UNICEF’s SP and; more specifically as part of the global result to “improved management of financial and human resources in pursuit of results”, DHR’s 2014-2017 Intermediate Results (IR) are:
1. **Integrated Human Resource Management (HRM) Systems and Strategic Planning (cross-cutting)**
   IR: 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.
   • Seamless automation, self-service and systems integration through investment in integrated HRM systems.
   • Yield quantum gains in effectiveness and efficiency for every staff member, manager, office and overall within the HR function
   • Automation and self-service access to HR evidence and expand its base. Strategic workforce planning and forecasting of future workforce (trends) in all functional areas.
   • The creation of one HR data repository for single-point HR data access and methodologically consistent analysis within integrated HRM systems with evidence support through HR analytics.
   • Strategic workforce planning is a cross-cutting function and; an integral part of the organization, managers’ and global HR function to deliver results and mitigate risks and leverage opportunities.

2. **Attracting, Sourcing and Managing Talent**
   IR: Throughout 2014-2017, quality talent effectively and efficiently attracted, sourced and managed, meeting established KPIs.
   • Recruitment is timely, of high-quality and the hiring activity is streamlined to improve and maximize effectiveness while reducing vacancy rate.
   • Greater organizational efficiency and reduce risk through effective alignment and consolidation of recruitment (regular and emergency) and classification structure and accountabilities.
   • Talent flow through the organization is strengthened and, gender and geographic diversity perspectives incorporated.
   • Mobility and rotation process is enhanced and facilitated to create more movement in and out of duty stations.
   • The knowledge and skills of UNICEF staff to deliver results for children is enhanced

3. **Management of Staff Well-Being, HQ Liaison, Insurance and Compensation**
   IR: 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.
   • Develop and implement a corporate framework for staff wellbeing and provide immediate and timely psycho-social support to staff when and where needed, especially in the aftermath of critical incidents affecting offices.
   • Support to staff for counselling, mental health issues, staff well-being and capacity to manage stress.
   • Prior to GSSC implementation:
     i. Maintain timely administration and provision of Benefits, Entitlements, and other HR services to all IP and NYHQ GS staff.
     ii. maintain timely processing of 100 per cent of periodic Payroll to all UNICEF Staff Globally in time to meet pay date deadlines
   • Upon GSSC implementation:
     i. Effectively represent UNICEF to global HR bodies and in global HR functions including ABCC, Salary Surveys, UN Tax Unit, UN Insurance Unit, administration of global health insurance programmes, and administration of health programmes for NYHQ-based staff.
     ii. Provide the standard residual HR services to staff in NYHQ duty station as are require to be undertaken locally in all other UNICEF duty stations as per the GSSC business process splits.
4. Developing and Assessing Talent

IR: Throughout 2014-2017, UNICEF talent effectively and efficiently developed and assessed to increase to 64 per cent the percentage of staff spending more than 10 days on planned learning, and increase to 90 per cent the percentage of PERs completed on time.

- An aligned 2014-2017 Learning Strategy with UNICEF’s SP and; increase the knowledge and skills of all staff to deliver results for children.
- Support Learning, Development and assessment of all staff in the different functional areas whether managerial or technical
- Simplification and streamlined administration of the Global Learning Budget
- The percentage of staff that have undergone capacity development to be able to serve in emergency areas is increased and; emergency experience and knowledge is valued in staff members’ profiles.
- Managers are equipped with the tools and skills to create an environment that effectively contributes to improved accountability and performance.
- Performance management to continuously support staff and supervisors/managers in achieving optimum productivity, increase staff engagement and professional satisfaction and wellbeing,
- Enhance corporate environment to foster and nurture career development

5. Management of the HR Function (cross-cutting)

IR: 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 levels.

- Support leadership with effective change management and implementation of global and local strategies to adequately mitigate internal and external risks and seize opportunities
- Within the HR function globally, ensure the appropriate capacity is in place and align the HR function to efficiently and effectively support change in the organization, as well as flexibly adapt to changes within the global HR function itself and DHR
- Effective policy development and administrative law practice to provide clearer accountability and cost-effective delivery of results:
  - HR-related policies and processes are conveyed in clear and effective ways in order for managers and staff to understand and implement them appropriately.
  - Disciplinary cases and grievances are dealt with in a timely and just manner and the cases involving UNICEF before the Tribunals are reduced to a minimum.
- Effective and improved internal communication within DHR, OneHR and with clients to directly support the management of the HR function through communication tactics hence increasing awareness, understanding of HR policies, supporting behaviours that are risk-informed, leveraging opportunities, and overall enhancing the impact of core HR functions (e.g. recruitment, HR services, learning, performance management, planning, policies, staff well-being, etc.).
- Representation of UNICEF’s interests at the strategic UN Common System level
- Effective office administration and management of budgets and resources under DHR’s oversight (DHR, NETI, Global Learning Budget.)

See Annex (page 27) for Table on HR Key Performance Indicators (KPIs) 2014 progress.

3. Analysis of Strategies and Results

Throughout the year, DHR continues its objective of providing consistent service and solutions to UNICEF’s staff and managers across the organization at all levels while contributing to organizational strategic priorities. DHR created efficiencies, rationalized processes, introduced innovations, and further sustained its capacity to effectively deliver results.
3.1. Integrated Human Resource Management Systems (HRMS) and Strategic Planning (cross-cutting)

Modern HR requires technology to enable effective management of an organization’s human capital. As such, DHR committed, as its first priority, to develop and implement integrated HRMS and further strengthen the strategic planning function. Given this key priority and in addition to a grant from the Bill and Melinda Gates foundation, DHR was able to secure institutional resources to further invest in HR Systems, automation, increase self-service, and enhance HR capacity to deliver services and results.

Throughout 2014, further to the HR Landscape/Architecture study and HRMS analysis conducted by Forrester (a leading independent research company) in Q4 2013, DHR worked diligently on the selection of vendors to help implement the following HR business application systems: (1) a Talent Management Suite (TMS) with Recruitment, On-Boarding, Performance Management modules; (2) a Record Management (RMS) System, and (3) a Case Management System (CMS).

Following the study recommendation to include as many HR components as possible into an overall bundle/integrated HR Systems platform as well as to select a Software as a Service (SAAS – cloud-based solution) IT platform rather than “on premise” IT solutions for cost efficiency and implementation effectiveness; DHR managed rigorous Request for Proposal (RFP) processes to competitively identify HR IT solutions that would fit HR and UNICEF’s unique business requirements and functionalities.

Vendors for the TMS, RMS, and CMS were identified in Q4 2014 and UNICEF is the first UN agency to implement SAAS/cloud-based IT platforms. Upon vendor selection, respective project teams were formed in partnership with IT, the Global Shared Service Center (GSSC) Project team, and other HQ and Field stakeholders to work on HR systems development (configuration, ERP and other systems integration, enhancements, customization, testing, validations, training, etc.) with project milestones and implementation expected throughout 2015 and parts of 2016.

The Future of UNICEF HR – Efficient, Effective & Synergetic Modern HR

The new systems are intended to enhance the recruitment process, implement an online onboarding tool, bring all staff on an electronic performance management system, facilitate career development, realized the digitalization of records, develop enterprise content management, strengthen workforce analytics, and better allow for direct provision of HR services as the functions are off-shored to the GSSC. With modern technology, HR will increase its results delivery and continue to support UNICEF’s ability to fulfil its global mandate through having the right people at the right place at the right time.
Strategic Workforce Planning (SWP) continues to be key in supporting recruitment, talent management and driving evidence-based and workforce management strategy through analytics, quantitative activities, solutions forecasts, and scenario planning to strengthen a qualitative decision framework with objective to inform and transform organizational strategy. Throughout 2014, DHR’s strategic workforce planning and forecast of human capital needs in all functional areas especially critical ones, allowed for a solid structure in recruitment and resourcing efforts at country, regional, HQ levels. These analyses are fundamental to create an agile mind-set in order to support core HR priorities (e.g.: global talent management, mobility and rotation, outreach, succession planning, Leadership, learning and development, career management, staff well-being, etc.) and overall UNICEF’s organizational objectives as depicted in figure at right. As part of the new HR Systems Initiative, the SWP will be automated and made more robust through a flexible IT solution that can be used at globally at all levels.

3.2. Attracting, Sourcing and Managing Talent

Quality and timely recruitment is one of DHR’s core and primary accountability. As such, it is definitively and clearly outlined in the time-to-recruit key performance indicator (KPI) in the SP, with regular and active oversight by the UNICEF’s Executive Board and External Auditors because of the direct impact vacant positions have on UNICEF’s programme effectiveness. DHR is accountable for the policy framework governing all types of recruitment and its effective and efficient implementation in an affordable, cost-conscious manner. The proposed strategies in DHR’s 2014-2017 OMP are to achieve greater corporate efficiency and reduce risk through better aligning structure with accountabilities, consolidating under DHR all recruitment subject to Headquarters-Central Review Bodies, and intensifying the focus on recruitment in a manner that is aimed at meeting the established KPIs.

In the Fall of 2010, DHR implemented a Business Partner (BP) model with objective to:
(i) Provide a high level and tailor-made customer service and support to help managers and staff fulfil their regular HR-related requirements (recruitment and resourcing, performance management, career development, staff learning and development, people management, managerial accountability);
(ii) increase effective operations and services with the streamlining of basic HR processes through technology and HRM Systems – thereby releasing time for HR staff to focus on more value added activities
(iii) Explore opportunities to devolve activities and reap the benefits of economies of scale.

The BP model to deliver these value-added and synergy-creation activities was implemented with the key assumption that the HRM systems would be improved to support this and that self-service will increase however; this did not materialise during the past years and MTSP.

Upon a thorough review of the BP model and due to a lack of critical factors (e.g. HRM Systems, prevalent and strong self-service culture, high level of empowerment of staff and managers, etc.) in place to allow for a successful BP framework; DHR decided to dismantle the BP structure and to create a new one (effective in 2014) that is focused on recruitment and align with both the staff selection and emergency recruitment policy. As a result, DHR restructured to implement a Regular Recruitment Section and an Emergency Recruitment Section. Once key preconditions and critical success factors are implemented; the BP model will be reconsidered as it is able to deliver value in an appropriate operating environment.

UNICEF’s ability to fulfil its global mandate rests primarily on having the right people at the right place at the right time, and recruitment is the most important process that supports this objective. The ability to rapidly
deploy talent is vital to carrying out UNICEF’s programmes and humanitarian work agenda. Throughout 2014, several results were accomplished under the Attracting, Sourcing and Managing Talent Intermediate Result (IR). Progress towards the adoption of a new, integrated HRM system for talent management is a significant one as it will open new opportunities for attracting, selecting, retaining and developing talent as never existed before. The other notable progress under this IR remains the management of Talent Groups and proactive staffing through Generic Vacancy Announcements (VAs), and streamlining of recruitment process.

### Talent Groups

Direct selection of candidates from Talent Groups populated through Generic VAs remains the fastest and most efficient mean of recruitment. To accelerate the progress made to streamline and simplify the recruitment process, significantly improving HR’s ability to identify, attract, recruit, deploy and manage talent, DHR was the recipient of resources from the Bill & Melinda Gates Foundation together with additional HR funding for the expansion of Talent Group and Generic VA Initiative (consisting of candidates who have successfully undergone a competitive selection and assessment process and are eligible to be selected directly for vacant posts under recruitment).

An HR team was put together to replenish and managed Talent Groups. The team identified priority functional areas in programmes and operations through a needs assessment conducted (Q1 2014) based on consultations with technical/functional areas managers and recruitment data analysis. A high-level Generic VA project plan was established to address filling Talent Groups for the identified priority/functional areas (see below table).

### Priority Functional areas for conducting GVAs (Needs Assessment Results)

<table>
<thead>
<tr>
<th>Functional Area/Level</th>
<th>Applications</th>
<th>Candidates in Talent Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nutrition (P-4/P-5)</td>
<td>350</td>
<td>43</td>
</tr>
<tr>
<td>Information Management (P-2/P-3)</td>
<td>199</td>
<td>ongoing</td>
</tr>
<tr>
<td>WASH (P-3/P-4)*</td>
<td>659</td>
<td>55</td>
</tr>
<tr>
<td>Security (P-3/P-4)*</td>
<td>132</td>
<td>11</td>
</tr>
<tr>
<td>Cold Chain &amp; Logistics (P-3/P-4)*</td>
<td>184</td>
<td>7</td>
</tr>
<tr>
<td>Communications for Development, or C4D (P-3/P-4)*</td>
<td>480</td>
<td>ongoing</td>
</tr>
<tr>
<td>Gender (P-4/P-5): Vacancy closed on 2 January 2015</td>
<td>444</td>
<td>ongoing</td>
</tr>
<tr>
<td>Human Resources (P-3/P-4)</td>
<td>628</td>
<td>ongoing</td>
</tr>
<tr>
<td>Operations (P-3/P-4/P-5)</td>
<td>Advertising Soon</td>
<td>Advertising Soon</td>
</tr>
<tr>
<td>Education - includes emergency focused post (P-4/P-5)</td>
<td>Advertising Soon</td>
<td>Long-term pipeline</td>
</tr>
<tr>
<td>Communication, includes emergency focused post (P-4/P-5)</td>
<td>Long-term pipeline</td>
<td>ongoing</td>
</tr>
<tr>
<td>Cluster/AoR Coordinator (P-3/P-4)**</td>
<td>331</td>
<td>ongoing</td>
</tr>
</tbody>
</table>

Note: “ongoing” refers to Talent group process i.e. Technical Assessment, evaluation, shortlisting, CRB-Review, and selection entry of candidates

*GVAs advertised before establishment of GVA HR team. GVAs consolidated to maximize use of BMGF resources

**GVA managed by Emergency HR team

The number of direct selections as a recruitment mechanism for IP posts has more than doubled since its full introduction in 2011 with 32 IP recruitment to 72 IP recruitment in 2014, reflecting a 125 per cent increase (Note: Talent Groups and Direct selection Initiative was first initiated during 2009 with two (2) direct selection cases). The average time to recruit was 38 days in 2014 for direct selections compared to 103 days for cases going through the regular recruitment process i.e., almost a threefold efficiency gain in reduction of time-to-fill (see below table).
Talent Groups and Direct Selection

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of IP posts filled through Direct selection</td>
<td>32</td>
<td>46</td>
<td>83</td>
<td>72</td>
</tr>
<tr>
<td>Total number of IP Recruitments</td>
<td>695</td>
<td>561</td>
<td>748</td>
<td>832</td>
</tr>
<tr>
<td>Direct Selection as percentage all IP Recruitments</td>
<td>5%</td>
<td>8%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Average time to recruit IP Posts through Direct Selection (in days)</td>
<td>37</td>
<td>38</td>
<td>33</td>
<td>38</td>
</tr>
<tr>
<td>Average time to recruit IP Posts through Regular Recruitment (in days)</td>
<td>115</td>
<td>116</td>
<td>92</td>
<td>103</td>
</tr>
<tr>
<td>Number of Candidates in the Talent Groups</td>
<td>210</td>
<td>429</td>
<td>841</td>
<td>843</td>
</tr>
</tbody>
</table>

In 2014, the direct selection recruitment type has been innovatively and strategically set in the proposed revisions of the Staff Selection Policy as the default recruitment mechanism which hiring units will have to first explore when filling a vacancy. This revision and currently adopted practice in the recruitment process is to allow for faster, timely and quality hiring while enabling UNICEF to meet the required recruitment KPI which target was reduced by a third from 90-day to 60-day time-to-recruit for the 2014-2017 Strategic Plan cycle. It is proposed that Hiring Units will only advertise a vacancy and undergo a conventional recruitment process on the condition that candidates in Talent Groups are not available or do not match the job profile needed.

The below graph shows average time-to-recruit by recruitment mechanisms and reflects the efficiency of direct selections.

Average days to Recruit IP Posts by Recruitment Mechanisms, 2011-2014

As a result and together with the addition of staff serving in emergencies, the number of qualified candidates in the Talent Groups increased to 844 in 2014 from 814 in 2013 (+ 4 per cent). Under this Gates funded project and through Generic VAs advertisement, DHR collaborated with the Division of Communications (DOC) on targeted outreach using LinkedIn – the “World’s Largest Professional Network” and platform for sourcing talent.
Despite efforts to repopulate Talent Groups, the number of direct selection cases in 2014 decreased slightly by 12 per cent to 72 from 82 in 2013. This is possibly due to un-matching of the high demand for talent in certain functional areas especially following the many crises that occurred in 2014 such as the Ebola Outbreak, the Philippines Haiyan Typhoon, political unrest in the Central African Republic, etc. and; the low supply of available candidates in the specific jobs needed.

In July 2014, an interface was also developed to directly share Talent Groups housed in e-Recruitment with Hiring Managers globally. Such direct access has promoted greater transparency and facilitated the use of Talent Groups, increasing the number of Direct Selection appointments and speeding up recruitment. To date, since the launch of this initiative, approximately 70 HR practitioners throughout the organization have been given permanent direct access to Talent Groups in e-Recruitment, while over 340 Hiring Managers globally have been given direct access to Talent Groups in the context of a specific vacancy.

Increasing the number of Generic VAs together with additional resources to manage Talent Groups is crucial in (i) boosting the supply, composition, quality and high usage for direct selection; (ii) for it to become dominant and the preferred selection mechanism in order to reduce hiring times and be KPI-compliant and; (iii) provide staff with opportunities to define and achieve career development goals. As a result of the development and implementation of a monthly Talent Group listing report, the management of Talent Groups was improved along with the quality assurance and transparency in the use of Talent Groups.

**e-Recruitment**

As of 31 December 2014, 832 IP Fixed-Term (FT) recruitment cases, a record-high, were completed in e-Recruitment with an average time to recruit (from close of advertisement to issuance of initial offer) of 79 days versus 72 days in 2013 with 748 cases. This is in comparison to 137 average days to recruit in 2008 with a similar caseload and at a time when IP recruitments were manually processed.

Recruitment administered and re-engineered in a system helped increase HR performance by reducing considerably and halving average hiring days (in 2013/2014) and meeting the long-time (for all previous Medium-Term SP cycles) UNICEF 90-day KPI i.e. the percentage of completed IP FT recruitment cases within 90 days from close of advertisement to the issuance of the offer letter, against a target of 75 per cent completed within that timeframe. Introduced during this 2014-2017 Strategic Plan period, the newly revised recruitment 60-day KPI is the average number of days of completed IP FT recruitment cases from the close of advertisement to issuance of the offer letter, against a target of 60 days.

Of the 2014 cases, 61 per cent (507) were finalized within the 90-day former KPI for IP regular posts and averaging 79 days to complete. In evaluating against the recent 60-day KPI, the 2014 average time to recruit of 79 days was, however, 19 days longer. Trough ongoing monitoring with detailed analytics shared periodically with hiring units and all internal recruitment stakeholders, DHR is working constructively with all parties in an effort to better delimit accountabilities and identify bottlenecks.

In comparison to 2012, IP recruitment caseload has significantly increase from 554 to 748 and 832 in 2013 and 2014 respectively; representing a 50 per cent rise from 2012 to 2014 (see table at right).

Streamlining and simplifying the recruitment process has maintained quality while increasing transparency, monitoring, reporting, and allowing DHR to raise the bar by reducing 30 days from the 90-day KPI target average days to recruit to now 60 days. This is with objective to encourage, influence, and push hiring offices for their own benefit and all parties involved in the selection process to accelerate recruitment in order to deploy the

<table>
<thead>
<tr>
<th>Year</th>
<th>Completed IP Recruitments</th>
<th>% of IP cases meeting 90-day recruitment KPI*</th>
<th>Average days to recruit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>800</td>
<td>24%</td>
<td>137</td>
</tr>
<tr>
<td>2009</td>
<td>552</td>
<td>43%</td>
<td>113</td>
</tr>
<tr>
<td>2010</td>
<td>723</td>
<td>41%</td>
<td>109</td>
</tr>
<tr>
<td>2011</td>
<td>694</td>
<td>48%</td>
<td>101</td>
</tr>
<tr>
<td>2012</td>
<td>554</td>
<td>46%</td>
<td>99</td>
</tr>
<tr>
<td>2013</td>
<td>748</td>
<td>69%</td>
<td>72</td>
</tr>
<tr>
<td>2014</td>
<td>832</td>
<td>62%</td>
<td>79</td>
</tr>
</tbody>
</table>

* Former KPI (prior to 2014): 75% of IP recruitments completed on average within 90 days. New KPI in 2014: Average length of IP recruitments completed within 60 days

Note: e-Recruitment system was implemented in 2009.
right talent faster and continue the delivery of results for children everywhere UNICEF is present. Above table
details trends in performance against 90-day KPI.

While progress continued on the development of the talent management system, the current e-Recruitment
system was made available for the local (NO and GS) recruitment to selected Country Offices, and in particular
to Ebola-affected countries. With approximately 385,000 profiles in the e-Recruitment database, these Country
Offices are now able to reach out directly to many suitable candidates, including nationals residing abroad.

At the end of 2014, close to 409,000 externals and all UNICEF staff members had registered their profiles in e-
Recruitment which resulted in 91,000 external and about 16,000 internal applications in 2014. The number of
applications submitted in the system continues to grow with a monthly average of 9,000 applications in 2014.
The e-Recruitment team continues to provide client service and support to internal/external candidates, hiring
offices globally, managers, recruiters, and HR practitioners with an average of 1,000 requests being managed
monthly. In addition, e-Recruitment has been used to house the Global Web Roster for surge assignments as
well as matrices of staff on abolished posts who have received eligibility waivers; thereby facilitating placement,
monitoring and reporting efforts. In addition, 20 rosters containing approximately 3,000 candidates were
created.

At the end of 2014, over 402,000 externals and all UNICEF staff members (approx. 12,000) had registered their
profile in e-Recruitment which resulted in approximately 83,500 external and close to 15,000 internal
applications in 2014. The number of applications submitted in the system surged by almost 150 per cent with a
monthly average of 8,900 applications in 2014 as compared to 3,600 in 2013 i.e.; a growth two and a half times
larger depicting a huge interest of talent in working with UNICEF.

The e-Recruitment team continues to provide client service and support to internal/external candidates, hiring
units globally, managers, recruiters, and HR practitioners with an average of 1,000 requests being managed
monthly. In addition, e-Recruitment remains the primary “home” system of the Global Web Roster for surge
assignments as well as matrices of staff on abolished posts who have received eligibility waivers; thereby
facilitating placement, monitoring and reporting efforts. In 2014, a number of regional rapid response
mechanism rosters were also incorporated in e-Recruitment.

Additionally, in an effort to support Country Offices, a number of local National Officer positions were
advertised and managed in e-Recruitment, notably in the context of the Ebola Response and for Country Offices
in ESARO. Finally, the operationalization of Talent Groups was fully integrated in e-Recruitment, with direct
access to Talent Groups given to Hiring Managers as well as Human Resources practitioners globally; to foster
transparency in Talent Groups and to more efficiently support Direct Selection from Talent Groups
appointments.

The “One-Offer Letter” project continued to be refined during 2014 with offers automatically generated from
the e-Recruitment system. Launched in 2013, the project’s objective was to combine issuance of the two offer-
letters (“initial offer letter” and “detailed administrative offer letter”) into a single detailed but simplified offer
letter enclosing relevant information to selected candidate on their full salary and benefits package. This
innovative project helped fast-tracked and streamlined the onboarding process by allowing (i) quicker job-offer
acceptance and focused communication with recommended candidate as questions on compensation package
were significantly reduced and; (ii) timely onboarding (e.g: medical clearance, UN Laissez-Passer) and faster
deployment of newly appointed staff thereby enhancing their onboarding experience. The One-Offer Letter
project has contributed to a significant reduction and efficiency gain in the issuance time of an offer from 14 to
2-3 days (approx. -80 per cent at least). It was piloted on emergency recruitment and gained high visibility with
executive/senior-management who showed strong support for scaling up the project. In 2015, the One-offer will be expanded to include all (regular, Local, etc.) recruitments.

Other successful efforts and communication continue to be executed and highly performed to yield value-add, efficiency, quality in recruitment, and overall enable the global HR function to sustain increased performance and positively affect in the end results for children.

DHR’s **Regular Recruitment Section (RRS)** was formed effective 1 April 2014 after the dissolution of Business Partner Units for Operations, External Relations and Programmes with the objective to gain efficiency in recruitment. RRS worked diligently to complete recruitment cases within the newly established KPI amid a 20 percent increase in recruitment case load as compared to 2013. In establishing a new working structure and adjusting to have operational and effective teams, RRS was also challenged with a drastically reduced headcount due to unforeseen departures (high turnover of 70 per cent), disruptions, and inability to recruit GS staff for the entire year given the GS recruitment freeze in 2014. While staff departures are a unique opportunity to bring in fresh talent that is better aligned with the recruitment roles, the loss of so many recruitment staff at one time put significant workload and stress on the remaining staff and impacted the KPIs for 2014. RRS managed this unprecedented situation by systematically reallocating and adequately distributing case load to existing team’s members and by backfilling posts with temporary staff. RRS was able to deliver recruitment results, support the placement of abolished staff, expand the Generic VA initiative, support hiring units, job seekers, and contribute to UNICEF’s – the first UN agencies – being listed as one of the top 100 most desirable organizations to work for by LinkedIn.

Over the course of the year, UNICEF’s **Central Review Body (CRB) Secretariat:**
- Advertised 300 regular posts in e-Recruitment, in addition to 576 consultancy and Temporary Appointments job postings of which 119 posts were advertised externally in global media, including The Economist, ReliefWeb and DevEx.
- Completed a total of 351 CRB panel reviews and updated 425 talent group records.
- Held two global briefing sessions for 200 new CRB members.

In an effort to improve the quality of recruitment submissions, the unit conducted an important CRB study on the Review and Approval Phase of the Recruitment KPI, analyzing the barriers to timely completion of CRB reviews. As part of this study, 228 cases were analyzed and findings will be widely disseminated to HR practitioners and CRB members globally.

**Mobility and Rotation**
Further to previous rotation pilots (Middle Management, Supply function, etc.) in previous years; information gathering through quantitative analytics, qualitative data, workforce projections; deep internal consultations with key stakeholders (HR practitioners, Global Staff Association, management); a policy on Non-Rotational posts was issued in mid-September 2014. Subsequently, a Review Panel was established and the one-time exercise for the identification of non-rotational posts started. The exercise is expected to be completed by early 2015, and lead to the identification of posts that – due to their limited numbers and highly specialized nature of duties performed – do not lend themselves to internal mobility. A policy on mobility is being revised and expected to be released in mid-2015. Meanwhile, support has been provided to staff overdue for rotation in emergency duty stations to allow them to move out of hardship places.
Interagency Mobility continues to be supported and promoted while contributing towards a more flexible and responsive workforce. DHR effectively managed this process throughout 2014 with Secondment remaining the most common type of inter-agency movement, and it is overall balanced in terms of staff in and out. From 2013 to 2014, there was an overall increase of inflows (20 per cent) of UN Staff in UNICEF with the larger move types being secondments. Over the same period, we notice a decrease (-16 percent) of outflows of UNICEF staff especially with transfers. UNICEF had 7 staff on non-reimbursable loan (no cost for receiving UN agencies) to other UN agencies in 2014, but had received no staff from other UN agencies on this type of movement. Table above shows interagency mobility statistics.

Celebrating its tenth year, the Senior Staff Rotation and Reassignment Exercise (SSRRE) — continues to be successful and effective in rotating Senior Management and leadership posts. A total of 62 senior staff were appointed in 2014, a slight increase of 13 per cent as compared to 2013 (56 appointments). Women (27) represented 44 per cent of these senior staff appointments; a sharp increase as compared to 39 per cent (22) in 2013. The gender balance of the Senior Staff cadre was 43 per cent female (88) in comparison to 42 per cent (86) in 2013. On the geographic diversity dimension, 21 senior staff appointed in 2014 were from Programme Countries; in contrast to 28 in 2013. Overall Programme Country Nationals (PCNs) represented 33 per cent (68) of all the Senior Staff Cadre (205), an increase from 31 per cent (63) in 2013.

For greater gender equality and geographic diversity in UNICEF’s workforce and tactically in leadership roles, this positive trend in 2014 is reflecting targeted efforts, measures and strategies implemented such as:

- Nurturing, developing, mentoring and coaching female and PCN staff from mid-levels onward for leadership positions. These staff are reviewed carefully for enrolment in leadership development learning programmes.
- Populating talent groups with qualified females and PCNs— thereby building a “ready now” talent pipeline and well-design succession planning process.
- Talent Scoping – identifying/grooming women talent and programme country nationals for readiness to assume leadership positions immediately or in a few years.

UNICEF is a meritocratic organization and talent and excellence remain the overarching criteria for selection, with a focus on diversity as a key selection principle for recruitment at all levels. Although supply of such diverse talent is not sufficient and challenges UNICEF, Gender and Geographic diversity at senior levels remains an ongoing organizational and foundational priority reinforced by the Executive Board, Member States and senior management.

As a fully-funded programme in 2014, the JPO (Junior Professional Officer) programme continues to be a productive collaboration with several (16) donor governments. Throughout the year, a significant initiative was the redesign and improvement of the JPO Orientation Programme. The orientation session held in NYHQ made use of interactive modules and introduced a Simulation exercise through which the JPOs where given an opportunity to consult with a programme area specialist and develop their recommendations for a plan of action for the given problem. The final results were presented to a group of technical specialists and feedback was provided. This action-based learning was highly effective and appreciated during the feedback sessions with JPOs at the end of the Orientation programme.
Another highlight was the introduction of the JPO Timeline and JPO Professional Development Plan to assist JPOs navigate and manage their time efficiently during the course of their UNICEF journey. Trainings were also developed for supervisors to better guide them in understanding their role as well as provide additional tools to help lead and support JPOs. These additional programmes were extremely well received by donors and JPOs.

A mentoring programme to JPOs and the addition of an optional coaching component are expected to further improve retention of JPOs and increase Donors’ interest in the Programme.

The governments of Singapore, USA and Brazil were approached to join the Programme and an outreach mission to some traditional donors who did not pledge posts in 2014 took place November 2014 (Spain, Belgium, Netherlands, Norway and Luxembourg) to brief them on upcoming innovative changes and to strengthen the UNICEF’s partnership.

In 2014, 70 JPOs from 18 different countries are serving in UNICEF’s offices globally. The overall retention rate of JPOs in 2014 is 47 per cent, which remains one of the highest among UN organizations.

The New and Emerging Talent Initiative (NETI) remains UNICEF’s flagship talent management programme focusing on attracting, selecting, developing and retaining talent from entry to mid-career levels. Visibility for the NETI programme continues to grow significantly from 54,000 visitors in 2011 (4th cohort) on the NETI microsite to 106,330 in 2013 (6th cohort) and 120,000 in 2014 (7th Cohort).

The NETI programme is still operating with half of the resources given when first launched in 2008. Although stretched beyond its normal capacity, the NETI team manages and runs the programme efficiently. All eight participants from the 5th NETI cohort graduated successfully in July 2014 (i.e. 100 per cent graduation and retention rate). As decided in 2013 and to provide greater career development opportunities to National Officers and General Service staff among others; the NETI programme doubled the number of participants to 16 for the 6th NETI cohort. Recruitment was completed in March 2014 and all 16 candidates joined UNICEF in April 2014. This cohort is diverse and comprised of 8 females and 8 males participants; 9 programme and 7 donor country nationals; and 5 participants are former National Staff. Expanding the NETI Programme allowed for additional candidates with high potential to be recruited in the programme and increase the talent pipeline as highly talented candidates keep talent groups populated in several functional areas, following recruitments from NETI campaigns.

The 7th NETI cohort was launched with the advertisement of 18 positions, several of which located in Ebola-affected countries or hardship duty stations. Lync info sessions were conducted for National Staff globally to encourage them to apply to the NETI Programme. Similar to last year, close to 8,100 applications were received for the positions. This year’s NETI’s selection process included the use of state of the art recruitment tools and innovative approaches, such as one single video interview platform where all technical and language tests are conducted. In addition, a realistic Job Simulation tool is being developed to be used in 2015 for identifying candidates for all programmatic areas for both NETI and JPO programmes. The Job Simulation will help assess critical competencies and behaviours of candidates.

**Global Outreach**

initiatives and strategies continued to be pursued to replenish and bring in new talent in UNICEF. Through the New Talent Unit, UNICEF/DHR participated in 30 career events during 2014; a sharp increase of 58 per cent as compared to 19 career fairs in 2013. These professional events were held globally including Harvard University, Columbia University, London School of Economics, the Mission of the AU in New York, several DEVEEX career events in Washington DC and Ethiopia, and an annual one-day UN virtual career fair in collaboration with other UN agencies. Outreach missions were also conducted to Japan, Korea, Spain, Netherlands, Brussels, Norway and Luxembourg in order to further strengthen relations with key partners and to
reach out to high potential talents. A JPO website was developed and is awaiting DOC’ clearance. New outreach career brochures were designed and added to the library of outreach materials.

The new initiative, UN Youth Volunteer programme was launched with the UN Volunteer (UNV) programme which allows Youth Volunteers to integrate UNICEF’s staffing structure and programmes. This project was piloted throughout 2014 with 10 country offices supporting the initiative, involving some 45 volunteers. Currently, 181 UNVs are serving in UNICEF, of which 98 international assignments and 83 national assignments and overall showcasing a perfect gender parity. UNICEF through DHR continues collaborate with sister agencies and explore ways to increase the number of UNVs, including for emergencies. It provided inputs to the UNV 2014-2017 strategic plan, which supported career development opportunities for UNVs.

Throughout 2014, UNICEF Internship and Volunteering Programmes continued to run effectively and being a supply for future applicants. The intern database was updated and currently houses 1,305 applicants (1,092 in 2013) of which 441 are undergraduates, 190 are master’s degree candidates and 74 are PhD students. The internship page is being redesigned in collaboration with ITSSD and DOC.

Contractors and Individual Consultants (CICs) have been administered and manage effectively through DHR who remains the entity as the Subject Matter Expert on the administration of the Global Consultancy contracts. In 2014, a total of 4,909 contracts (CICs) were issued globally for a total value of USD 88,238,981. DHR processed 406 consultancy clearance requests for former and retired staff members. As the focal point for level 3 Service Manager Requests, DHR responded to approximately 20 requests for assistance. In response to various audit reports, systems improvements were introduced including new indicators and measures on the Managers’ Dashboard; business processes streamlining around the consultancy modules in VISION; and testing of the travel module.

Classification and Organizational Design (COD)

As part of the continuous process of streamlining activities and functions and, focussing resources on the most critical functions; the process of streamlining the classification function is ongoing.

An average of 1,400 job descriptions are classified each year, including all those based on pre-classified generic job descriptions (GJDs) or profiles (GJPs). To reduce duplication, simplify and speed up processes for all offices, and leverage the investment already made in GJPs/GJDs, the budget instructions were amended to indicate that offices should make use of generics, barring exceptional circumstances. All generic JD-based positions approved by a Programme Budget Review (PBR) are considered classified upon approval. The E&E feasibility analysis provided an opportunity to assess the risk and business impact of moving it. From 2014 onwards, the reduced classification work has started to be outsourced to qualified consultants. A regular quality assurance exercise is carried out to ensure the classification standards of the ICSC (International Civil Service Commission) are being adhered to. The routine entry of post classifications into VISION is being reviewed in the context of the E&E initiative.

The COD team continues to provide classification and technical advice to offices on organizational design, staffing, and structures. Technical job evaluation and advice to Technical Review Teams (TRTs) were provided during the year for various Programme Budget Reviews (PBRs). The team continued its efforts to meet the UN requirement of Job Classification and Organization Design analysis for HQ and field locations. Some 1,793 professional and General Service job descriptions were classified in 2014 and related VISION data were updated in support of position management to facilitate recruitment, on boarding, and payroll. Resulting from streamlining the classification process, time to classify was of 34 days in 2014.
DHR continued to promote the use of Generic Job Profiles (GJPs) and Generic Job Descriptions (GJDs), 65 per cent of the GJDs were available for Offices to use.

**Support to staff on abolished posts**
Throughout 2014 and with very little resources provided, HR continued to provide extensive support to staff affected by post abolishment with services such as career workshops, e-Recruitment profile building, soft skills training and other online trainings, Competency-Based Interview training for interviewee, staff well-being, coaching, one-on-ones sessions and more. Support to the placement efforts of all affected staff members is being constantly monitored by tracking the status of their applications and reviewing appointments personnel actions. The status of all staff globally who are encumbering abolished posts are being reported periodically and shared with senior management and the global Staff Association.

The 2014-2017 Global Programme Budget Review resulted in 515 staff members affected by post abolishment. With continuous HR efforts (although insufficiently funded) and corporate oversight to support staff on abolished posts; 38 per cent (197) of impacted staff members were already placed internally (as of December 2014); 35 per cent (182 of which 18 retirements) separated from UNICEF, and 26 per cent (136) were not yet placed and pending resolution of their case.

**Gender Parity**
Since 2007, the Gender Parity and Equality Policy¹ has been implemented and as always, UNICEF remains committed to gender parity in accordance with its mission and, to ensure gender equality is permeated at all levels whether through its Gender Equality cross-cutting programmatic agenda or through a gender balanced staff representation in all categories and grades, especially at P5 and above.

In 2014, gender parity across the global workforce was 47 per cent in comparison to 2013 and a six-year (2008-2013) period where it remained constantly at 48 per cent. In absolute terms, the number of women in the organization has grown by 20 per cent over the 2007-2014 period; slightly higher than male staff and the overall UNICEF’s global workforce with 19 percent each over the same period consequently, reflecting efforts put in place to achieve gender parity (see table at right).

**UNICEF Workforce by Gender, Staff Category and SSR, 2014**

![](image)

At the end of 2014 in UNICEF global workforce, NO female staff represented 46 per cent of the NO cadre; 47 per cent of GS staff were women; and 49 per cent female representation in the IP cadre. In the SSR/P5 and above grades, 44 per cent of staff were females. See table at left.

**Geographic Diversity**
UNICEF is also committed to geographic diversity, especially at senior levels. In 2014, the gap between IPs who are nationals from industrialized countries compared to Programme countries is narrowing, with those from Programme countries comprising 48.3 per cent of all IPs (See chart at right) compared to 47.5 percent in 2013.

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¹ CF/EXD/2007
Programme nationals represented 47 per cent of all IP FT recruitments. Programme Country Nationals continued to represent 36 per cent of P5 and above in 2014 as they did in 2013.

While paying due regard to recruiting on as wide a geographical basis as possible; nationals of Programme Countries represented 47 per cent of all IP recruitments in 2014 compared to 53 per cent in 2013.

Over the 2009 to 2014 period, the share of IP staff from Programme Countries has gradually increased from 45.7 per cent to 48.3 per cent. Nationals from Programme Countries have grown by 34 per cent from 1,227 IP staff in 2009 to 1,644 at the end of 2014 whereas IP staff from Industrial nations have experienced a growth of 21 per cent over the same period with 1,456 and 1,763 staff respectively. The following chart (at right) reflects geographic diversity since 2009 and efforts made to narrow the gap of staff representation between programme and industrial countries in the IP category and achieve overall geographic balance.

At the senior levels (P-5 and above staff), Programme Countries Nationals representation has increased from 34.6 per cent in 2009 to 36.1 per cent at the end of 2014. Although a slight decrease from 2013 with 36.7 per cent representation of Nationals from Programme Countries in senior management, the organization continues to make targeted efforts and to increase representation. (See Chart at right.) At the P-4 and below grades, Nationals from Programme Countries represented 51.7 per cent of staff in 2014 as compared to 50.7 in 2013 and 49 per cent in 2009.

**Human Resources Management for Humanitarian Situations**

Throughout 2014, recruiting for emergencies and responding to humanitarian situations constituted a significant portion of UNICEF’s HR work. Both human- and nature made conflicts and disasters generated increased organizational response to several crises with a focus on HR to immediately deploy staff to emergencies and resulting in UNICEF to have a greater presence in humanitarian situations. In 2014, 37 per cent of UNICEF’s contributions from the top 20 government and inter-government contributors were earmarked for emergencies for a total of US$1,136.6 million in ORE (Other Resources – Emergencies). At the end of 2014, 25 per cent (3,021) of all staff were serving in non-family duty stations in comparison to 20 per cent at the end of 2013. As for staff stationed in D and E duty stations, they represented 31 per cent (3,736) of all UNICEF staff at the end of 2014 as compared to 30 per cent in 2013.

Along with strong partnerships with EMOPs, DHR’s Emergency Recruitment Section (formerly Business Partnership for Emergencies-BPE) throughout 2014 continued to (a) demonstrate efficiency gain in deploying staff to emergency-hit places; (b) improve the consistency of humanitarian operations, especially in acute
emergencies; (c) work on ameliorating the conditions of staff in difficult duty stations and their overall staff well-being; and (d) strengthen leadership at the global level and in the field.

In 2014, the team delivered the following results:

- **275 Fixed-Term (FT) recruitment** cases were completed – a 69 per cent increase from 2013 (163) – with an average time to recruit of 45 days, from closing of advertisements to sending out an offer letter, which is 8 per cent in efficiency gain (or 4 days less) as compared to the 49 days average in 2013 with 163 cases.
- **321 Temporary Appointments (TA) recruitment** cases were managed to support emergency responses with a 16-day average time to recruit, maintaining the same turnaround efficiency with a 66 per cent increase cases as compared to 2013 (193 cases).
- Due to multiple L-3 emergencies, including Ebola crisis, Syria, South Sudan, Central African Republic, Philippines, and Iraq; **surge deployments** reached to 847; representing a 25 per cent increase and standing as the new record high in comparison to 677 deployments in 2013 which was almost double (85 per cent increase) that of 2012 with 365 cases.
  - Selected candidates were deployed in 34.6 days, almost a day and a half shorter in comparison to 36 days in 2013, showing improvements in deployment time.
  - Approximately 92 per cent of requests for surge capacity support CCC (Core Commitment for Children) compliant met within 56 days, exceeding the KPI target of 80 per cent.
  - Work on defining the new surge architecture for UNICEF started and will be completed in 2015.
- **A 360-degree feedback process for Somalia Country Office (CO) was administered (April) to 67 staff, including senior management, section Chiefs, Chief Field Office, and middle managers. Two additional Countries will undergo a 360-degree feedback process in 2015.**
- Developed GBV roster for surge deployment with 27 pre-assessed surge candidates for GBV.
- With the initiative kicked off in 2013 to provide continuous support to staff in emergencies especially those who have overstayed in a non-family emergency duty station; the Emergency team supported 21 staff move and receive new assignments through executive decision or regular selection process.

Humanitarian crises are growing and the demand has outpaced the supply in terms of human resources. In 2015, the Emergency Recruitment Section is planning to have a one day discussion on “sourcing candidates for humanitarian response” with NGO partners and private sector recruiters to find a better way to expand our outreach to serve UNICEF Offices in humanitarian situations.

### 3.3. Management of Staff Well-Being, HQ Liaison, Insurance and Compensation

#### Staff Well-Being

During 2014, provision of psychological/mental health, counselling, stress and various well-being services to staff remained a fundamental and imperative objective for DHR through the Staff Well-Being Unit (SWBU). New approaches were put in place to continue to nurture and promote an enabling environment more favourable to staff well-being through the following activities and results:

- **Expansion of Global Staff Counsellor Team** with a total of seven Staff Counsellors working at the global, regional and country levels. There are two additional Staff Counsellor posts under recruitment (Sierra Leone, South Sudan) and three additional Regional Staff Counsellors in the pipeline (WCAR, MENA, ESAR). UNICEF’s counselling capacity (although some posts are temporary and resources need to be regularised) grew from two to 13 Counsellors, almost a seven-fold increase, allowing for a worldwide counselling coverage.
- Staff Counsellors provided **guidance and support** to staff and managers, including (1) Training of 3,108 staff over 91 sessions; (2) Individual counselling sessions of 1,252 people over 1378 sessions; (3) Individual and group counselling sessions following a critical incident of 550+ consultations over 176 sessions; (4) Managerial consultations and trainings of 234 managers over 150 sessions; (5) Support to Peer Support
Volunteers (PSVs) through 95 consultations over 40 sessions, and (6) Other SWB activities with 530+ interactions over 168 occasions.

- Effective Response to the **Ebola Outbreak/Emergency situation in Liberia, Sierra Leone and Guinea** with:
  - Pre-deployment briefings and information offered to all staff deploying to affected countries;
  - Post deployment briefings available upon request and regular follow-up with staff as needed;
  - Communication of personalized, individual messages shared with all staff in Liberia, Sierra Leone and Guinea;
  - Production of written materials (English & French versions) for staff (e.g.: *Staying Resilient during the Ebola Emergency Response*) and for Families (e.g.: *Ebola Response - A Guide to Resiliency for families of National Staff*, same guide for *International Staff*; *Helping Children Cope with the Stress related to Ebola: A Guide for Parents and Caregivers Staff*);
  - Hotline established with NYHQ Counsellor available 24/7 and PSVs activated in the affected countries with planned webinars;
  - Missions carried out to Guinea and Sierra Leone by the WCAR regional staff counsellor (Note: Liberia was offered a mission but declined it);
  - E-Training Delivery of psychosocial materials;
  - Flexible Work Arrangements: options included in HR guide for national and international staff;
  - Support and guidance to senior management in affected COs;
  - Additional support with (1) a *Mindfulness Pilot* of a one-month mission for a psychologist specialized in Stress reduction through mindfulness and meditation to spend one week in each of the three affected countries; and (2) a Yoga pilot with remote training "30 days of Yoga for aid workers (launch planned in January 2015)."

- The **Peer Support Volunteers (PSVs) Programme** expanded with the training of 631 PSVs; a current total of 367 active PSVs in 117 countries and 172 duty stations. In addition, 93 PSVs received training in Basic PSV (80) and Advanced PSV Trainings (13).

- A **Pro-bono Coaching programme** (PBCP) was rolled out with individual coaching offered to all staff (at minimal cost to UNICEF) through the engagement of pro-bono coaches. There were 361 Staff who signed up for this service, of which 96 completed the three-session course;

- **Group Coaching** was piloted for NYHQ Staff with three groups with 18 participants.

- The **Emergency Child Care** programme for NYHQ Staff, a one-year pilot in collaboration with the New York Staff Association, was launched in February 2014 providing urgent child care services for staff. There were 38 staff who registered for the service, covering 58 dependents. Given the limited resources, a budgetary request will be submitted for continued funding through budget cycle.

- Effective administration of the 2013 **Staff Team Awards** announced during the first regular session (February 2014) of the UNICEF Executive Board. There were three teams recognized for their collaborative work: (1) UNICEF Kadugli Zonal Office in Sudan (29 staff); (2) UNICEF Syria Country Office (80 staff); and (3) UNICEF DOC with PD/Child Protection Section for their work on #ENDviolenceagainst Children (29 staff).

- Under the **HIV in the Workplace / UN Cares** portfolio, SWBU supported the “Ten Minimum Standards” objective with Awareness Sessions (17) delivered (approx. 150 participants) as well as HIV/AIDS Counselling and Testing sessions offered through services from external NGOs.

- The Global Stress Survey, a UNICEF initiative later adopted by UN Medical Services and other UN Agencies (UNDP, UNFPA, UNHCR, OCHA, etc.), was developed during the year in close collaboration with UNMSD, UNHCR, Regional HR Chiefs, and Security Coordinators. The survey launch has been postponed to early 2015 given the timeline of the Global Staff Survey launch in October 2014.

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**HR Services, Benefits and Salaries - Improving HR effectiveness and efficiency through streamlining**

During 2014, there continues to be a strategic and rationalized administration of staff benefits, entitlements and other HR services together with managing the implementation of the corporate decision, in November 2013, to
build a Global Shared Service Center (GSSC).

The HR Service Section (HRSS) which includes the Global Service Center (GSC) and Payroll Unit provides HR support services, processes entitlements for over 3,200 staff (all IPs globally and GS staff at Headquarters) and processes the monthly payroll of over 12,000 staff worldwide. The Section also provides advice to line managers, regional and local Human Resources practitioners on HR and payroll administration matters. HRSS also represents UNICEF at the UN Local Salary Survey Steering Committee, at the UN Health and Life Insurance Committee, at the Advisory Board on claims and Compensation (ABCC) and manages the Medical Insurance Plan (MIP) for locally recruited staff.

VISION SAP HR & Payroll modules, introduced in all UNICEF offices since January 2012, are used to manage HR Master Data, process personal actions, leaves and attendance as well as process payroll for all UNICEF staff globally. However, a significant portion of work processes are still managed manually outside the system. This has a direct impact on the Organization’s performance, especially in terms of (i) timely deployment of staff and (ii) timely and accurate payment of benefits and entitlements which, in turn, is impacting staff morale.

To address some of these challenges, in 2014, HRSS embarked on the following initiatives aiming at continuously streamlining and enhancing work processes and overall performance:

- **Active contribution to the design and development of the three major HR IT systems (TMS, CMS, RMS).** HRSS provided extensive support to the GSSC Project Team in redesigning HR administration and Payroll Business Processes and Procedures (BPPs). Four staff from HRSS were assigned on full time basis to the GSSC Project Team and 94 documents were drafted, thoroughly reviewed and signed-off by DHR. The documented BPPs will serve different purposes which include but not limited to the following:
  - Serving as a reference to Payroll and HR Administration staff in their daily work,
  - Assuring consistency of processing methods and quality control,
  - Training material for newly recruited staff members,
  - Improving the productivity and efficiency of the Payroll and HR Administration teams,
  - Facilitating the transition to the future Global Shared Service Centre.

Since many of the processing of HR administration transactions and Payroll-related activities will move to GSSC and while the BPPs were being developed, process splits between field offices and the GSSC were also identified. HRSS also continued to review and clean over 4,000 physical personal files for future digitization in preparation of the Record Management System (RMS).

- **Active and significant contributions to the design of the GSSC, in particular, to the structure required in the areas related to the Payroll and HR Administration.**
- **Active contribution to the implementation of the United Nations Joint Staff Pension Fund (UNJSPF)’s integrated Pension Administration System (IPAS) project.** All the necessary automated interfaces were put in place prior to the implementation of the project. Since June 2014, HRSS has been heavily involved in (i) testing of the upgraded system to accommodate the automated interface (ii) user acceptance testing of the interface program (iii) Data cleansing/ validation. With the new interface program, implemented by UNICEF on November 17, 2014, the UNJSPF had automated access to relevant staff data and contribution information, which is expected to result in better data quality control and minimize the discrepancies in pension contributions. The pension numbers for new entrees to UNICEF will be issued by UNJSPF immediately upon transmission of the appointment or reappointment action. Moreover, errors related to eligibility and/or contributory status are expected to be identified and resolved at an early stage rather than reconciling the data months or years down the line.
- **Streamlining the onboarding process by introducing a One-Offer Letter concept.** This project was piloted in
2013 in collaboration with the Business Partner Emergency and ITSS technical support and significantly reduced staff deployment time in emergency duty stations. It was, in 2014, further enhanced and extended to polio recruitments. An enhanced version of the One-Off letter was developed and tested in VISION. Due to technical constraints, the enhanced version was not available in 2014. It is envisaged to have it ready with the implementation of the Talent Management Suite for wider roll-out of the One-Off to all IP recruitments.

- Restructuration of the GSC from a geographic to a functional structure since February 2014. This structure allowed more specialization of HR Practitioners in specific functional areas (on-boarding, maintenance and off-boarding) and created a more structured approach to better balancing and managing the workload within the teams, with the aim of improving the overall efficiency and quality of service.
- The Quality Assurance process, introduced in 2013, whereby the entitlements and benefits paid to staff members are regularly monitored and reviewed by SMEs, has significantly reduced the number of errors, ensuring the highest quality services to be provided to the clients.
- The establishment of the Ebola Response Support Team in GSC in October 2014, was vital for providing support to UNICEF’s corporate response to the Ebola affected countries, mainly Guinea, Liberia and Sierra Leone. HRSS was also heavily involved in the preparation of the Protocols for staff members based and on assignment to the Ebola affected countries.
- To ensure a more robust system usage, HRSS has looked into ways to improve the data collection and extraction from SAP-VISION. Considerable time and energy was devoted by HRSS staff in enhancing the system to (i) ensure applicability of current HR rules, (ii) help users get meaningful information, and (iii) also mitigate the risk of errors by automating calculation of entitlements. HRSS also continued to provide VISION support to users in SAP HR & Payroll modules to ensure enhanced knowledge and minimize the risks to the organization.

### The below table provides additional statistics in the area of benefit and salaries over the 2010-2014 period

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<thead>
<tr>
<th>Payroll/GSC Actions</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tbody>
<tr>
<td>Average number staff payrolled</td>
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<td>n/a</td>
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<td>11,675</td>
<td>12,000</td>
</tr>
<tr>
<td>Average payroll payment/month (in million US$)</td>
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<td>n/a</td>
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<td>78.2</td>
<td>81</td>
</tr>
<tr>
<td>Total Education Grant paid (in million US$)</td>
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<td>20</td>
<td>20.4</td>
<td>27.8</td>
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<tr>
<td>Number of staff members who claimed rental subsidy</td>
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<td>870</td>
<td>959</td>
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<tr>
<td>Rental subsidy claims processed (in million US$)</td>
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<td>7.5</td>
<td>8</td>
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</tr>
<tr>
<td>Number of separations processed by HRSS</td>
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<td>575</td>
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<tr>
<td>Number of initial appointments, reassignments and reappointments processed by HRSS</td>
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<td>945</td>
<td>896</td>
<td>1,042</td>
<td>1,219</td>
</tr>
</tbody>
</table>

### Impact of Global Shared Service Center (GSSC)

Following the announcement by the Executive Director of the Establishment of the GSSC in late November 2013, DHR continued to work closely with Senior Management, DFAM, GSA, country and regional offices, and HQ Divisions to lessen the impact of the GSSC establishment with rigorous application of the HR Mitigation Strategy developed by HR in consultation with various critical stakeholders. DHR developed and produced about 150 tailored “option documents” for every impacted offices to provide rational and sensible options (e.g.: abolition of vacant posts, early and mandatory retirements, abolition of encumbered posts, etc.) in rightsizing their structure to meet the GSSC budget reduction requirements with the least impact on staff and resulting globally in less than the forecast of 200 staff leaving the organization due to GSSC-impacted abolishments.

As of December 2014, with directed corporate and HR efforts, 63 per cent (176) of affected staff saw resolution of their case through internal job placements (42 per cent, 118 staff) and retirements (21 per cent, 58 staff). There were 105 staff (37 per cent) on abolished posts whose case were pending resolution.
With DHR being the most impacted office globally with 48 posts abolition of which 47 are encumbered, DHR Directorate conducted several meetings with the HRSS staff to brief and explain the mitigation strategies that are being put in place and ensure that all HRSS staff impacted by the GSSC decision, are guided, supported, encouraged, prepared and equipped during this major organizational change. Close to half (24) of HRSS affected staff were placed and 20 per cent of staff expected to retire. There were 22 staff remaining to be placed however, DHR anticipates future opportunities to further reduce the number of affected staff members on abolished positions through i) collaboration with other NYHQ Divisions which have vacant GS positions; ii) the competitive recruitment of IP positions to be established in DHR as part of the HQ Liaison, Insurance and Compensation section, and; 3) recruitment of positions in the GSSC.

3.4. Developing and Assessing Talent

In 2014, DHR’s Organizational Learning and Development Section (OLDS) carried out and supported the organizational learning agenda and performance management objectives in order to develop and assess UNICEF Talent to further cultivate their skills, knowledge, competencies and behaviours in order to continue delivering results for children.

Under the various areas of Learning, Development, and Performance Management, the following are notable achievements during 2014:

Leadership & Management Development - Launch of multiple new partnerships and/or programmes in support of management:

- Iese (University of Navarra Business School) for the delivery of six customized executive education programmes for first time managers. (MDP – Management Development Programme)
- Thunderbird Executive Education for the delivery of three online customized executive education programmes for first time senior leaders. (LO² – Leadership Orientation & Onboarding)
- Leadership Transitions with Harvard Business Publishing to support managers/leaders transitioning into a new leadership role.
- Synermetric for a three-year LTA for 360 feedback and executive coaching. (PI – Personal Impact)

Programme Excellence

- There continues to be a steady demand for the UNICEF flagship course on Programme Planning and Process (PPP) globally, including in emergency countries. To support the emergency countries, an Emergency PPP package was developed and has been rolled out in MENA, DRC, and CAR. In addition, all participating staff around the globe were trained on Gender Equality (e-learning) as a pre-requisite to the PPP training.
- To make learning more accessible to staff and partners, a learning programme on Socio-Economic Policies for Child Rights with Equity has been delivered on line over the last three years. To date, 2,414 UNICEF staff benefitted from this learning and more than 7,000 non-UNICEF participants (mostly NGO partners) have completed the package.
- Other programmes offered included Communication for Development for 55 staff, Social Norms for 54 staff and Equity, Quality and leadership in Education for 67 staff.
- Additionally, to support our operations staff, a three-tiered level certificate programme on Public Accounting was launched for the first time in UNICEF in partnership with the Chartered Institute of Public Finance and Accountancy (CIPFA). A total of 155 staff were registered and will complete at different times in the course of the coming year.
Humanitarian Learning
- Completion, approval, and endorsement of the Humanitarian Learning Strategy and Framework (by the Strategic Humanitarian Action High Level meeting in Istanbul – SHA)
- Establishment of a P-4 post to manage the design, development and roll out of the strategy and framework.
- Through a competitive process, across the organization, selection of six individuals to attend the Humanitarian Leadership Programme which begins online in November 2014 and runs through mid-2015.

E-Learning
- **Release and Global Launch of Agora**! UNICEF’s first Learning Management System (Agora tutorials/videos)
- Development and hosting support for several new online courses (e.g.: Performance Planning, Psychosocial Support e-Learning module, Child Protection, Finalization of the Child Right Toolkit, Ebola Safety course, Ethics training, HACT training, MENA National Officers Programme (under development), Introduction to Advocacy/Nutrition/WASH, Evaluation in Humanitarian settings)
- Four whiteboard animated videos on Impact Evaluations (developed by Innocenti Research Center with OLDS support)
- UNICEF Global Induction programme for new staff (phase I has been developed)
- Hosting of various non-UNICEF courses on Agora (e.g.: Integration of over 700 courses from Skillsoft, EPI (Immunization course) from WHO, 22 modules from UNHCR, UN Cares modules in English and French, Sphere e-learning courses in English and French, Prevention of Sexual Harassment and Abuse of Power course (inter-agency course))

Career Development
- The Career Portal (created in 2013) was successfully redesigned and migrated over to Agora
- **Support to Regions and COs**: A major initiative to roll out the career development trainings beyond HQ.
- **E-learning**: The two e-learning modules on Career Transitions were launched (third one nearing completion)
- **Competency Based Interviewing (CBI)**: A review and redesign, at the five-year mark, of the two-day CBI training, along with consistent service to COs to support the implementation of the training.
- **LinkedIn**: New workshop on how to use LinkedIn effectively
- **Continued face-to-face learning**: Workshops on career development run on a quarterly basis in HQ

Performance Management (PM) -
**New PM system for all staff & e-PAS/PAS**
- The 2014 selection of a HR Suite vendor will allow UNICEF to have its first time ever performance management platform for ALL staff. At this stage, the set up and configuration of the system has started and design of the change management process to successfully transition staff into the new system is underway.
- For the second time ever, global e-PAS compliance in 2013 reached 89 per cent globally as Q1 2014. A similar trend is expected for the 2014 performance exercise which will take place between December 2014 and March 2015.
- Queries submitted to the e-PAS help desk by all staff reflected their engagement in completing the performance exercise suitably (more than 5,000 queries received in 2014). Query trends focused on accessing specific PER phases; policy and procedure guidance; support to sensitive performance cases; and guidance to complete suitable multi-rater feedback.

PM policy; MP4R programme for all staff; Trainer capacity building on PM soft skills; Team coaching program; year-round one to one performance case advice.
- A revised Performance management policy to reinforce supervisor and staff accountability for quality assessment was launched early 2014. Likewise, new tools such as a PIP (performance improvement plan) were jointly designed with the field and launched during 2014 to effectively monitor performance in case of shortcomings.
• A key element of the PM strategy is to raise managers’ and staff skills to conduct effective performance management to impact results. The MP4R programme was designed to address this need. To date, 4,493 staff have been trained on MP4R globally.
• In 2014, the PM Unit selected and trained six new PM champions globally. The unit continuously engaged close to 70 internal PM champions/MP4R trainers throughout 2014.
• Additionally, the PM Unit undertook a substantive evaluation of the MP4R programme including quantitative and qualitative methods. The results of the evaluation confirmed the high relevance of the programme as well as the extent to which participants improved performance soft skills as a result of the undertaking the programme. Quantitative data indicated how the MP4R is within the top 20 per cent ranking for program impact as compared people management programmes in the market.
• In line with the unit’s efforts to disseminate PM best practices and reach all staff for PM skill building, two new on-line courses were launched in 2014: these hands-on courses offer all staff to practice and refresh their skills on how to conduct an effective performance planning and how to conduct performance assessment for self/others effectively.

The PM Unit has been providing confidential performance advice to managers and staff who freely requested it. The demand for these services has been increasing throughout 2014 and very positive feedback has been received by staff.

3.5. Management of the HR Function (cross-cutting) and the Global Staff Survey

Throughout 2014, DHR continue to ensure an effective management of the global HR Function mainly through on-going policy advice and guidance to senior/middle management and HR practitioners, implementing communication strategies to inform various country, regional and HQ stakeholders while consulting with other field-based UN organizations to harmonize HR practices across the UN system and maintain UN coherence within UNICEF’s HR policy framework.

Policy Development and Guidance
DHR constantly identifies areas in which policy development and revisions are crucial in order to support the UNICEF’s goals, strategies and direction, while ensuring consistency with decisions of the UN General Assembly, the ICSC, CEB, HLCM, HR Network and UNDG, as well as other inter-agency fora.

DHR ensures policies and processes are conveyed effectively in order for managers to interpret and implement them appropriately. The DHR policy team in the Policy & Administrative Law Section (PALS) provides on-going advice and guidance on policy and practice to senior/middle management and HR practitioners while consulting with other field-based UN organizations to harmonize HR practices across the UN system. It develops and implements communication strategies to inform stakeholders and provides face-to-face/online training to Country and Regional Offices on UNICEF’s HR policy framework.

In addition, PALS communicates and briefs Senior and Executive Management on critical inter-organization HR matters; oversees staff-management relations, works with the Global and New York Staff Associations and represents UNICEF’s and HR’s interests in inter-agency fora (ICSC, HR Network, CEB, Field Group, etc.). Throughout 2014, PALS has been representing UNICEF’s interests in the ICSC discussions, particularly on the comprehensive review of the compensation package for which it has joined two of the three working groups on Remuneration and Competitiveness.

Working closely with the Principal Advisor (Ethics), PALS reviewed 81 requests outside activities of staff members for the approval of the DHR Director in 2014, and 8 requests to receive Awards from governments.
DHR issued the following policies in 2014:

- The Executive Directives (EXD) on (1) *Disciplinary Actions during the period 1 January 2013-31 December 2013* and (2) *Personal Status for purposes of United Nations Entitlements*
- The Administrative Instructions on *Separation from Service; Duty Travel; Appointment, Reassignment and Repatriation Travel; Special Leave; Family, adoption, maternity and paternity leave; Non-Rotational Posts; and Medical Insurance Plan*
- The Information Circulars on *Voluntary supplemental funding mechanism for the Office of Staff Legal Assistance (OSLA) and Medical Insurance Plan*

In addition, several draft policies or revisions to existing policies have been prepared in the course of 2014 and are under consultation or review: *Staff Rotation and Mobility; Staff Selection; Gratis Personnel; Consultants and Individual Contractors; Home Leave; Family Visit; Education Travel; Inter-organization Mobility; Types of Appointment; and Continuing Appointments.*

The organizational impact of policies allowed for UNICEF to (i) update policies in line with recent General Assembly provisions and based on lessons learned; (ii) streamline and simplify policies in line with UNICEF’s overall accountability and policy framework; (iii) create and review HR processes in order to support the overall business strategy and global mandate; and (iv) limit organizational risk and reduce corporate cost.

In addition to the foregoing, PALS has collaborated, from a policy and legal perspective, to the preparation of the Global Shared Service Center (GSSC) mitigation strategy, aimed at minimizing the impact of such initiative to less than 200 staff separations. The application of such mitigation measures to DHR staff, being the most affected by the GSSC in the organization, was also reviewed by PALS to ensure consistent and legally-sound implementation.

Lastly, the second half of 2014 has been very much dedicated to the Ebola crisis, requiring PALS to adapt UNICEF policies and procedures, to advocate at the inter-organization level for the safety of staff and their family members and for approval of a fair compensation package to be able to retain and attract staff members. Also, PALS priority was given to support the Ebola response throughout the organization, including HRSS, West and Central Africa Regional Office as well as the three affected Country Offices so as to ensure that UNICEF staff serving in such difficult conditions be provided the best conditions of service possible.

**Administration of Justice/Administrative Law**

In 2014, DHR’s Administrative Law team took action on 31 requests for a management evaluation, 13 appeals before the United Nations Dispute Tribunal (UNDT) and 40 disciplinary cases. In addition, the 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. Support was provided to HR colleagues particularly in the preparation of a Performance Improvement Plan template and Guidelines for Written Tests in UNICEF’s recruitment process, and it has sustained its representation in consultation meetings and/or working groups on the Administration of Justice in the United Nations.

**The Global Staff Survey**

During the last quarter of 2014, UNICEF’s administered its fourth Global Staff Survey (GSS) which is the organization’s employee engagement/satisfaction survey. “The GSS is a UNICEF-wide effort to gather information on a broad range of issues affecting our daily lives as staff members”². Being a corporate priority and after a three-year hiatus since the last survey in 2011, 2014 was the first year DHR managed the administration of the GSS. DHR established a working group with representation from GSA, DOC, Ethics and the

² Launch of Global Staff Survey: Message from the Executive Director and Global Staff Association Chairperson, 13 Oct. 2014
Disability unit to ensure a vetted questionnaire as well as developed a strong communication plan and concrete project plan.

During a one-month period (13 October- 13 November 2014), the GSS was globally launched and open to staff providing an opportunity for everyone to be heard and receive staff inputs for achieving an optimal work environment enabling the delivery of higher results for children.

The 2014 GSS received the highest response rate of 57 per cent in UNICEF GSS history with 6,865 survey respondents in comparison to 5,466 respondents to the 2011 GSS, representing a 26 per cent increase in survey responses. Previous surveys were ran in 2008 and 2009.

Covering a wide range of topics such as leadership and management, career and professional development, work / life balance, office efficiency, transparency, communication, etc.; the 2014 GSS results published in February 2015 revealed several key areas of improvement and systemic issues that need to be address in order to further drive employee engagement and job satisfaction in UNICEF. As Offices are receiving and studying their GSS reports, follow-up action plans at both the office and organizational levels will be developed and implemented to address the GSS results.

3.6. Area of current or persistent shortfalls

The decline of resources, together with current complex environments and demanding organizational priorities has challenged the HR function. Although destabilised slightly by the GSSC establishment and restructuration of recruitment functions from the BP model, DHR continuously leveraged the limited resources to deliver results and do more with less while going above and beyond the call of duty for UNICEF’ staff and ultimately, children. The below graph illustrates the challenge faced with lack of investment in the HR function.

Other challenges in the course of 2014 were as follows:
- The organization faced an unprecedented volume and magnitude of Level 3 emergencies, including the devastating Ebola epidemic. While some resources were provided, our HR services functions were understaffed with a turnover rate of 67 per cent together with a new contingent workforce needing to quickly learn the complexities of HR Benefits and entitlements.
• With the reduction in force of almost half of the division due to the GSSC establishment, managing staff morale and engagement was delicate while trying to deliver key results. The emotional stress of job loss, the unknown elements of GSSC (e.g.: location, final structure, etc.) were not easy to cope with, especially since this not only affected staff financially but sociologically too as it involves family establishment, self-esteem, self-confidence, and trust between the staff and the organization.
• Throughout 2014, DHR has put of lot of efforts in ensuring that all HRSS staff affected are being supported, encouraged, prepared and equipped during this major organizational change.
• Building HR Knowledge Management bases comprised of highly skilled technical HR expertise and preparing the organization to shift its current HR service delivery model was a comprehensive and challenging task.
• EarthMED, the UN Medical Services’ global web-based system used to request, process and monitor medical clearances was piloted in HRSS in 2013. Due to the instability of the system, EarthMed was not rolled-out globally in 2014 as previously envisaged and continues to be used by HRSS only.
• Although efforts for process streamline and improvements have been made; several HR processes are still heavy and manual.

3.7. Exceptional achievements

Although 2014 was an intense year for DHR with the juggling of several high-level organizational competing priorities with limited resources, it was also the year of remarkable achievements:
• Effective and successful implementation of the HR Mitigation Strategy for GSSC-affected staff. This strategy was expanded to cover other abolishments through 2015 in order for affected individuals to benefit from it.
• A significant leap forward into a modern-day technology framework for HR Information and management systems with the development of a cloud-based Integrated Talent Management Suite to include recruitment, performance management, on boarding for all staff globally, a first in the UN market.
• Launch of AGORA, UNICEF’s Learning hub for all staff and partners – our first learning management system
• Outstanding support to staff in humanitarian situations and corporate L-3 emergencies support with fast-track recruitment and surge deployment
• Scaling-up of one-offer pilot project to be implemented in the new TMS.
• Efficiency gains in classification time and mainstream use of GJPs and GJDs.
• Even greater focus on diversity (gender and geographic), especially at senior levels with several tools implemented in support of this organizational UN-wide agenda.
• Successful launch of the Career Development portal and the delivery of several targeted workshops in this learning and development area.
• Improved accountability on Performance Management for both staff and managers
• Fostering environment for organizational flexibility, nimbleness and adaptability to change and transform given the E&E initiative, transitions to new business models and overall global shifts in worldwide economies

4. MANAGEMENT AND OPERATIONS

DHR’s committed, loyal and talented staff are the critical success factors to the quality and overall results achievements of the division’s goals and annual work plans. In spite of constant change, new structures, decline in resources, ever-rising demands of HR services; our HR staff remain resilient, committed, engaged, and continuously adapt to fit better business and operations models, realign and re-profile their skills for higher task delivery and high-quality, professional HR function, and remain agile to support the organization for greater effectiveness and efficiency.

4.1. Management Practices and Governance

Continued efforts were made to strengthen management, budgets and work plans, internal coordination and communication, strategic planning, staff learning practices, and overall productive, engaging and motivating work environment. DHR’s Divisional Management Team (DMT) – comprised of Section Chiefs, Directorate and
Staff Representative – conducted monthly meetings to ensure effective and participatory management of the division. All-DHR staff Meetings follow each DMT and DMT notes are shared to all DHR staff (i) ensure staff were continuously informed of on-going divisional and corporate activities, initiatives and challenges; (ii) increase accountability and transparency and foster an open atmosphere; and (iii) invite staff to share their ideas, suggestions and concerns as well as encouraged a shared perspective and common set of priorities and vision. DHR also regular met with Regional HR Chiefs as part of the one HR Management Team to ensure field perspective and better coordination, transparency and alignment of the global HR function from Country, Region and HQ.

DHR’s Directorate also participated in several Regional and Global Management Team meetings to represent the HR function and interests as well as Executive Board Sessions. DHR Section Chiefs also participated in UNICEF’s Regional HR Network meetings.

4.2. Operations and administration

- Facilitated the resubmission of 2014-2017 budget and Office Management Plan that was risk-informed, and updated to reflect the GSSC Corporate decision and additional resources received for Emergency learning and Regular recruitment.
- Continued implementation of the 2014-2017 Office Management Plan, effective administration of DHR’s budgets given the resource constraints, and execution of the 2014 annual work plan.

4.3. Communication

Throughout 2014, DHR’s continued investment in this area allowed for increased focus on internal and external communication as pivotal elements in strengthening a successful results delivery and influencing organizational change and corporate culture. Highlights in this area include:

- Production of various FAQs (e.g.: mitigation strategy, staff on abolished posts) to support DHR staff affected by GSSC decision.
- Several meeting to keep staff abreast of GSSC developments and HR transitions
- Activities to support change management process and DHR in its “new normal” and support with integrated HR IT Systems rollout.
- Continuous updates and redesign of the HR intranet with highlights on HR services and resources available to staff and managers throughout their UNICEF life cycle; an HR calendar on several HR events topics; maintenance of policies e-Handbook and other HR micro-sites.
- Leverage of social platforms, media and collaborative workspace
- Periodic HR e-mail updates and global broadcast messages to staff and/or managers globally.
- Development of strong communication plan to increase engagement and participation in GSS 2014.
- Increased focus on open and transparent internal divisional communication with tools and channels, such as monthly DHR-All staff meetings, suggestion box, circulation of DMT meetings notes, open-door policy from Directorate/ management, and more adequate communication mediums.
- Year-end retreat to further strengthen sense of team and lift staff engagement

4.4. Divisional Learning

The limited office learning funds were supplemented by the DMT and by leveraging in-house human resources, knowledge and creative thinking, DHR’s Learning Committee was able to deliver several collaborative group learning sessions, lunch and learn sessions, and workshops. The Learning Committee also promoted professional development and growth opportunities, such as job-shadowing/swapping, stretch/mission/development assignments, temporary job fills or rotation, Special Projects, Task Forces, cross-sectional support and using all available resources on AGORA.
4.5. Partnerships
In 2014, DHR partnered with a variety of stakeholders on different organizational levels resulting in the following partnerships:

- Strong partnership with ITSSD on the development of the Integrated Talent Management Suite, Record Management System and Case Management System
- Close partnership with GSSC Project team on the development and design of the (94) Business Processes and Procedures towards the design, development and implementation of the GSSC.
- Close partnership with UNJSPF and ITSSD on the implementation of the UNJPF interfaces (see paragraph 1 for more details). With this new interface program, UNJSPF will have automated access to relevant staff data and contribution information, which is expected to result in better data quality control and minimize the discrepancies in pension contributions.
- Close partnership with Business Partner Emergency and ITSSD for the One-Offer Letter pilot project (see paragraph 1 for more details). The introduction of the One-Offer letter in the on-boarding of emergency and fast-track recruitment significantly reduced the staff deployment time in emergencies.
- Several inter-agency collaborations for greater and joint stand on HR issues affecting agencies, funds and programmes.
- Work with external entities and universities for knowledge exchange and to provide staff with a variety of learning and development opportunities.
- Increased work and partnerships with HR colleagues and managers in country and regional offices for increased synergies, communication with common vision on different HR fronts, and elimination of silos-ill effects.
- Significant partnership and collaboration with DFAM on financial, accounting and operations matters.
- Continuous work with the Global and New York Staff Associations to ensure both staff and UNICEF’s interests are met and protected.

5. Innovations and Lessons Learned

- The emergency Unit organizes annual HR global network meeting for HR Managers in emergency countries to update their knowledge on HR emergency challenges and share lessons learned from the different crisis. In 2014 the participants shared the lessons from the recent MENARO crisis.

DHR participated directly in a number of self-reflective audits, internal and external audits, evaluations, surveys and review processes to identify areas of achievement and where further organizational effectiveness could be improved, including:

- The Surge strategy paper “Looking for the Future” was prepared which will be a basis for designing the UNICEF Surge architecture.
- Guidelines for Country Offices on Separation;
- Sign-off of the Business Processes and Procedures (BPPs) for Payroll and HR Administration (94);
- Protocols for staff members based or on mission to the Ebola-affected countries (International and locally recruited staff members (NOs and GS).
- 2013 Global Career Development Report: For the second year in a row in 2014, a global career development report was compiled and shared across UNICEF.
- JIU (Joint Inspection Unit) reviews
### Table 1: Achievement in meeting benchmarks for normative principles, by number of country offices in 2013 and 2014

<table>
<thead>
<tr>
<th>Normative Principles</th>
<th>Year</th>
<th>Fully met</th>
<th>Mostly Met</th>
<th>Partially met</th>
<th>Initiating action</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender equality</td>
<td>2013</td>
<td>13</td>
<td>60</td>
<td>46</td>
<td>9</td>
<td>128</td>
</tr>
<tr>
<td></td>
<td>2014</td>
<td>32</td>
<td>52</td>
<td>29</td>
<td>15</td>
<td>128</td>
</tr>
<tr>
<td>Human rights-based approach to cooperation</td>
<td>2013</td>
<td>42</td>
<td>56</td>
<td>26</td>
<td>4</td>
<td>128</td>
</tr>
<tr>
<td></td>
<td>2014</td>
<td>122</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>128</td>
</tr>
<tr>
<td>Environmental sustainability</td>
<td>2013</td>
<td>15</td>
<td>35</td>
<td>38</td>
<td>40</td>
<td>128</td>
</tr>
<tr>
<td></td>
<td>2014</td>
<td>16</td>
<td>34</td>
<td>29</td>
<td>49</td>
<td>128</td>
</tr>
</tbody>
</table>

### Table 2: Key programme and operations management performance indicators

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Baseline (Year)</th>
<th>Target (2017, unless stated)</th>
<th>Status in 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate financial, information and communication technology and administrative management</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management/administration/development effectiveness support costs as a ratio of total resources</td>
<td>11.6% (2012)</td>
<td>10.6%</td>
<td>9.1%</td>
</tr>
<tr>
<td>Percentage of emergencies in which information technology services requested are provided as per standards in the revised CCCs</td>
<td>75%</td>
<td>-</td>
<td>95%</td>
</tr>
<tr>
<td>Number of countries implementing i. common services, ii. common long-term agreements, iii. harmonized approach to procurement, iv. common human resources management, v. information and communication technology services and vi. financial management services (QCPR)</td>
<td>i. All</td>
<td>i. All</td>
<td>i.115</td>
</tr>
<tr>
<td></td>
<td>ii. 89</td>
<td>ii. All</td>
<td>ii.96</td>
</tr>
<tr>
<td></td>
<td>iii. 45</td>
<td>iii. TBD</td>
<td>iii.55</td>
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<tr>
<td></td>
<td>iv. 25</td>
<td>iv. TBD</td>
<td>iv.36</td>
</tr>
<tr>
<td></td>
<td>v. 28</td>
<td>v. TBD</td>
<td>v.41</td>
</tr>
<tr>
<td></td>
<td>vi. 27</td>
<td>vi. TBD</td>
<td>vi.20</td>
</tr>
<tr>
<td><strong>Human resources management</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average length of recruitment period (number of days from closing date of advertisement to date of offer letter)</td>
<td>72</td>
<td>60</td>
<td>79</td>
</tr>
<tr>
<td>Percentage of requests for surge capacity support met within 56 days (from formal request to arrival of staff member in country, in accordance with CCCs)</td>
<td>92%</td>
<td>90%</td>
<td>91%</td>
</tr>
<tr>
<td>Percentage of staff identifying themselves as satisfied with the UNICEF workplace, as per global staff survey</td>
<td>77% (2011)</td>
<td>&gt; 90%</td>
<td>80%</td>
</tr>
<tr>
<td>Percentage of staff who are female at (a) all levels and (b) P-5 and above</td>
<td>(a) 48%</td>
<td>(a) 50%</td>
<td>(a) 47%</td>
</tr>
<tr>
<td></td>
<td>(b) 44%</td>
<td>(b) 50%</td>
<td>(b) 45%</td>
</tr>
<tr>
<td><strong>Corporate leadership and direction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of staff that “strongly agree” or “agree” that UNICEF has a “speak-up culture” [Source: Global Staff Survey]</td>
<td>NA</td>
<td>90%</td>
<td>47%</td>
</tr>
</tbody>
</table>