

# Annual Report

## 2019

Division of Human Resources



for every child,  
we focus on results

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## 1. UPDATE ON TRENDS IN AREAS OF WORK THAT HAVE CHANGED

The 2018-2021 Strategic Plan defined Human Resource management as one of the Enablers: it is our role to provide leadership in supporting staff at all levels through processes and systems aimed at: (a) ensuring the right people are in the right place at the right time; (b) providing clarity on what is expected of staff, and ensuring they are equipped to deliver on those expectations; (c) fostering a culture of continuous learning as well as professional and personal growth; (d) strengthening skills for strategic engagement with new partnerships, and (e) maintaining staff motivation and engagement, and an environment that allows everyone to contribute to their full potential.

Our current Office Management Plan articulates how the HR function contributes to achieving the Strategic Plan goals, building on progress achieved through the implementation of the HR reform which commenced in 2016. Stark feedback received in early 2019 through the findings of the Independent Task Force and the subsequent organizational culture change initiatives have not only underscored the relevance of these results areas, but dramatically surfaced the urgent need for significant expansion and acceleration of our endeavours.

Two years into the quadrennium, the recommendations from the Independent Task Force in early 2019 and subsequent organizational culture change initiatives have surfaced the urgent need for significant expansion and acceleration of our endeavours, and to contribute to building a more ethically aware, inclusive, empowering and collaborative workplace where all our staff respect, enable, and inspire each other to do our best for the world's children.

## 2. KEY RESULTS ACHIEVED AGAINST THE OMP

In the first two years of the Strategic Plan quadrennium, tangible progress has been made in many areas of HR reform. Achievements include the strengthening of an increasingly cohesive and globally connected OneHR community; the establishment of an HR business partner model that provides fast, competent and fair advice to staff and managers; a simpler and much faster recruitment process and an increasingly well-functioning staff mobility programme; a revised performance management approach that builds on our new core values and competencies and addresses underperformance swiftly and with empathy. Positive developments have also been achieved in the areas of staff wellbeing, diversity and inclusion, as well as in enhancing and promulgating flexible working practices. These successes have laid the foundation for a sustainable organizational culture change at UNICEF.

UNICEF's global workforce has grown annually by 5% over the past 5 years – from over 12,600 in 2015 to 15,278 in 2019. In addition, 4,063 full time consultants support the work of offices globally, bringing the total number of our clients to close to 20,000.

The **key achievements** in 2019 are highlighted below:

## 2.1 Ensuring that the right people are in the right place at the right time

- The **recruitment processes have been further simplified and streamlined in 2019**, with the aim of continuing to improve the quality and speed of recruitment and onboarding of staff while enhancing the candidate experience. It took an overall average of 59 days to complete 4,129 recruitment cases during 2019. For regular recruitment, the average was 63 days against the KPI of 90 days, while for emergency recruitment it was 45 days compared to the KPI of 30 days.
- The **Recruitment Monitoring and Evaluation function**, which was established in 2018 in partnership with the Global Staff Association as part of the Central Review Board reform, plays an increasingly valuable role in proactively identifying recruitment trends and highlighting best practices and areas that require closer attention while supporting continuous learning and process improvement. It also supports the successful decentralization of delegation of authority for recruitment decisions by closely monitoring and ensuring compliance with UNICEF selection principles and recruitment policy. The team reviews 100 recruitment cases per month and each Regional Office and HQ/Other HQ offices receive a detailed, qualitative report for their respective recruitments. A Quarterly Recruitment Monitoring and Evaluation Report is published on the UNICEF intranet as part of a larger strategy to support efforts to strengthen transparency and accountability in recruitment.
- UNICEF introduced the **Background Verification (BV) of external candidates** through the UN OneHR Centre in Bonn in August 2019. A pilot process was initially introduced for a 6-month period, in which 11 offices participated. By partnering with OneHR in Bonn, UNICEF can achieve economies of scale through this inter-agency collaboration. We have also enhanced our **internal reference** checking process for all hires, both internal and external, by expanding the reference group beyond supervisors to peers and supervisees. Furthermore, business process for the collection of required information from the selected candidate and for the background verification is now built in TMS, which increase management efficiency and effectiveness.
- The **Senior Staff Rotation and Reassignment Exercise (SSRRE)**, a corporate annual exercise to foster mobility, promote succession planning, and facilitate talent identification for future leadership posts, was again successfully completed in 2019, with 64 posts filled, compared to 63 in 2018. The process was significantly enhanced and streamlined, with a focus on greater alignment with corporate values and priorities, improved transparency and communication and a better candidate experience by providing selected candidates with more useful feedback, time to plan and prepare for their next move and supporting their transition and onboarding through learning and development activities.
- The **Leadership Talent Group (LTG)** that was established in 2017 continued to be an effective tool to identify talent for senior leadership posts and to enhance succession planning. 89% of new candidates appointed in 2019 originated from the LTG, making it a critical tool to drive diversity at the senior levels. Building on this success, a generic vacancy

announcement was conducted in 2019 to establish a **Deputy Representative Talent Group**, which resulted in 104 eligible candidates for direct selection. The Talent Group helps create a pipeline of future leaders with diverse profiles, and Talent Group members are equipped with learning tools and leadership training opportunities to ensure they ‘hit the ground running’ once appointed.

- The **2019 staff mobility exercise** benefited from the introduction of an **Expression of Interest** process, in which staff were able to indicate their interest and preferences for posts, including vacancies that had not yet progressed past the long listing stage. Following the review of these preferences by hiring offices and endorsements by Regional/Division Directors, recommendations were reviewed by a functional leadership group (comprised of Regional/Principal Advisors and Associate Directors). These recommendations were approved by the DED management, shortening the decision-making and reassignment process by almost 90 days, compared to 2018 results. Overall staff mobility results were very encouraging, as the number of staff rotating to the same hardship classification decreased to 23% in 2019, as compared to 46% in the previous year. The 2019 mobility exercise also saw a significant decrease in staff movement from “E” to “E” duty stations (14% compared to 60% in 2018) as well as a decrease in HQ to HQ moves.
- The New Talent Team saw growth and success in several areas. Outreach efforts by the **JPO programme** were expanded to include non-traditional JPO donors, which resulted in one new Donor joining the JPO programme in 2019 with three additional donors in the pipeline. Overall JPO numbers have grown from 55 in 2016 to 91 in 2019 and we anticipate continued growth in JPOs. The **NETI programme** underwent an evaluation, inclusive of an extensive User Experience Design project, to understand how the programme could better meet organisational needs and will be reformed in 2020 to focus on emerging thematic priorities for UNICEF. The **Internship programme** was strengthened by creating an INSPIRE guide for interns, with a focus on career development. An online Portal was established for partner universities, to map and streamline business processes, and to allow for tracking and reporting on intern data. In addition, the 1st Cohort of **Youth Advocates**, with 42 volunteers engaged across 27 country offices, was completed successfully in August 2019. An MoU with the **UN Volunteers (UNV)** office was signed in 2019 with a concrete plan engaging multiple stakeholder to further strengthen the partnership. and another MOU was signed with the African Union to deploy young African volunteers to UNICEF field offices.
- Overall, **gender and geographic diversity** continued to improve and remain key priorities to achieve a balanced workforce. In 2019, 48% of the total workforce were female. Overall gender parity has been achieved in the IP category, although some offices continue to face challenges in this area. Geographic diversity of IP staff has also improved, with 54% programme nationals, although several offices and functional areas continue to experience significant imbalances. **Full gender parity in the SSR cadre** was reached following the senior appointments in 2019. There was also improved geographic diversity within the SSR in 2019, with a projected share of 43 percent programme country nationals in 2020, compared to 38% in 2018.

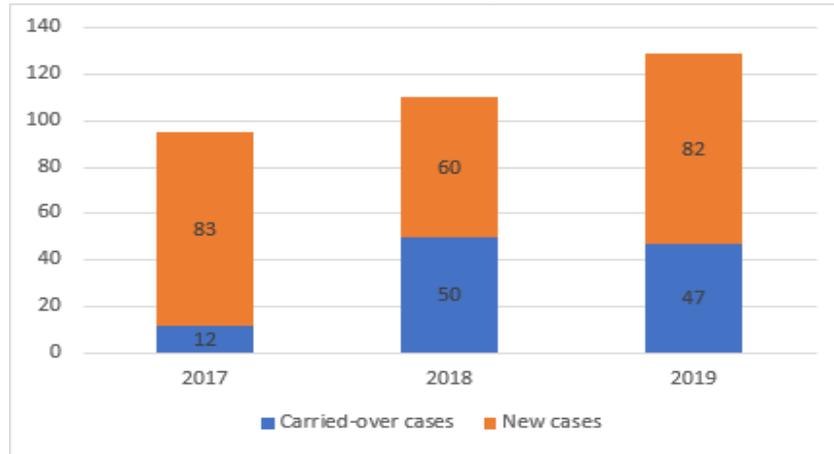
- **Attracting and sourcing talent to emergencies** continued to be challenging this year. However, with strong partnerships, including sustained guidance by dedicated HR Business Partners throughout the recruitment process and strengthening of their capacities results were achieved. Tools to better support emergencies were rolled out, for example the Humanitarian Questionnaire was instrumental during the Cyclone Idai response, to source more than 85 surge requests between March and July 2019, and to support recruitments. The HRBP Team in coordination with EMOPS supported 70 Emergency Response Team missions, and 237 Humanitarian Surge Deployments.

## 2.2 Providing clarity on what is expected of staff, and ensuring they are equipped to deliver on those expectations

- In 2019, 1,300 staff members benefitted from **over 580 workshops and 134 webinars** that were delivered globally covering Performance Management, Career Management, Career Conversations for Supervisors, Effective Applications, Interviewing Skills, Empowering Conversations, VOICE – Speak Up, Managing Up and Difficult Conversations. PMCD provides a range of coaching services which includes individual coaching support, group coaching for teams, coaching for supervisors and career transition coaching for staff appointed to new roles. Over 900 staff members were provided coaching support. A community of practice was established in 2019 with 14 facilitators/coaches.
- The updated UNICEF **competency framework** was finalised in 2019 and is focused on changing the culture of UNICEF through behaviour change. This framework will guide the way we work together, recruit, assess, develop and promote colleagues going forward. There are seven core competencies applicable to all staff members. An additional competency (Nurtures, Leads and Manages People) is applicable to colleagues with people management responsibilities. Functional competencies will no longer be part of the framework but will be part of the job profiles of staff members. The competency framework will be implemented during the 2020 performance cycle and thereafter in all key HR processes such as recruitment and selection, onboarding, learning, mobility and career development.
- The **Strive Towards Excellence Programme (STEP) REACH** programme was designed in 2019 to support the career aspirations of national staff who wish to pursue international careers. The modular programme is delivered virtually over 6 months with facilitated conversations, individual and group coaching with a focus on job applications and interview preparation, mentoring, and resilience support through Regional Staff Counsellors. To ensure efficient and transparent selection process of candidates for placement in REACH program, the entire selection process is now integrated in TMS, which enable rigorous reporting and a monitoring process that covers all levels of assessments.
- In 2019, we continued to promote a **high-performance culture** by providing advice, guidance and assistance (including training and tools) tailored to the specific needs of managers in handling underperformance cases effectively while supporting staff in improving their performance to the expected level. Since the beginning of the quadrennium, a total of 237 cases of low performance in more than 90 offices were managed by supervisors with active guidance and support of DHR (see below chart). Staff members’

rebuttal requests are reviewed by highly experienced external experts, ensuring efficiency, neutrality, and quality of rebuttal reviews. Since 2017, the number of rebuttal requests has generally been on an upwards trend (24 requests in 2017, 20 in 2018, and 29 in 2019), and the use of external reviewers has reduced the review duration from six months or more prior to 2017 to approximately 20 calendar days in the period 2017-2019.

*Performance cases over years 2017 – 2019*



- A **matrix reporting structure** was introduced in July 2019 in the HR and staff wellbeing functions in country and regional offices. Regional Chiefs of HR now have a matrix reporting line to the Director, DHR and HR staff at country level have a matrix reporting line to the respective Regional Chief of HR, providing clarity and fostering consistency regarding what is expected and ensuring greater functional oversight and support. This model is planned for expansion to other functional areas throughout 2020.

### 2.3 Fostering a culture of continuous learning as well as professional and personal growth

- In 2019, we continued to focus on equipping staff to deliver on organizational priorities, enhance behaviours to support the integration of our core values and enable culture change. Periodic reviews were conducted to assess progress and impact, making the necessary adjustments where required. Deloitte confirmed the critical role of the learning offerings provided, in support of the culture change agenda. These functions have become even more critical in supporting the delivery of the organizational culture change agenda. Among the specific noteworthy elements of these achievements are described below:

#### *Leadership and management learning*

- **New Representative Orientation.** Since 2016, all designated UNICEF Representatives who will be performing this role for the first time have participated in the “New Representative Induction” programme. The programme consists of two modules, one week in New York prior to their assignment, which focuses on high-level learning and information sharing; and a second week in Budapest nine months later, focusing on in-depth learnings around

management, staff wellbeing and selected skills such as media handling. In 2019, 31 Senior Leaders participated in the New York and Budapest programmes.

- **Management MasterClass.** As for previous years since its launch in 2017, the number of participants continued to increase. In 2019, 516 participants participated in the MMC (of which 52% female) compared to 161 in 2017 and 364 in 2018. And 467 participants completed the 360 Degree Feedback, as a core part of the MMC, compared to 107 participants in 2018.
- **Executive Insight – 360-degree feedback and executive coaching** were implemented annually for SSR members to strengthen the leadership capabilities through enhanced self-awareness and executive support. The initiative was enhanced in 2019 with the launch of the **Executive Insight Programme**, which assigns an executive coach to SSR members following the completion of the 360-degree feedback report, along with an individual action plan. A total of 120 360-degree feedback exercises were initiated during 2019, of which a total of 106 were completed. A total of 21 SSR members completed 4 hours of **executive coaching** as part of the Executive Insight Programme in 2019. In addition, 60 SSR-members initiated their coaching engagement during 2019 and are currently working with their coaches to complete the sessions on a monthly basis. **Additional coaching initiatives** such as peer coaching and team coaching interventions were made available to the SSR-population and their immediate leadership team. The DHR Learning and Development team supported the planning of team coaching interventions for two offices during 2019.
- **Leadership Pipeline: Deputy Representative Leadership Initiative (DRLI):** This programme connects Deputy Representatives with experts from Harvard Business School and UNICEF senior leadership in a learning environment where experiences, insights, tools and best practices are shared to build management and leadership capabilities for success in their critical roles and beyond. To strengthen the **effectiveness of Deputy Representatives in their roles**, the curriculum previously developed and implemented with Harvard Business Publishing for leaders performing in the Deputy Representative role (on and off job learning) to reinforce skills to promote versatility in leaders with the capacity to serve in a variety of locations and typologies delivering on strategic and transformational results, was re-designed during 2019 to also reflect the needs of the Deputy Representatives performing in Operations function, as they joined the programme for the first time. 36 Deputy Representatives successfully participated in the second cohort of the programme, which was completed in July 2019, while the third cohort of the programme was launched in October 2019.
- The **Senior Leaders Orientation Lab** was piloted in 2019 to build a consistent foundation of the relevant skills and knowledge among executives in core management areas. This programme responds to the onboarding needs of senior executives planned in close collaboration with the relevant subject-matter experts. With this approach, the group could test ideas and assumptions in a safe space and within a learning environment. Staff participating in this initiative also expanded their network and improved their preparation to lead UNICEF in their mission-critical and highly visible leadership roles.

- 22 SSR staff participated in the **Country Specific Briefing programme** on the political and economic context during 2019 as part of their Orientation at the time of critical transition. The briefing covered the different perspectives on the history, politics, economies, culture and development issues and challenges of their assigned location (country or region) and are offered in collaboration with the SOAS University of London and the American University. The briefings were delivered in-person, virtually or as a blended solution.

### *Core Learning*

#### a) **Orientation and transition support**

- To support transitioning into new positions and reduce the learning curve, enhanced strategies were implemented to support staff. In addition to the online Orientation programme (413 participants in 2019 compared to 296 in 2018), the **Managers' Onboarding Guide** was launched in 2019 to help managers in supporting their new recruits into the organization and their respective roles. The **Leadership Transition coaching programme** was also launched in 2019 to support 29 senior staff (P5 and above) transitioning to critical UNICEF positions for the first time.
- The **New York Orientation programme** continued to be coordinated by DHR, with the participation of 89 staff in 2019, compared to 69 in 2018. The programme design and curriculum were strengthened for a more impactful onboarding experience, linking in HR Business Partners and GSSC colleagues to quickly respond to the needs of audience and provide feedback.

#### b) **Strive Towards Excellence Programme (STEP) IMPACT+**

- In 2019, one of the streams of the **Strive toward Excellence Programme (STEP) with IMPACT+** was launched. This is the first comprehensive blended learning programme designed to meet the needs of National Staff, to enhance bench strength and enable the pursuit of international careers. The Impact+ stream was launched in the last quarter of 2019 with three cohorts in ROSA, ESARO & ECARO. There are 40 participants per cohort, a total of 120 for all three cohorts combined. Six additional cohorts will be launched in 2020.

#### c) **HR Capacity Building**

- To strengthen HR capacity and technical skills, the **CIPD (Chartered Institute of Personnel Development) programme** was launched in 2019. 30 participants are currently undertaking the Level 3 programme and will finish in Q3, 2020. To strengthen recruitment, **Blended Interviewing Skills training** was also rolled out for the HR community in this two-day workshop, with 72 participants in 2019 compared to 77 in 2018. The next phase of this programme is a Training of Trainers (TOT) four-day programme that is being rolled out in 2020. The annual HR in Emergencies Network took place in May in Istanbul where the specific focus was on duty of care and streamlining processes.

- With the establishment of the **Learning Committee** in 2018, DHR was able to respond to important learning needs in HR capacity building, self-empowerment, as well as in creating an open environment for learning. In 2019, several initiatives which included six face-to-face workshops on a range of topics were implemented. Some of these were on: *Seven Habits of Highly Effective People* in 3 batches, where some staff received trainer certifications which allowed them facilitate sessions without engaging external facilitators; *Art of Effective Story Telling* and *Effective Client Engagement*, and on *How to Give Brilliant Presentations*. Other HR knowledge sharing sessions on relevant HR topics including *Flexible Work Arrangements*, *Staff Wellbeing* and *Essential Facts on Consultancy Contracts* were also organized. In addition, HR thought leaders delivered three inspirational talks on trending topics such as *Unconscious Bias*, *HR & Artificial Intelligence* and *Converting Data into Action* during all DHR staff meetings.

#### d) **Languages**

- **English as a Second Language**, launched in 2018 to enhance result delivery, had 1,532 active users in 2019, compared to 1,057 in 2018. A total of 192 staff also enrolled in the **UN language and communications programme** in 2019 in New York.

#### e) **Online Learning Programmes**

- **Lynda.com** that was launched in 2018 to enhance UNICEF online offering available to staff, reached 1,500 registered users in 2019, compared to 828 in 2018. In October 2019, an upgrade to **LinkedIn learning** provided users with a newer intuitive interface and the same great Lynda.com content that was personalized by insights from LinkedIn network.

## 2.4 Strengthening skills for strategic engagement to enhance people management in a spirit of partnership between line management and HR

- The introduction of the **HR Business Partner service delivery model** in 2017 allowed the move from a process driven approach to a strategic support with focus on the partnership and the understanding of the needs of the business/clients. In 2019, the merger of the 2 HRBP Teams allowed for more consistencies and enhanced clients support. The merging has also streamlined the structures and harmonized the HR support experience for clients across countries, regions and HQ divisions.
- In 2019, DHR in cooperation with Subject Matter Experts and Regions conducted a series of Generic Vacancy Announcements (GVAs). As a result, 113 candidates were added to the **Talent Groups** in the different functional areas.
- Continuous improvement and **strengthening of the HR systems and reporting** through partnerships with the different stakeholders have remained one of the key priorities to support the successful implementation of the various HR Reform and other initiatives. Systems enhancements have been put in place to best meet new and evolving business requirements and support data-driven decision making. These improved functionalities were

implemented to support several HR initiatives, including: Surge coordination (internal and external mechanisms); Fellowship and Internship programmes; and Roster management.

- The enhanced format and content of the **OneHR Dashboard and management reports** now provide offices with easy access to reliable and timely information on workforce and recruitment data and analysis. It also includes other useful HR metrics, allowing Business Partners to better advise their clients on their HR strategy. In 2019, more data on staff workforce was added, including the possibility to report on consultants' data as well as on internal and external recruitments, some of which were in response to the ITF recommendations. The capacity of 199 OneHR community members in NYHQ and in the field was strengthened in using the OneHR Dashboard during two webinars and one face-to-face training session. The use of some business intelligence tools and leveraging analytics have also made it possible to reach an acceptable level of HR data quality and increasingly encourage data-driven decision making.
- **HR activities, initiatives and resources were strategically and effectively communicated** to clients and stakeholders in 2019, to enhance strategic goals and strengthen organizational culture change. 10 editions of the OneHR Newsletter were released, and there was a 102% increase in opens and 14% increase in subscribers between 2018 and 2019. Other key results included: 23 articles published on ICON, 95 videos produced, garnering 5,482 total views and frequently appearing on ICON's 'Trending videos' section; 21 key publications and 125 internal messages released; and 10 key campaigns launched. In addition, the OneHR intranet was effectively updated and maintained with quality and relevant information, and the Enterprise Content Management (ECM) Project was successfully rolled out which will fundamentally change the way staff create, share and find information, collaborate, and access the tools needed to get work done. Moreover, the beta version of the UNICEF Careers external website for prospective employees was completed and shared with stakeholders for review.

## 2.5 Maintaining staff motivation and engagement, and an environment that allows everyone to contribute to their full potential

- Throughout 2019, UNICEF continued to make important progress in each of the four pillars of the **Economic Dividends for Gender Equality (EDGE)** action plan, namely on flexible working arrangements, gender pay gap, perceptions around recruitment and promotion and mentoring. On flexible work, uptake has increased from 7% in Q1 2018 to 29.3% in Q4 2019. The recording process has been streamlined through an attendance module on VISION, a new Procedure on Flexible Working Arrangement was approved, and an ongoing communication campaign was implemented during 2019 through various channels. A gender pay gap analysis was successfully conducted and remedial actions taken. On recruitment and promotion, an initiative to launch 'special measures' to reach gender parity at the P5 level was conceptualized and thoroughly consulted, and a historical analysis of employee engagement rates by gender was conducted. Although work started solely on gender, a diversity and inclusion team under the Director's Office has expanded its scope to cover

other dimensions. Work on the inclusion of persons with disabilities in 2019 included an event to present the UN Disability Strategy in DHR, a needs-assessment survey for HR and managers, several policy revisions, the setup of a Disability Inclusion Working Group and the first conversations to explore talent programmes for persons with disabilities with the Talent Acquisition and Mobility teams. Work has started to review other dimensions of diversity beyond gender, disabilities and geography. Discussions on how to make UNICEF more inclusive for persons of the LGBTI+ community were held, and communications with support of ED on the topic were launched.

- The Policy and Administrative Law Team (PALS) published **eight procedures, one policy, one standard and two guidance/information notes** during 2019, which included Retroactivity of payments and recovery of overpayments; Mobility and Hardship Scheme; Child Safeguarding Standards; Flexible working arrangement; Rest and Recuperation, among others which were intended to make HR policies more staff friendly. Most notably, PALS played a key role in the establishing a flexible and family-friendly work environment by leading the issuance of the UNICEF procedure on Flexible Working Arrangement, including coordination in sending out the message from the ED on culture change, conducting campaign around increasing awareness, preparing useful resources for offices, and responding to queries from managers and staff members. Moreover, PALS completed its work in the UN cross-functional interagency Task Force on Duty of Care, both as UNICEF representative and as the Secretariat to the Task Force, ensuring the successful delivery of the mandate and contributing to the transition of the UN system to a system of Occupational Safety and Health (OSH).
- In 2019, UNICEF's global **staff wellbeing** programme continued its global outreach with the staff counsellors in all the regions providing confidential counselling for staff and dependents, conducting wellbeing missions, facilitating training, launching wellbeing interventions, and supporting an expanded network of Peer Support Volunteers (PSVs). Group level support increased from 131 wellbeing missions in 2018 to 153 in 2019. In 2019 alone, 280 workshops were facilitated with a total of 5,757 participants and 201 group counselling sessions held with 2,884 staff. In addition, 3,521 individual counselling sessions were conducted in 2019. The mandate of the staff wellbeing team has evolved over the years, shifting from a provider of emergency psychosocial support, to a collaborative global team pursuing a proactive mental health strategy.
- DHR continued its secretarial role for the management of the **Global Staff Survey (GSS)**. With the support of the global working and reference groups, DHR led the work for the next GSS which was originally scheduled in 2019 but had to be postponed to 2020 due to timing of the ITF Report where it was felt that the Organization needed time to reflect and implement the recommendations before having another survey.

### 3. LESSONS LEARNED AND CONSTRAINTS

Since the beginning of the current Strategic Plan period, UNICEF's workforce consisted of 12,600 staff. At the same time (early 2018), a global in-depth study that analysed HR capacity world-wide found that 98.5 additional HR posts would be needed to provide regular HR services

to UNICEF offices world-wide. In December 2019, UNICEF had 15,287 staff and over 4,000 full-time consultants, an increase of over 20 percent. The number of HR staff had increased by seven posts, one additional post in each regional office, narrowing the HR capacity gap from 98.5 to 91.5 posts that are missing to provide adequate services.

At the same time, the findings of the Independent Task Force in 2019, and the subsequent organizational culture change initiatives have underscored the urgent need to accelerate HR reform, and to strengthen priority areas such as people management learning for line managers, staff wellbeing, diversity and inclusion, gender equality, national staff career development, and enhanced transparency in recruitment. It also pointed at the need for more people-centric HR policies and client interaction, which requires more, not less, resources for HR business partnering at HQ and in field locations.

- **Limited HR capacity** at HQ, regional and country offices therefore remains an area of grave concern, as UNICEF continues to professionalize the HR function by shifting from a transaction processing role to one of a strategic support in partnership with offices, providing people-centred support to staff and managers. Even with the move of some HR functions to the GSSC in 2016, there remains a need to enhance the numbers and capacity of staff to adequately support the emerging needs of HQ divisions and offices world-wide, which in turn require RO and HQ support – more so when these are understaffed themselves.
- While the quality of workforce and recruitment data continues to improve, there remains a critical **need for in-depth metrics and analytics**. There is a need for a more sustainable structure to respond to the increasing demands for addressing key and evolving HR business needs, analysis and provision of accurate data and preparation of powerful insights in a more efficient and effective manner. Further, HR needs to select a **scalable HR software solution** that can integrate existing core systems and respond to new and future growth in business requirements.
- The lack of a systematic and coherent **internal communication strategy** creates a risk that the culture change message and specific contributions, including from DHR, are not being heard by all staff.
- While a dedicated surge team in DHR has allowed quick deployment of staff at the onset of emergencies, the **current systems and their limitations** have prevented the development and use of a common platform that would allow clients to request for surge, and to monitor and report from such single platform. As a result, reporting and monitoring still require a lot of manual inputs at the CO, RO and DHR levels, as well as from EMOPS, which creates additional work and inefficiencies.
- To date, the area of **Management Development and Core Learning is under resourced** and therefore we were unable to deliver results at the last OMP. Resources requested for core learning were not provided, despite remaining a priority area for expansion in the culture change programme.

- Additional **SSRRE** enhancements are planned for the coming years to further increase the quality of selection decisions, strengthen the talent pipeline with diverse profiles, and improving the transparency and communication aspects of the overall process.
- The **2019 report of the Independent Task Force** on workplace gender discrimination, sexual harassment, harassment and abuse of authority concluded that UNICEF is not sufficiently living up to its values and mandate when it comes to the protection and wellbeing of its employees. The report mentioned discrimination, including but by far not exclusive to gender, as one of the challenges that should be addressed to create a diverse and inclusive workforce. In response to the finding of the report, the small team working on gender diversity matters widened its scope to also include wider diversity and inclusion matters, in close collaboration with the gender team and the disability team in Programme Division. The recommendations from the ITF Report and the subsequent organizational culture change initiatives, which served as a basis for accelerated HR reform, and strengthening priority areas including learning for managers, staff wellbeing, diversity and inclusion, gender equality, career development, enhanced transparency in recruitment. DHR is playing an active and critical role in addressing the recommendations along with other stakeholders across the organization.