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1. **Executive Summary**

The purpose of UNICEF’s Human Resources function is to create an environment that allows our dedicated global workforce to perform at its best in service of our mission for children, by:

- Attracting and retaining the best qualified people who are skilled and committed to making UNICEF’s global vision and strategic plan a reality;
- Providing them with the leadership, guidance, tools and support they need to excel and continuously develop their capabilities to meet the challenges of today while preparing for those of the future; and
- Nurturing a culture where all managers and staff are accountable and recognised for using their strengths to achieve results and demonstrate behaviours that are consistent with UNICEF’s values.

2017 was a year of many changes as DHR continued to implement the remaining parts of the HR Reform and consolidating its impact throughout the remainder of the current quadrennial, focusing on the provision of excellent client service and support to organisational culture change. The year was particularly crucial with the launching of the new Staff Selection policy, the simplification and decentralisation of the recruitment processes and the establishment of the HR Business Partner roles, both in Headquarters and Regional Offices. The year also saw the strengthening of the HR capacity building and learning coordination function as well as HR data monitoring and reporting in support of the HR Reform. The OneHR community, with support across the organisation, delivered significant developments and progress in all three pillars of the HR reform: recruitment, performance management and business partnering.

2017 has been a year of team efforts and of many accomplishments by the OneHR community, towards reaching the goals of the HR Reform, as described in the relevant sections of this Annual Report. The highlights of the results achieved during the year include the following:

- **The creation of the Business Partner Team** in DHR NYHQ and decentralisation of the recruitment processes to the regional and HQs divisions, including approving authorities for certain posts. In 2017, DHR rolled-out the strategic Business Partnership model and Centres of Expertise approach in Headquarters and the field to better support stakeholders in the achievement of organisational objectives. The HR Business Partners (HRBP) have been established as strategic partners and “one stop shops” for our clients, supporting managers and staff through the full employment cycle and form strategic workforce planning to the onboarding of new recruits. This new approach takes a more holistic client focus where the HR business partners will develop and implement strong HR solutions and create synergies.

- **The new Staff Selection Policy** – which aimed at simplifying the recruitment process as part of the HR Reform – was implemented initially in February 2017 and fully implemented by July 2017. During the 11 months of implementation with offices still adjusting to the new recruitment mechanisms as well as system-related challenges, it was not expected that the results and benefits would immediately be achieved. For regular IP posts (excluding emergency and senior staff posts), the average time to recruit during 2017 was 93 days which was below the key performance indicator (KPI) of 90 days. In 2016, the average recruitment time was 90 days. For the P-1 to P4 posts for which the approving authority was delegated to the Regional Directors and HQs Division Directors, it took an average of 94 days to complete the recruitment process.
In 2017, the HR Partners in Emergencies managed a total of 203 recruitment cases, with an average time to recruit of 50 days as compared to the average of 57 days in 2016. In addition to already existing Level 2 and Level 3 emergencies, three major crises required DHR’s full attention and support in 2017: Yemen, DRC/Kasai and Bangladesh. It is noted that a total of 560 personnel were deployed to respond to emergencies (both internal and external). Jointly with the HRBP team, the HR Partners in Emergencies continued to support the enhancements of the Talent Management System (TMS), the rotation exercise, the HR Reform and provided substantive feedback and support to the decentralisation of recruitment processes which took place in July 2017. In 2017, 959 International Professional (IP) Fixed-Term (FT) recruitment cases (regular and emergency recruitment) were completed with an average time to recruit of 84 days compared to the standard key performance indicator of 90 days. By end December 2017, in the International Professional category (SSR positions excluded), the 50/50 gender balance target has been maintained.

The Leadership Talent Group (LTG) was established in DHR, providing a cadre of talents (about 50 profiles) with high potential for senior leadership posts and enhancing succession management. The LTG supports the development of a UNICEF leadership pipeline, by identifying and cultivating a diverse pool of highly qualified staff members as well as contributes to strategically filling UNICEF’s senior leadership posts in an efficient manner.

On the Performance Management Culture Change Programme, DHR, in collaboration with an external company coordinated and delivered 163 workshops in 53 countries reaching approximately 4000 staff members. A new dedicated website was also developed for performance management to ensure alignment with the new PM culture change philosophy.

Key achievements and new initiatives in learning and capacity development included the strengthening of orientation programme for new Representatives; Management Masterclass initiatives; comprehensive mapping exercise of UNICEF’s HR Capacity at levels 3 and 4 conducted to identify skills gaps of our HR practitioners, and the HR Reform learning modules.

The 2017 Global Staff Survey (GSS) identified gender gap as one of the five issues requiring attention across the organisation. In response to this, DHR launched the process to participate in the EDGE certification. EDGE (Economic Dividends for Gender Equality) is the leading global assessment methodology and business certification standard for gender equality. It assesses policies, practices and numbers across several different areas of analysis: equal pay for equivalent work, recruitment and promotion, leadership development training and mentoring, flexible working and organisational culture. The objective of the EDGE is to capture where the most important opportunities are for an organisation to attract, develop, motivate and retain a gender-balanced pool of talent. Once certified, UNICEF will be provided with additional tools to further assess and monitor Gender balance within the Organization.

DHR successfully launched the second Staff Mobility and Rotation exercise in 2017, including 216 staff – 62% higher than the number included in the pilot exercise in 2016. The formal rotation exercise was concluded by end 2017, resulting to 63 rotation recommendations approved and an additional 33 staff on rotation moved via voluntary mobility. DHR was collaborating with the
global HR community for a continued review of candidates in the rotation exercise to help identify appointments for staff who had not yet secured posts to ensure that every effort is made to identify placement opportunities for staff on rotation.

- **The HQ Liaison, Insurance and Compensation function** continued to serve as Business Partners for staff members in New York, providing HR-related advice and address their unique issues related to their service in the United States, including advice and assistance in matters on pension and insurance queries worldwide. In 2017, DHR continued its efforts towards greater efficiency and reduction of costs by working closely with the Global Shared Services Centre (GSSC) in identifying processes or functions to transfer to Budapest.

- Working closely with the ICTD and other stakeholders, DHR continued to strengthen and enhance the different HR systems towards a continuous development and implementation of the **integrated HR systems** to support the HR Reform. The areas of HR data analytics, monitoring and reporting were also strengthened through new tools and mechanisms for timely information-sharing and decision-making.

- DHR provided leadership in the **2017 Global Staff Survey (GSS)** and the first ever **Survey on Disability Inclusion**. The GSS had an outstanding participation rate of 79% with 10,479 staff members and 613 consultants participating. Global, regional, headquarters and individual offices reports with analysis and disaggregated data were prepared and formed as basis for offices to address the issues requiring attention. The Global Management Team (GMT), based on the GSS results, identified the 5 global priorities for action. A total of 7,205 out of 13,754 staff members responded to the Disability Survey resulting in a 52% response rate globally. DHR is working with Programme Division to further analyse the survey results.

2. **Divisional Targets and Strategies**

2017 was a year of many changes as DHR continued to implement the remaining parts of the HR Reform and consolidating its impact throughout the remainder of the current quadrennial, focusing on the provision of excellent client service and support to organisational culture change. The year was particularly crucial with the launching of the new Staff Selection policy, the simplification and decentralisation of the recruitment processes, the establishment of the HR Business Partner roles, both in Headquarters and Regional Offices, and the new Performance Management policy leading to Culture Change within the Organization. The year also saw the strengthening of the HR capacity building and learning coordination function as well as HR data monitoring and reporting in support of the HR Reform. The OneHR community, with support across the organisation, delivered significant developments and progress in all three pillars of the HR reform: recruitment, performance management and business partnering.

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

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

1. **Integrated Human Resource Management Information Systems and Strategic Planning.** By December 2017 and dependent on investment funding, an integrated Human Resource Management system(s) delivers extensive automation and self-service across all HRM functions.

2. **Identifying, Attracting and Onboarding Top Talents.** Throughout 2014-2017, quality and top talent effectively and efficiently identified, attracted and managed, meeting established KPIs.

3. **Staff Well-Being, HQ Liaison, Insurance and Compensation** Through 2014-2017, manage global staff well-being support, HR support via the HQ Liaison, Insurance and Compensation Section, represent UNICEF’s interests on NYHQ HR bodies and provide required identified business process services to NYHQ staff effectively and efficiently, meeting established KPIs.

4. **Developing and Assessing Talent** Throughout 2014-2017, UNICEF talent effectively and efficiently developed and assessed to increase to 64% the percentage of staff spending more than 10 days on planned learning, and increase to 90% percentage of PERs completed on time.

5. **Management of the HR Function** Throughout 2014-2017 and within available resources, DHR and the OneHR global community provide quality support to UNICEF leaders for successful management of change and risk at global and office level.

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

In 2017, we continued to prioritize the enhancement HR systems towards enabling business process simplification and efficiencies

**Recruitment and Strategic Staffing**

- The **Talent Management System (TMS)** - the **eRecruitment module** of Talent Management System (TMS) continued to be further strengthened and enhanced for simplification to support and be “fit for purpose” in relation to the new Staff Selection policy that was implemented in January 2017. This module was also configured for the 2017 Rotation and Phased Mobility exercises. The **Onboarding module** remained stable during the year with both DHR and GSSC (which manages the onboarding function) continuing to work together to further enhance the functionalities and resolve any issue that came up.

- During 2017, the module also incorporated Temporary Appointment (TAs) resulting in one platform for all staff, regardless of their contractual status. The system was also adapted to match the evolving HR Reform strategy, and DHR successfully developed and deployed system enhancements in cooperation with the system provider to fit organisational needs.
Performance and Career Management

The Performance Management module Achieve (of the TMS) focused on continued support to the development and implementation of the overall performance management objectives for UNICEF, including linkages to organisational performance, career development and succession planning. To implement the Performance Management Culture Change, several developments took place, including the new Performance Management policy and a new PIP process which supported coaching and the external rebuttal panel. The Case Management Unit was critical to reducing risks for the Organization.

Service Delivery

• The Records Management System focused on continuing to support the Official Status File (OSF) project which was started in 2016, including the maintenance and end-user support. The project’s pilot-phase was completed by the end of the 2017 while the remaining work related to the review, correction and indexing of the OSF was transferred to the Global Shared Services Centre (GSSC) in late December 2017. A draft policy on the e-OSF has been prepared and planned to be issued in Q1 of 2018.

• The Case Management system (MyCase) continued to be used by offices and staff for requesting services from the GSSC. The functionalities of MyCase remained stable during 2017, although some technical issues were addressed during the year.

• Continuing Appointments were implemented jointly by DHR, GSSC and ICTD in 2017. Collaboration among these divisions continued, including the review of different proposals for implementing a platform which will continuously support the Continuing Appointment modality in UNICEF.

Equity and Inclusion

• DHR continues to strongly support UNICEF’s activities to nurture gender parity at all levels. As of end of December 2017, 47% of the global workforce are women. Female GS staff members represented 46% of all GS staff members, and female staff members represented 50% of all staff members for all P-1 to P-5 positions (non-SSR), globally. There are currently 210 UNICEF Senior Staff, 52% of whom are males and 48% of whom are female, resulting in gender representation remaining constant as compared to 2016.

• With regards to strengthening the geographic diversity, UNICEF strives to meet the 50/50 balance as well. It is noted that for P-5 positions and above, 2017 showed 39% of programme nationals. For International Professional posts globally, 52% of staff are programme nationals. It is noted that there has been an increase in geographic representation with 39% of senior staff being nationals of programme countries versus 36% in 2016.

• In relation to talent outreach, DHR partnered with an external service provider to drive gender parity and strengthen geographic diversity across the global workforce through global awareness campaigns, including “Female Leaders for Emergencies” and “Education Cannot Wait”. This resulted in a large pool of qualified candidates with diverse backgrounds being drawn to UNICEF.
2.1.2 Intermediate Result (IR) 2: Attracting, Sourcing and Managing Talent

The new Staff Selection Policy was implemented in February 2017. The objective was to simplify the recruitment process. Thus, the recruitment and approval processes for selected IP posts (P-1 to P-4) were decentralised to regional offices and HQ divisions. For regular IP posts (excluding emergency and senior staff posts), the average time to recruit during 2017 was 93 days which was higher than the key performance indicator (KPI) of 90 days. In 2016, the average recruitment time was 90 days. For the P-1 to P-4 posts for which the approving authority was delegated to the Regional Directors and HQ Division Directors, it took an average of 94 days to complete the recruitment process. Several reasons in 2017 led to not meeting the recruitment targets. The creation of the Business Partner Team in DHR NYHQ and decentralization of the recruitment processes to the regional and HQs divisions, including approving authorities for certain posts took place in 2017. DHR also rolled-out the strategic Business Partnership model and Centres of Expertise approach in Headquarters and the field to better support stakeholders in the achievement of organizational objectives. Hence, prior to reaching a better result, the recruitment reform roll-out will need to be fully implemented. In addition, 2017 has seen an increased overall volume of recruitment cases in comparison to 2016, which, in conjunction to the recruitment reform, led to a longer recruitment process. Such discrepancies will be addressed in the upcoming quadrennial, once the reform has been fully implemented and the new systems stabilized. As part of the reform implementation HR practitioners and managers will not only be aiming at significantly reducing the time of regular recruitment, but also be making more and more use of lateral transfers and recruitment from talent groups, which reduce significantly the time to recruit.

Recruitment and Strategic Staffing

- A Recruitment Centre of Expertise (CoE) was formed to provide tools, strategies and guidelines in the area of recruitment and strategic staffing. It also supports knowledge management and continuous implementation of the recruitment reforms. The Recruitment Reform Implementation Guidance Book was developed and launched globally in December 2017, in consultation with stakeholders. Through the engagement in 2017, the changes implied by the Staff Selection policy and the decentralisation required building capacity and developing tools with the HR Capacity building unit, to support the HR community and Hiring Managers across the organisation. Training on the implementation of the Recruitment Reform, including the technical aspects of the TMS, is planned for early February 2018 with participation from selected HQs, regional and country offices.

- DHR effectively supported the emergency and humanitarian response, supporting a total of 203 recruitment cases, and further reduced the average recruitment time to 50 days as compared to 57 days in 2016. In addition to already existing Level 2 and Level 3 emergencies, three major crises required DHR’s full attention and support in 2017: Yemen, DRC/Kasai and Bangladesh. It is noted that a total of 560 personnel were deployed to respond to emergencies (both internal and external). Other activities in this area included:
The development of an outreach strategy to attract qualified talent to emergency duty stations, which included the facilitation of an online career fair to showcase vacancies in MENA and Afghanistan to more than 900 participants.

The development of an exceptional path by which United Nations Laissez-Passers (UNLP) could be issued for UNICEF new recruits before the signing of the Letter of Appointment (LOA), to facilitate a streamlined and accelerated deployment to emergency countries.

Direct human resources support through the deployment of staff to Yemen (based in Jordan), Bangladesh (2 staff) and DRC, as well as HR support through visits to Country Offices in South Sudan, Somalia and Central African Republic.

**Talent outreach** was strengthened through the establishment of an additional resource (P2 post), and this has contributed significantly to professionalisation of this important function. A project was undertaken to develop and implement an employer branding strategy, which revamped the career related communication materials to align with the organisational brand repositioning strategy. This led to an improved candidate experience and improved positioning of UNICEF as an employer of choice. In addition, a *Talent Outreach toolkit* was launched, which empowers and equips the global HR community and hiring units with effective tools and resources.

**A Leadership Talent Group** was established, providing a cadre of talent (about 50 profiles) with high potential for senior leadership posts and enhancing succession management. Within the current group, two thirds are women, and just over half are from programme countries, thus helping balance Senior Staff Rotation (SSR) diversity. In 2017, both senior staff rotation (SSR) exercises for 2017 and 2018 took place within the same year, leading to two senior rotation exercises being effectively managed. The total number of SSR appointments made in 2017 is 59, of which 43 were part of the 2017 exercise, which was held in February 2017. 16 were off-cycle SSR appointments. As part of 2018 exercise, 29 positions were reviewed and managed. It is noted that about 92% of the SSR post are filled though the rotation exercise.

The **JPO programme** had a successful year, with 29 pledges for JPO posts in 2017 and further 9 pledges received for 2018. At the end of 2017, there were 66 JPOs on-board with 22 JPOs in various stages of recruitment and expected to join UNICEF by the end of March 2018. A new JPO agreement was signed with Canada (a returning donor) and UNICEF received one JPO from them. Finland and South Korea signed full-service agreements with UNICEF leading to higher recovery rates (14%) per JPO from those donors. In addition, the JPO programme was strengthened in line with donor requests for greater supervisory responsibility. To this end, the updated supervisor guidelines and a supervisor compact were issued, webinars were held to advise and guide supervisors on the importance of their role, and an annual Supervisor Scorecard evaluation was launched at the end of 2017 to concretely assess the level of supervisory support to JPOs. Further, a JPO team site was launched with important information on the JPO programme for all internal stakeholders – JPOs, JPO Supervisors and HR and Operations teams in offices, and in 2018 it is planned to expand the functionality of this website to share important information with donor governments.

The revised approach for the **NETI programme** was successfully implemented for a second year, and attracted one of the largest (25) NETI cohorts to-date in the nine-year history of the programme. More offices can now benefit from NETI co-funding, and NETIs are provided with greater job security and
career development opportunities. As a result of the NETI 9th cohort Generic Vacancy Announcement (GVA) process (completed in early 2017), and the 10th cohort GVA process (concluded in December 2017), seven P3 level talent groups in key programmatic and support areas have been populated with 129 high calibre candidates who are available through direct selection by offices. In 2017, the NETI team yet again piloted the use of innovative selection tools to strengthen the assessment of candidates, and successful approaches will be used to improve UNICEF’s regular recruitment processes. DHR is pleased that the organisational importance of the NETI programme has been recognized through renewed funding for the quadrennium 2018-2021.

- The Central Review Board (CRB) Secretariat for IP and New York-based GS categories oversaw the review of 576 recruitment cases in 2017, with full support to hiring offices and CRB members on a range of issues, including policy compliance questions. 119 of these cases required the Secretariat to revert to offices seeking missing documents or to obtain greater clarity on the recommendation itself. The completion time for CRB reviews reduced from 7 to 5 days, a reduction of 29% when compared to 2016, and 518 candidates were placed in talent groups in compliance with Staff Selection policy. In addition, a project to enhance the streamlining of the CRB approach was undertaken, with wide ranging consultation with the Global Staff Association, the HR community and CRB members. A proposal for a new HR review function was finalised and will be discussed in early 2018.

- In regards to job classification, DHR received and classified a total of 2,412 job descriptions (JDs) with an average turnaround of 4.2 days which is a 5 per cent improvement from 2016. About 37% of these JDs required modifications to content, title or grade following review by DHR. An important and impactful area of improvement was the introduction of a new online classification system which is envisaged to entirely replace the current paper based process by end Q2 2018, thus reducing the time spent across the organisation in preparing JDs by 90% and saving 2,000 lbs of CO2 emissions per year (as estimated by the eco-efficiency unit in DFAM). An additional area of simplification was the work done to create a simplified and reduced list of UNICEF functional areas, which will improve HR reporting on job occupational groups.

- DHR launched the second Staff Mobility and Rotation exercise in 2017. The rotation exercise was preceded by a placement exercise that included staff on abolished posts, thus delaying the managed rotation exercise by almost three months. The placement exercise subsequently yielded 31 placements, 75% of whom on abolished posts. Despite the delay resulting from the placement exercise, the Mobility team managed to conclude the formal rotation exercise by end 2017, with the result that 63 rotation recommendations were approved and an additional 33 staff on rotation moved via voluntary mobility.

- Staff movements on Inter-Agency Mobility increased once again in 2017 with a total of 44 UNICEF staff members serving on assignments with other UN Agencies, mostly on secondment. An additional 19 staff members were released on transfer to other UN agencies. A total of 56 UN staff members served on assignment with UNICEF, also mostly on secondment, and 17 staff members joined UNICEF on transfer from other UN agencies.

- DHR worked closely with UN Volunteers counterparts to develop guidelines and provide webinars to inform offices on the benefits and approaches to engaging UN Volunteers in country. This resulted to a 10% increase in 2017 in the use of UN Volunteers within the organisation. A revised HR procedure
was completed before end 2017, and will be consulted in Q1 2018. In addition, DHR consulted widely and invested time in developing a business case for the launch of a new Youth Advocates programme, deploying UN Youth Volunteers between 18 and 24 years of age to UNICEF country offices with funding secured. The programme is closely aligned with the 2018-2021 Strategic Plan’s focus on youth engagement and participation, will be launched in 2018 with deployment of Youth Advocates to country offices by mid-2018.

2.1.3 Intermediate Result (IR) 3: Management of Staff Wellbeing, HQ Liaison, Insurance and Compensation

**Staff Wellbeing**

DHR, through its Staff Wellbeing unit, delivered the following results in 2017:

- **Continued strengthening of the DHR’s capacity to support staff worldwide:** The number of IP Staff Counsellor posts increased from 10 in 2016 to 11 at the end of 2017. Two additional IP posts were approved at the end of 2017, for all regions except for LACR, which will continue to be supported via NYHQ, to have dedicated Regional Staff Counsellors in place within the first few months of 2018.

- **Significant increase in the provision of direct psychosocial support to staff and family members:** The table below provides an overview of the increased support provided by the UNICEF Staff Counsellor team globally (2016 vs. 2017). There was a 55% increase in the number of individual counselling sessions, 368 (10%) of which were in direct support for staff following critical incidents, versus 514 (21%) in 2016. The number of wellbeing missions conducted increased by 140%, contributing to the significant increase in the number of wellbeing related workshops conducted (226 more than in 2016), and a 164% increase in the number of workshop attendees.

![Comparison of SWB Support 2016 vs. 2017](image)

- **Redesign of the Peer Support Volunteer (PSV) Programme Basic and Advanced training materials:** All workshop materials were redesigned and piloted in two workshops during Q3. The PSV programme was launched in GSSC, Budapest and Supply Division, Copenhagen during Q3. Five PSV Basic and Advanced workshops were conducted during 2017, bringing the total number of active PSVs
to 454. A contract for translation of the PSV training material into French was signed at the end of Q4. Several regional &/or country office meetings were held online or in-person. Surveys on the usefulness of PSV programme were completed in some regions, with the subsequent implementation of recommendations, including the standardisation of the PSV TOR.

- **Expansion of the wellbeing ‘toolbox’** towards the improvement and standardization of wellbeing material, programmes and services to all staff: A thorough audit and review of all existing printed and online material was carried out to identify gaps and future needs. Enhancements were made to the DHR Wellbeing intranet page, including the addition of links to evidence-based mental health apps – such as the use the Headspace mindfulness meditation app – and Agora courses. A dedicated Staff Counsellor SharePoint site, with online reporting capability to improve data analytics, global collaboration and knowledge transfer, has been designed for launch in January 2018. Two UNICEF Staff Counsellors attended the UNMSD Resilience Building Training-the-Trainer workshop in December 2017, and this material will serve as a useful addition to the range of programmes available for offer in 2018.

**Insurance and Compensation**

- In close collaboration with the GSSC, through its HQ Liaison, Insurance and Compensation Section (HQLS), DHR continued to provide **HR-related advice and common services** to the large number of New York staff and address their unique issues related to their service in the United States. This included functioning as a reliable business partner and liaison, with clients within UNICEF and vis-à-vis external partners.

- Through HQLS, the division continued to process and administer worldwide HR services, such as preparing condolence and appreciation letters, managing claims for compensation for service-incurred injuries, managing applications to the UN Pension Fund for disability determination. HQLS also organised two webinars on the special education grant and work-life balance for families with special needs children.

- A database capturing historical information on compensation claims was created, which supported the facilitation of the timely submission of monthly payments to GSSC, served as a quick reference and facilitated the generation of statistics for reporting to DFAM on year-end financial activities.

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

**Capacity Development and Learning**

DHR’s main support to learning and capacity building function globally is delivered by three units, the HR Capacity Building and Learning Coordination, LEAD and Performance Management and Career Development sections.

In 2017 the LEAD team provided a broader suite of enhanced, personalised support to UNICEF’s senior leaders as well as a range of leadership talent management solutions and executive resources to leaders, including case management and performance management coaching.
Through the HR Capacity Building and Learning Coordination Section, DHR sustained and enhanced existing initiatives such as the global orientation programme and the Representative Orientation, while also introducing several new initiatives across the globe to support overall learning for staff in core areas and the capacity building of HR practitioners. Key results included:

- **Continuing the orientation for newly appointed Representatives** to support them in understanding expectations regarding their new role and to provide them opportunities to discuss key strategic issues with UNICEF senior leaders. It is noted that 34 heads of office finalized their Second Cohort of the programme in Budapest (the first cohorts were completed in 2016). Additionally, 10 more heads of office completed the New York components of the programme, with the Budapest component to be finalized in early 2018.

- Delivery of **two face-to-face induction programmes** to 61 New York based staff – a new DHR offering to give newly appointed NY staff at all levels a high-level introduction and overview to UNICEF’s work (for new recruits) and the different Divisions at NYHQ. To compliment the orientation programme, the Welcome to New York Relocation Guidelines were also enhanced to provide any staff relocating to NY with tips and suggestions to make their transition to the city and UNICEF HQ easier.

- The design and launch of the **Management Masterclass initiative** for UNICEF staff at the P3/NOC, P4/NOD and P5 levels working in a managerial function and supervising two or more supervisees. The programme builds self-awareness, self-management, relationship and people management skills and social awareness. Working with an external partner (Corporate Learning Solutions), 5 full trainings (part 1 & 2) were delivered to 92 staff members and 4 sessions of part one were delivered to 69 Staff members. Each region and NYHQ held at least one event, with the exception of LACR, Copenhagen and Budapest which is scheduled for early 2018;

- A comprehensive mapping exercise of UNICEF’s HR capacity at levels 3 and 4 was conducted to identify skills gaps of HR practitioners. In collaboration with a consultant from the Conscious Project, a self-assessment survey for HR colleagues at the P3/NOC and P4/NOD level was developed, administered and analysed. The analysis, together with research on recognized HR competency frameworks, industry standards and job descriptions, allowed the consultant and DHR to identify capacity gaps and priority areas for capacity strengthening, and make recommendations for a strategic approach for DHR to implement in order to strengthen their HR Capacity;

- Development and implementation of **HR Reform Learning Modules** to be used by HR staff related to the reform pillars of Recruitment and Business Partnering. From these modules, the guidelines for Recruitment and Business Partnering have evolved, creating a streamlined set of tools for HR Staff to use when rolling out and implementing these changes and new practices;

- The establishment of a **network of HR Reform Change Agents** to be at the forefront of implementing the HR Reform. With the delivery of two 3-day workshops in NY. It is noted that 68 HR professionals in NYHQ and across all regions were trained in change management and
behavioural communication, and their knowledge of all areas of the reform was strengthened. A Change Agent Forum was also created to contain all the useful tools and materials to support the work of Change Agents, as well as be a meeting space and network platform to collaborate and share challenges and best practices;

- Revision of the *policy on Learning and Staff Development*. Thus, a new DHR Procedure was created to reflect the current practices, tools and requirements for learning and development activities in the organization as well as to emphasize the strategic alignment and the objectives of learning opportunities;

- The development of an *online Presentation Skills Training Programme* with an external vendor for senior executives and mid-level managers who require effective presentation skills to drive UNICEF results;

- Engagement with *research firms* making available industry-wide research to inform UNICEF’s HR strategy and transformation, as well as strengthen the capacities of HR staff globally.

**Business Partner** capacity was developed through in-house workshops and on-the-job learning. The focus of the training was to build foundation around employee life cycle and being the face of HR through the “one stop shop” approach for clients at all levels on HR-related issues. A training on business acumen was also held to strengthen the importance of understanding clients’ strategic approaches, identify business challenges and offer HR solutions.

DHR also coordinated the annual *Network for HR in Emergencies* event in Dakar, attended by more than 40 HR Practitioners, which contributed to strengthening HR capacity. A number of decisions were taken and their implementation is being followed up on.

**Performance and Career Management**

**Performance management culture change** remains a key pillar of HR Reform. 2017 led to enhanced collaboration between the Performance Management & Career Development (PMCD) section and other sections within DHR, the removal of traditional silos, and the creation of synergies between sections in DHR as well as HQ and field HR colleagues.

As part of the *Performance Management Culture Change Programme*, DHR, in collaboration with an external company coordinated and delivered 163 workshops in 53 countries, reaching approximately 4,000 staff members.

A new dedicated website was also developed for Performance Management (PM) to ensure alignment with the new PM culture change philosophy. The PM website houses extensive learning materials designed and developed within DHR.

In addition, a *review of the quality of the 2016 PERs* was conducted on both the Planning and the Year End Appraisal phases. The Report on the quality of PERs was prepared as a Global Report with Executive
Summary. Follow-up activities have been implemented to target training needs identified in the summary and reports.

An important part of the culture change process in performance management is the Achieve system, which is an enabler of the new approach. Some of the new features have been highlighted previously.

In addition, a total of 95 performance cases were supported in 2017, more than tripling the number of cases in 2016. Overall, more than 120 managers in 47 country/regional offices and 7 HQ divisions have received support to deal with underperformance issues. 60% of performance cases have led to separation for underperformance, and 40% to significant performance improvement. The average duration of the cases that ended in separation was six months. In 2017, the average rebuttal review duration was 19 days, significantly shorter than the 60-day duration in 2016. Five training sessions were organised for senior managers in NYHQ on giving impactful feedback, handling difficult performance conversations, and conducting high-impact year-end appraisal discussions.

Lastly, based on the stakeholder consultations, a career development strategy was drafted, including the design of a new Career Management Workshop, re-branded and delivered in NYHQ and MENA. A Career Management Guide is under review, as well as resources to support career conversations.

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

A key support to managing the HR function is provided through effective HR business partnering, policy development and administrative law, strategic planning and operations and internal communications. In addition, DHR continues to strengthen the management of the HR function and its engagement with the OneHR community to enhance service delivery and partnership with clients.

Business Partnering

- The HR Business Partnering (HRBP) team for Headquarters was established to better support and partner with UNICEF’s clients across Divisions. Initial relationship building and engagement with all stakeholders was implemented, including the introduction of the HRBP model.

- The Human Resources Business Partner for Emergencies, provided advice and guidance on the global preparedness strategy. It also contributed to the development of a new surge strategy that will impact the way UNICEF responds to emergencies. In 2018, DHR will lead the consolidation of years of workshops and studies to produce a holistic strategy to scale up UNICEF surge capacity for emergency response. The relationship with UNICEF’s Office of Emergency Programmes (EMOPS) was strengthened through the roll out and implementation of the Business Partner model. Noteworthy is the support provided to the findings of the EMOPS Staff Survey (retreats were organised in Geneva and New York and concrete HR-related action points were agreed upon). DHR also strengthened its role in administering emergency response teams by organising quarterly meetings, preparing annual activity reports and providing administrative support to ERTs.
Policy Development and Administrative Law

DHR’s policy development is focused on managing the risks associated with the HR function globally. Through its Policy and Administrative Law Section, DHR’s efforts have resulted in (i) updated policies in line with recent General Assembly provisions and based on lessons learned; (ii) streamlined and simplified policies in line with UNICEF’s overall accountability and policy framework; (iii) new and reviewed HR processes in order to support the overall business strategy and global mandate; and (iv) limited organizational risk and reduced corporate costs.

DHR continued to assist field and headquarters offices on the correct interpretation and/or application of UNICEF’s regulations, rules and policies, with full respect for staff members’ contractual rights in order to minimize the number of formal cases and reduce UNICEF’s corporate liability. In 2017, DHR received, reviewed and processed approximatively sixty-three (63) requests from staff members for authorization of outside activities and four (4) requests for authorization to accept an award or gifts on behalf of UNICEF. In addition, DHR reviewed and took action on 17 disciplinary cases (3 fewer that the 3-year average, 17 shorter than the 3-year average), acted on 33 requests for a management evaluation (2.8 more than the 3-year average, 7.1 days shorter than the 3-year average), and dealt with 12 application filed before the United Nations Dispute Tribunal (UNDT) (2.9 cases more than the 3-year average, and 309 days shorter than the 3-year average). It is noted that 7 of the UNDT applications and 11 of the management evaluations were filed in December (i.e. 40% of these cases were filed in 8% of the year).

In 2017 with the implementation of the Regulatory Framework and the change from policy to procedure, PALS promulgated a total of 12 Policy/DHR-Procedures, including the Administrative Instruction on Continuing Appointments, the DHR Procedure on New and Emerging Talent Initiatives (NETI), etc. In addition, several revisions to existing policies and Guidance Notes were also prepared and issued in 2017 including for example, Performance Management.

Strategic Planning and Operations

DHR’s Strategic Planning and Operations (SPO) Section continued its efforts to effectively and efficiently support the Division’s key priorities, derived from the HR reforms. Through the section, DHR maximised its efforts to ensure effective utilisation of the allocated resources and closure of current commitments, as 2017 was the last year of the quadrennial budget cycle. Simplification of the procedures and efficiency gains in operations were achieved through the collaborative engagement with several sections within the Division. The use of digital technologies helped to reduce the number of travels for in-person-attendance with virtual meetings and conferences and this area will be further strengthened in 2018. Under SPO’s monitoring and oversight role, a total of 205 contracts with an estimated value of US$ 16 million were managed by DHR in 2017. By end 2017, DHR did not have any outstanding audit recommendations.

In addition, in line with the current HR transformation and **advancing of the HR analytics & reporting function**, DHR, in collaboration with ICTD, identified and is piloting a self-service tool, to streamline and decentralise HR staff data within the organisation. The use of this self-service tool has already led to quicker availability of HR data via Dashboards, which helps develop and nurture a strong strategic HR culture across UNICEF. DHR strengthened its quality assurance role of HR data, to ensure the relevant decentralised information used worldwide is accurate.
**Internal Communications**

Throughout 2017, DHR continued to augment internal communication practices, targeted at a range of internal audiences. Key achievements included:

- The *enhanced OneHR intranet site* was launched in early 2017. Amongst other features, the site offers a range of multimedia, news updates, a redesigned content structure – reflecting the HR focus areas and services, vacancy notices, testimonials etc. Iterative enhancements were made throughout 2017 based on user feedback;
- Ten *SharePoint/HR site training sessions* were delivered to assigned HR focal points. Forty participants attended which strengthened capacity regarding the maintenance and governance of our online presence;
- DHR provided expertise and support to substantive areas in communication outside of the HR function. A repository for GBM’s, email messages sent to all, or groups, of UNICEF staff, was established on behalf of the Division of Communication (DOC); the InSight homepage was revamped for ICTD and the Field Results Group (FRG); a Business Continuity site was developed for the Office of the Executive Director (OED), and technical direction was given to the Programme Division (PD), for its Gender Section website etc.;
- A *monthly OneHR Newsletter* was launched effective January 2017 with a distribution list of 800+ HR practitioners globally. The 2017 newsletter open rate fluctuated between approximately 25 and 30 percent for a given edition. A figure that is above industry standards of international organizations and NGOs;
- An *inaugural OneHR Town Hall* meeting was held in late December 2017 which enabled HR practitioners globally to join a Q&A format discussion and was accessible either in-person or remotely. Over 250 staff, located across the UNICEF global footprint attended the session.

In Q4, the internal communications function was strengthened with the additional resource (Communications Specialist, P3) to provide technical and operational support in developing, implementing and monitoring HR strategic communications. A new framework of the HR Community of practice was developed in 2017 for launch in 2018. 2017 also saw the commencement of communication activity evaluation/lessons learned, and this priority will be continued moving forward in 2018.

### 2.2 Areas of achievements

In addition to the many changes which have taken place, 2017 was also a year of notable achievements for DHR:

- The roll-out of the staff selection policy and the **implementation of the recruitment reform**, including the simplification of processes and delegation of approving authorities to regional offices and HQ divisions for IP posts (P-1 to P-4);
- The **creation of the Business Partner model** at Headquarters & Regional levels as strategic partners and “one stop shops” for our clients, supporting managers and staff through the full employment cycle;
As the humanitarian landscape continued to expand and become more complex in 2017, the Human Resources Partner in Emergencies remained a critical partner to support country offices in emergency; ensuring that timely critical HR supports are provided to country offices that allowed adequate preparedness and timely response to emergency. Following three major crisis, a total of 560 Personnel were deployed to respond to emergencies (both internal and external);

- Strengthening of the Outreach function to continue to identify, engage and attract qualified and diverse talent to UNICEF;

- Launch of the second Staff Mobility and Rotation exercise in 2017, including 216 staff which is 62% higher than the number included in the pilot exercise in 2016;

- Performance Management (PM) Culture Change Programme & creation or Performance Management resources and tools to ensure alignment with the new PM culture change philosophy. To implement this culture change, several developments took place, including the new Performance Management policy and a new PIP process which supported coaching and the external rebuttal panel. The Case Management Unit was critical to reducing risks for the Organization. Another important part of the culture change process in Performance Management is the ACHIEVE system which is an enabler of the new approach;

- Development and launch of multiples key activities and initiatives on HR Capacity Building and Learning Coordination for UNICEF staff;

- The JPO programme has had a successful year, with 29 pledges for JPO posts in 2017 and a further 9 pledges received for 2018 by year end. At the end of 2017, there were 66 JPOs on-board with 22 JPOs in various stages of recruitment and expected to join UNICEF by the end of March 2018. A new JPO agreement was signed with Canada (a returning donor) and UNICEF received one JPO from them. Finland and South Korea signed full-service agreements with UNICEF leading to higher recovery rates (14%) per JPO from those donors;

- Significant increase in the provision of direct psychosocial support to staff and family members;

- Launch of the process to participate to the EDGE certification;

- By end of December 2017, in the International Professional category globally (SSR positions excluded) maintained the 50/50 gender balance;

- Advancing of the HR Analytics/Reporting function through the implementation and pilot of the new self-service tool.

- DHR provided leadership in the 2017 Global Staff Survey (GSS) and the first ever Survey on Disability Inclusion. The GSS had an outstanding participation rate of 79% with 10,479 staff members and 613 consultants participating. A total of 7,205 out of 13,754 staff members responded to the Disability Survey resulting in a 52% response rate globally.

2.3 Challenges to achieving results

In 2017, DHR implemented a series of transformation initiatives, to achieve a more strategic HR across the Organisation. Some of the key challenges faced included the following:

- Human Resources ratio vs. staff ratio remains a challenge in field offices. Most regions would require additional HR capacity, especially in the context of recruitment decentralization. In addition, capacity building and training of the HR workforce (both at HQ and Field levels) has also come across as a matter of concern, to be further developed in the upcoming quadrennial.
• The global implementation of mandatory pre-deployment briefings for staff being deployed to L3/L2 emergencies was postponed, with the focus put on working closely with the HRPE team on the wellbeing components of the comprehensive ‘Pre-Deployment Guide for UNICEF Personnel in Emergency & High-Risk Environments’ that was published at the end of 2017. Issuance of this Guide will be a key component in the future one-on-one briefing process. Detailed implementation options and plans for each Region will be developed in early 2018 based on respective Staff Counsellor resources, the number of L3/L2 emergency countries supported, and past ESRS emergency recruitment data;
• The lack of HR systems’ integration and development leading to challenges in advancing the HR Analytics/Reporting function.

2.4 Main Partnerships

Partnerships continue to be a critical key to DHR’s ability to deliver on its mission. Towards this end, DHR has continued in building capacity through partnership both internally and externally with other members of the UN family, academic institutions, the private sector and civil society. Over the course of 2017, DHR engaged in partnerships with various stakeholders at different key result areas and organizational levels, such as:

• Close and continuous partnerships with other UNICEF Divisions, Offices and GSSC on various projects, continuous work with the Global and New York Staff Associations;
• Collaboration between the UN Medical Services, UNJSPF, UN Insurance, inter-agency fora and DHR via PALS & the HQ Liaison Section;
• Partnership with an external service provider (Impactpool) to drive gender parity and strengthen geographic diversity across the global workforce through global awareness campaigns including “Female Leaders for Emergencies” and “Education Cannot Wait”;
• Collaboration with a vendor (MayCoach) for the coordination and delivery of 163 workshops in 53 countries reaching approximately 4000 staff members;
• Worked with an external partner (Corporate Learning Solutions), to deliver 5 full trainings on Management Masterclass initiative for UNICEF staff at the P3/NOC, P4/NOD and P5 levels working in a managerial function and supervising two or more supervisees (part 1 & 2) to 92 staff members and 4 sessions of part one were delivered to 69 Staff members. Each region and NYHQ held at least one event, except for LACR, Copenhagen and Budapest which is scheduled for early 2018;
• Partnership with SOAS University of London to design and deliver Country/Region induction programme for senior staff;
• Partnership with Harvard Business Publishing and Dalberg Global Development Advisors to develop and launch leadership enhancement programmes for emerging leaders;
• Partnership with Harvard University on gender studies (HR data & cultural aspects) within UNICEF;
• Participation and collaboration to the EDGE on all workforce/gender data-related studies and assessments within UNICEF;
• Continued partnership with the Bill and Melinda Gates Foundation in pursuit of the HR Reform through activities and initiatives related to streamlined recruitment process, performance management and strategic HR business partnering.
Publications

1) “Pre-deployment Guide for UNICEF Personnel in Emergencies”.

Intended audience: All staff, globally, particularly those offices affected or likely to be affected by a Humanitarian Crisis

Objectives: general guidance for UNICEF staff and personnel deploying to emergency and / or high-risk environments to support their preparation.

Authors: UNICEF DHR Human Resources Partner in Emergencies (HRPE)

Electronic Publication: Available to all staff via intranet and widely disseminated by the HRPE team.

2) “Recruitment Reform Implementation Guidance Book”

Intended audience: All staff, globally

Objectives: general guidance for UNICEF staff and personnel on the Recruitment Reform Implementation and processes

Authors: UNICEF DHR Human Resources Business Partners (HRBP)

Electronic Publication: Available to all staff via intranet and widely disseminated by the HRBP team.
# Annex IV: Status of 2017 Global Staff Survey (GSS) Follow-up Actions

<table>
<thead>
<tr>
<th>Region</th>
<th>HQ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country/Division</td>
<td>Division of Human Resources (DHR)</td>
</tr>
<tr>
<td>Office</td>
<td>Division of Human Resources (DHR)</td>
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<tr>
<td>Office Type</td>
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<tr>
<td>Focal Point</td>
<td>Fatoumata Ndiaye, Isabelle Chazal</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Topic &amp; Question</th>
<th>Planned Actions</th>
<th>Target Completion</th>
<th>UNICEF Global Priorities</th>
<th>Actual Actions Taken</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Streamlining of the recruitment process</strong> - increased use of Direct Selection and Lateral Reassignments.</td>
<td>Power BI tool - ensuring up to date HR data is readily available on the Intranet for UNICEF staff &amp; Management to view. Development of additional Dashboards and tools.</td>
<td>2018-12-31</td>
<td>Yes</td>
<td>Isabelle Chazal</td>
<td>In Progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3/10/2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Each action is currently already being implemented and will be further developed by end of 2018.</td>
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</table>
New Online Classification Portal
- As part of the organization’s efforts to simplify and accelerate HR processes, DHR and ICTD have created an online system through which classification requests will be prepared, submitted and classified.

2. Topic: HR Reform
   Question: I am confident that the HR

| DHR GSS Working Group established to understand root causes and possible solutions - feedback request within the division, establishment of focus group; based on feedback creation of ‘Best Practice Guidance: Providing candidates with feedback as part of the staff selection process’. The guidelines have been approved by DMT, committed to by DHR senior |

<table>
<thead>
<tr>
<th>2017-10-31</th>
<th>Yes</th>
<th>Isabelle Chazal</th>
</tr>
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<tbody>
<tr>
<td>3/20/2018</td>
<td></td>
<td>Completed</td>
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</table>

Guidelines completed, approved and part of the Global Recruitment guidelines
management and are part of the Global Recruitment guidelines, which have been shared with all regions.

<table>
<thead>
<tr>
<th>Topic: Management Responses to Question: I believe that Management EDGE Gender Certification</th>
<th>2018-05-31</th>
<th>Yes</th>
<th>No</th>
<th>Addressing the Gender Gap</th>
<th>Isabelle Chazal</th>
<th>3/20/2018</th>
<th>In Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>as a result of the more negative responses of female staff in the GSS in several key areas, UNICEF decided to contract EDGE (Economic Dividends for Gender Equality) - a global assessment methodology for gender equality. EDGE’s methodology incorporates benchmarking, metrics and accountability into the process, by assessing policies, practices and numbers across different areas of analysis: e.g. recruitment and promotion, leadership development, training and mentoring, flexible working and company culture. EDGE will develop together with UNICEF an action plan to which UNICEF is committed.</td>
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