2018 Annual Report

Division of Human Resources

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1. **Executive Summary – Situation Update**

In 2018, Human Resources (HR) continued its role as one of the enablers to achieve results for children and young people by implementing the remaining components of the HR Reform and consolidating its impact across the organization. The Division continued to focus on providing excellent client services and supporting the organizational culture change by pursuing the following three priority areas:

- Simpler, faster and more targeted **recruitment** based on strategic staffing plans, with an aim to enhance the overall quality and diversity of UNICEF’s talent;
- Honest and results-focused **performance management** as a foundation for effective career development; and
- Strategic **HR business partnering** to provide managers and staff with an enhanced ‘one stop shop’ client experience.

These priority areas were supplemented by the following:

- Working in close collaboration with the Global Shared Services Centre (GSSC) to ensure excellence in the delivery of a range of HR services;
- Designing and delivering a corporate **learning agenda** in support of the skills and competencies required to deliver on the UNICEF Strategic Plan; and
- Enhancing **HR management information systems, data analytics and reporting**, allowing for effective monitoring and risk management.

The first year of the current 2018-2021 quadrennial period was particularly crucial in continuing to modernize and simplify the recruitment and selection process. This has included the decentralization of the recruitment process and the establishment of the HR Business Partner roles, specifically in Headquarters and Regional Offices. During the year, HR also continued to strengthen the HR capacity building and learning coordination function and made significant advancements in HR reporting with supporting data.

Together with the OneHR community, HR recorded the following key achievements in 2018:

**Recruitment**

- The **implementation of the new Staff Selection Policy**, aimed at simplifying the recruitment process as part of the HR Reform, was closely monitored. For regular International Professional (IP) posts (excluding emergency, Junior Professional Officer (JPO) and senior staff posts), the average time to recruit was 62 days, which was within the key performance indicator (KPI) of 90 days. In 2017, the average recruitment time was 93 days. For regular 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 62 days to complete the recruitment process.

- The **Recruitment Centre of Expertise (CoE)** was formally established, as part of the broader HR Centres of Expertise model, solidifying HR’s strategic approach towards talent acquisition that is tailored to its business needs and HR reforms. The Recruitment CoE supports the decentralized
recruitment architecture, provides advisory support to offices on talent management, and disseminates best practices on recruitment.

- The Division also supported a total of 124 regular recruitments for field-based emergencies, compared to 203 in 2017. It took an average of 48 business days for the process to be completed, as opposed to 50 days in 2017, and 65 days in 2016. In addition, 418 surge deployments through internal and external mechanisms were recorded, which is a decrease compared to 2017. In terms of concerned sectors, Water, Hygiene and Sanitation (WASH) and Child Protection became the most urgently needed programme areas. The two major and still ongoing crises that emerged in 2018 are the migrant crisis in Venezuela and the Ebola crisis in eastern Democratic Republic of the Congo.

- The Executive Director approved the proposal to transform the Central Review Body (CRB) into a post-facto monitoring and evaluation function for recruitment. This has resulted in further simplifying the recruitment process for all offices and all categories of staff. CRB members were also relieved of a largely administrative task to better concentrate on their core deliverables.

**Performance Management**

- As part of the performance management culture change programme, HR continued to deliver one-day Performance Management Workshops across UNICEF globally. These resulted in an additional 5,433 staff members trained in 2018. To date, more than 9,000 staff members have been trained in total, up from approximately 4,000 at the end of 2017.

- The career development portfolio was significantly strengthened in 2018, with the development and rollout of career management workshops, a career development intranet site, career management guide, career support webinars, a career conversations toolkit and an enhanced career coaching programme. The career management workshops successfully reached 2,396 staff members across 51 countries.

**HR Business Partnering**

- The HR Business Partnering (HRBP) approach was further developed and strengthened in 2018, which included the merging of the HRBP and HR Partner in Emergencies teams. This strengthened the ‘one stop shop’ approach for HR’s clients, to support managers and staff through the full employment cycle. With the merger, the team was stabilized and started to perform its intended functions, thus fulfilling the central pillar of the HR Reform. Based in NYHQ and out-posted to other duty stations, HRBPs served 1,169 staff members across 15 divisions and various offices and hosted funds.

- During the year, an online Surge Tracking System was launched, allowing Regional Offices to record localized surge deployments for L1 emergencies. This resulted in improved reporting through quarterly surge reports issued for the first time, with information on L1, L2, and L3 surge deployments. In addition, support to the Emergency Response Team (ERT) was enhanced through the creation and roll-out of a self-reporting tool on SharePoint, known as the ‘ERT Tracker’.
Cross-cutting achievements

- Key achievements and new initiatives in learning and capacity development included the Management Masterclass (MMC) programme for staff at the P-3/NO-C, P-4/NO-D and P-5 levels working in managerial functions, which was a critical intervention to help managers strengthen behaviours to avoid harassment and abuse of authority. 365 participants took part in the MMC. 360 assessments were also introduced as an integral part of the programme. HR also launched the Lynda.com programme, offering staff hundreds of free courses, as well as the English as a Second Language programme, which had 1,087 active users at the end of 2018.

- HR led UNICEF’s attainment of the second level of EDGE Certification: EDGE Move. EDGE (Economic Dividends for Gender Equality) is the leading global assessment methodology for gender equality. The certification confirmed UNICEF’s implementation of a framework for change and achievement of significant milestones toward building an inclusive culture of workplace gender equality. The achievement placed UNICEF at the top 11 percent of all EDGE-certified organizations.

- Working closely with the ICTD and other stakeholders, HR continued to develop and implement a better integrated HR system to support HR Reform. HR data analytics, monitoring and reporting were strengthened through new tools. This included the launch of the Power BI self-service tool for the OneHR community, allowing access to centralized and harmonized data for analytics and reporting, for timely information-sharing and decision-making. The capacity of the OneHR community members to use these tools was also strengthened.

2. Key Results Achieved against the OMP

2.1 Main Divisional Results

In 2018, HR continued to build on the advances made in recent years on the strategic HR transformation, and continued to implement and strengthen the various initiatives under the HR Reform framework for its three pillars: recruitment, performance management and business partnership. The 2018-2021 HR Office Management Plan identified the following six key priority areas (Intermediate Results) to contribute to the achievement of global commitments and the high-level results of the Organization:

1. **Simpler, faster and more targeted recruitment**, based on strategic staffing plans with an aim to enhance overall quality and diversity of UNICEF’s talent;

2. **Honest and results focused performance management** as a foundation for effective career development;

3. **Strategic HR business partnering** with an aim to provide managers and staff with an enhanced ‘one stop shop’ client experience;

4. **Design and delivery of a corporate learning agenda** in support of the skills and competencies required to deliver on the UNICEF Strategic Plan;

5. **Enhanced HR management information systems and proactive data analytics**, allowing for effective monitoring and risk management; and

6. **Efficient and effective provision of HR services**.
2.1.1 Intermediate Result 1: Simpler, faster and more targeted recruitment

**Recruitment and selection**

The objective of the revised **Staff Selection Policy** – implemented in 2017 – was to simplify the recruitment process to ensure faster talent acquisition. Thus, the recruitment and approval processes for selected IP posts (P-1 to P-4) were decentralized to regional offices and HQ divisions. In 2018, HR ensured the continuity, monitoring and evaluation of the recruitment process, while at the same time developing new ways to further simplify the process. Following the release of the Recruitment Reform Implementation Guidance in December 2017, further resources and support have been identified to ensure the effective integration of the Staff Selection Policy.
The Recruitment Centre of Expertise (CoE) was formally established in June 2018, as part of the broader HR Centres of Expertise model introduced in 2017. Taking a strategic approach towards talent acquisition that is tailored to business needs and the HR Reform, the Recruitment CoE supports the decentralized recruitment architecture, provides advisory support to offices on talent management, and disseminates best practices on recruitment. Informed by a close partnership with HR Business Partners, the Recruitment CoE provides expertise on candidate selection and assessment tools, reports on recruitment key performance indicators, implements solutions that facilitate talent acquisition, and helps strengthen the capacity of field offices in recruitment, including building a talent pipeline through Generic Vacancy Announcements (GVAs) and Talent Group management. Workshops have been piloted by the Recruitment COE with Hiring Managers and HR colleagues, and webinars were conducted on specific recruitment topics, which allowed HR to fulfill the expectations of the OMP.
In 2018, HR completed 194 regular IP recruitments. Direct selections and Lateral Reassignments took an average of 20 days to complete, and competitive selections took on average 93 days, the overall average of 66 days to complete is an improvement from the 93 days average of competitive selection in 2017.

In addition, an audit of the recruitment process was conducted by the Office of Internal Audit and Investigations in 2018, and the recommendations will support HR’s work in further strengthening the talent outreach function. An external audit of headquarters was also conducted, but no specific recommendations were issued to HR.

The Division also supported a total of 124 regular recruitments for field-based emergencies, compared to 203 in 2017. It took an average of 48 business days for the process to be completed, as opposed to 50 days in 2017, and 65 days in 2016. In addition, 418 surge deployments through internal and external mechanisms were recorded, which is a decrease compared to 2017. In terms of concerned sectors, Water, Hygiene and Sanitation (WASH) and Child Protection became the most urgently needed programme areas. The two major and still ongoing crises that emerged in 2018 are the migrant crisis in Venezuela and the Ebola crisis in eastern Democratic Republic of the Congo.

In April 2018, HR drafted the Surge Strategy which presented 19 recommendations in a variety of areas and clearer set of accountabilities concerning HR surge stakeholders. As part of this strategy, a pilot initiative was launched to develop a pipeline of locally-recruited staff for emergency surge assignments. The East and Southern Africa region participated in the pilot and as a result, 94 recommended candidates in 6 functional areas from 16 Country Offices were identified for the regional roster and have access to the newly designed Humanitarian Learning Pathways. In addition, guidelines were drafted to build regional response capabilities more consistently across UNICEF.

The Humanitarian Questionnaire was re-activated for UNICEF staff to capture willingness to deploy for short-term emergency missions, as well as provide information to map and utilize human resources for humanitarian programmes. The Questionnaire enhances planning and response for emergencies and allows staff members to identify technical gaps and learning.

**Mobility and rotation**

HR launched the 2018 Mobility Exercise, which included 416 eligible staff, of which 206 have been assigned to new positions through voluntary placements. In addition, the division focused on the user experience and looked at ways to improve the staff rotation experience. This included working with key stakeholders and end users to better understand the needs of not only staff members, but also family members and accompanying dependents. In late 2018, a User Experience Research project was launched to analyze the pain points, perceptions, motivations and concerns International Professional staff face with the current mobility framework. The results of the project will allow HR to improve the mobility experience and implement a strategic service framework for the next implementation in 2019.

During the year, HR provided a broader suite of enhanced, personalized 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.

A total of 63 Senior Staff Rotation (SSR) appointments took place in 2018, of which 53 were part of the 2019 Senior Staff Rotation and Reassignment Exercise (SSRRE). With these appointments, UNICEF reached gender parity in the SSR cadre for the first time, with 109 women and 108 men. In addition, the
proportion of programme country nationals in the SSR cadre increased to 40 percent, compared to 45 percent female gender diversity and 38 percent programme country nationals as of the end of 2018.

In addition, the **Leadership Talent Group** continues to remain an efficient and effective pipeline to identify talent for senior leadership posts and enhance succession management. 80 percent of the candidates appointed in SSRRE 2019 were candidates from the Leadership Talent Group.

**External sourcing**

In addition to the regular, emergency and mobility programmes, HR also continues to implement other talent acquisition sources, such as Junior Professional Officer (JPO), New and Emerging Talent Initiative (NETI), United Nations Volunteers (UNV) and Internship programmes, as well as the talent outreach function.

In 2018, the **JPO programme** consolidated the gains made in 2017 (80 JPOs and 19 pledges received for 2019, as of 8 January 2018). The number of resource partners also increased, with new agreements signed with the governments of USA and UAE. Several other potential donors were approached, with negotiations ongoing with China. In addition, the programme was enhanced through supervisor training, the revamping of the mentoring programme and the development of onboarding guidelines, which will be launched in Q1 2019.

2018 also marked the 10th year of the **NETI programme**, and the third year in which the programme implemented a Talent Group recruitment approach. Key highlights of the 2018 campaign included the launch of an interactive campaign website and the utilization of innovative tools piloted by HR, such as video interviewing, to facilitate a more efficient and effective recruitment process.

In addition, HR launched the **Youth Advocates Programme in collaboration with UNV**. This resulted in the recruitment and deployment of 44 Youth Advocates worldwide. An orientation programme was conducted successfully in October 2018, and the programme is continuously monitored through surveys, analysis and recommendations. Furthermore, the **revised UNV policy** was circulated, with focus on streamlining the recruitment process and providing additional budgetary options for offices.

HR also strengthened the **internship programme** in 2018. This included strengthening the internship community – which currently comprises 300 interns – and educating offices on the changes introduced with the updated Internship Policy. In addition, the division established 13 new partnerships with universities and young professional programmes for funded internships and fellowships. Currently, UNICEF has 23 university partners that have collectively deployed 40 interns.

HR continued to develop the **talent outreach** function, aimed at effectively engaging and attracting qualified and diverse talent for UNICEF. This included conducting 63 capacity building and knowledge exchange sessions, rolling out 10 global outreach campaigns and supporting 189 recruitment cases. In addition, 31 career events were coordinated to promote UNICEF career opportunities and strengthen its employer brand, and a pilot virtual career information session on Facebook reached three million potential talents. HR also launched a project to revamp UNICEF’s external careers website, in collaboration with the HR community and the Division of Communication. The new website is aimed at optimizing the candidate experience and enhancing UNICEF’s employer brand.
2.1.2 Intermediate Result 2: Honest and results focused performance management

Performance management culture change remains a key pillar of the HR Reform. In 2018, HR focused on performance and career development globally, as well as managing and supporting leadership talent.

HR continued to deliver one-day performance management workshops across UNICEF’s global network of regional and country offices. This approach resulted in an additional 5,433 staff members
being trained in 2018. Cumulatively, more than 9,000 staff members have now been trained in total, up from approximately 4,000 at the end of 2017.

In addition, following the launch of the performance management policy in 2017, annual performance review meetings were implemented across UNICEF. The exercise has strengthened the organization’s ability to differentiate performance, and the lessons learned have been used to inform the 2018 annual review exercise. Moreover, the new procedure for within grade salary increments (WIGSI), introduced by the performance management policy, was embedded across the organization.

**Underperformance management** was also further strengthened in 2018, with about 110 cases addressed (15% increase from 2017) in 60 offices and divisions, and nearly 7,000 staff members aware of decision actions being taken by managers to deal with underperformance issues. In addition, HR supported managers to expand, sharpen and apply their knowledge and skills in handling underperformance. This supported the enhancement of a high-performance culture across UNICEF.
The career development portfolio was significantly strengthened in 2018, with the development and rollout of career management workshops, a career development intranet site, career management guide, career support webinars, a career conversations toolkit and an enhanced career coaching programme. The career management workshops successfully reached 2,396 staff members across 51 countries. These workshops were offered to offices in combination with performance management workshops to ensure efficiencies, and they have proven to be highly effective in exposing staff members to the tools and techniques of career self-management. In addition, HR supported the implementation of ‘Career Weeks’ in regional offices. This included building the career development facilitation expertise of HR staff in Nepal and the East Asia and Pacific Regional Office, to ensure a sustainable and cost-effective long-term approach. All career support resources have been made available in English, French and Spanish and a range of modalities have been employed to meet the dynamic learning needs of UNICEF staff.
The **HR Business Partnering (HRBP) approach** was further developed and strengthened in 2018, which included the merging of the HRBP and HR Partner in Emergencies teams. This strengthened the ‘one stop shop’ approach for HR’s clients, to support managers and staff through the full employment cycle. With the merger, the team was stabilized and started to perform its intended functions, thus fulfilling the central pillar of the HR Reform. Based in NYHQ and out-posted to other duty stations, HRBPs served 1,169 staff members across 15 divisions and various offices and hosted funds. Through the HRBP model, HR provided a ‘one stop shop’ for managers and staff. HRBPs supported clients with all aspects of the employment lifecycle, including strategic analysis of recruitment needs and skills gaps, sourcing options for recruitment of new talent, onboarding and orientation, performance and career management, learning and development, succession planning and offboarding.

In line with the organization’s priorities, a strong emphasis was placed on the role of the HRBPs in conflict resolution, positive work environments, and ethics. HR collaborated with the Ombudsman and Ethics Office to facilitate dialogues on relevant topics, guide staff and managers through difficult situations, and engage with coaches to deliver team building workshops and retreats.

As 2018 was the first full year of the HRBP model in NYHQ, the team went through a reorganization to merge client-facing teams into one unit, including establishing an HRBP Project Team, merging HQ liaison services, creating a team leadership structure, and finally combining the teams working on Regular and Emergency Business Partnering.

During the year, an **online Surge Tracking System** was launched, allowing Regional Offices to record localized surge deployments for L1 emergencies. This resulted in improved reporting through quarterly surge reports issued for the first time, with information on L1, L2, and L3 surge deployments. In addition, support to the **Emergency Response Team (ERT)** was enhanced through the creation and rollout of a self-reporting tool on SharePoint, known as the ‘ERT Tracker’. End of mission appraisals from supervisors on the ground were systematically collected, and a guiding document was developed to define modalities for the approval of all Emergency Response Team missions. Moreover, the recruitment of two
ERT members in HR resulted in direct support missions on the ground through deployments to Yemen, Niger, Cameroon, and Bangladesh, as well as completion of the Emergency Preparedness Platform.

In addition, 34 colleagues from 28 countries, regions and offices participated in a HR network meeting for emergencies, which took place in Beirut, Lebanon in June 2018. The meeting provided a forum for knowledge sharing, capacity building, and alignment. Emphasis was placed on duty of care, standards of conduct and managing performance.

### 2.1.4 Intermediate Result 4: Design and delivery of a corporate learning agenda

The 2018-2021 Strategic Plan identified learning and staff development as a priority area. In 2018, HR focused primarily on strengthening staff capacity in core competencies including leadership and management, as well as fostering a culture of continuous learning, which are key enablers of UNICEF’s Strategic Plan. HR collaborated with the Division for Data, Research and Policy (DRP) and the Field Results Group (FRG) to develop an effective learning strategy with six key recommendations, including:

1. A learning curriculum to deliver on identified learning needs in a) Core learning priorities, b) Specialized learning, including Strategic Plan priorities, enablers, cross-sectoral issues and operations, and c) Developing high performing managers and effective leaders; 2) Modernization of approaches to learning, e.g. use of just-in-time learning and peer-to-peer learning, to complement more traditional methods of learning; 3) Creating a supportive environment for continuous learning through clear leadership support. The three other recommendations included establishing clear accountabilities at all levels, improved governance, and adequate funding for learning.

In line with the need to strengthen the behaviours, managerial capacities and codes of conduct of staff, a critical intervention that was sustained was the Management Masterclass (MMC) programme for staff at the P3/NOC, P4/NOD and P5 levels working in managerial functions. The programme was enhanced with a one-day module on the prevention of harassment and abuse of authority, which was well received. A total of 365 participants took part in the MMC in 2018 across the following locations: Copenhagen, New York City, Sharm El Sheikh, Amman, New Delhi, Kathmandu, Jakarta, Geneva, Panama City, Johannesburg and Abidjan. In addition, 360 assessments were introduced as an integral part of the MMC programme, to strengthen the self-awareness of participants and appreciation of gaps in management and personal leadership. 107 participants have completed the 360-assessment. In addition, HR continued to conduct 360 assessments and feedback followed by executive coaching for senior leaders, to strengthen the learning culture and enhance managerial and leadership behaviours.
In keeping with UNICEF’s commitment to foster a culture of continuous learning, HR launched the **Lynda.com programme** in October 2018. The online learning resource, accessible through the AGORA learning management platform, offers staff hundreds of courses across all facets of the organization. 828 staff have registered for Lynda.com. HR also launched another global offering in September 2018: the **English as a Second Language programme**. The programme had 1,087 active users at the end of 2018.

UNICEF’s revised Staff Selection Policy introduced increased flexibility in staff selection approaches and **Blended Interviewing** as a replacement for Competency Based Interviewing. In 2018, HR began rolling out a two-day Blended Interviewing workshop, with supporting materials for facilitators and participants. A total of 77 staff members were trained, with two workshops in New York and one in Bangkok. HR plans to roll out the workshop in other regions in 2019.

HR conducted **orientation programmes** for 69 staff members in NYHQ as well as one for 20 newly-appointed Representatives. The Representative Orientation supported participants in understanding the expectations of and enhancing the skills required for their new role, while providing them with opportunities to discuss key strategic issues with UNICEF’s senior leaders. HR also facilitated the Harvard Deputy Representative Leadership programme, which was attended by 37 participants.

In addition, the Leadership Transition programme, Core Skills for National Staff programme, and Chartered Institute of Personnel and Development programme, which will provide an internationally-recognized HR certification, were developed in 2018. All these programmes are set to be rolled out in 2019.

HR has also supported HR capacity strengthening through ongoing engagement with Gartner and Deloitte. These partnerships have allowed the division to make industry-wide research available to inform UNICEF’s HR strategy and transformation, and to help strengthen the capacity of UNICEF HR staff globally.
2.1.5 Intermediate Result 5: Enhanced HR management information systems and proactive data analytics

In close partnership with key stakeholders, HR continued to strengthen the current Talent Management System (TMS) to ensure that offices are provided with the necessary tools and mechanisms for implementing the HR Reform. The development and implementation of system changes and add-on tools improved the quality and accuracy of the recruitment data.

Following a TMS system audit in 2017, which recommended a series of system changes and new features, an action plan was developed and implemented in 2018. The TMS recruitment module was enhanced to meet business needs and address challenges preventing staff from reporting on accurate and reliable recruitment data. As a result, the recruitment data has improved in terms of consistency, accuracy and reliability as the main basis for reporting and analytics. HR continues to assess and address some technical challenges and limitations to ensure that the HR Strategy and HR Reform are fully supported.

In addition, HR continued to enhance its HR reporting and analytics systems further. This included benchmarking against other UN organizations and launching the OneHR Dashboard through the Power BI self-service tool for the OneHR community. The tool allows access to monthly centralized and harmonized data on workforce, recruitment and posts at the global, regional and office level. Furthermore, the dashboard supports strategic reporting, timely information sharing and enhanced decision-making.

To further support a harmonized approach and continuous capacity building, HR also conducted a global training on HR reporting, analytics and recruitment data in February, with the participation of all HR data focal points globally.

The OneHR intranet was also effectively updated and maintained with quality and relevant information for HR practitioners and UNICEF staff globally. This included the development and release of a new Career Development sub-site and revamped ‘Who’s Who in HR’, Mobility, HR in Emergencies and HR Handbook sub-sites. In addition, HR was effectively represented in the Enterprise Content Management (ECM) workplace project. The project was effectively championed through regular information sharing and the development of a comprehensive plan for implementing ECM requirements, which began to be rolled out at the end of 2018.

2.1.6 Intermediate Result 6: Efficient and effective provision of HR services

Global Shared Services Centre (GSSC)

Close partnership and collaboration between the OneHR community and GSSC continued in 2018 for the excellent delivery of a range of HR services. The work with GSSC included continuous simplification and efficiency in processes. The management of some HR functions and related authorities were delegated by the DHR Director to the GSSC which also contributed to the ongoing discussions on process simplification and efficiency. Furthermore, HR works with the GSSC-led Business Innovation Group (BIG) which aims at addressing the UN-wide issues related to Business Operations Strategy (BOS) and the UN Reform.
**Staff wellbeing**

Our global Staff Wellbeing programme incorporated evidence-based and best practice techniques to build personal resiliency, lessen traumatic stress, prevent burnout and improve mental health. Key **wellbeing initiatives** supporting the Duty of Care and PSHAA, including the introduction of mandatory pre-deployment briefings for International Professional staff deployed to L2 or L3 duty stations, and the provision of additional training for Peer Support Volunteers (PSVs) to support colleagues experiencing harassment.

HR continued to strengthen capacity in providing staff wellbeing support to offices worldwide, and there was increased collaboration and teamwork amongst the Staff Counsellors. Staff Wellbeing is set to become a global function. This global coordination will enable better outreach of our programmes and services. The **number of IP staff counsellor posts increased** from 11 in 2017 to 15 at the end of 2018. A new Temporary Appointment (TA) post was created in HQ to support the increased number of harassment cases and growing staff wellbeing needs, including those related to the Ebola outbreak in the Democratic Republic of the Congo. All regions except Latin and the Caribbean, which continues to be supported by HR, now have a dedicated Regional Staff Counsellor in place.

During the year, HR achieved a 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 (2017 vs. 2018). There was an 11 percent increase in the number of individual counselling sessions – 66 percent were in-person, while 34 percent were remote. Moreover, 56 percent of the sessions were in D and E duty stations. The reasons for seeking individual counselling are specified in the table below.
In 2018, the number of wellbeing missions conducted increased by 18 percent. The new workshops introduced in the past year included ‘Kicking the Habit’, ‘Family Connectedness’, ‘Understanding Family Dynamics’, and ‘Dealing with Domestic Violence’. There was a 14 percent increase in workshop attendees.

The Peer Support Volunteer (PSV) Programme continued to be active in 2018. 16 PSV workshops were conducted in 2018, an increase from 5 in 2017. These workshops added 219 new PSVs to the existing pool of 540. In addition, the expansion of the wellbeing toolbox continued with the introduction of new
materials, programmes and services available to all staff. A series of six Wellbeing Electronic Booklets were developed and will be published in early 2019.

HR also developed and rolled out additional wellbeing initiatives, including mandatory pre-deployment briefings for International Professional staff deployed to L2 or L3 duty stations, resilience and mindfulness workshops, and a pilot online health and fitness programme for MENA staff.

In addition, the UN Mental Health Strategy was launched in 2018, and HR is actively involved in the Implementation Board.

In response to the 2017 Global Staff Survey, HR led UNICEF’s attainment of the second level of EDGE Certification: EDGE Move. EDGE (Economic Dividends for Gender Equality) is the leading global assessment methodology for gender equality. The certification confirmed UNICEF’s implementation of a framework for change and achievement of significant milestones toward building an inclusive culture of workplace gender equality. The achievement placed UNICEF at the top 11 percent of all EDGE-certified organizations.

HR also enhanced its efforts to provide career support to UNICEF staff spouses. In the context of the mobility exercise, this initiative is an important stepping-stone. The next steps for 2019 will be to implement a pilot programme in NYHQ where coaching for both individuals and groups will be provided, as well as, career workshops, with the aim of preparing spouses to re-enter the workplace and support them with finding jobs which are commensurate with their qualifications and experiences. In 2018, three spouses were hired through this programme.

**Operations management**

HR continued its efforts to efficiently and effectively manage resources by increasing efficiency gains, streamlining processes, simplifying procedures, introducing tools and technologies. This included encouraging virtual meetings and conferences to reduce travel costs and emissions.

In addition to the regular BMA budget, HR allocated, managed and reported on utilization of the Global Learning Budget, a portion of Bill Melinda Gates Foundations (BMGF) Grant, and several Centrally Managed Funds for achievement of planned results for the year. The number of contracts managed by HR in 2018 (109 as of 31 December) are valued at $3.2 million.

**Communication**

HR activities, initiatives and resources were effectively communicated to clients and stakeholders. Key channels included the OneHR Newsletter (12 editions released), OneHR Intranet, Global Broadcast Messages, UNICEF ICON Homepage, a digital community for senior management, and several publications, including the 2018-2021 HR Strategy and a guide on HR roles and responsibilities in addressing harassment, sexual harassment and abuse of authority.

**Policy and administrative law**

In 2018, a seven new policies and procedures were promulgated, covering family and parental leave, recruitment monitoring and evaluation, reforming Central Review Bodies, whistle blower protection, flexible work arrangements and other areas. In addition, HR prepared and issued several revisions to existing policies and guidance notes, covering discrimination, harassment, sexual harassment and abuse of authority, education and special education grants, medical evacuations and other areas.
A total of 41 potential disciplinary cases and 32 appeals were received in 2018. These requests were wide ranging and included recruitment and non-selection decisions, tax liabilities, separation from service, abolition of posts, pension matters, and termination of permanent appointments. Moreover, HR received, reviewed and processed approximately 61 requests from staff members for authorization of outside activities and 4 requests for authorization to accept an award or gifts on behalf of UNICEF.

In addition, HR continued to provide guidance to staff worldwide on a wide range of HR services such as medical insurance plans, compensation for service-incurred injuries and death, and support for families with special needs children.

HR also coordinated the UNICEF Staff Team Awards. The Yemen Country Office, Akure Field Office (Nigeria), Polio Eradication Programmes (Pakistan and Afghanistan) and the EZHACT project team (Division of Financial and Administrative Management) were awarded for their exceptional contributions and outstanding team efforts in delivering results for children.

**2018 Global Pulse Survey**

In May 2018, HR and the Global Staff Association implemented the 2018 Global Pulse Survey. A total of 8,080 UNICEF staff members responded to the survey out of a possible total of 13,794 staff, a global staff response rate of 59%. The breakdown of staff respondents by gender were 4041 females and 4039 males, representing a 50/50 balanced response rate. An additional 536 consultants also participated for a grand total of 8,616 respondents.

The purpose of the 2018 GSS Pulse Survey was to track progress – after one year – on key topics identified in the 2017 GSS and to renew momentum for targeted follow-up. The questions were either pre-identified in the 2017 GSS as ‘employee engagement indicators’ or directly relate to the 5 GSS global priority areas outlined by the GMT based on last year’s results: (1) Addressing the gender gap; (2) Career and professional development; (3) Office efficiency and effectiveness; (4) Managerial accountability; and (5) Speaking up.

The initial results of the 2018 GSS Pulse Survey highlighted that we continue to rate positively in the following areas:

- Performance Management
- Job Satisfaction/Motivation
- Knowledge and Information Sharing

However, responses to questions related to the following GSS global priority areas continue to be highlighted as needing improvement:

- Career and Professional Development
- Office Efficiency and Effectiveness, and
- Personal Empowerment

HR also provided guidance and support to offices in the developing their Action Plans to address the issues from their respective 2018 Global Pulse Survey results. By December 2018, HR has received the nominations for the Working Group and Reference Group which will develop the strategy for the 2019 Global Staff Survey.
Working groups and committees
HR continued to be an active participant in several internal and external fora, contributing to strategic discussions and decision making in UNICEF. This included participation in the Global Management Team, HR-IT Board, Rotation Panel, Business Innovation Group, and the UN Reform Transition Team for Resident Coordinators, among others.

2.2 Lesson learned and constraints

2018 was a highly rewarding year that has led to many substantial outcomes. This year has shown how quickly the organization and its workforce have adopted the different changes in relation to the HR Reform. The new policies, simplification of processes, decentralization of recruitment, business partnering approach, reinforcement of a common purpose throughout the HR function, consolidated HR Business Partner Section at HQ, change in performance culture, and developments in capacity building and learning have been accepted and received positively by the diverse HR stakeholders globally. Moreover, the critical role and support provided by the HR function to offices has been increasingly recognized and facilitated through a more coordinated and nimble approach.

Moreover, HR is increasingly recognizing the importance of diversity and gender inclusion as one of the underlying factors for positive employee experiences and will continue supporting offices to promote a diverse and inclusive workforce.

However, following the recognition of the critical role of HR, especially at this period when many of the organizational initiatives have direct implications on staff, the organization has recognized the increasing demand for more presence and involvement of HR practitioners.

The limited financial and human resources for the HR function was acknowledged as the most significant constraint to the achievement of planned results in 2018, and it is critical that UNICEF continues to provide additional resources. In some instances, HR had to shift resources with the emergence of new priorities increasing demands. Continued communication and alignment remained critical during the year, especially with clients and staff, as the Division addressed this challenge and further positioned HR as an effective strategic partner. Furthermore, the learning strategy has underscored the need for additional resources to support the implementation of the Strategic Plan.

The increasing cases of sexual exploitation and abuse, harassment, sexual harassment, discrimination, and abuse of authority have resulted in an increased demand for HR capacity to review the cases and provide the necessary support.

Lastly, the limitations of the existing HR systems to provide reliable and timely data have in turn limited the implementation of a strategic HR approach through data analytics and decision-making processes. While HR has improved in this aspect of work during 2018, the continuing challenges will be considered in the upcoming design of the new integrated HR systems.
3. Result Assessment Module (RAM)

HR included its 2018 annual work plan objectives and KPIs in the RAM on the InSight platform. In addition, HR has nominated RAM data focal points within the division who were trained on how to use and manage this monitoring tool.

HR has also worked in close collaboration with the Field Result Group division (FRG) on establishing and revising, where necessary, divisional KPIs for HR within the InSight platform (via the People Management scorecard), against which Divisions, Regional Offices and Country Offices will be assessed. In 2018, FRG also introduced Track 2 KPIs, which HR began developing. These KPIs will be included in the InSight dashboard in the coming years, to assess and report on HR’s performance.
## ANNEX: Status of the 2018 Global Staff Survey (GSS) Follow-up Actions

<table>
<thead>
<tr>
<th>Topic &amp; Question</th>
<th>Planned Actions</th>
<th>Actual Actions Taken</th>
<th>Status</th>
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<tbody>
<tr>
<td><strong>Office Efficiency and Effectiveness</strong>&lt;br&gt; The organizational structure of my Office supports efficient business processes</td>
<td>Streamlining of the recruitment process - increased use of Direct Selection and Lateral Reassignments. <strong>Power BI tool</strong> - 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. <strong>New Online Classification Portal</strong> - 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.</td>
<td>3/20/2018 Each action is currently already being implemented and will be further developed by end of 2018. 11/22/2018 Streamlining of recruitment process Batch recruitments/GVAs (P4, P2/P1 levels) were launched for HR to ensure a diverse and available pool of candidates for managers to draw from for both FT and TA posts. <strong>Power BI tool</strong> The OneHR dashboard was launched globally with staff, post, and recruitment data made available. DHR data focal points were identified and provided training on PowerBI and HR Reporting. Several DHR sections have used PowerBI to enhance their work (examples: HRBP, MSS, SPO). <strong>New Online Classification Portal</strong> Classification portal continues to work well and keep the KPI to below 4 business days. Additional guidance and resources have been developed.</td>
<td>Completed</td>
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<tr>
<td><strong>HR Reform</strong>&lt;br&gt; I am confident that the HR Reform will increase transparency in recruitment.</td>
<td>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 management and are part of the Global Recruitment guidelines, which have been shared with all regions.</td>
<td>3/20/2018 Guidelines completed, approved and part of the Global Recruitment guidelines</td>
<td>Completed</td>
</tr>
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<td><strong>Management Responses to Global Staff Survey</strong>&lt;br&gt; I believe that Management in my office will respond constructively to the results of this Survey.</td>
<td><strong>EDGE Gender Certification</strong> – as a result of the less positive 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. <strong>Survey Response from Directorate</strong> Understand and react to feedback from staff surveys, and provide regular updates to staff on progress.</td>
<td>3/20/2018 Contract signed; data gathering completed, policies &amp; practices questionnaire completed, survey closed. 11/22/2018 <strong>EDGE Gender Certification</strong> UNICEF has attained the second level of EDGE Certification: EDGE Move in June 2018. The action plan UNICEF has developed together with EDGE includes providing more flexible working arrangements, conducting yearly gender pay-gap assessments, and improving communication around the recruitment and promotion process. These topics will be taken forward under the leadership of the DHR Management in 2019. <strong>Pulse Survey Response</strong> Following the results of the 2018 Pulse Survey, each DHR section had a debrief meeting where staff were given the opportunity to further discuss challenges and solutions for the 3 areas needing improvement (efficiency, career dev, and personal empowerment). An All-Staff meeting was also held to brainstorm some solutions. In addition, the Director, DHR, conducted meetings with small groups of staff to hear first-hand examples of challenges and think about practical solutions. A team-building retreat was held for the DMT in October 2018. All DMT members completed a DiSC personality assessment which helped in learning more about self and others to bring about harmonious and collaborative relationships. An SOP for the DMT meetings were developed and implemented.</td>
<td>Completed</td>
</tr>
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<td>Topic &amp; Question</td>
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<td>Career and Professional Development</td>
<td><strong>Career Conversations</strong>&lt;br&gt;Build the skills of staff and managers around career development and define the roles of the organization, staff, and supervisors.&lt;br&gt;<strong>Increase Learning Opportunities for staff</strong>&lt;br&gt;Re-establish learning committee&lt;br&gt;Encourage managers to allow staff to pursue opportunities (stretches/swaps)</td>
<td><strong>Career Conversations</strong>&lt;br&gt;Career Conversations for Supervisors workshop conducted in September 2018, with 20+ participants. Additional workshops for 2019 are planned for supervisors and for staff.&lt;br&gt;A ToT was held in November 2018 for the HR Business Partners to enable deeper understanding of the content and direct delivery of the workshops to other NYHQ divisions. More engagements with an external facilitator is planned for Q1 2019.&lt;br&gt;<strong>Increase Learning Opportunities for staff</strong>&lt;br&gt;12 staff were released on international stretch assignments in 2018. 3 more staff completed stretch assignments in different sections within DHR.&lt;br&gt;A DHR Learning Committee was established in Aug 2018, to provide structure and governance to overall L&amp;D for DHR.&lt;br&gt;Trainings held:&lt;br&gt;  * Blended Interview Skills (2 cohorts)&lt;br&gt;  * Management Masterclass (14 staff members at the P4 and P5 level have completed till date)&lt;br&gt;  * Talent Analytics and Data (from CEB, 4 sessions opened to HRBPs and Centres of Expertise)&lt;br&gt;  * Mediation skills for HRBPs held in November 2018&lt;br&gt;  * The first of the “External speaker series” was held in November 2018.&lt;br&gt;  * An entire week from Dec 10-14 was dedicated as the “Performance Management Week,” with the following activities:&lt;br&gt;    * Performance Management workshops (3 covering all DHR Sections)&lt;br&gt;    * Session on “How to prepare for difficult conversations”&lt;br&gt;    * Walk in clinics on the mechanics of ACHIEVE&lt;br&gt;    * One-on-one sessions with an external coach</td>
<td>In progress</td>
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<td>Office Efficiency and Effectiveness</td>
<td><strong>Clarify DHR processes and Structure</strong>&lt;br&gt;Review operational processes and identify ways to streamline. Review DHR structure and ensure optimal solution in place.</td>
<td><strong>Clarify DHR processes and Structure</strong>&lt;br&gt;Consultant hiring process reviewed and guide developed. Meeting held to review the process and ensure alignment/fairness across sections.&lt;br&gt;HR Business Partner section was merged with the HR Partner for Emergencies in September 2018 to enhance strategic HR function and further align client service. Former HQ Liaison team was merged with HRBPs in January 2018 to centralize client-facing functions in NYHQ.&lt;br&gt;Analysis of VISION information revealed some discrepancies. Organization charts were reviewed, and new structures/title alignments/reporting line updates are being implemented in end of 2018.</td>
<td>In progress</td>
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