<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Executive Summary</strong></td>
<td>3</td>
</tr>
<tr>
<td>2. <strong>Divisional Targets and Strategies</strong></td>
<td>4</td>
</tr>
<tr>
<td>2.1 <strong>Main Divisional Results</strong></td>
<td>4</td>
</tr>
<tr>
<td>2.1.1 Integrated Human Resource Management Information Systems (HRMIS) and Strategic Planning</td>
<td>5</td>
</tr>
<tr>
<td>2.1.2 Attracting, Sourcing and Managing Talent</td>
<td>6</td>
</tr>
<tr>
<td>2.1.3 Staff Well-Being, HQ Liaison, Insurance and Compensation</td>
<td>12</td>
</tr>
<tr>
<td>2.1.4 Developing and Assessing Talent</td>
<td>15</td>
</tr>
<tr>
<td>2.1.5 Management of the HR Function</td>
<td>17</td>
</tr>
<tr>
<td>2.2 <strong>Areas of Achievements</strong></td>
<td>20</td>
</tr>
<tr>
<td>2.3 <strong>Challenges to achieving results</strong></td>
<td>21</td>
</tr>
<tr>
<td>2.4 <strong>Main Partnerships</strong></td>
<td>21</td>
</tr>
<tr>
<td>3. <strong>Evaluations and Research</strong></td>
<td>23</td>
</tr>
<tr>
<td>ANNEX III: (Studies, Surveys, Evaluations and Publications Completed in 2016)</td>
<td></td>
</tr>
</tbody>
</table>
1. Executive Summary

2016 was a year of many changes and opportunities for DHR to build solid foundations for the implementation of the HR Reform in 2017. With additional funding through the regular institutional budget and the grant received from the Bill and Melinda Gates Foundation, the key reform pillars – recruitment and performance management - were strengthened, and important supporting roles for the reform were created, such as HR capacity building, and enhanced HR analytics.

Besides progress towards the HR reform goals, the One HR community was able to deliver numerous results to our clients, allowing them in turn to serve the children in the world more efficiently and effectively. They are described in detail throughout the 2016 Annual Report. The highlights of our achievements during the year include the following:

- As the humanitarian landscape continued to expand and become more complex, the Emergency Unit managed a total of 493 recruitment cases (319 FT and 174 TA), out of which 452 were included in the fast-tracked recruitment process. The Regular Recruitment team, working with other teams, launched and supported the rollout of the new talent management system, the rotation exercise and was instrumental in co-creating the new Staff Selection Policy, a cornerstone of the HR reform. This policy, which was approved by the Executive Director at the end of 2016, reshapes UNICEF’s approach to talent acquisition and career development and DHR is working towards its full implementation in 2017. In 2016, 908 International Professional (IP) Fixed-Term (FT) regular recruitment cases were completed with an average time to recruit of 81 days. It is particularly noteworthy that by end of December 2016 the 50/50 gender balance target has been reached for International professionals (excluding SSR posts). The significant reduction in time required for job classification in processing more than 2,500 requests is another important achievement that our clients much appreciate.

- The re-introduction of the Rotation exercise, which is nearing completion, was another important milestone. The exercise allowed the reassignment of staff members overdue for mobility, with over 65% of staff who are included in the 2016 process already placed through a simplified direct selection or managed mobility approach.

- The transition to the Global Shared Services Centre (GSSC) was implemented in 2016, and was smoothly finalized in coordination with the different stakeholders at the country, regional and headquarters levels. The new HQ Liaison Unit was established and facilitates communication with all New York based entities.

- 2016 was also the year of the Achieve launch and the introduction of a new approach to performance management, which includes career conversations, frank, honest and ongoing feedback and differentiated performance assessments, including 360 feedback for SSR positions.

- DHR dedicated significant time and effort to the development of integrated HR systems for all levels of the organization (Talent Management System (TMS), including Recruitment, Onboarding and Performance Management; Case Management and Records Management Systems). These new platforms have simplified, integrated and streamlined many separate HR processes and tools which were largely paper-based in the past.
2. **Divisional Targets and Strategies**

The Division of Human Resources (DHR) continues to provide global leadership in the management of UNICEF’s human resources, talent management, leadership development, as well as timely human resources services. DHR responds to increasing emergencies, post conflict situations, challenges of gender and diversity, staff morale and satisfaction and staff security and well-being.

The Division is also committed to continuing the implementation of a strategic HR transformation, aimed at measurably improving UNICEF’s ability to deliver better results for children, through its increased staff capacity to perform duties effectively and efficiently, and ensuring UNICEF attracts and retains the best talent. This transformation involves key areas such as: performance management and career development; recruitment; mobility and rotation; leadership, and support to staff in emergencies. The process reflects changes made in leadership and will translate in some structural changes in the Division which are referenced in this Report.

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

The Quadrennial 2014-2017 DHR OMP lays out the following five key priorities 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 (HRMIS) 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 and increased 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 (HRMIS) and Strategic Planning

The priority to achieve automation and self-service across an integrated Human Resources Management (HRM) system platform is one of the primary DHR priorities, as it is closely linked to the achievement of all other HR results globally. The strategy is to pursue system integration, automation, and self-service through investment in integrated HRM systems.

DHR, in partnership with the Information Communication Technology Division (ICTD), and the Global Shared Services Centre (GSSC), implemented the majority of the new systems towards the end of 2015 and throughout 2016.

- The Talent Management System (TMS), implemented in January 2016, is designed to support and improve efficiencies in key Recruitment, Onboarding and Performance Management functions. By the end of 2016, over 4,000 requisitions supporting fixed-term, temporary appointments, consultancies and other recruitment modalities were created. More than 350,000 applications were submitted in TMS, leading to more than 1,800 offers accepted. Trainings were conducted in each region and in headquarters for all three modules of recruitment, onboarding and performance management, to ensure transparency, correct understanding of the new system, and provide guidelines for future use.

  - The e-Recruitment module provides UNICEF with the ability to conduct all recruitment on a single platform – for all categories of staff globally, including consultants. It also provides strong integration with onboarding and performance management modules, as well as VISION, Records Management (electronic Official Status File) and the United Nations Medical Services. This module provides better user experience which will lead to greater adoption – through a clean visual interface, single sign on, etc. For external candidates, this led to a better experience to better enhance UNICEF’s capacity to attract as an employer of choice. The highly configurable e-Recruitment module provides easier to implement solutions to support corporate Talent Management initiatives such as rotation and mobility; talent groups and direct selection.

  - The Onboarding module allowed UNICEF to change from a manual system to an electronic system where an enhanced onboarding experience resulted in improved orientation/induction and more effective use of new staff member’s time during first months of assignment.

  - ‘Achieve’ - the Performance Management module was piloted in March/April 2015 and the global launch took place in the first quarter of 2016, for the 2016 performance cycle. This implementation involved a significant change management process to incorporate the remaining 9,000 GS and NO staff into an electronic platform, and to transition over 3,000 IP staff from one electronic platform to another. Thus, all staff levels are now on one platform, in alignment with an equitable workplace.

- The Case Management system (MyCase) was implemented in April 2016 for the HR administration and payroll business processes. The system has empowered staff with a high degree of self-service, while providing them with access to real-time status of their HR transactional requests. The processes themselves will be regulated and tracked to improve accuracy and accountability. In addition, HR practitioners now have access to data and reports that enable more strategic relationships with clients.
The Records Management system – launched in September 2015 for DHR’s then-Human Resources Services Section which managed the paper-based staff files. The main goal was to modernise and centralise UNICEF record-keeping and data management systems and practices, facilitating storage and access of staff and organisational records. During 2016, the DHR project team led efforts to digitise all the paper-based Official Status Files (OSF) in all offices and this process was completed by the end of 2016. The GSSC is also one of the main users of the electronic OSF when processing HR administration and payroll transactions.

The above changes have simplified and streamlined many separate HR processes and tools which were mostly paper-based in the past. These new tools are accessible online, offline and on mobile devices which have improved the access for remote and traveling staff, therefore enhancing services and outcomes. Most importantly, the changes have begun to provide a significantly strengthened platform on which to build a more modern and innovative organisation, hence allowing an impact on UNICEF’s ability to work more strategically, and sharpening its focus on programme work.

2.1.2 Intermediate Result (IR) 2: Attracting, Sourcing and Managing Talent

Enabling UNICEF to attract, select, develop and retain talent is one of HR’s core and primary accountabilities. The effective and efficient deployment of talent is vital to carrying out UNICEF’s programmes and humanitarian work agenda.

Attracting and Sourcing Talent

- 2016 was a challenging and positive year for the Regular Recruitment Section. In addition to its primary role in regular recruitment, the section worked with other stakeholders in launching and supporting the new talent management system, the rotation exercise, in HR reform and in providing substantive feedback on HR policies, and more specifically, the Staff Selection Policy. In 2016, 908 International Professional (IP) fixed-term recruitment cases were completed with an average time to recruit of 81 days. In addition, DHR also completed 238 temporary appointment cases, for a total of 1,146 completed IP recruitment cases in 2016. The below table provides the total number of IP (fixed term) cases and their average recruitment time:
DHR supported organisational goals on diversity by actively providing guidance to hiring offices at the start of recruitments, on their staff data and steps to be taken during the recruitment process, including diversity in selection panels. This resulted to an improvement in diversity in 2016 where the end-of-year data indicated that UNICEF has, for the first time, reached gender and geographic parity at the IP level.

Notable progress was accomplished in the area of populating Talent Groups through a number of Generic Vacancy Announcements (GVAs) which were conducted for the functional areas of Gender, WASH and Education. This resulted in the quality population of these Talent Groups, providing additional talent for Gender at P3/4 level (17 qualified candidates) and Education at P3/P/4 level (57 qualified candidates). The WASH GVA for P3/ P4 level was well on track, concluding candidate assessment and preparing submission for 78 candidates to be reviewed by the approving authorities.

- In 2016, the NETI campaign was launched under a new policy, implementing a GVA sourcing approach. The shift is expected to increase the strategic relevance of this talent programme, while strengthening the quality and thus attractiveness of Talent Groups. A communication strategy has also been launched to raise the visibility of NETI. As of now, the recruitment for the 9th cohort has almost been completed, with several excellent candidates expected to be added to respective Talent Groups as of early 2017.

- As part of its outreach activities, DHR continued to participate in on-site and remote career events, held brazen sessions and hosted university delegations. Simplified procedures for the hiring of UNVs, relationships with various governments, institutes and private sector entities added to the significant increase achieved in the previous year in the number of UNVs, fellows and interns. Stipends for interns were also introduced for some offices, on a pilot basis. The innovation is promising in terms of enhancing UNICEF brand and attracting talent into the organisation. Information and advocacy materials for career events and recruitment were updated, and partnerships with external entities and UNVs were further enhanced.

- The JPO programme continued its progress, thus consolidating the gains made in 2015 (68 JPOs and 11 pledges received for 2017). The number of resource partners also increased, with three UK nationals joining the programme. Several other potential donors were approached, with negotiations with Canada being the most promising. Qualitatively, the programme was enhanced with the implementation of mentoring and coaching schemes, professional career counselling services and a revamped orientation. The scorecard system for supervisors was conceptualised and hopefully will be implemented in 2017. UNICEF JPO programme’s attractiveness and competitiveness can be further enhanced and its objectives should be pursued with relentless efforts, considering the high return on investment in terms of funds (through 12% recovery cost) and talent acquisition.

- The CRB Secretariat reports that a record 750 CRB case reviews were completed in 2016 for IP and NY-GS post categories, including GVA recruitment processes for various functional areas. The 2016 KPI for case reviews completed by CRB panels was achieved in 7 days on average. In addition the Secretariat managed the timely advertisement of 400 vacancies (regular posts, TAs and consultants), and the updating of 542 Talent Group records. Training materials were developed and published in Agora for use by CRB members and interested HR practitioners. In 2017, the CRB review process
will be further streamlined to adapt it to the exigencies and processes set in the new staff selection policy.

- As of 31 December 2016, the Job Classification team received a record number of 2,530 requests. However, despite this 25.5% increase in volume from 2015, the average time to classify a post was reduced by a further 36%, to now 4.43 days. This is a vast improvement compared to 2015 (average time of 6.89 days) and in 2014 (average time of 25.21 days). In addition, the number of Generic Job Profiles being used has increased by a further 10%, to now comprise almost 60% of all requests, thus simplifying the process tremendously. A new HR Officer post (P1) was established and the residual support provided through consultants discontinued later in the year. DHR responded to a high demand to provide both training in classification and to support offices’ re-structuring both remotely and face-to-face around the world.

- With regards to Individual Consultants and Contractors, as of end of December 2016, DHR received 644 requests to engage former/retired staff (241 requests for clearance of retirees and 403 requests for clearance of former staff excluding retirees). In addition, 37 requests for token fee and 68 single source requests were reviewed as well as responding to numerous VISION service manager requests and various policy queries.

- Following the issuance of the new policy on Staff Mobility and Rotation in June 2015, progress made in the implementation of the 2016 Rotation has so far exceeded initial expectations, with about 65% of staff included in the exercise already placed through a simplified direct selection process or managed mobility approach. Success factors identified at the beginning of the exercise have largely been met. Overall, more than 82% of staff moved across regions and 81% of staff moved out of non-family duty stations. There is evidence that communication with staff and the individualised support provided have been very successful. Less than 30% of staff in the exercise remain unmatched and DHR continues to exert all possible efforts to identify a new post for these staff members before the launch of the next exercise. While an average of 84% of staff located in the various regions moved, only 47% of staff moved out of HQ locations. Moreover, most moves took place within similar hardship categories. DHR will provide a more detailed data analysis and draw lessons learnt for the next exercise, inclusive of a proposal for a simplified policy and overall recommendations regarding project execution.

- The policy on Inter-Agency Mobility, introduced in October 2015, was implemented smoothly throughout in 2016. The new policy shifted the authority to approve various movements of staff among UN agencies from the DED Management to the Director of DHR, and raising to five from four the number of years of service required for eligibility, with no exceptions. It is noted that further enhancements regarding the process to consider staff returning from an inter-agency experience as staff in abolished posts, and closer follow-up with receiving agencies are needed to improve further the placement of staff on the conclusion of their secondment.

The number of staff’s move on secondment in and out of UNICEF has increased continuously in the past 3 years. We note that 45 UNICEF staff members are presently serving with other UN Agencies while 47 UN staff are serving with UNICEF on these terms. While the number of UNICEF staff released to other UN Agencies on reimbursable loan has decreased to 1, non-reimbursable loans (no cost to the receiving agencies) increased from 3 to 4. In 2016, 23 UN staff have joined UNICEF on
transfer, 50% of which served on secondment for at least 3 years prior to their move under these terms. During this same period, 18 UNICEF staff members joined other UN Agencies on transfer.

DHR continued to monitor movements of staff moving in and out of UNICEF, providing advice to offices and support to concerned staff. The satisfaction of staff members was measured through a staff survey, whose results confirmed appreciation for the guidance received and the support provided by DHR. Close monitoring and follow-up continued to contribute to the reduction of non-reimbursable loans, to the efficient recovery of outstanding payments for loans, and to a better balance of inter-agency movements.

- **DHR continues to strongly support activities to nurture Gender Parity at all levels.** UNICEF also ensures that gender equality is permeated at all levels whether through its gender equality cross-cutting programmatic agenda or through a gender balanced staff representation in all categories and grades, especially P-5 and above. As of end of December 2016, 47% of all staff are women, as opposed to 46% in 2015. In 2016, the gender parity across the global workforce was of 48%. Female GS staff members represented 48% 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. 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, 2016 showed 36% of Programme nationals. For International Professional posts globally, 51% of staff are Programme nationals.

- **As the humanitarian landscape continued to expand and become more complex in 2016, the Emergency Surge and Recruitment Section remained a critical partner in supporting country offices in emergency; ensuring that timely critical HR supports are provided to country offices that allowed adequate preparedness and timely response to emergency.**

DHR organised its annual HR in Emergencies Network meeting in October at the GSSC in Budapest which was an opportunity to present the HR Reform, further strengthen HR capacity, share good practices, reinforce the HR Network and increase collaboration with GSSC staff. Monthly webinars were also organised with HR Practitioners in the field, with a view to sharing and disseminating HR-related information as well as to provide guidance on specific subjects, such as Surge and Support to Emergencies, Performance Management and the E-recruitment system.

As a follow up to the 2015 Surge Capacity Workshop in Geneva (August 2015), DHR created the “Surge Capacity Guidelines” to highlight the entirety of UNICEF’s surge mechanisms available to the organisation, including information on how to access each mechanism in the event of an emergency response. With the creation of the Health Emergency Preparedness Initiative (HEPI) project, an additional mechanism will be added to the Surge Guidelines with an aim to strengthen the organisation’s ability to respond to extensive health-based emergency situations.

In addition, DHR managed a total of 493 recruitment cases (319 FT and 174 TA), out of which 453 were included in the fast-tracked recruitment process. Of these cases, 40% (191 recruitments) met the target of 30 days to complete the recruitment process. The average recruitment time for all FT and TA recruitment was 43 days. On average, FT recruitment was completed in 57 days and TA recruitment in 29 days. Of the selected candidates, 66% were internals, 34% externals; 45% females and 55% males.
In 2016, 576 surge deployments through internal and external mechanisms were recorded. In terms of surge deployments, Child Protection and WASH equally became the most urgently needed programmes areas, followed by Nutrition and Education.

The below table provides an overview of the IP recruitments in 2016, by regular recruitment versus emergency recruitment, gender and candidate type.

![Bar chart showing International Professional Fixed-Term Recruitment in 2016]

Managing and Supporting Leadership Talent

The last busy quarter of this year saw the establishment of a fully-fledged LEAD team whose mission is to enhance UNICEF’s senior leadership to ensure effective delivery of results for children around the world. This synergistic team was created to provide 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 through the sum of three main parts: (1) talent acquisition and succession planning, (2) leadership development, and (3) case management in support of high performance team. The team is meant to draw on expertise of different parts of DHR and global HR community to offer well-rounded advice and support, as well as develop innovative tools to enable our senior leaders to get the right resources at the right time, to build high-performance teams, and to grow in their jobs, with attention to their well-being, as well as that of their teams.

- Throughout 2016 under the Leadership Talent Acquisition portfolio, a total of 58 senior staff were appointed compared to 56 in 2014. Women (27) represented 47% of these senior staff appointments as compared to 50% in 2015. On the geographic diversity dimension, 25 senior staff appointed were from Programme Countries in contrast to 17 in 2015, representing a large increase of 47% and 43% of senior appointments. In its 12th year, the Senior Staff Rotation and Reassignment Exercise (SSRRE) continued to be successful and effective in rotating Senior Leaders and building a pipeline of new leadership talent. A revised senior talent review format was introduced with enhanced
corporate accountability, increased cross-regional collaboration and intelligence enrichment. The process also experienced increased trust and transparency. The revised approach led to a more efficient process with a time-to-fill two to four times faster from 105 days in 2015 and 53 days in 2014 to 25 days in 2016.

With targeted efforts, measures and strategies, steady progress is being made in having a more diverse representation in senior leadership posts with increased gender balance and geographic diversity. At the end 2016, women (96) represented 48% of the Senior Leadership Cadre (202) in comparison to 45% (90) in 2015, 43% (88) in 2014 and 42% (86) in 2013. This represents a 10 per cent increase over the last three years and the results of efforts to close the gender gap in senior posts.

Similarly, we have seen increased representation of Senior Leaders from programme countries with 36% (73) being from programme nations in 2016 as compared to 34% (69) in 2015, 33% (68) in 2014, and 31% (63) in 2013. Over the last three years, this marks a 16% increase in the geographic diversity of UNICEF Leadership also resulting from targeted initiatives to increase diversity.

In 2016, there were several activities of the component of LEAD that focuses on leadership development. UNICEF engaged Harvard Business Publishing to create a “Fit for Purpose Leadership Capability Report,” to conduct an internal analysis to identify the senior leadership capabilities needed to ensure the organisation is ‘fit’ to deliver on the SDG Agenda. Harvard undertook extensive desk research, coupled with interviews with a range of UNICEF senior leadership, to cover the challenges associated with delivering the SDGs, and the organisation’s largest capability gaps. As a result, a number of leadership challenges and skill gaps were identified where the organisation has pledged to strengthen, and through follow up consultations with Directors and Regional Directors, a cadre of six was chosen as key priorities for identifying, assessing and developing UNICEF’s internal leadership.

- **Executive Support Resources:** A new suite of Executive Support resources for Senior Leaders (Representatives and all D-1 and above staff) was launched in July 2016 to support UNICEF’s HR reform, with the aim of providing our senior-most leaders with a new, more customised approach to leadership development. The following four programmes are now part of UNICEF’s new ‘leadership toolkit:
  - **Executive Coaching:** Through a partnership with CTI (Coaches Training Institute), a personalised coaching to provide senior managers with a highly experienced, globally savvy coach, to help them plan their 360 degree assessment, discuss results and translate them into concrete action plans. Coaching is available for a range of other personal and management development issues.
  - **360 Degree Assessment:** A customized 360 degree questionnaire that provides senior leaders with an assessment of how their management style impacts people with whom they work. This is paired with a one-hour debrief with a certified coach to analyse the results for development.
  - **Career Conversation Support:** Individual coaching for our senior leaders in holding career conversations with their staff members, and motivating them to do the same with their direct reports. A small toolkit with a career development plan template, sample initial questions, and more information is now also available in English, French and Spanish.
  - **Team Building Support:** A more centralised offer of teambuilding support is now available, through a small, vetted group of consultants who are quite familiar with UNICEF. This past
fall, two team building exercises were held in Ecuador and Vietnam as well as team coaching programmes for various (11) Offices.

Following are graphs representing *Percentage of Senior Leaders who have initiated the Executive Support resources, by region*:

Under the **Performance Management** umbrella of LEAD, the case management portfolio grew as more and more senior leaders became more aware of the function. Since July 2016, a total of 36 cases and four queries have been addressed with overall feedback from clients being very positive.

Significant contributions were provided for the revision of performance management and separation policies as well as closely collaborating with PMCD team in developing learning materials on performance management. In order to increase communication and promote this new portfolio area and services for senior leaders, a case management intranet page is being developed for various audiences and ensuring quasi-real time information is made available.

### 2.1.3 Intermediate Result (IR) 3: Management of Staff Well-Being, HQ Liaison, Insurance and Compensation

**Staff Well-Being**

This key result area involving the support to staff for psychological/mental health, counselling, stress and other staff well-being related matters remains one of DHR priorities. Among the results delivered by the Staff Well-Being Unit (SWBU) in 2016 include:

- The Analysis of the **2015 Global Staff Well-Being Survey**. The key findings and recommendations were presented to the DHR Senior Management and GSA in December 2016. The decision regarding communication of the findings will be taken at the executive level, in collaboration with the UN Medical Services. The UNICEF data will be incorporated as part of the original UN-wide Staff Well-Being survey analysis and report.
The finalisation of the corporate **Staff Wellbeing Framework (SWF)** initially conceptualized in 2015. The SWF will be updated for 2017 with the actions agreed at the UNICEF SWBU 2016 Retreat, and the recommendations from the Staff Wellbeing Survey report.

- Progress was also made towards the implementation of some of the **UN High Level Committee on Management (HLCM) Duty of Care** recommendations. The SWBU was appointed to serve as UNICEF’s DHR focal point on this committee. It is noted that two specific actions were taken for 2016:
  - Piloting of pre-deployment briefings for staff being deployed to L2 & L3 emergencies in ESAR from September 2016. The evaluation of the pilot is being done in 2 stages: Stage 1 - assessment of the participants’ initial perceived usefulness of the briefing; Stage 2 - assessment of the participants’ perceived impact of the briefing 3 months later. A full rollout of the pre-deployment briefing system is planned for 2017.
  - Development of an SOP for the **trauma risk management of critical incidents at UNICEF**. The SWBU will be working with the DHR PALS unit on the finalization and implementation of the SOP in 2017.

- On the **staffing capacity**, the highlights include:
  - Strengthening of the SWBU’s capacity to address increasing rates of mental health issues seen in humanitarian settings. This capacity enhancement enabled increased level of support to staff.
  - Provision of support to staff and managers. Staff Counsellors have provided guidance and support to staff, including managers, PSVs, and family members. Throughout the year they have carried out:
    - 2,469 individual counselling sessions, of which 21% were individual or group sessions for staff following critical incidents
    - 45 wellbeing missions to duty stations
    - 57 workshops, with a total of 1,838 attendees. Workshop topics included: building resilience, managing stress, mental health literacy for managers, managing change, mindfulness and wellbeing, emotional management, maintaining wellbeing in Hardship Duty Stations, emergency preparedness, effective teambuilding, conflict management, dealing with vicarious trauma and bereavement.

- Revitalisation of the **Peer Support Volunteer (PSV) Programme**. The PSV Basic training manual was updated, and PSV Basic workshops were conducted during the last 3 months of 2016 in all regions except CEE/CIS. A total of 123 new PSVs were trained, bringing the total number of active PSVs to 347, across the regions.

In addition to the above, **three new wellbeing initiatives** were introduced or piloted by SWBU in 2016:
  - Monthly newsletter produced in Syria (English & Arabic versions)
  - 30-day yoga project piloted in Somalia, South Sudan, and Syria from April to May 2016, with 50 participants
- 100-day Global Corporate Challenge (GCC) walking challenge piloted in NYHQ and Budapest from September to December 2016, with 182 participants.

- The management of the HIV in the Workplace/ UN Cares portfolio for 2016. Logistical support was provided by SWBU for two ‘HIV in the Workplace’ sessions conducted during 2016 Management of the Staff Team Awards portfolio for 2016.

- Administrative coordination was provided by SWBU for the 2015 UNICEF Staff Team Awards. The number of nominations has steadily declined since the reinstatement of the awards in 2012, with only eight nominations received in April 2016. Three teams were awarded for their outstanding work: Private Sector & Communications teams, Thailand CO, Syria CO, Yemen CO

- A number of risk mitigation practices were employed:
  - Piloting of pre-deployment briefings for L2 & L3 duty stations in ESAR
  - Use of the evidence-based Trauma Risk Management Model (TRIM) as a response protocol to provide psychosocial support to staff after critical incidents
  - Working closely with PSVs to get ‘on the ground’ feedback of crucial issues at emergency duty stations
  - Being part of staff orientation sessions to increase awareness of resilience/stress management strategies, while reducing the stigma of seeking mental health services
  - Production of monthly newsletters in Syria with topics related to the current context
  - Facilitation of workshops on context specific topics e.g. maintaining wellbeing in hardship duty stations, emergency preparedness, dealing with the impact of vicarious trauma
  - Completion of the Staff Wellbeing Survey (2015) analysis and report, which will provide a road map for management to proactively address staff wellbeing issues that could negatively impact the achievement of organizational objectives
  - Provision of individual and group counselling to the children/families of UNICEF staff members and those from other UN agencies in MENA

HQ Liaison Section

With the HR transition to the GSSC, the HQ Liaison, Insurance and Compensation Section (HQ Liaison Section) was established on 1 June 2016 to function as the ‘HR Specialist’ for staff members in New York mindful of the number of staff member and the peculiarities related to service in the United States. In addition, the HQ Liaison Section in view of its central location in New York, processes and administers world-wide HR services, such as preparing condolence and appreciation letters, managing claims for compensation for service-incurred injuries and managing applications to the Pension Fund for disability determination. Furthermore, the section manages the Medical Insurance Plan for locally recruited staff members, represents UNICEF on, inter alia, the local salary Steering Committee, the Advisory Board for Compensation Claims and the Insurance Committee, and the HQ Liaison Team liaises on a daily basis with the GSSC, the Ombudsman’s Office, the Pension Fund, the UN Medical Services Division, the UN Insurance Unit and other UN common services to address specific and general concerns affecting UNICEF staff members.
The section has established itself as a reliable business partner, within UNICEF and vis-à-vis external partners. In addition to its core functions, the section has taken on the role as UNICEF focal point for staff members that have children with special needs, it has offered critical support and guidance to the local HR focal points in New York Divisions, three members of the team have conducted missions in regional offices to assist in the GSSC transition, and the team has resolved numerous long-outstanding cases on entitlements. Furthermore, after taking on a central role in processing benefits under Appendix D to the Staff Rules, the section processed and closed a number of pending cases, and implemented a system to ensure this will not recur. Other accomplishments are the start (1 February 2017) of a pilot, developed in consultation with CIGNA, to allow staff members enrolled in the MIP to submit claims on-line or through a smartphone application.

The abovementioned accomplishments fit DHR’s output in the OMP to represent UNICEF in NYHQ HR bodies, serve our staff members more efficiently, which relates to their overall well-being and allows them to achieve better results for children.

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

One of the major changes resulting from the HR transformation strategy involves the devolvement of the various learning and development aspects to different Divisions across UNICEF. This change emanates from the recommendation of the Situation Analysis of Learning and Development to ensure learning supports the organizational strategic plan. It implies internal changes within DHR as well as transferring learning functions to other Divisions. Although this process started in 2015, its full implementation took place in 2016.

DHR maintained ownership of the global orientation initiative, the Representative Orientation, language learning programmes, HR learning, and learning coordination overall.

In September 2016, a new unit for HR Capacity Building and Learning Coordination was constituted, and composed of a Chief and a Learning Manager. A Learning Officer was recruited in December 2016, and selection of a Communications Specialist to join the team in early 2017 was underway concurrently.

In 2016, the Section completed key activities with global reach, including:

- ‘Welcome to UNICEF’ eLearning module, available to all staff, consultants and prospective employees through Agora, providing an overview of UNICEF’s history, its mission, and its organisational structure.

- Redesigned Orientation for newly appointed Representatives, which saw 34 Heads of Office attend a one-week retreat at the Ford Foundation in May and August 2016, providing an opportunity for them to meet with senior UNICEF leadership, develop their support network, and gain increased clarity on the responsibilities and accountabilities of their role. The new design includes a follow-up week in Budapest, delving deeper into the management of the Country Office, which is set to take place in Budapest 8 months after the New York component.

- New mentoring programme for Representatives – pairing recently retired Representatives and Regional and Deputy Regional Directors, with strong people development profiles, with newly appointed Representatives.
• Signed a partnership with Headspace, the mindfulness meditation app, to obtain free two-year subscriptions (normally $310) for all staff globally.

In addition, the Section laid the foundations to key work that will continue in earnest in 2017, including:

• Procurement of a third party vendor (Corporate Learning Solutions) for the development of an essential management skills building programme, which will be rolled out globally to over 30 Country Offices, aiming to strengthen the management skills of UNICEF supervisors in the areas of self-awareness, self-management, relationship management, cultural awareness whilst building resilience.

• Contracting of a consultant to develop learning curricula to support the professional development of HR staff across all Regions and HQ locations.

• Identification of a preferred supplier (SHRM) for the piloting of a professional HR certification for 25 staff globally, including exam preparation.

• Delivery of two pilots in Budapest and Panama to support the capacity building of staff in light of the new HR Reform.

In addition to the above changes, the leadership learning has been merged with the Executive Resources Section within DHR which supports the overall performance management for senior leaders and the pipeline of potential senior leaders including National Officers leadership development in UNICEF. The humanitarian action learning was also merged with the Emergency and Surge Section in DHR to develop basic competencies for humanitarian action.

One of the key focus areas of the HR transformation aims at enhancing UNICEF’s capacity to manage its people effectively and efficiently. The goal is to develop a performance culture based on delivering better results for children. To achieve that, a need to increase engagement, develop managers to provide honest and constructive feedback, as well as develop staff to receive it in a shared spirit to improve the organizational performance are required. As a result, additional resources have been created to strengthen the capacity in various areas including: Case Management, Career Development, effective coordination of global HR and capacity building, as well as effective communication.

Performance Management is also a key priority for DHR, which falls under IR4 and aims at continuously supporting staff and supervisors/managers in achieving optimum productivity, increasing staff engagement and professional satisfaction and well-being.

The Performance Management and Career Development Section provides best-practice expertise to line managers world-wide and across the HR community. The section drives UNICEF’s performance and career management strategies forward. The transition to Achieve, the new Performance Management system for all staff, has taken place in the 2016 performance cycle.

The work area has undertaken a breadth of activity to move towards the applicable Division OMP target(s). In concrete terms, nuanced measures have been introduced to tangibly link individual performance to the UNICEF corporate results framework while clearly differentiating performance assessment.
Accompanying the above, a strategic approach has been developed to embed the values, principles, and competencies needed to sustain optimal results. With a heightened focus on fostering an environment in which (1) the performance culture will be based on results and honest, direct and ongoing feedback that is role-modelled from the top and permeates the organization and (2) a pervasive mind-set that continuously strives to ‘raise the bar’ on performance, wherein supervisors are able and willing to provide both positive and constructive feedback and staff receive it in a shared spirit to improve the organization’s performance.

The **important achievements** included:

- The concluded RFP process selecting MayCoach & Co. as the vendor of choice for the performance management change program.

- MayCoach & Co. have successfully completed the assessment phase of their four-staged cultural change program. Extensive exploratory consultations occurred with an extensive and diverse set of stakeholders, spanning the breadth of the organization. The aforementioned consultations have played a significant role in shaping the interventions for implementation.

- The case management function and support mechanism for managers has been established. The resource is now available to managers throughout the organization.

- The 2016 performance management cycle is approaching completion in Achieve. The Achieve Support Team and the system itself have successfully navigated the initial launch and subsequent stabilization period (the percentage of PERs signed by required parties and closed by the end of February 2017 should equate to 90%).

- In 2016, Career counselling was offered as a global service from HR for the first time. Career Counselling was provided to staff members in the mobility exercise, JPO program, and NETI program, as well as to most staff on abolished posts. The service was also provided to staff members in need of general career counselling with regards to their career trajectory (approximately 240 staff members worldwide were able to use the career counselling service, and 564 hours of career counselling was provided).

- UNICEF partnered with Brazen, a chat platform, to connect staff members around the globe with experts in HR on topics pertinent to recruitment, selection, performance management and career development. To participate, both staff members and experts needed only an internet connection. Chat conversations on the platform were 1:1 and confidential, making room for personalized support relevant to the individual staff member’s questions (between June and December 2016, fourteen Brazen sessions were held and approximately 350 staff members were able to partake in the online events).

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

A key support to managing the HR function is provided through an effective policy development and administrative law practice. This is focused on managing the risks associated with the HR function globally. DHR’s **Policy and Administrative Law Section (PALS)** 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 cost.

PALS 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 2016, PALS received and took action on 17 reports of misconduct (36% below the 3-year average), acted on 39 requests for a management evaluation (33% above the 3-year average), and kept appeals before the United Nations Dispute Tribunal (UNDT) to 5 (29% below the 3-year average). In addition, PALS has represented DHR in UNICEF’s Working Group on Protection against Sexual Exploitation and Sexual Abuse and in consultation meetings and/or working groups on the Administration of Justice in the United Nations.

In 2016, DHR issued the following policies:

- The Executive Directive (EXD) on Staff Selection;
- The Administrative Instructions on:
  - Flexible workplace;
  - Types of appointment and categories of staff;
  - Separation from service;
  - Settling-in grant (formerly Assignment grant);
  - Mobility and hardship scheme;
  - Entitlement travels: Home leave, family visit, education grant travel;
  - New and Emerging Talent Initiative – NETI programme;
  - Job classification;
  - Amendments to Chapter 12, Section 12: Unaccompanied shipment;
  - Junior Professional Officers, and
  - Staff selection

Several draft policies/revisions to existing policies and decision memos have also been prepared in 2016 and are being finalized, including: Dependency allowances, Rental Subsidy and Deductions, Performance management, Continuing appointments, Learning and development, and Consultants and Individual Contractors

Working closely with the Principal Advisor (Ethics), DHR reviewed and processed approximately fifty-eight (58) requests from staff members for authorisation of an outside activity and three (3) requests to accept an award on behalf of UNICEF.

DHR, together with ICTD, GSSC and other UN organisations, worked to support the implementation of the GA resolution 70/244 on ICSC comprehensive review of compensation package for international professional staff. The Section set up a compensation package website, conducted webinars and briefing sessions to communicate effectively the changes to all staff. The new compensation package is being rolled-out in three phases, of which first took place 1 July 2016. For the second phase of roll-out, a separate communication strategy was designed to enhance the capacity of HR community to communicate the changes in payroll to all affected staff members.
DHR also provided policy support to GSSC during the transition of HR functions to Budapest by providing guidance on the interpretation of UN Staff Regulations and Rules, as well as UNICEF policies, and by reviewing GSSC Standard Operating Procedures, Fact sheets, and other training material to newly recruited HR colleagues to guarantee HR process business continuity during the transition.

All results of the key priority areas outlined above have been continuously supported by the Strategic Planning and Operations (SPO) Section to efficiently and effectively manage the budgets and resources under DHR’s oversight by maximising efficiency gains, streamlining processes, introducing tools and technologies and through a more effective organisational structure. The number of contracts managed by DHR in 2016 (234 as of 31 December, valued in 17 million dollars including 13.5 dollars of investment funds managed (in the 4 year cycle)), represent a consistent increase of workload for the SPO Section.

Effective internal communication directly supports the management of the HR function and is an important contributor to the successful implementation of the HR Reform initiatives.

In 2016, DHR continued to refine internal communication practices targeted at different audiences ranging from HR practitioners within and outside DHR (the OneHR community), SSR and managers, to staff at all levels and in all areas. Aiming at fostering a culture of openness and enhancing the impact of core HR functions and reform initiatives, some of the noteworthy initiatives were:

- A digital and print based HR reform brochure to promote the reform based initiatives and underlying rationale.
- ICON story presenting an overview of the HR Reform initiatives, including an animated whiteboard video and two “5 questions” interviews on ICON (DHR Director and DHR Deputy Director).
- Presentation by DHR leadership at numerous regional management meetings to introduce the HR Reform initiatives.
- Publishing SharePoint-based intranet sites to support staff, for example:
  - The introduction of a new My HR portal for accessing new HR IT tools, including Achieve, e-Recruitment, MyCase, Agora and the HR intranet: https://unicef.sharepoint.com/sites/portals/myhr/?wa=wsignin1.0;
  - The Transition of HR & Payroll Services functions from NYHQ, other HQ and offices from all regions to the GSSC, and the introduction of the new MyCase case management tool, to support HR and Payroll Services transactions: https://unicef.sharepoint.com/teams/GSSC/HRTransition/_layouts/15/start.aspx#/SitePages/Home.aspx

To further strengthen the internal online communication, a project to revamp the HR intranet was initiated. A new centralized, intuitive and user-focused HR site was developed with estimated launch early 2017. Among a number of features that will facilitate for staff searching HR information, it will include a DHR on line who’s who resource to facilitate contact with appropriate focal points.
To strengthen the ties among HR practitioners in and outside DHR a number of initiatives were made throughout 2016 to reinforce the concept of UNICEF “OneHR” community. Major initiatives include:

- Rebranding of OneHR and sub-sections in accordance with UNICEF’s visual identity and branding guidelines, along with a brand strengthening strategy.
- Consolidation of HR-related communities in Yammer, the UNICEF internal social network, in order to streamline knowledge sharing and communication efforts.
- Development of an inaugural OneHR Newsletter to be circulated to UNICEF’s global community of HR practitioners. The newsletter was launched early 2017 with a planned monthly distribution.

In addition, in line with the current HR transformation and strengthening of the HR Analytics functional area, the SPO team, in collaboration with UNICEF’s ICTD Division, has launched an Analytics project to streamline and decentralize HR staff data within the Organization. Such project will lead to quicker availability of HR data via Dashboards, and self-service tools, which will develop and nurture a strong strategic HR within the Organization. In the context of the recruitment reform project, SPO is also introducing the creation of the Advanced Analytics module to be activated within the recruitment Talent Management System (TMS).

### 2.2 Areas of achievement

In addition to the many changes which have taken place, 2016 was also a year of notable achievements for DHR:

- As of end of December 2016, 65% of staff included in the rotation exercise were already placed through a simplified direct selection process or managed mobility approach. Less than 30% of staff in the exercise remain unmatched.
- A recent client satisfaction survey, made up of just under 2,500 responses, showed that 92% of TMS users consider the system to be simple and easy to use and 87% believe that it is more efficient than other application systems they have used.
- The JPO programme continued to consolidating the gains made in 2015 (68 JPOs and 11 pledges received for 2017). The number of resource partners also increased, with three UK nationals joining the programme. Several other potential donors were approached, with negotiations with Canada being the most promising.
- The reduction in time required for the Job Classification. The Job Classification team received a record number of 2,530 requests. Despite this 25% increase in volume from 2015, the average time to classify a post has been reduced by a further 36%, to now 4.43 days. This is a vast improvement to 2015, where the average time was 6.89 days and in 2014, where it was 25.21 days.
- The 2016 performance management cycle is approaching completion in Achieve. The Achieve Support Team and the system itself have successfully navigated the initial launch and subsequent stabilisation period.
- In 2016, Career counselling was offered as a global service from HR for the first time. Career Counselling was provided to staff members in the mobility exercise, JPO program, and NETI program, as well as to most staff on abolished posts. The service was also provided to staff members in need of general career counselling with regards to their career trajectory.
• By end of December 2016, in the International Professional category globally (SSR positions excluded) the 50/50 gender balance has been reached.
• As the humanitarian landscape continued to expand and become more complex in 2016, the Emergency and Surge Recruitment Section 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. A P4 HR Specialist came on board late 2015 as part of the Emergency Response Team (ERT) and was deployed to 3 country offices with complex emergency (Afghanistan, Iraq and Nigeria) in 2016 for cumulative period of 28 weeks to provide high level HR support, and continued to support remotely.

2.3 Challenges to achieving results

DHR is embarking in a series of transformation initiatives, towards the implementation of a more strategic HR across the Organization. Some of the key challenges faced are included below:

• Minimal progress was made on the expansion of the existing cadre of multilingual external tele-psychiatry/psychology mental health providers, and the establishment of wide scale direct billing arrangements with CIGNA as planned. However, direct billing arrangements were organised for international and national staff members in the Syria CO. SWBU will continue work in partnership with the DHR Liaison Unit towards the establishment of direct billing arrangements in 2017.
• Ongoing progress was made regarding the development of the global staff wellbeing ‘toolbox’, due to budgetary and time constraints; however a review of the current SWBU materials was completed. This objective will be a high priority in 2017.
• The implementation of the new E-recruitment system created some challenges, as recruiters needed to be trained on a new system. In addition, the transition to the GSSC required continuous discussions and ongoing adjustments. Recruiters worked closely with GSSC and other stakeholders to streamline and enhance the continuum of talent acquisition and on-boarding by mapping, reviewing and enhancing existing processes (i.e. UNLP and Offer Cards).
• Human Resources still remain one of the most challenging areas in humanitarian crisis situations. Attracting candidates to emergencies is still difficult, the need for talent being greater than the availability of good candidates. UNICEF continues to refine methods to attract internal candidates to emergency duty stations, and explore other sources for external recruitment by expanding its outreach and learning to work with different partners.

2.4 Main Partnerships

Partnerships continue to be a critical key to DHR’s ability to deliver on its mission. DHR has continued with its practice of 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 2015, DHR has engaged in partnerships with various stakeholders at different key result areas and organizational levels, such as:
• Close and continuous partnerships with other UNICEF Divisions and Offices on various projects, collaboration with the GSSC project team, continuous work with the Global and New York Staff Associations.
• Collaboration between the UN Medical Services, UNJSPF, UN Insurance and DHR via the HQ Liaison Section.
• Interagency post cost-share models in situations of funding restraints for the Staff Well-Being Unit, and provision of individual and group counselling to the children/families of UNICEF staff members and those from other UN agencies in MENA.
• Partnering with external entities and universities for knowledge exchange and to provide staff with a variety of learning and development opportunities.
• Several inter-agency collaborations for greater and joint stand on HR issues affecting agencies, funds and programmes. Examples included:
  ✓ agreement with the Secretariat and other Funds and Programmes on a common interpretation of key concepts introduced by the decision of the General Assembly on the new compensation package (e.g. definition of dependent, single parent, application of the new criteria with regard to Education grant);
  ✓ agreement on the effective date of coming into force of said changes;
  ✓ agreement on common approach to supporting the UNJSPF in accelerating its processing of cases;
  ✓ consensus on a way forward and approach of the Duty of Care of the Organization vis a vis its staff;
  ✓ agreement on a common position before the ICSC on issues related to compensation of locally recruited staff members
• DHR further strengthened its partnership with the UNV programme for timely deployment of qualified UNVs; discussion is ongoing with DFAM to further simplify the onboarding of UNVs, which would contribute to a qualified and diverse workforce.
• The Bill and Melinda Gates Foundation approved a US$3 million grant for supporting the HR Reform through streamlined recruitment process, performance management and strategic HR transformation. This investment will allow UNICEF to continue the process of culture change that will promote accountability for results and values excellence in people management across the entire employment life cycle.

Publications


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

Objectives: To give staff a guide on (a) Mechanisms that exist within UNICEF to surge human resources into an office in response to an emergency (b) How to access and take advantage of said mechanisms in order to plan an effective response.

Authors: UNICEF DHR Emergency and Surge Recruitment Section

Electronic Publication: Sent to all RDs and respective Regional Emergency and HR Practitioners by Director EMOPS (sent 23 Aug 2016). Initially circulated through EMOPS and DHR 7 Jul 2016.

2) “UNICEF Surge in Emergency Workshop: Workshop Report”

Intended audience: DHR management, EMOPS NY and Geneva, offices/divisions involved in emergency surge capacity for humanitarian responses.

Objectives: to provide the main actors involved in surge capacity for UNICEF a report of the workshop that reviewed/analysed current surge systems and provided a series of key recommendations for the organization.

Authors: DHR Emergency Unit and a hired consultant that facilitated the workshop

Electronic Publication: sent to the intended audience