UNICEF

Division of Human Resources

2013 Annual Report
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1. EXECUTIVE SUMMARY

The Division of Human Resources’ (DHR) core function is to support the development of a flexible, highly skilled and motivated workforce to continue the implementation of the key 2006-2013 MTSP results. This is achieved by taking into account of strategic priorities and managing the workforce through:

- Efficient, cost effective and simplified processes, practices and policies, including streamlining basic HR processes through the use of technology, releasing time for HR staff to focus on ‘value adding’ activities such as staff mobility and development;
- Defining current and future skill requirements to identify gaps and the actions required to address gaps;
- Enhancing the skills of managers and staff to focus on performance and meet the needs of more complex, changing and demanding work environments;
- Providing quality analysis, advice and guidance to internal clients.

Despite continued underfunding in 2013, the office nonetheless achieved significant results against Key Performance Indicators. The most significant of these include:

- Of the 748 regular IP recruitments completed in 2013, 69 per cent were finalized within the 90-day KPI, approaching the target of 75 per cent. This is a 50 percent increase compared to 2012, and the result of streamlining the recruitment process while maintaining quality, increasing transparency, and facilitating monitoring and reporting.
- Due to large-scale emergencies, the number of surge deployments reached a record high of 677 cases in 2013, almost double that of 2012 (85 per cent increase). Some 92 per cent of requests for CCC-compliant, surge capacity support exceeded the KPI target of 80 per cent within 56 days. A total of 224 regular recruitment in the context of emergencies were completed with an average recruitment time of 49 days; representing a 43 per cent efficiency gain in comparison to 84 days in 2012.
- An 80 per cent increase in the use of streamlined and modern staffing solutions such as Direct Selection, as well as the expansion of Generic Vacancy Announcements, Talent Groups and global outreach initiatives.
- Successful pilot of an innovation to combine traditional, two-staged offer letters into ‘One offer letter’. This was piloted with all recruitments falling into the emergency area, with a 12-day efficiency gain in the time to issue an offer letter, from 14 days to 2 days. The proposal to take this to scale across all recruitment in 2014 has been approved by OED and will be implemented, with the associated structural changes required to dedicate the resources required to achieve this.
- A reduction by almost half of the number of administrative legal cases compared to 2012, reflecting the impact of proactive intervention, conflict resolution and settlement efforts.
- A 62 per cent efficiency gain in the processing of separation files within 90 days, and gains in time to finalize onboarding files for recruitments.
- Successful launch of the interim Career Development portal and the delivery of several targeted workshops in this learning and development area, as well as in performance management.
- Consistent use of HR analysis as evidence to inform executive decisions, policy development and implementation of various initiatives, such as the GSSC.

2. KEY DIVISIONAL TARGETS AND STRATEGIES

To adequately address the multiple changes affecting our corporate environment, DHR shifted the organisation’s view of HR Management with a strategy to adopt more proactive approaches to HR as well as bearing the primary organisational target of development of a flexible, highly skilled and motivated workforce to implement the MTSP results.
To support the strategic shift, 2012-2013 biennium intermediate results for DHR were:

1. **Strategic Resourcing and Talent Management**
   - Strategic workforce planning is an integral part of the organization and managers’ function.
   - Recruitment function is streamlined to improve and maximize effectiveness.
   - Talent flow through the organization is supported and gender and diversity perspectives incorporated.
   - Mobility process is enhanced and facilitated to create more movement in and out of duty stations.
   - The knowledge and skills of UNICEF staff to deliver results for children (MDGs and MTSP) is increased.

2. **Human Resources management for humanitarian situations**
   - Emergency experience and knowledge is valued in staff member’s profile and more staff are willing to go to emergency areas.
   - The percentage of staff that have undergone capacity development to be able to serve in emergency areas is increased and this information is systematically monitored and applied by DHR.

3. **Strengthening our management capacity and capabilities**
   - Managers are equipped with the tools and skills to create an environment that effectively contributes to improved accountability and performance.
   - Objective assessment and development programmes for talent for current and future leadership positions and of key senior positions is in place and supports succession planning.
   - People-related policies and processes, which are conveyed in effective ways so managers are able to interpret and implement them appropriately.
   - Disciplinary cases and grievances are dealt with in a timely and just manner and the cases involving UNICEF before the Tribunals are reduced to a minimum.
   - Support to staff for counselling, mental health issues, staff well-being and capacity to manage stress.

4. **Creating organizational flexibility and adaptability to change**
   - Representation of UNICEF’s interests in change at the strategic UN Common System level
   - UNICEF’s Leadership cadre are able to implement change in an effective manner.

5. **Improving HR effectiveness and efficiency through streamlining**
   - Targeted business process improvements to develop intra-divisional and inter-divisional synergies are in place.
   - Strategic and rationalized administration of staff entitlements, payroll and other HR services is at the level of set indicators.
   - Effective internal communication within DHR, OneHR and with clients is improved.
   - Effective office administration and management of budgets under DHR’s stewardship (DHR, NETI, Global Learning Budget.)
   - Effective global management and administration of centralized payroll function and other staff entitlements including rental subsidy, education grant.

See Annexes I and II for Table on Key Performance Indicators (KPIs) progress.

### 3. Analysis of Strategies and Results

DHR’s objective is to provide consistent quality service and solutions to UNICEF’s staff and managers across all functional areas within the organization at the country, regional, and headquarters levels while supporting the organization’s strategic and other priorities. DHR has leveraged synergies and efficiencies, streamlined
processes, introduced new initiatives, and continue to increase its capacity and capability to effectively deliver results.

3.1. Strategic Resourcing and Talent Management

In 2013, several results were accomplished under the Strategic Resourcing and Talent Management Intermediate Result (IR). The most significant progress for recruitment and staffing continues to be in the area of Talent Groups and proactive staffing through Generic Vacancy Announcements (VAs), and streamlining of recruitment process.

Recruitment Efficiency and Effectiveness

Generic VAs continued to be successful in programmes and operations functional areas, helping to populate and expand talent groups with the objective to promote their use and meet specific talent demands; several major Generic VAs (Chief of Field Office, WASH, Nutrition, Audit, Emergency, Education, etc.) were carried on in 2013 including some with a language aspects (e.g. WASH and Nutrition published in French). These sourcing efforts resulted in increasing qualified candidates in talent groups (also feeding from regular recruitment recommendations) with 814 candidates compared to 700 candidates in talent groups, at the end of 2012.

Improved composition of talent groups has also led to more direct selection of candidates; from 46 in 2012 to 83 direct selections in 2013 showing an increase of 80 per cent. With recruitment streamlining and simplification, Direct Selections is becoming the default recruitment method as was intended, with progressively more trust built around this vetted process and more resources being strategically allocated to support Generic VAs and talent groups. This innovative solution has positively impacted the time-to-recruit of posts especially in critical functional areas and fields with low supply of talent. The below graph shows average time-to-recruit by recruitment mechanisms and reflects the efficiency of direct selections.

**Average days to Recruit IP Posts by Recruitment Mechanisms, 2011-2013**

![Graph](image_url)

The [e-Recruitment](#)
As of 31 December 2013, 748 IP recruitment cases were completed in e-Recruitment with an average time to recruit (from close of advertisement to issuance of initial offer) of 72 days compared to 137 days in 2008 when IP recruitments were manually processed; showing a doubled efficiency in recruiting IP staff over the five-year period. Of the 2013 cases, 69 per cent (518) were finalized within the 90-day set KPI for IP posts; a 50 percent increase compared to 2012 and almost a tripled surge since 2008. Streamlining the recruitment process has maintained quality while increasing transparency, monitoring, reporting, and allowing DHR to be very close to reaching the KPI target of 75 per cent of IP cases completed within 90 days. Table at right details trends in performance against this KPI.

At the end of 2013, close to 332,000 externals and all UNICEF staff members had registered their profile in e-Recruitment which resulted in 73,000 external and about 13,500 internal applications in 2013. The number of applications submitted in the system continues to grow with a monthly average of 3,600 applications in 2013 compared to 2,800 in 2012. Despite the lack of technological enhancements to the e-Recruitment system and affected by the decline in resources with a post abolitions; the e-Recruitment team continues to provide client service and support to internal/external candidates, hiring offices globally, managers, recruiters, and HR practitioners with an average of 1,000 requests being managed monthly. In addition, e-Recruitment has been used to house the Global Web Roster for surge assignments as well as matrices of staff on abolished posts who have received eligibility waivers; thereby facilitating placement, monitoring and reporting efforts.

Other efforts continue to be in place to allow for increased value, efficiency, and quality in recruitment such as enhanced transparency, rolling CRB process, streamlined approval process, recruitment templates, increased monitoring and follow-up with hiring units, metrics and analytics, HR dashboards, and more visibility and communication in supporting the HR function to sustain increased performance in the area of recruitment with articles on initiatives such as talent groups, raised awareness with senior and executive management, and leveraging of all stakeholders and decision makers interests and priorities in this fundamental HR area throughout UNICEF and beyond (e.g. collaboration with Bill and Melinda Gates Foundation.)

The results of a survey on hiring process (December 2012) for feedback from managers, hiring units, and newly appointed staff was somewhat positive with responses showing more confidence/trust in the process, higher use of Generic Job Profiles and descriptions, sense that right talent was appointed, effective use of recruitment resources and tools, and overall good quality of the process. Few results indicated that process should be more seamless which supported some improvements to the recruitment process (e.g. electronic approval by DED) and provided the Business Partner Teams with more holistic and strategic planning approach when working with hiring units on enhancing their recruiting experience.

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

Note: e-Recruitment system was implemented in 2009
KPI: 75% of IP recruitments completed within 90 days

**Integrated Talent Management Suite**

UNICEF’s ability to fulfil its global mandate rests primarily on having the right people at the right place at the right time. Successful and efficient talent management is the most important process that supports this organizational objective. The ability to rapidly deploy talent is vital to carrying out UNICEF’s programme and emergency work. To accelerate the progress that DHR is making to streamline and simplify its recruitment process, significantly improving its ability to identify, attract, recruit, deploy and manage talent; DHR developed and drafted comprehensive business requirements in a request for proposal for an integrated talent management system solution of six critical HR work areas: global recruitment, on-boarding/cross-boarding...
(internal transfers), performance management, strategic workforce planning, career development, and leadership/succession planning. This work has been ongoing throughout 2013 in partnership with ITSSD, engagements of leading independent IT advisory companies for due diligence (Forrester and Gartner), corporate investments, grant from Bill and Melinda Gates foundation, ICT Review Board, and crucial strategic support from Executive and Senior management. The selection of a vendor and project implementation is expected in 2014.

**Strategic Workforce Planning** (SWFP), evidence-based management and analytics continue to support and feed organizational objectives in order to drive higher results delivery for DHR. The strategic forecast of human capital needs especially in critical functional areas allows for a solid foundation in workforce planning, talent recruitment and resourcing efforts at country, regional, HQ levels. These analyses are fundamental and support other areas of core HR priorities (e.g.: Leadership, mobility and rotation, career and staff development, outreach, succession planning, learning, global talent management).

In addition to delivering several results in the talent management area, DHR/BPs jointly with Programme Division launched a global skills mapping survey in March 2013 to obtain a more accurate picture of existing expertise in the programme functional areas (e.g.: WASH, Child protection, etc.) while identifying gaps in knowledge and skills. The results from this initiative will feed an evidence-based approach to developing a training strategy targeting identified needs mainly in “upstream” competencies (e.g.: Entrepreneurial Thinking, Persuading and Influencing, Leading and Supervising, and Formulating strategies). This could part of a learning and development toolkit benefiting programme staff and other staff at large since the approach will be cross-cutting and cross–functional.

The new and revamped HR Dashboard was launched in March 2013 and was a joint project between DHR and ITSSD. The dashboard features a wide a range of statistics and enhanced self-service capacity with open access to all staff. It provides detailed workforce statistics on IP, NO and GS staff; year-to-date IP recruitment actions; updated and real-time HR performance indicators and several detailed HR analytics. The HR dashboard is essential for workforce analysis and planning, enabling evidence-based management and decision-making across the organization. HR practitioners and Operations colleagues are encouraged to promote and use it regularly. HR performance tabs have also been integrated on other organizational dashboards such as the global, regional, and Results Manager’s dashboards. All of these dashboards, management reports, and more data/analytics are now prominent, visible and centralised on the newly redesigned “InSight (Information. Simplified)” (formerly known as “Performance Management”) intranet page.

**Global Outreach** initiatives and efforts continued to be pursued to renew and increase talent in UNICEF. This is managed under the portfolio of the New Talent Unit which also manages the JPO, NETI, Volunteer, Internship Programmes and Consultants/Individual Contractors. Through the New Talent Unit, UNICEF/DHR participated in two major career global events (organized by DEVEX in Washington, DC and Kenya), several (19) career fairs on university campuses, and virtual career fairs including two joint UN ones and others with International NGOs. Outreach tools have been updated and being used to full capacity. Initiatives have been implemented such as leveraging social media with the launch of Faces of UNICEF in Tumblr, the creation of a jobs tab in the UNICEF global Facebook page and the revamp of the LinkedIn page.

Inter-agency collaboration has been ongoing namely with the UN Secretariat, UNFPA, and UNDP for planning career events. A new initiative was undertaken with the UN Volunteer (UNV) programme that will allow Youth Volunteers to integrate into our programme and staffing structure. The project will be piloted throughout 2014 upon confirmation of interest and participation by country offices. Currently, 143 UNVs are serving in UNICEF, combining 82 international and 61 national UNVs with 48 per cent female representation overall. UNICEF continues to work closely with agencies to explore ways to increase the number of UNVs as well as provided inputs to the UNV 2014-2017 strategic plan.
UNICEF Internship and Volunteering Programmes continue to run effectively and being a source for future applicants. The intern database on the Intranet was updated in 2013 ensuring that country offices have access to an updated roster which included 1,092 applicants. UNICEF’s Internship policy was revised in 2013 clarifying eligibility requirements and recruitment procedures.

The JPO (Junior Professional Officer) programme continues to be a successful collaboration with several (16) donor governments. As a key highlight in 2013, initiatives have been taken to raise awareness about the JPO programme in the Middle East with United Arab Emirates, Saudi Arabia, and Kuwait. This was done in collaboration with UNICEF office in Riyadh and PARMO. UNICEF’s standard MoU and other fundamental documents were translated into Arabic and shared with Governments with the objective of recruiting JPOs from that region.

At the end of 2013, 75 JPOs from 20 countries were on board with UNICEF. The overall retention rate of JPOs was 49 per cent in 2013 (one of the highest among UN Organisations); an increase from 45 per cent in 2012. In an effort to create synergy between JPO and NETI programmes, the New Talent Unit revised and streamlined content of induction programmes. Two induction sessions were organized in HQ for 33 JPOs and eight NETIs. In collaboration with OLDS, the very first Programme Planning Process (PPP) training - exclusively for JPOs - took place in Ankara, Turkey, where 25 JPOs participated. To better support JPOs throughout their experience with UNICEF, the New Talent Unit introduced the JPO timeline and e-learning resources that intend to guide both JPOs and supervisors throughout the JPO assignment.

Despite resources halved for the 2012-2013 budget period, the New and Emerging Talent Initiative (NETI) remains one of UNICEF global talent management strategies focusing on attracting, selecting, developing and retaining talent from entry to mid-career levels. The fifth cohort of eight candidates joined UNICEF in January 2013 and are all moving into the second year of their assignment. Of the fourth cohort participants, 75 per cent were retained. The rate of NETI graduates retained for at least two years was 72 per cent in 2013.

In 2013, a decision was taken to increase the NETI programme from 8 to as many as 20 participants effective in 2014 onwards allowing for candidates with high potential to be recruited in the programme. The costs for the 12 additional participants will be resourced by country offices. The call for NETI positions led to 16 positions, with a total of 8,767 applicants to the advertised posts, recruitment is expected to be completed by March 2014. Highly talented candidates keep talent groups populated in several functional areas, following recruitments from NETI campaigns. Visibility for the NETI programme also increased significantly from 54,000 visitors (2011/fourth cohort) on the NETI micro site, to 76,000 (2012/fifth cohort) to 106,330 (2013/sixth cohort).

In an effort to improve Mobility throughout the organization, DHR completed another pilot rotation exercise for Supply Division. This, together with the previously run pilots under the Middle Management Rotation, analytics, data and workforce projections; contributed to drafting and revising the mobility policy, which went into consultation with key stakeholders (e.g. HR practitioners, Global Staff Association, management) in the second half of 2013. The draft finalized rotation policy will be presented to senior and executive management early 2014.
**Interagency Mobility** continues to be promoted while contributing towards a more flexible and responsive workforce. DHR effectively managed this process throughout 2013, and was also involved in HR Network consultations and; provided inputs to the draft policy on inter-agency mobility and other-related concept papers. Table at right shows interagency 2013 mobility statistics.

<table>
<thead>
<tr>
<th></th>
<th>UNICEF Staff to released UN Agencies</th>
<th>UN Staff released to UNICEF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Coordinators</td>
<td>5</td>
<td>n/a</td>
</tr>
<tr>
<td>Secondment</td>
<td>47*</td>
<td>32</td>
</tr>
<tr>
<td>Reimbursable Loan</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Non-reimbursable Loan</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Transfer</td>
<td>21</td>
<td>16</td>
</tr>
</tbody>
</table>

*Data includes (5) Resident Coordinators

The **Senior Staff Rotation and Reassignment Exercise** (SSRRE) – in its ninth year – continues to be successful and effective in rotating Senior Management and leadership posts. A total of 55 senior staff were appointed in 2013. The gender balance of the SSR is 43 per cent female and in 2013, 40 per cent of the appointed staff were women compared to 47 per cent in 2012. Trends in SSR appointments in terms of geographic diversity were positive, with 51 per cent from programme countries compared to 32 per cent in 2012.

Gender parity at senior levels is an ongoing organizational priority that has been reiterated by the Executive Board, Member States and senior management. Whilst merit is the overarching criterion for selection, focus on gender balance is also a key selection principle for recruitment at all levels, as is the gender balance of selection panels. For senior positions, a standardized short listing template has been developed that outlines the need to ensure gender is taken into account when recruiting. While these measures raise awareness, it is important that they are being practiced, along with other measures to enhance gender ratios, such as:

- Nurturing/developing female staff from mid-levels onward for leadership positions; female staff are reviewed carefully for enrolment in leadership development learning programmes
- Populating talent groups with qualified females – thereby building a ready talent pipeline.
- Succession planning – identifying/grooming female talent for readiness to assume leadership positions immediately or in a few years.

**Classification and Organizational Design (COD)**

The COD team continues to provide classification and technical advice to offices on organizational design, staffing, and structures. Technical job evaluation and advice to Technical Review Teams (TRTs) were provided during the preparation of the 2014-2017 Global Programme Budget Reviews (PBRs) and Integrated Budget (IB) Review. The team continued its efforts to meet the UN requirement of Job Classification and Organization Design analysis for HQ and field locations. Some 1,411 professional and General Service job descriptions were classified in 2013 and related VISION data were updated in support of position management to facilitate recruitment, on boarding, and payroll.

DHR continued to promote the use of Generic Job Profiles (GJPs) and Generic Job Descriptions (GJDs). As a result, their usage increased, especially in programmatic functional areas such as Health, Child Protection, Education, Monitoring & Evaluation, and WASH. However, the streamlining, modernizing and mainstreaming of the classification function did not progress as planned.

**Support to staff on abolished posts**

Throughout 2013, HR continued to provide considerable support to staff affected by post abolishment with services such as career workshops, e-Recruitment profile building, soft skills training and other online trainings, Competency-Based Interview training for interviewee, staff well-being, coaching, one-on-ones sessions and more. Of the 795 staff impacted in the 2012-2013 biennium, HR was able to successfully place 62 per cent
internally (as of June 2013). The remaining staff members were supported in making a smooth transition outside of the organization either through separations (30 per cent) or retirements (6 per cent).

The 2014-2017 Global Programme Budget Review resulted in 504 staff members affected by post abolishment. With continuous HR efforts (although funded insufficiently) and corporate oversight to support staff on abolished posts; 29 per cent (147) of impacted staff members were already placed internally (as of February 2014) of which 86 per cent (127) encumbered posts delimited as of 31 December 2013. Of the remaining staff, 25 per cent (128) separated, 3 per cent (15) retired, and 42 per cent (214) have cases pending a resolution.

**Gender Parity**

In accordance with its mission, UNICEF is committed to gender parity and to removing systemic impediments that generate gender inequalities. The Gender Parity and Equality Policy\(^1\) has been in place since 2007 and DHR continues to strongly support activities to nurture and strengthen gender parity at all levels.

Gender parity across the global workforce has remained constant at 48 per cent females since 2008, while UNICEF has grown by 10 per cent over the same period. (See Table at right.)

At the end of 2013, NO female staff represented 46 per cent of the NO cadre; 48 per cent of GS staff were women; and 49 per cent female representation in the IP cadre. In the P5 and above grades, 44 per cent of staff were female compared to 42 per cent in 2012 and 38 per cent per cent in 2006. Females comprised 44 per cent of all IP recruitments in 2013.

**Geographic Diversity**

UNICEF remains committed to geographic diversity, especially at senior levels. The gap between IPs who are nationals from Industrialized countries compared to Programme countries is narrowing, with those from Programme countries comprising 47.5 per cent of all IPs. Programme nationals comprise 36.7 per cent of all P5 and above.

While paying due regard to recruiting on as wide a geographical basis as possible; nationals of Programme Countries represented 53 per cent of all IP recruitments in 2013 compared to 52 per cent in 2012. National Officers and General Service staff comprised 18 per cent of first-time IP appointments, compared to 17 per cent in 2012. For recruitments at the P-5 level and above, the proportion of nationals of Programme Countries increased from 36 per cent in 2012 to 44 per cent at the end of 2013.

Over the 2009 to 2013 period, the share of IP staff from Programme Countries has gradually increased from 45 per cent to 47.5 per cent. Nationals from Programme Countries have grown by 20 per cent from 1,227 IP staff in 2009 to 1,471 at the end of 2013 whereas IP staff from industrial nations have experienced a slower growth of

\(^{1}\) CF/EXD/2007
12 per cent over the same period with 1,456 and 1,629 respectively. The following chart (at right) reflects geographic diversity since 2009 and efforts to narrow the gap of staff representation between programme and industrial countries in the IP category and achieve overall geographic balance.

At the senior levels, Programme Countries Nationals representation has increased from 34.6 per cent in 2009 to 36.7 per cent at the end of 2013 reflecting organizational efforts and targeted actions put in place to increase representation of Nationals from Programme Countries in senior management (see Chart at right). For recruitments at the P-5 level and above, the proportion of nationals of Programme Countries increased from 36 per cent in 2012 to 44 per cent at the end of 2013; marking a 22 percent rise.

3.2. Human Resources Management for Humanitarian Situations

Recruiting for emergencies and responding to humanitarian situations constituted a significant portion of UNICEF’s HR work in 2013. Intra- and inter-state conflicts and climate changes generated increased organizational response to several crises with a focus on HR to immediately deploy staff for emergencies. As a result, UNICEF continues to have a greater presence in humanitarian situations. In 2013, close to a third (32 per cent) of UNICEF’s contributions were earmarked for emergencies with a preliminary figure of US$1,071 millions in ORE (Other Resources – Emergencies) compared to US$999 millions in 2012; a 7 per cent increase. Staff stationed in D and E duty station represented 30 per cent of all UNICEF staff (3,495) and; 20 per cent (2,351) of staff were serving in non-family duty stations (see Chart at right).

Throughout 2013, the DHR Business Partnership for Emergencies and Emergency Recruitment (BPE) along with the support of other DHR teams and partnerships with EMOPs continued to; (i) demonstrate efficiency gain in deploying staff to emergency-hit places; (ii) improve the consistency of humanitarian operations, especially in acute emergencies; (iii) work on ameliorating the conditions of staff in difficult duty stations and their overall staff well-being; and (iv) strengthen leadership at the global level and in the field.
Following are highlights and results delivered by DHR/BPE team in 2013:

- Due to three Level 3 emergencies in Syria, Central African Republic (CAR), and the Philippines; the number of surge deployments reached a record high of 677 cases in 2013, almost double (85 per cent jump) that of 2012 with 365 cases. Some 92 per cent of requests for surge capacity support CCC (Core Commitment for Children) compliant met within 56 days, exceeding the KPI target of 80 per cent. This is a significant increase of 37 per cent, from 67 per cent in 2012 (see Chart at right). HR responded expeditiously and effectively to all the Level 3 emergencies. Child Protection, WASH, and Communications remained the most needed functional areas.

- 224 IP recruitments were completed with an average recruitment time of 49 days; representing a 43 per cent efficiency gain in comparison to 84 days in 2012. Somalia/Somalia USSC, Democratic Republic of Congo, Mali and Sudan were countries with most cases. See chart at right for regional breakdown.

- The positive pilot of the “one-offer letter” project and a synergy of several internal efforts increased the speed of recruitment and deployment of staff especially in emergencies (frequent monitoring, follow-ups, support to hiring units, streamline of several recruitment and onboarding internal processes, etc.).

3.3. Strengthening the Organisation’s Management Capacity and Capabilities

**Learning and Development**

Throughout 2013, DHR’s Organizational Learning and Development Section (OLDS) carried out and supported the corporate learning agenda and objectives in order to develop UNICEF staff; enhance their skills, knowledge, competencies and behaviours to deliver global results for children; and reach their full talent potential.

OLDS (1) launched a global online distance language learning solution via Rosetta Stone to over 1,000 staff worldwide, (2) recorded the usage of online soft skills courses and books, with more than 1,200 active users, (3) completed the online courses, Child Friendly Schools, Advocacy, the Cholera Toolkit (including supporting video), and (4) launched a learning video created to support the Ethical Research Involving Children (ERIC) initiative.

Additionally, OLDS successfully integrated the VISION training corporate portfolio and team under their structure and oversight. During 2013, the VISION team launched videos illustrating support tools (i.e. Service Manager Knowledge Base, VISION context sensitive help, iLearn search function, Yammer) and; developed inSight promotional materials, including a video overview which was presented at the June Global Management Team Meeting and was very well received. A complete restructuring of iLearn to improve VISION training performance was undertaken and preliminary feedback from users has been extremely positive.
Leadership and Management Development continued to be a strong focus for OLDS with enhancements to the management and leadership curricula and offerings to adequately represent the corporate leadership and management strategy as well as global organizational priorities. Among key achievements are the launch of UNICEF's Leadership Development Alumni group on LinkedIn in 2013 in partnership with Online UNV, which currently has 300 members; a re-designed UNICEF Leadership Academy; and a revamped OLDS website (within the Learning Web) while partnering with the Division of Communication on a communication campaign with the tagline “The Leader in all of us.” The Campaign specific achievements included:

Leading Self:
• In an effort to address a pool of heretofore under-addressed staff, those with management potential but no current management responsibility, OLDS piloted a new curriculum called the Emerging Managers Programme (EMP) in which 67 staff participated. This was launched as part of the Dynamic Leadership Course (DLC) suite of courses, in partnership with Harvard Business Publishing who provided all DLC offerings.

Leading Others:
• Completion of four Management Development Programmes (MDP) with 103 global participants who are supervisors and first-time managers to help them strengthen their management skills and leadership development. OLDS partnered with Open University and Sheppard Moscow Consultants to deliver the MDP.
• Completion of three Cohorts of the DLC - Prime with 284 participants and an ongoing cohort with 59 participants.

Leading Managers:
• Completion of two Cohorts of the Leadership Development Programme (LDP) with 64 participants in partnership with INSEAD University. The LDP aims to develop future leaders while understanding, recognizing, and fostering the right leadership qualities.
• Completion of three Cohorts of the DLC - Select with 271 participants and an ongoing cohort of 53 participants.

Leading the Function:
• Completion of two Representative Orientation Programmes (ROP) delivered for 20 new Representatives (those stepping into the role for the first time) from across the organization in order to support them to be better equipped for this strategic role. The orientations were delivered in Partnership with Cranfield University.
• Completion of three Cohorts of the DLC - Executive with 77 participants with an ongoing cohort of 10 participants.
• Completion of one cohort of the Senior Leadership Development Programme (SLDP) with 38 participants; in Partnership with University of Cambridge, Judge Business School. The SLDP targets senior staff (P5 and above grades) and exposes them to cutting-edge leadership and management concepts; allows for exploration of strategic and critical thinking while identifying tools and techniques to lead and operate effectively in a wide array of contexts as well as deliver projects with potential impact and relevance to UNICEF.

Through the development of a strategy and framework for Career Development, UNICEF saw the successful and well-anticipated launch of the Career Development Portal – an online, intranet based tool, which offers an array of materials, tools, and information for staff to help them in their professional career planning endeavors. Workshop materials for four related subjects were also completed and distributed to all regions. In NYHQ, multiple workshops from this series were run, along with open Q&A sessions. The latter were videotaped and posted on the Portal for viewing by staff anywhere in the world. Finally, short online self-paced courses in Written Applications and Competency Based Interviewing were also developed and launched worldwide.
While exceeding KPI targets (see Annex II), Basic, Core- and Cross-Cutting Learning programmes, and Programme Excellence (Substantive Training) series continued to be developed and delivered to strengthen capacity of UNICEF programme staff in evidence-based policy, the Equity agenda, enabling them to lead strategic initiatives that benefit children and re-skilling their profiles for higher results delivery. The following core trainings (among others) were completed with high participation levels: Gender Equality, UN Coherence and You (874 staff completed e-learning); Programme Planning Process (PPP) workshops (874 participants completed face-to-face workshops provided by 15 facilitators); Communication for Development (C4D) (53 participants completed face-to-face sessions); Advances in Social Norms and Implications (56 participants); Health Policy and Financing (50 participants); Socio-Economic Policies for Child Rights with Equity (7,634 registrations for e-learning of which 2,224 UNICEF participants); and Equity, Quality and Leadership in Education (55 participants). The overall total participation in this learning area from UNICEF was 4,186 staff and 7,634 external participants were able to benefit from these learning and development programmes and courses.

Certification training has been on-going in 2013 with distance learning programmes such as certification programme with e-Cornell in HR (79 participants) and logistics certification for staff in the Supply function.

A Basic Business Competencies / Foundational Learning Programme (Manager’s Driving License) has been designed conceptually to provide managers with fundamental skills in key functional areas. If approved and funded, the learning programme will cover core business areas such as VISION, Results planning and budget management, Finance and Administration, Supply, HR management, Partnerships, information technology and communication and; cross-cutting issues (security, business continuity, policy, ethics, fraud, etc.). Benefits of this learning programme would impart include:

- Resolving persistent audit issues
- Reducing time spent on correcting errors
- Eliminating work duplication
- Capturing and addressing gaps in work flow activities
- Enhancing staff understanding of their role within the organization
- Clarifying roles and responsibilities
- Increasing overall organizational cost efficiency and effectiveness
- Reducing the learning curve when a staff is newly appointed to role/post in the organization
- Ensuring overall consistency in application of regulations, rules, policies, procedures and processes
- Increase risks mitigation factors therefore increased and effective enterprise risk management
- Leverage opportunities to further develop management cadre and strengthen basic foundational competencies

DHR has requested an investment as part of the 2014-2017 budget submission for this project and, if resources are made available, the course can be developed and delivered. Each work area will include Regulations and Rules, key elements defining the way UNICEF conducts business (i.e. Who, What, When, Why), practical toolkits, good and best practice cases, monitoring, reporting and overall managerial and professional accountability.

The Learning Management System (LMS) technical specifications and requirements were developed and the selection of a solution was procured through an RFP and contracted in 2013. The LMS solution started implementation in 2013 with a projected launch date the first half of 2014. The LMS will be a critical foundation in effectively managing learning and development programmes as well as monitoring, reporting, and evaluating them. It will integrate with the future Talent management suite allowing for a full comprehensive and synergetic approach to human capital management and the talent cycle.

To better support staff, OLDS subscribed to a membership with the Corporate Executive Board (CEB) allowing staff access the Learning and Development Resource centre which houses a vast array of research from more
than 200 large-scale companies along with tips, tools, and training in a variety of areas including management
skills. Two evaluations studies were undertaken with the CEB using a training effectiveness dashboard (for DLC
and MDP). A new partnership developed with the Society of Industrial and Organizational Psychologists is
exploring leadership assessment tools for recruitment and development. Partnership with NYU Stern continues
with two studies, benchmarking UNICEF’s leadership programmes against other best-in-class organizations and
exploring methods to identify high potential talent for the MDP, LDP and SLDP. Lastly, a new partnership was
established with Online UNV for the design and development of a UNICEF 2014 Learning Catalogue.

Performance Management
Performance management continued to be a key factor and focus for an efficient and integrated talent
management success cycle. Periodic performance appraisals of staff ensure achievements, strengths and
successes are highlighted as well as learning, development and opportunities for improvement are identified.

The Performance Appraisal System (PAS), with a multi-rater feedback on competencies option, work plan and
developmental outputs sections, continues to be an effective tool for both staff and managers; and increases
accountability, results-delivery, self-reflection and self-evaluation, monitoring and reporting with analytics of the
performance management process. As a result of comprehensive efforts to expand the electronic PAS (e-PAS) to
staff globally, a performance management solution has been endorsed and approved as part of the Integrated
Talent Management Suite in order to fully support the talent cycle. A new electronic performance management
is expected to be implemented in 2014 and launched in 2015 for all 12,000 UNICEF staff. Meanwhile, the current
e-PAS continues to effectively support 3,000 IP staff globally for the 2012, 2013 and 2014 performance appraisal
years.

The 2012 performance appraisal year closed (as of February 2013) with an estimated global compliance rate of
68 per cent, 74 per cent for Country Offices and 90 per cent for IP staff on e-PAS platform. The 2013
Performance Planning Phase (Phase I) for IPs closed with 81 per cent and; 80 per cent for the Mid-Year Review
Phase (Phase II). The Year-End Appraisal (Phase III) of the 2013 performance appraisal year is open with targeted
completion by staff and supervisors at end February 2013.

Throughout 2013, DHR’s performance management team ensured that managers and staff were equipped with
the tools and skills to create an environment that effectively contributed to improved accountability and
performance.

The Managing Performance for Results Programme (MP4R) continues to respond to expected DHR results as
well as to consistent feedback from the Global Staff Survey and the Strategic Review of Human Resources. This
training programme, available to all staff, focuses on increasing staff and managers’ capacity to conduct
effective performance discussions and quality assessment to impact results. A total of 3,788 staff have been
trained globally since the programme’s introduction in 2011. To sustain the MP4R course delivery, an internal
capacity building effort was undertaken with the competitive selection, training, and coaching of 66 internal
trainers who deliver the programme within their regions on an ongoing basis. The programme has received
excellent consistent feedback and will be evaluated in 2014 with the prospect of making it a mandatory
programme for staff.

Another successful programme that has been effectively delivered and coordinated globally throughout 2013 is
the Competency Based Interview (CBI). This training programme remains a fundamental element to sustain key
expected HR results as related to effective recruitment of talent by providing training of UNICEF staff seating in
interview panels in order to ensure consistent and quality candidate assessment in line with policy and
procedures. To date, a total of 3,007 staff have been trained since the programme launched in 2009 and there
are 77 CBI trainers globally at the end of 2013.
A dedicated webpage for trainers, customized materials, resources and support, systematic communication, and timely corporate updates are applied best practices in place supporting effective performance management initiatives and programmes.

Following an extensive research and consultation with HQ and field offices on most suitable approaches to maximize performance that could effectively complement corporate staff development efforts; coaching was recognized as a catalyst to provide additional support to foster a high performance and development oriented culture. As a result, the Performance Coaching pilot was run to have a positive impact on individual managers and their entire teams on goal attainment, workplace wellbeing, resilience, job satisfaction, and performance. As per research recommendations, 64 first time supervisors – selected from an applicant pool of 229 candidates globally – were the participants of the programme completed in December 2013. New partnerships with reputable external coaching institutions were established. The programme was being independently evaluated in 2013 with results expected in 2014 which will support decision-making in eventually expanding the coaching programme.

In 2013, the HR Performance Management team also supported staff and managers with PAS and e-PAS through a Global Help Desk function (over 5,000 queries); managed large intranet traffic (over 65,000 hits); assisted staff with rebuttal follow-up actions; sent periodic and structured communication messages (e.g. completion reports to country, regional and HQ Offices) and; continually updated performance management materials, links, resources and tools.

To further enhance performance management results delivery in the 2014-2017 cycle, a revised performance management policy to reinforce supervisor and staff accountability for quality assessment was completed in December 2013 and will be effective as of January 2014.

Policy Development and Guidance

DHR, through the Policy team, continued to constantly identify areas in which policy development and revisions are crucial in order to support the Organization’s goals, strategies and direction, while ensuring consistency with decisions of the UN General Assembly, the ICSC, CEB, HLCM, HR Network and UNDG, as well as other inter-agency fora. DHR ensured policies and processes were conveyed effectively in order for managers to interpret and implement them appropriately, and for staff members to understand them.

The DHR policy team provided on-going advice and guidance on policy and practice to senior/middle management and HR practitioners while consulting with other field-based UN organizations to harmonize HR practices across the UN system. It continues to develop and implement communication strategies to inform stakeholders and provides face-to-face/online training to Country and Regional Offices on UNICEF’s HR policy framework. In addition, the Policy team oversaw staff-management relations, worked with the Global and New York Staff Associations, and represented UNICEF’s and HR’s interests in interagency fora (ICSC, HR Network, Field Group, etc.). In particular during 2013, DHR has been representing UNICEF’s interests in ICSC discussions, on the comprehensive review of the compensation package for which it has also joined on behalf of UNICEF two of the three working groups on Remuneration and on Competitiveness. Moreover, the Policy Team provided constant communication and briefs to Senior and Executive Management on salient inter-organization HR matters in preparation for HLCM, CEB, and other inter-agency meetings, in collaboration with the other DHR units and GMA. Working closely with the Principal Advisor (Ethics), the team reviewed and recommended requests for outside activities of staff members for the approval of the DHR Director.

In 2013, DHR issued seven policies and developed eight draft policies including:
• The Executive Directives (EXD) on NETI (CF/EXD/2011-006 Amd. 1), Staff Selection (CF/EXD/2013-004), Central Review Bodies-CRB (CF/EXD/2013-005) and UNICEF Staff Team Awards Programme (CF/EXD/IC/2012-003 Amd. 1)
• The Administrative Instructions on: Sick Leave (CF/AI/2009-009 Amd. 1), UNICEF Internship Programme (CF/AI/2013-002), Consultants and Individual Contractors (CF/AI/2013-001 Amd. 1) and Danger Pay (CF/AI/2012-001 Amd. 1)

Further discussions continue on staff rotation and mobility, inter-agency mobility, staff selection, continuing appointments, travel, performance management, standards of conduct, the Medical Insurance Plan (MIP) for locally recruited staff and, types and appointments of staff. The organizational impact of policies allowed for UNICEF to (i) update policies in line with recent General Assembly provisions and based on lessons learned; (ii) streamline and simplify policies in line with UNICEF’s overall accountability and policy framework; (iii) create and review HR processes in order to support the overall business strategy and global mandate; and (iv) limit organizational risk and reduce corporate cost.

Administration of Justice
In 2013, disciplinary cases and grievances were dealt with in a timely, justly, and equitably manner reducing UNICEF legal cases brought before the UN Dispute Tribunal (UNDT). UNICEF sustained its representation in UNDT consultations, Appeals Tribunal, and inter-agency meetings.

Through DHR’s Administrative Law team, DHR continued to minimize and mitigate reputational and organizational risks while elevating corporate responsibility. With advice provided to field and HQ offices on administrative law issues and representing UNICEF before the United Nations Dispute Tribunal (UNDT); DHR, in close collaboration with the Ombudsman Office and essential stakeholders, was able to reduce conflict and settle cases. UNICEF remain the agency with the fewest cases pending before the UNDT as compared to other Agencies, Funds and Programmes. A total of 43 cases were handled in 2013; as decrease from 76 cases in 2012. During 2013, DHR’s Administrative Law team also advised on 17 Management Evaluations; handled 30 disciplinary cases, represented UNICEF’s interests in four cases before the UN Administrative Tribunal.

Staff Well-Being
Support to staff for psychological/mental health, counselling, stress and other staff well-being related matters continues to be a vital objective for DHR delivered by the Staff Well-Being Unit (SWBU). Strategies were put in place for stronger organizational commitment, establishment of more partnerships and collaborations with major stakeholders in order to foster a climate naturally conducive to staff well-being.

With this in mind, one of the two UNICEF Staff Counsellors posts in DHR was out-posted to ESARO allowing the SWBU to be in tactical geographic location in order to reach out to a larger group of staff especially those in remote and/or hazardous locations. In addition, the number of internal Staff Counsellors was temporarily increased with two regional counsellors – each one based in MENA and WCARO – allowing for wider geographic support. While on temporary and short-term appointments; SWBU has been successful in advocating and mobilising resources for additional and much needed UNICEF staff counsellors.

These efforts and funds, however, should be stabilised as they often depend on emergency and humanitarian resources which are not predictable. Additional resources to support counselling and well-being activities should be identified in order to meet a growing need for support services. In response to the rising need for counselling services, the list of external counsellors was comprehensively updated and synchronized with a list of CISMU-trained counsellors and UN counsellors reflecting a total number of 180 external counsellors, 102 UN
Counsellors, and 65 CISMU-trained counsellors. UNICEF Staff Counsellors continue to work on and collaborate UN-wide and beyond on filling the needs gap.

Among the numerous results delivered by the Staff Well Being Unit (SWBU) in 2013, highlights included:

- **Individual counselling to 274 staff members and dependants, over the course of 529 sessions.** Following critical incidents, 133 staff and families were reached, over the course of 280 sessions. These statistics are higher than in 2012, indicating a dire need for Staff Counselling. Services have been extended to cover staff in Syria, Lebanon, Jordan, and Central African Republic. UN Staff Counsellors are present in Yemen and Philippines to support UNICEF staff.
- **Three Peer Support Volunteer (PSV) trainings were held (in NYHQ, ESARO and LACRO).** A total of 64 PSVs have been newly trained, 10 coming from countries that did not previously have a trained PSV. The total number of active PSVs is 390 globally compared to 264 in 2012.
- **Other training workshops were also provided to staff and managers such as Stress, Resiliency, and Trauma and Negotiating Your Needs in the Workplace (a pilot project in NYHQ).** A total of 589 persons completed these trainings globally.
- **At the request of the New York Staff Association, the preparation for the launch (effective February 2014) of an Emergency Childcare center for NYHQ-based staff was undertaken and will be piloted for one year.**
- **Effective administration and management of UNICEF Staff Team Awards Staff Team Awards (reintroduced in 2012) was carried out.** Award-recipients, 279 staff members from three offices, were announced at the First Executive Board Meeting in February 2013. Following feedback from staff, the Staff Team Award policy and nomination form were revised and streamlined. The nomination and announcement schedule were adjusted to allow for additional time to reflect on previous year achievements. Preparations for the 2013 Staff Team Awards are underway with announcements of awardees in 2014.
- **The successful launch of the site about ‘Burn Out’ in October 2013 with information for staff and managers about burnout symptoms, prevention, coping and return to work; received positive feedback globally.**
- **Continuous active and extensive promotion of the Flexible Working Arrangements throughout UNICEF.**
- **Constant efforts in improving HR effectiveness and efficiency through streamlining, devolvement, and IT solutions.** Online resources have been enhanced to streamline knowledge sharing with staff and managers around the world.
- **Building on a UNICEF Global Staff Stress Survey initiative, the survey is being developed further as a joint partnership with UN Medical Services and other UN Agencies (UNDP, UNFPA, UNHCR, OCHA, etc.)** The survey will be launched in the first half of 2014.

Under the **HIV in the Workplace / UN Cares** portfolio managed by SWBU, 2013 achievements are as follow:

- **UN Cares is exploring the expansion and scale-up of the insurance project to cover the UN system based on the review of the Van Breda 10 country pilot on providing insurance benefits to HIV/AIDS-affected staff.** A Request For Proposal is underway and decisions will be made available in early 2014.
- **SWBU continued to coordinate UN Cares activities in NYHQ and assist UN Cares in achieving the “Ten Minimum Standards”.** The unit worked with an inter-agency group to plan and deliver 19 learning sessions, with a total of 249 participants across UN NYHQ. To date, nearly 600 UNICEF NYHQ staff members have completed this training. UNICEF serves as a facilitator focal point and tracks participation on behalf of UN Cares NYHQ.
- **UN Cares liaises with two external NGOs (GMHC and APICHA) to offer HIV Counselling and Testing to UN NYHQ Staff members for which UNICEF provides venues.** In 2013, a total of 78 staff members were tested and/or counselled. Due to scheduling conflicts, a HIV Testing and Counselling normally scheduled to align with World AIDS Day was postponed until January 2014.

### 3.4. Creating organizational flexibility and adaptability to change
DHR continued to (i) represent UNICEF’s interests in change at the strategic UN Common System (UNCS) level as well as at the International Civil Service Commission (ICSC), Corporate Executive Board (CEB), High Level Committee on Management (HLCM); (ii) enable UNICEF’s leadership cadre to implement change in an effective manner through building their capacity with the various elements aforementioned result areas, and fiscal apportionment of the Global Learning Budget and (iii) lead and manage the oversight of the global HR function as well as participate in developing corporate oversight.

One pivotal result throughout 2013 was HR involvement and support the Organizational Efficiency and Effectiveness (E&E) Initiative. DHR worked intensively and collaboratively with strategic and key stakeholders such as the Change Management Office, Executive and Senior Management, Global Management Team (GMT) comprised of HQ and Regional Directors, Global Staff Association (GSA), Division of Financial and Administrative Management (DFAM), ITSSD, the larger HR function through Regional HR Chiefs, Management Consulting external Firms (KPMG, PwC, etc.), and other parties. A critical piece delivered was the ‘HR Strategy to mitigate the impact of staff affected as a result of establishment of the GSSC’ and; provide quantitative and qualitative evidence to support the Executive Director’s decision (in November 2013) to launch a Global Shared Service Center (GSSC) which will be centrally accountable for managing and processing identified finance, HR, supply, and IT transactions.

As a result of this executive decision, an HR and global transition plan – in partnership with key internal stakeholders – has been in developments to adequately create an environment and establish a framework to ease UNICEF globally to transition to this new business model therefore, supporting the organization in being flexible, nimble, and adapt to change.

Guidelines, mitigation strategies, services to affected staff, training, learning and development, recruitment, coaching, counselling, staff well-being, policy and other fundamental HR elements are being worked on while engaging respective functional areas and expertise, and will be available in 2014 and beyond.

3.5. Improving HR effectiveness and efficiency through streamlining

Benefits and Salaries
In 2013, DHR’s HR Systems and Services Section (HRSS), comprised of the Global Service Centre (GSC) and Payroll teams, continued to implement a strategic and rationalized approach to administration of staff benefits, entitlements and other HR services:

- Efficiently and timely processed monthly global payroll accounting for US$938.4 millions of total annual charges for close to 11,700 staff members.
- Effectively and accurately managed the administration of benefits and entitlements for International Professional staff globally (e.g.: education grants, rental subsidy, leave management, etc.) and General Service staff at Headquarters (over 3,600 staff members.)
- Thoroughly managed and administered the on-, cross- (maintenance), and off- boarding of staff.
- Reorganized the payroll function and responsibilities under a geographical scheme to better serve clients and leverage limited internal capacity and resources. In order to also increase efficiency and quality, the GSC team – although already under a geographic structure – will follow suit with a reorganization effective in February 2014 and transition to functional portfolio (on-, cross- (maintenance), and off- boarding of staff) within the sub-levels of the geographic structure.
- Provided advisory services on HR benefits and payroll administration to HR practitioners and line managers globally as well as reviewed complex HR cases to make appropriate recommendations.
- Continued provision of VISION support to users in SAP HR and Payroll modules to ensure enhanced knowledge and minimize the risks to the organization.
• Ensured continuous and effective interactions with all UN counterparts (e.g.: UN Medical Service, UN Insurance, UN Pension Fund, etc.) including exchanges (electronic and manual) of information related to staff members.
• Represented UNICEF’s interests in several committees such as the Local Salary Survey Steering Committee, Advisory Board on Claims and Compensation (ABCC), Health and Life Insurance, etc.
• Effectively managed contracts on UN Medical Insurance Plans (MIP) and international medical assistance as well as active participation in UN MIP Working Group. A draft revised MIP policy will be issued in 2014.
• HRSS processed close to 10,000 Personnel Actions in 2013, a slight decrease of 9 per cent compared to 2012. This represents the beneficial impact of VISION stabilization efforts (see below table.)

| Personnel Actions (PAs) Processed by HRSS, 2008-2013 |
|----------------|-----------------|----------------|-----------------|---------------------|
|                | 2008            | 2009           | 2010            | 2011               |
|                 |                 |                |                 |                    |
| 6,767           | 6,361           | 7,258          | 7,007           | 10,548             |
| 9,637           |                |                |                 |                    |

Note: HRSS portfolio includes all IP Staff globally and GS Staff in NYHQ

The below table provides additional statistics in the area of benefit and salaries over the 2010-2013 period

<table>
<thead>
<tr>
<th>Payroll/GSC Actions</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number staff payrolled</td>
<td>n/a</td>
<td>n/a</td>
<td>11,800</td>
<td>11,675</td>
</tr>
<tr>
<td>Average payroll payment/month (in million US$)</td>
<td>n/a</td>
<td>n/a</td>
<td>75</td>
<td>78.2</td>
</tr>
<tr>
<td>Total Education Grant paid (in million US$)</td>
<td>17</td>
<td>20</td>
<td>20.4</td>
<td>27.8</td>
</tr>
<tr>
<td>Number of staff members who claimed rental subsidy</td>
<td>807</td>
<td>870</td>
<td>959</td>
<td>1,060</td>
</tr>
<tr>
<td>Rental subsidy claims processed (in million US$)</td>
<td>5.6</td>
<td>6.5</td>
<td>7.5</td>
<td>8</td>
</tr>
<tr>
<td>Number of separations processed by HRSS</td>
<td>745</td>
<td>584</td>
<td>584</td>
<td>575</td>
</tr>
<tr>
<td>Termination indemnities (TI) paid (in million US$)</td>
<td>2.2</td>
<td>3.4</td>
<td>6</td>
<td>4.3</td>
</tr>
<tr>
<td>Number of staff members paid TI</td>
<td>n/a</td>
<td>n/a</td>
<td>137</td>
<td>109</td>
</tr>
<tr>
<td>Number of initial appointments, reassignments and reappointments processed by HRSS</td>
<td>1,096</td>
<td>945</td>
<td>896</td>
<td>1,042</td>
</tr>
<tr>
<td>Number of contract extensions processed by HRSS</td>
<td>1,893</td>
<td>1,888</td>
<td>2,029</td>
<td>1,884</td>
</tr>
</tbody>
</table>

Strategic review of payroll funding
While the payroll process has been centralized in DHR since the end of 2011, the funding source for staff members’ salary is a decentralized process and remains the responsibility of budget owners in country offices. In this context and since the implementation and stabilization of VISION, many country offices fail to secure sufficient funding for the entire duration of payroll time horizon or the entire period of a staff’s contract duration. This is due to various reasons such as delay in the receipt of funding from donor and has a direct impact on Payroll Unit who has to actively follow-up with country offices to ensure timely payment of salaries. The payroll function was reviewed at the VISION Steering Committee as part of the E&E Business Process Simplification, Fund Management Work Stream. Some recommendations were made and are being explored to mitigate this risk and ensure smoother integration of processes and timely payroll.

Key Initiatives and collaborations
In parallel to ensuring smooth administration of salaries and benefits, HRSS collaborated with other DHR teams and internal partners on the following noteworthy initiatives in 2013:
• Streamlining the onboarding process by piloting the “One-Offer Letter” concept project jointly with DHR’s Business Partner Emergency team and with ITSS technical support. The project’s objective was to combine
issuance of two offer-letters (“initial offer letter” and “detailed administrative offer letter”) into a single detailed but simplified offer letter with relevant information to candidates on full UNICEF remuneration package (salaries and benefits), allowing the selected candidate to (i) accept offer quicker with full compensation picture; (ii) significantly reducing inquiries and; (iii) faster onboarding and deploying to emergencies (along with streamlining the medical clearance and UNLP request procedures). With an 86 per cent decrease and efficiency gain in the issuance time of an offer from 14 to 2 days hence, saving valuable time; the pilot was successful and received excellent feedback. The ED and DED (Management) strongly supported DHR’s intent to scale-up the pilot to cover all IP recruitments effective 2014 onwards.

- Active contributions to large DHR’s HR IT projects:
  - Integrated Talent Management system which will include a web-based on-boarding system.
  - Electronic Record Management System (ERMS) and Electronic Case Management System (ECMS)
    - New guidelines were developed for the maintenance of Official Status Files (OSF) as well as Global cleanup of all staff HR files for future digitization, migration and integration into ERMS.
  - Employee Self-Service/Manager Self-Service (ESS/MSS) System.
  - All aforementioned systems involved the development and preparation of specific complex technical requirements drafted from a bare stage as this is the first-time UNICEF will fully benefit from such HR Systems. More involvement, design, and development to continue in 2014 as these systems are procured and implemented.

- Introduction of a Quality Assurance mechanism as a risk mitigation measure and good practice whereby the major entitlements and benefits paid to staff members are reviewed on a regular basis to ensure HR services provided are of the highest quality and within UNICEF rules.

- Review and redesign of the separation process within HRSS in order to increase efficiency and reduce the processing time of staff separation. Separation Guidelines for Country offices were developed and distributed. Other workflow processes were reviewed for improvement in order to gain efficiency; ensuring roles and responsibilities are clearly defined; and increasing knowledge in the teams.

- Pilot of EarthMED, the UN Medical Services’ global web-based system used to request, process and monitor medical clearances. This system is expected to significantly improve medical clearance request processes and will be rolled out globally in 2014 subject to availability of resources.

- Reconciliation of pension fund contributions for locally recruited staff members from the migration to VISION.

- Planning and development a pilot project an off-boarding system in collaboration with ITSS to be launched in 2014.

The impact of some of these initiatives resulted in an improvement of HRSS KPIs over the 2012-2013 period:
- Separation files were processed within 90 days increased from 39 per cent to 63 per cent in 2013; a 62 per cent efficiency gain.
- Onboarding files finalized with 12 working days for regular recruitment and within 3 working days for emergency recruitment increased from 78 per cent in 2012 to 85 per cent in 2013 for regular recruitment and 99 per cent for emergency recruitment.

3.6. Area of current or persistent shortfalls

The continuous decline of resources, financial and human, coupled with an ever-increasing and more complex portfolio, has hindered HR’s capacity, capability, and efficiency to deliver all set results and objectives. DHR has found ways to work smarter and more synergistically, reprioritized results with a focus on those yielding higher returns at the expense of postponing other objectives; tightly managed clients’ expectations; and overall, had to do considerably more with significantly less. The graph on the following page illustrates the challenge faced.
The chronic lack of investment means that DHR is challenged to meet its basic HR functions (e.g.: recruitment), and has to stop or hold off the provision of value-added services such as a global orientation programme. This is reflected in the 2014-2017 strategic priority cycle where, through an extensive five-month consultation process involving all DHR staff, country, regional and HQ offices in 2013, DHR has proposed strategies and shifts taking into account identified risks that would limit or prevent achievement of results. The most significant shift has been the proposal to no longer operate under the Business Partner (BP) model but to create a structure (effective in 2014) that is focused on recruitment and aligned with the HR policy framework. This change is also in line with the review of the HQ functions under the E&E initiative. The new regular recruitment and emergency recruitment structures operating under the Strategic Talent Management umbrella will allow for more efficient pooling of limited resources and achievement of MTSP HR KPIs.
Other challenges in the course of 2013 included:

- The lack of modern, rationalised, fit-for-purpose integrated systems/technology architecture for the HR function and the analytical opportunity cost continued to be a major hurdle however, an entire cross-cutting intermediate results area has been formulated by DHR to be achieved over the next four-year cycle. This is another major shift and strategy reflected in DHR’s 2014-2017 Office Management Plan.
- Although efforts for process streamline and improvements have been made; several HR processes are still heavy and manual.
- The staff well-being function remains severely under-resourced with only two Staff Counsellors on core posts for almost 12,000 staff, compared to a ratio of 1 per 1,000 in other UN agencies.
- Frequent and unexpected reductions to the DHR budget, and extensive and repetitive processes for internal funding decisions, resulted in fractured finances, reduced results and inefficient use of staff time.

3.7. Exceptional achievements

Although 2013 was an intense year for DHR with the juggling of several high-level organizational competing priorities with limited resources, it was also the year of remarkable achievements:

- A quantum leap forward into a new-day technology framework for HR with the strategic planning, development, preparation, and formulation of the Integrated Talent Management Suite (include recruitment, performance management, on boarding, career development, workforce planning and analytics, leadership and succession planning modules/solutions) and other crucial, fit-for-purpose HR systems (LMS, ERMS, ECMS, ESS/MSS, etc.). This will allow increased efficiency and effectiveness of the HR Function yielding high return-on-investment.
- Significant increase in meeting IP regular and emergency recruitment KPIs while maintaining quality of talent and ensuring swift deployments.
- Increase use of and investments in modern recruitment / sourcing mechanisms and strategies such as Direct Selection, Generic VAs, Talent Groups, global outreach initiatives, and overall recruitment streamline and simplification.
- Successful and evidence-based pilot of the “One-Offer letter“ project gained high visibility with executive and senior-management strong support for scaling up the project to all recruitments.
- Even greater focus on gender balance and geographic diversity, especially at senior levels with several tools implemented in support of this organizational UN-wide agenda.
- Successful launch of the interim Career Development portal and the delivery of several targeted workshops in this learning and development area.
- Improved accountability on Performance Management for both staff and managers with tools such as the MP4R to develop effective and high-performing teams for increased results delivery.
- Development and elaboration of an HR strategy to mitigate impact of E&E and support evidence-based decision making.
- Fostering environment for organizational flexibility, nimbleness and adaptability to change and transform given the E&E initiative, transitions to new business models and overall global shifts in worldwide economies.

4. MANAGEMENT AND OPERATIONS

DHR’s committed, loyal and talented staff are the critical success factors to the quality and overall results achievements of the division’s goals and annual work plans. In spite of constant change, new structures, decline in resources, ever-rising demands of HR services; our HR staff remain resilient, committed, engaged, and continuously adapt to fit better business and operations models, realign and re-profile their skills for higher task delivery and high-quality, professional HR function, and remain agile to support the organization for greater effectiveness and efficiency.
4.1. Management Practices and Governance
Continued efforts were made to strengthen management, budgets and work plans, internal coordination and communication, strategic planning, staff learning practices, and overall productive, engaging and motivating work environment. DHR’s Divisional Management Team (DMT) – comprised of Section Chiefs, Directorate and Staff Representative – conducted monthly meetings to ensure effective and participatory management of the division. All-DHR staff Meetings follow each DMT and DMT notes are shared to all DHR staff (i) ensure staff were continuously informed of on-going divisional and corporate activities, initiatives and challenges; (ii) increase accountability and transparency and foster an open atmosphere; and (iii) invite staff to share their ideas, suggestions and concerns as well as encouraged a shared perspective and common set of priorities and vision.
DHR’s Directorate also participated in several Regional and Global Management Team meetings to represent the HR function and interests as well as Executive Board Sessions. DHR Section Chiefs also participated in UNICEF’s Regional HR Network meetings.

4.2. Operations and administration
- Facilitated the 2014-2017 budget submission and Office Management Plan that was risk-informed and collaboratively developed over many months with inputs from DHR staff at large (working groups formed on how to improve key results areas, where HR can add-value and be more streamlined while remaining a key organizational strategic partner), the wider HR Function through OneHR Retreat, Regional HR Chiefs and CO HR Practitioners; and DHR’s Management Team.
- Continued implementation of the 2012-2013 Office Management Plan, effective administration of DHR’s budgets given the resource constraints, and execution of the 2013 annual work plan.

4.3. Communication
Throughout 2013, DHR’s continued investment in this area allowed for increased focus on internal and external communication as pivotal elements in strengthening a successful results delivery and influencing organizational change and corporate culture. Highlights in this area include:
- Publication of several online articles on HR initiatives and resources beneficial to staff and managers, such as “Talent Groups inside out” and “Flexible Work Arrangements”.
- Continuous updates and rearrangement of the HR intranet with highlights on HR services and resources available to staff and managers; launch of Work-Life Balance, Burn-out Awareness, Interim Career Development Portal webpages; an HR calendar on several HR events topics; maintenance of policies e-Handbook and other HR micro-sites.
- Development of guides with staff members and managers as specific audiences, on various topical areas (e.g.: Contracting Consultants and Individual Contractors, Education Grant Claims and Advances).
- Continued issuance of informative HR monthly news summary disseminated to the larger HR community highlighting relevant HR topics of global and regional interest.
- Leverage of social platforms, media and collaborative workspace as well as management of the OneHR Community of Practice with presently more than 400 members.
- Periodic HR e-mail updates and global broadcast messages to staff and/or managers globally.
- Increased focus on open and transparent internal divisional communication with tools and channels, such as monthly DHR-All staff meetings, suggestion box, circulation of DMT meetings notes, open-door policy from Directorate/ management, and more adequate communication mediums.

4.4. Divisional Learning
The limited office learning funds were supplemented by the DMT and by leveraging in-house human resources, knowledge and creative thinking, DHR’s Learning Committee was able to deliver several collaborative group learning sessions and workshops e.g. Constructive Conflict & Conflict Resolution, Preparing Effective Written Applications etc. The Learning Committee also promoted professional development and growth opportunities,
such as job-shadowing/swapping, stretch/mission/development assignments, temporary job fills or rotation, Special Projects, Task Forces, cross-sectional support and using all available on the learning web.

4.5. Partnerships
In 2013, DHR partnered with a variety of stakeholders on different organizational levels resulting in the following partnerships:

- A high-level partnership was drawn with the Bill and Melinda Gates Foundation (BMGF) for UNICEF HR Advocacy with the provision of a US$2 million grant shared between the HR function through DHR (US$1.2 million) and the Advocacy function (US$0.8 million) through the Division of Policy and Strategy (DPS). This was the result of a successful collaboration between BMGF Key stakeholders e.g. HR, ED and DED executive offices, the Private Fundraising and Partnerships Division (PFP), the US Fund, and other relevant internal parties.
- Strong partnership with ITSSD on the development of the Integrated Talent Management Suite, HR component of the different dashboards on InSight, systems improvements in VISION/SAP-HR; and technical expert inputs and coordination all HR IT business cases for greater corporate positioning.
- Solid collaboration with CMO on E&E Initiative, launch of GSSC, and other change management areas.
- Several inter-agency collaborations for greater and joint stand on HR issues affecting agencies, funds and programmes.
- Work with external entities and universities for knowledge exchange and to provide staff with a variety of learning and development opportunities.
- Increased work and partnerships with HR colleagues and managers in country and regional offices for increased synergies, communication with common vision on different HR fronts, and elimination of silos-ill effects.
- Significant partnership and collaboration with DFAM on financial, accounting and operations matters.
- Continuous work with the Global and New York Staff Associations to ensure both staff and UNICEF’s interests are met and protected.

5. **Innovations and Lessons Learned**
- Successful pilot, and scale-up of “one-offer letter” project; recruitment streamlining and simplification with greater use of faster recruitment mechanisms demonstrated significant improvements that should be sustained (e.g.: Direct Selection from Talent Groups as future default process for staffing; cost-sharing model of NETI programme to increase candidates cohorts and promote internal emerging talent, etc.)
- Expansion of career development initiative and implementation of capacity mapping exercise to balance staff-centric and top-down approach to this area of staff development and in-house skills expertise library. Leadership and Management programmes continue to be innovative and successful.
- A pilot on coaching, which is being independently assessed, with results due Q1 2014.
- Positive outcomes of managing performance for results should be a mandatory training to ensure higher results delivery and enhanced performance globally.
- Investment for an implementation of a global orientation programme and the Basic Business Competencies ought to be explored in order to ensure adequate staff induction in UNICEF and UN Systems while reducing and mitigating organizational, strategic, financial, reputational, and operational and audit risks.
- Continue to provide evidence-based decision-making and management to ensure solid implementation of HR strategies, tactics, and policies (e.g.: draft of revised mobility policy, global outreach campaigns, talent sourcing and recruitment for critical functional areas, diversity, etc.)

6. **Studies, Surveys, Evaluations and Publications Completed in 2013**
DHR participated directly in a number of self-reflective audits, evaluations, surveys and review processes to identify areas of achievement and where further organizational effectiveness could be improved, including:
- Division and HR Function-wide efforts on Efficiency and Effectiveness organizational global initiative
• DHR Policy review: Mobility policy, Continuing Appointments, Management of Consultants and Individual Contractors, NETI programme, Internship Programme, Central Review Bodies, Staff Team Award Programme, and danger pay.

• Internal audits on: Administration of Separation Benefits and Entitlements.

• External audits on: Management of consultants and contractors (UN Board of Auditors.)

• Internal evaluations on: Organizational learning and development, performance management.

• Joint Inspection Unit (JIU) reviews and implementation follow up to recent reviews: Lump sum payments in lieu of entitlements; Records and archives management policies within the United Nations and survey on capacity mapping exercise.
## 7. ANNEXES

### ANNEX I - Summary Table of Programme Component Results (PCRs) and Intermediate Results (IRs)

**Results Matrix for DHR for OMP 2012-13**

<table>
<thead>
<tr>
<th>Expected results for DHR (2012-2013)</th>
<th>Key strategies including the changes proposed</th>
<th>KPIs (2010 baseline; 2013 target)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Indicator</td>
</tr>
<tr>
<td>PCR for Programme (Advocacy, programme development, and inter-country programmes)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PCR for Development Effectiveness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PCR for Management: Corporate human resources management: Support the development of a flexible, highly skilled and motivated workforce to implement the key 2006-2013 MTSP results.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>IR1: Strategic Resourcing and Talent Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic workforce planning is an integral part of the organization and managers’ function</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruitment function is streamlined to improve and maximize effectiveness</td>
<td>% of recruitment actions (closing date on advertisement to date of offer letter) completed within 90 days for established IP posts.</td>
<td>25% (2008)</td>
</tr>
<tr>
<td>Talent flow through the organization is supported and gender and diversity perspectives incorporated</td>
<td>% women staff at P-5 levels and above, globally.</td>
<td>42% women (2008)</td>
</tr>
<tr>
<td></td>
<td>No. of country offices (excl. RO and HQ) that have achieved an equal gender ratio</td>
<td>22 COs (2008)</td>
</tr>
<tr>
<td>Mobility process is enhanced and facilitated to create more movement in and out of duty stations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The knowledge and skills of UNICEF staff to deliver results for children (MDGs and MTSP) is by increased.</td>
<td># staff successfully completing Basic Learning Programmes</td>
<td>Basic learning: 1,882 (2008)</td>
</tr>
<tr>
<td></td>
<td>% staff costs (SB and RR) spent on learning and staff development</td>
<td>1.6% staff costs (2008)</td>
</tr>
<tr>
<td></td>
<td>% staff who spent more than 10 working days on planned learning</td>
<td>34% (2008) staff learning</td>
</tr>
</tbody>
</table>

**IR2: Human Resources management for humanitarian situations**
### ANNEX I - Summary Table of Programme Component Results (PCRs) and Intermediate Results (IRs)

#### Results Matrix for DHR for OMP 2012-13

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<tr>
<td>PCR for Programme (Advocacy, programme development, and inter-country programmes)</td>
<td>Emergency experience and knowledge is valued in staff member’s profile and more staff are willing to go to emergency areas.</td>
<td>Indicator</td>
</tr>
<tr>
<td></td>
<td>The percentage of staff that have undergone capacity development to be able to serve in emergency areas is increased and this information is systematically monitored and applied by DHR.</td>
<td>% requests for surge capacity support met within 56 days</td>
</tr>
<tr>
<td>PCR for Development Effectiveness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IR3: Strengthening our management capacity and capabilities</td>
<td>Managers are equipped with the tools and skills to create an environment that effectively contributes to improved accountability and performance.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Objective assessment and development programmes for talent for current and future leadership positions and of key senior positions is in place and supports succession planning.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>People-related policies and processes, which are conveyed in effective ways so managers are able to interpret and implement them appropriately.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Disciplinary cases and grievances are dealt with in a timely and just manner and the cases involving UNICEF before the Tribunals are reduced to a minimum.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support to staff for counselling, mental health issues, staff well-being and capacity to manage stress.</td>
<td></td>
</tr>
<tr>
<td>IR4: Creating organizational flexibility and adaptability to change</td>
<td>Representation of UNICEF’s interests in change at the strategic UNCS level</td>
<td></td>
</tr>
</tbody>
</table>

DHR 2013 Annual Report
## Results Matrix for DHR for OMP 2012-13

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<tr>
<td>PCR for Programme (Advocacy, programme development, and inter-country programmes)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PCR for Management: Corporate human resources management: Support the development of a flexible, highly skilled and motivated workforce to implement the key 2006-2013 MTSP results.</td>
<td>UNICEF’s Leadership cadre is able to implement change in an effective manner.</td>
<td></td>
</tr>
<tr>
<td>IR5: Improving HR effectiveness and efficiency through streamlining, devolvement and IT</td>
<td>Targeted business process improvements to develop intra-divisional and inter-divisional synergies are in place</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strategic and rationalized administration of staff entitlements, payroll and other HR services.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Effective internal communication within DHR, OneHR and with clients is improved.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Effective office administration and management of budgets under DHR’s stewardship (DHR, NETI, S3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Effective administration of centralized payroll and other staff entitlements including rental subsidy, education grant.</td>
<td></td>
</tr>
</tbody>
</table>
# ANNEX II - DHR Key Performance Indicators (KPIs), Progress and Year-End Status

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Baselines</th>
<th>MTSP Target</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of recruitment actions (closing date on advertisement to date of offer letter) completed within 90 days for established International Professional posts.</td>
<td>25% (2008)</td>
<td>75%</td>
<td>46%</td>
<td>69%</td>
</tr>
<tr>
<td>% requests for surge capacity support met within 56 days</td>
<td>74% (2008)</td>
<td>80%</td>
<td>67%</td>
<td>92%</td>
</tr>
<tr>
<td>% of staff who spent more than 10 days on planned learning</td>
<td>34% (2008)</td>
<td>64%</td>
<td>37% for COs, 37% Global</td>
<td>35% for COs[^iii], 37% Global*</td>
</tr>
<tr>
<td>% of total staff costs (SB and RR) spent on learning and staff development</td>
<td>1.6% (2008)</td>
<td>3%</td>
<td>1.5%</td>
<td>Data available after close of Financial Books</td>
</tr>
<tr>
<td>New and emerging talent pool identified and developed</td>
<td>12 (2008)</td>
<td>15-20 candidates per year</td>
<td>8 Candidates**</td>
<td>16 Candidates[^iv]**</td>
</tr>
<tr>
<td>Number of country offices that have achieved an equal gender ratio of professional staff</td>
<td>22 (2008)</td>
<td>24 (BSB only)</td>
<td>22</td>
<td>22[^v]</td>
</tr>
<tr>
<td>% women staff at P/L 5 levels and above</td>
<td>42% (2008)</td>
<td>50%</td>
<td>42%</td>
<td>44%^vi</td>
</tr>
<tr>
<td>% PERs signed by required parties and closed by end of February the following year</td>
<td>62% (2007)</td>
<td>90%</td>
<td>90% (e-PAS, IPs only) 71% for COs 66% Global</td>
<td>90% (e-PAS, IPs only)^vii 74% for COs[^iii], 68% Global*</td>
</tr>
<tr>
<td>Number of staff successfully completing Basic, Programme Excellence (P.E.) and the Leadership and Management (L.&amp;M.) Learning programmes</td>
<td>Basic 1,882 (2008)</td>
<td>400 per year</td>
<td>SkillSoft -977 active users -4,335 course registrations -506 users of Books</td>
<td>e-Cornell HR Certificates: 79 Rosetta Stone: 900 SkillSoft -1318 active users -8612 registrations (4,562 courses, 1748 job aids, 33 simulations, 1823 “Skillbriefs”, 126 tests, 320 videos) -493 users of Books 24/7 (2226 book views)</td>
</tr>
<tr>
<td></td>
<td>P.E. 599 (2008)</td>
<td>300 per year</td>
<td>1,859</td>
<td>1,993 completions. UNICEF participants: 4,186 Non-UNICEF participants: 7,634</td>
</tr>
<tr>
<td></td>
<td>L&amp;M 161 (2008)</td>
<td>150 per year</td>
<td>550</td>
<td>903</td>
</tr>
</tbody>
</table>

[^i]: Source: MSS/DHR Thierry Bernier; Note: This number excludes SSR (Sr. Staff Recruitment) positions.
[^ii]: Source: BPE/DHR Shannon McGuire Mulholland
[^iii]: Source: UNICEF Country Office Annual Reports
[^iv]: Source: MSS/New Talent Unit, Carolin Eckert
[^v]: Source: P&O/DHR, Yuliang Cheng
[^vi]: Source: e-PAS online, PM unit/DHR, Elicia Berger
[^vii]: Source: UNICEF Country Office Annual Reports

*Estimated/Preliminary Figures
**NETI Programme Resources halved for 2012/2013 Budget Period