Welcome to UNICEF New York
AN INDUCTION BOOKLET FOR NEW STAFF MEMBERS (INTERIM VERSION)
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## DUTY STATION INFO: WELCOME TO NEW YORK

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Dear Colleague,

I would like to take this opportunity to congratulate you on your appointment and to welcome you as a new member of staff of UNICEF.

UNICEF is on the ground in over 150 countries and territories to help children survive and thrive, from early childhood through adolescence. The world’s largest provider of vaccines for developing countries, UNICEF supports child health and nutrition, good water and sanitation, quality basic education for all boys and girls, and the protection of children from violence, exploitation, and AIDS. UNICEF is funded entirely by the voluntary contributions of individuals, businesses, foundations and governments.

UNICEF is a diverse and dynamic UN fund. As you join us, you will find yourself working with fellow bright minds who are equally committed to collaboratively and substantially contribute to global efforts to solve problems that challenge children and women. We recognize that the calibre and commitment of all our staff are the foundations on which our excellence is built, and as your Human Resources colleagues, we are committed to your support and well-being.

We hope you will find this induction booklet both informative and useful in helping you swiftly and smoothly settle into your new working and living environment. This booklet represents a pilot version, which we plan to finalize once we have received feedback from our internal clients—you. Please help us to improve this publication by providing us with frank feedback and suggestions.

Furthermore, to ensure your smooth adaptation process and complete induction, please attend the information briefing with your HR Officer on the first day of duty as well as any other briefing offered by your section or by the Department of Human Resources. If you have questions about the induction at this duty station, please contact: nyinduction@unicef.org

We wish you a rewarding and productive time in New York.

Sincerely,

[Director of Human Resources]
Oath of Office

I solemnly declare and promise to exercise in all loyalty, discretion and conscience the functions entrusted to me as an international civil servant of the United Nations, to discharge these functions and regulate my conduct with interests of the United Nations only in view, and not to seek or accept instructions in regard to the performance of my duties from any Government or other source external to the Organization.

I also solemnly declare and promise to respect the obligations incumbent upon me as set out in the Staff Regulations.

This is the public oath of office you are asked to sign as international civil servant. We have included it in this handbook as source of inspiration for you while you work at UNICEF.
United Nations Mission

The UN was established on October 24, 1945 by 51 countries committed to preserving peace through international cooperation and collective security. Since then, nearly every nation in the world has joined the UN: 191 countries are today member of the UN. When states become members of the United Nations, they agree to accept the obligations of the UN Charter. The UN Charter was signed on June 26, 1945, in San Francisco, at the conclusion of the United Nations Conference on International Organization, and came into force on October 24, 1945. It is the constituting instrument of the United Nations, setting out the rights and obligations of Member States, and establishing the Organization's organs and procedures.

As set forth in the Charter, the United Nations has four purposes: to maintain international peace and security; to develop friendly relations among nations; to cooperate in solving international economic, social, cultural and humanitarian problems and in promoting respect for human rights and fundamental freedoms; to be a centre for harmonizing the actions of nations in attaining these ends.

The six principal organs of the United Nations are: (1) the General Assembly, (2) the Security Council, (3) the Economic and Social Council, (4) the Trusteeship Council, (5) the International Court of Justice and (6) the Secretariat. All of these organs are located in the New York Headquarters, except for the International Court of Justice, which is located in The Hague in the Netherlands. In addition to these six organs, the United Nations family encompassing many agencies, programmes and bodies such as UNICEF and UNDP.

You can review the Charter of the United Nations and/or to order the booklet at:
http://www.un.org/aboutun/charter/

UNICEF Mission

UNICEF is mandated by the United Nations General Assembly to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential.

UNICEF is guided by the Convention on the Rights of the Child and strives to establish children's rights as enduring ethical principles and international standards of behaviour towards children.

UNICEF insists that the survival, protection and development of children are universal development imperatives that are integral to human progress.

UNICEF mobilizes political will and material resources to help countries, particularly developing countries, ensure a "first call for children" and to build their capacity to form appropriate policies and deliver services for children and their families.

UNICEF is committed to ensuring special protection for the most disadvantaged children - victims of war, disasters, extreme poverty, all forms of violence and exploitation and those with disabilities.

UNICEF responds in emergencies to protect the rights of children. In coordination with United Nations partners and humanitarian agencies, UNICEF makes its unique facilities for rapid response available to its partners to relieve the suffering of children and those who provide their care.
UNICEF Mission continued

UNICEF is non-partisan and its cooperation is free of discrimination. In everything it does, the most disadvantaged children and the countries in greatest need have priority.

UNICEF aims, through its country programmes, to promote the equal rights of women and girls and to support their full participation in the political, social and economic development of their communities.

UNICEF works with all its partners towards the attainment of the sustainable human development goals adopted by the world community and the realization of the vision of peace and social progress enshrined in the Charter of the United Nations.
**SALARY LEVELS**

The level of salaries for Professional staff is determined on the basis of the **Noblemaire Principle** which states that the international civil service should be able to recruit staff from from its Member States, including the highest-paid. Therefore, the salaries of Professional staff are set by reference to the highest-paying national civil service.

**Salary scales for Professional and higher categories:**
The salary scales for the Professional and higher categories are based on five Professional grades (P-1 to P-5), two Director levels (D-1 and D-2) as well as the levels of Assistant Secretary-General and Under Secretary-General in some organizations and Assistant Director-General and Deputy Director-General in others. The scales are expressed as gross and net base salaries and applied uniformly, worldwide, by all organizations in the United Nations common system.

*Up-to-date salary scales are available from the following website:*

**Staff assessment:** Staff assessment is a form of internal tax administered by the organizations. Staff assessment rates are derived from income tax rates applicable at the seven headquarters cities of the organizations in the common system (Geneva, London, Montreal, New York, Paris, Rome, and Vienna).

**Income taxes:** Most member states have granted United Nations staff exemption from national income taxation on their United Nations emoluments. However, a few member States do tax the emoluments of their nationals—for instance the US. In such cases, the organizations reimburse the income tax to the staff member. If you are unsure if your government will provide you with exemption or not, please contact your high commission.

**SALARIES AT THE DEPENDENT RATE:**
Salaries are paid at the dependent rate when a staff member has a dependent spouse or a dependent child.

A dependent spouse shall be a spouse whose occupational earnings, if any, do not exceed the lowest entry level of the United Nations General Service gross salary in force on 1 January of the year concerned for the duty station in the country of the spouse's place of work, provided that, in the case of the Professional category or above, the amount shall not at any duty station be less than the equivalent of the lowest entry level at the base of the salary system (G-2, step I, for New York).

A dependent child shall be a staff member's natural child; a staff member's legally adopted child; or a staff member's stepchild, if residing with the staff member. For any of the above-mentioned children to be recognized as a staff member's dependent child, the following requirements must be met:

- The child must be under the age of 18 years; or if the child is 18 years or older but under the age of 21 years, he/she must be in full-time attendance at a school or university (or similar educational institution);
- The staff member must provide main and continuing support for the child.
- If a child over the age of eighteen years is physically or mentally incapacitated for substantial gainful employment, either permanently or for a period expected to be of long duration, the requirements as to school attendance and age shall be waived.

*For more information, visit:* http://www.un.org/Depts/OHRM/salaries_allowances/allowances/depall.htm
THE GENERAL SERVICE AND RELATED CATEGORIES
Staff in these categories are paid on a local basis. The level of salaries is established in accordance with the Flemming Principle which provides that the conditions of service for locally recruited staff should reflect the best prevailing conditions found locally for similar work. Consequently, the local salaries are established on the basis of salary surveys which facilitate the identification of the best prevailing conditions.

There is normally only one local salary scale per country. For more information visit:

EDUCATION GRANT FOR DEPENDENT CHILDREN
Eligible staff members are those who are internationally recruited, including those in the Professional and higher categories, the General Service category and the Field Service who reside and serve at a duty station outside their home country. It is for children in full-time attendance at a school, university or similar educational institution.

To find out if you are eligible, please visit:

ASSIGNMENT GRANT
The assignment grant is normally payable to staff in the professional and higher categories on travel involving relocation on a initial appointment, assignment or transfer, and the period of service at the duty station is expected to be for at least one year. Its purpose is to provide staff members with a reasonable cash amount at the beginning of an assignment or transfer to a duty station.

For more information on the assignment grant, visit:

RENTAL SUBSIDY
The rental subsidy and deduction scheme is designed to provide equity in accommodation expenses among UN staff in duty stations where rents vary considerably; and to alleviate hardships of staff facing higher than average rent costs for reasonable standard accommodations.

A rental subsidy calculator is available at: http://sas.undp.org/webforms/rentalsubsidy/default.asp

This website will also give you an estimate of other fees (i.e. the commission you paid to a real estate agent for finding an apartment) that you may get partial reimbursement for.

For more information on rental subsidies, visit:
**MOBILITY AND HARDSHIP SCHEME**

The United Nations common system has in place a scheme to encourage operationally required mobility between duty stations and to compensate for the degree of hardship experienced by staff assigned by their organizations to difficult duty stations. The main elements of the scheme are an allowance for mobility and hardship and an assignment grant; other benefits include additional education travel, additional reimbursement of boarding costs, the reimbursement of basic medical examinations and extra freight shipment.

**Note:** All duty stations are placed in one of six categories, H and A to E. H duty stations* are headquarters and similarly designated locations where the United Nations has no developmental or humanitarian assistance programmes. A-E duty stations are field duty stations.

H Duty stations include: Australia, Austria, Belgium, Canada, Cyprus, Czech Republic, Denmark, Estonia, France, Finland, Germany, Greece, Hungary, Italy, Japan, Latvia, Lithuania, Malta, Monaco, Netherlands, Norway, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, United Kingdom of Great Britain and Northern Ireland and the United States of America.

**Hardship Allowance:** Most of the United Nations organizations’ work is done in the field and often in countries where living and working conditions are difficult. The hardship allowance aims to compensate staff for the difficult living conditions at these duty stations. For more detailed information download the PDF file at:


**HOME LEAVE**

A period of annual leave taken by an internationally recruited staff member in order to visit his or her home country. The United Nations may provide travel expenses for the staff member and his or her eligible family members for home leave. To be eligible your service needs to be expected to continue for at least six more months beyond the return date of the proposed home leave. It is normally taken once in every two years of qualifying service. However, in the case of designated duty stations having very difficult conditions of life and work, eligible staff members shall be granted home leave once in every twelve months. When traveling on home leave, staff members and their eligible family members are required to spend no less than one week in the place of home leave.


**TRAVEL ALLOWANCE**

The Organization pays the travel expenses of a staff member under the following circumstances: on initial appointment (when internationally recruited), for official business, on change of official duty station, on home leave, family visit and separation from service. Furthermore travel might be authorized for medical or security reasons in appropriate cases with compelling reasons.

The following checklist will help you to make your arrival logistics smooth and efficient. If you are an international staff member or a US citizen working at UNICEF HQ in New York, you will submit the documents below to the UNICEF New York DHR Office prior to commencing duty.

| I send my acceptance letter and it was received/acknowledged by UNICEF |
| I have returned all the required HR forms to my HR contact point at Global Service Centre |
| I was provided with travel authorization and informed HR of my expected date of arrival |
| I obtained medical clearance prior to travelling |
| Birth Certificate and National Passport |
| Birth Certificate and National Passport for Dependents |
| Civil Status Certificate (i.e. Marriage Certificate / Divorce Certificate) |
| Copies of Academic Certificates |
| Notarized translations of any of the above mentioned documents |
| Receipts for medical visits /examinations as required for medical clearance prior to receiving travel authorization |
| Originals of travel documents (ticket stubs, taxi receipts, etc.) for all persons travelling at UNICEF’s expense (for reimbursement in accordance to UNICEF entitlements) |
| Banking details for salary and entitlement deposits |
| Completed United Nations **Laissez Passez** application form (*LP is the document a staff member uses when travelling for official business on behalf of UNICEF or another UN organization*) |
| Six passport size photos per family member |
| Vaccination record with up to date vaccines |
| Shipment list if you have a contract of one year or more (for insurance purposes) |
| Certificates that show you successfully completed the following courses: *Basic Security in the Field* and *Advanced Security in the Field* |
| G-4 Visa obtained if required prior to arrival New York (non-Americans arriving in NYHQ require a G-4 visa obtained from an American Embassy outside the US) |
Before coming to the United States, make sure your visa status is in order. A G4 visa for you and your family members needs to be obtained before entering the USA, and can take minimum two weeks or longer. Though the visa desk in HQ makes the direct request to the US embassy closest to you, make sure that at least two weeks are set aside for the request to be processed. Required forms to be filled out can be found at the website of the US embassies around the world (see Visa section below).

If you are an international staff member and do not hold American citizenship, you will require a G4 visa to work for UNICEF in New York. To obtain this visa you will need to complete an online or paper form called I-129. US embassies overseas will allow you to complete and submit this form online. The processing time for the visa is different in each country, but for the visa application to be processed, UNICEF’s HR department will need to arrange with the visa office to have a G-4 visa clearance cable send to the US Embassy where you are applying for your G-4 visa. Prior to UNICEF officially requesting this cable, you will need to complete an internal form, the TTS1 (Request for US Visa) The cable finally send from the UN serves the purpose to confirm your upcoming employment with UNICEF / transfer to UNICEF HQ and it exempts you from paying G-4 VISA application fees for yourself and your dependents.

INFORMATION ON THE I-129 APPLICATION FORM:

- To download the I-129 form it is best that you, visit the website of the American Embassy in the country from which you are applying for the visa as they may have an online application process in place that will be faster than submitting a paper form.
- All US visa related forms can also be downloaded from: http://www.uscis.gov/portal/site/uscis

The G4 visa is a non-immigrant status granted to officials or employees of international organizations while stationed on official business in the USA. Authorization will be sent by the UN to the US Embassy or Consulate in your current duty station or an alternate place, requesting them to issue the necessary G4 visa(s).

ON ARRIVAL IN NEW YORK

Provide your HR Officer/Assistant a copy of your visa and the I-94 form (the white arrival card which is stapled into your passport at customs), as well as those of your family members residing with you.

Upon arrival in New York, due to strict security measures, be prepared for lengthy visa procedures. Note that some airline terminals at JFK airport have special booths for ‘G-4’ visas where the waiting lines might be shorter.

After checking in with your UNICEF HR Officer or HR Assistant on your first official working day in New York, be sure to complete a Personnel Induction Questionnaire (P.1 form). UNICEF will then send this form to the US Mission to inform them of your identity and status in the US. This information is also the basis for subsequent visa extensions.

If you have access to the UNICEF Intranet, find further information on the HR portal:

http://www.intranet.unicef.org/dhr/dhrsite.nsf/Site%20Pages/Page0102
SHIPMENT OPTIONS

When you received your offer you were provided with two options for shipment. If you took the lump-sum option in lieu of UN arranged shipment, you are responsible for customs clearance. Your shipping agent will provide you with US custom papers and you need to complete them before your shipment leaves for the US. You shipment agent will also need to provide you with a OBL (Official Bill of Lading) and an arrival notice. Once you have those two documents, the UN Transportation Operations Section can assist you to process a form called DS-1504 (Request for Customs Clearance of Merchandise) to assist with customs clearance.

Prior to your shipment’s arrival, please contact the UNICEF Travel and Transport Administration Officer (see contact details below) and provide the following six documents and details:

<table>
<thead>
<tr>
<th>Travel Authorization</th>
<th>Official Bill of Lading</th>
<th>Inventory List of household goods</th>
<th>Copy of your G-4 Visa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrival Notice</td>
<td>Shipper’s Contact Info</td>
<td>Copy of your national passport</td>
<td>Copy of your I-94</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>(front &amp; back)</td>
</tr>
</tbody>
</table>

FOR FURTHER INFORMATION, PLEASE CONTACT:

• Derrick Elliott, UNICEF Travel Section, phone (212) 326 7767, email: delliott@unicef.org

• Christine Spencer at the UN Transportation Operation Section (phone 212.963.6202)

• Constantino Abalos, UN Transport Operation Section (phone 212.963.9388), Room S-2012 (Secretariat Building)

TO GET READY FOR THE DELIVERY OF YOUR SHIPMENT TO YOUR NEW HOME

You will need to fax the approved DS-1504 form to your shipping agent to finalize the customs clearance and delivery of your goods.

Please note:

After the events of September 11, 2001 there are now new rules for shipments to the US. Shipments are subject to security screening on a random basis, and also by the Department of Agriculture in some cases. The charges for the screening are borne by the importer unless your shipper agrees otherwise. If you live in an apartment the building management has to be advised by the shipper of their insurance coverage (“Certificate of Insurance”) and to agree to the delivery time, which usually needs to be Monday to Friday, between 9 to 5.
**OBTAINING A PERSONAL IDENTIFICATION NUMBER (PID #)**

Holders of G-4 visas will need their visas renewed after contract extension. Your HR Officer/HR Assistant will guide you in this process. To renew your visa you will need to know your Personal Identification Number (PID #). To find out your number, follow the steps below:

- From the UNICEF Intranet Homepage find the link to iSeek (and click)
- Click on menu item “Topics” and then on “Travel”
- On the sub-menu, click on “Visas”
- Under G-4 Visas, click on “Find your PID number”
- (To retrieve your PID number, enter your index number and date G4 f birth)

Your PID # should be available 2-3 months after your arrival in the US. If it is not, please contact: dellott@unicef.org

Please note that your spouse and children will also need a PID number. If you arrive together, your application for the PID numbers will be processed on one form. If your dependents arrive after you, a separate form will need to be completed. To do so, contact your HR Officer.

**UN GROUNDS PASS**

To get your UN Grounds Pass your HR Officer will complete the necessary paper work and have it signed by an authorized staff member. To obtain the actual pass, go to the corner of 45th Street and 1st Avenue and bring along the signed form and ID (i.e. your LP).

If you will be located at the UNICEF offices at 633 Third Avenue, you will need to get your ground pass encoded in order to access the various floors occupied by UNICEF at this location. You will also require a special building pass to enter the premises. To do so, stop by the office of the Facility Coordinator in room TA-22-70.
### Welcome to UNICEF New York Headquarters

**Arrival and Orientation Process Overview**

<table>
<thead>
<tr>
<th>Action / Process</th>
<th>UNICEF DHR Responsibility</th>
<th>Staff Member Responsibility</th>
<th>Section Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRE-ARRIVAL:</strong> DHR sends pre-arrival package &amp; informs on related actions. Newcomer reads information and follows up.</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>UPON ARRIVAL:</strong> Meeting with HR Officer and submission of documents and forms.</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>PROVISION OF HOST COUNTRY, PENSION, LIFE - &amp; MEDICAL INSURANCE INFORMATION</strong></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OFFICE SET-UP:</strong> Provide: work space, PC, phone, Lotus Notes, Intranet Access, essential office supplies &amp; introduction to the work team.</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>SECURITY AND HOST COUNTRY BRIEFINGS IN CATEGORY C AND ABOVE DUTY STATIONS</strong></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>PROCESSING OF LAISSEZ PASSEZ APPLICATION.</strong></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>SECTION, JOB-FUNCTION AND LEVEL-SPECIFIC INDIVIDUALIZED INDUCTION AND RELATED ACTIONS</strong></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>QUARTERLY SECTION INTRODUCTION AND WELCOME MEETING</strong></td>
<td></td>
<td>X</td>
<td>X</td>
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<td><strong>REQUEST / PROVIDE BUDDY AND/OR MENTOR</strong></td>
<td>X</td>
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<td><strong>PERFORMANCE MANAGEMENT PLANNING</strong></td>
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<td>X</td>
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<td>(Section overview and individual level)</td>
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<tr>
<td><strong>CONTACT POINT FOR NEWCOMER’S QUESTIONS AND CONCERNS—INFO PROVIDER</strong></td>
<td>X</td>
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<tr>
<td><strong>NETWORKING</strong> within and across UN agencies as required and/or helpful for the job function.</td>
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<td>X</td>
</tr>
</tbody>
</table>
What You Need to Know About UNICEF

Locations of UNICEF Offices and United Nations Secretariat

Please note that “Google Maps” are a great navigation tool when you first come to New York and don’t know how to get from A to B. You can access Google Maps for Manhattan via the following URL: http://www.maps.google.com/nyc
Now that you have arrived at UNICEF New York Headquarters

Week #1 Arrival and Orientation Checklist

<table>
<thead>
<tr>
<th>Item</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>I had a face-to-face meeting with my HR officer and/or HR Assistant within the first two days of my official arrival and was provided with the opportunity to ask clarifying questions</td>
<td>✔️</td>
</tr>
<tr>
<td>I have received &quot;Welcome to New York&quot; info either as a CD, PDF file, web link or hardcopy. The induction process and info available in New York information was discussed with me</td>
<td>✔️</td>
</tr>
<tr>
<td>I have taken / signed the Oath of Office</td>
<td>✔️</td>
</tr>
<tr>
<td>I am aware of the date of the next Orientation Briefing and I know that attendance is mandatory</td>
<td>✔️</td>
</tr>
<tr>
<td>I have been provided with the forms and information needed to obtain a UN Grounds Pass and any other building passes required for my job function</td>
<td>✔️</td>
</tr>
<tr>
<td>I have received a Salary Distribution form</td>
<td>✔️</td>
</tr>
<tr>
<td>I have received an Education Grant form (if you have school-aged children)</td>
<td>✔️</td>
</tr>
<tr>
<td>I am aware of Annual Leave, Home Leave and Sick Leave Staff Rules and Regulations</td>
<td>✔️</td>
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<tr>
<td>I have received information on the options for medical and dental insurance and have been provided with a sign up form</td>
<td>✔️</td>
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<tr>
<td>I have received life insurance and beneficiary forms to complete</td>
<td>✔️</td>
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<tr>
<td>I was briefed on the mandatory retirement age within the UN system</td>
<td>✔️</td>
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<tr>
<td>I was provided with basic information about UNFCU and/or alternative banking options</td>
<td>✔️</td>
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<tr>
<td>I know how to obtain telephone and IT services</td>
<td>✔️</td>
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<tr>
<td>The HR team has briefed me to visit the Shipment and Visa Office and I know where to locate it</td>
<td>✔️</td>
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<tr>
<td>I have received a P1 form and been advised on the importance of completing and submitting it; I understand how it relates to receiving a PID number for myself and my dependents.</td>
<td>✔️</td>
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<tr>
<td>I know who is my HR Officer and HR Assistant and how to contact them</td>
<td>✔️</td>
</tr>
<tr>
<td>I am aware of vital security and host country information for my new duty station</td>
<td>✔️</td>
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<tr>
<td>I know how and where to obtain a security pass and have received the relevant form</td>
<td>✔️</td>
</tr>
<tr>
<td>I know where I can find additional information needed for settling at this duty station</td>
<td>✔️</td>
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<tr>
<td>I know the name and contact details of my section’s induction focal point</td>
<td>✔️</td>
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Please check off the items on the list above, and if any information is missing, get in touch with your HR Officer or HR Assistant.
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<thead>
<tr>
<th>Name:</th>
<th>Contact Details:</th>
<th>Notes:</th>
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</table>
“Every beginning is a consequence. Every beginning ends something”  
(Paul Valery, French Poet)

Many of us would agree that our lives consist of ongoing new beginnings and endings, and sometimes of an uneasy space in between the two. William Bridges, a business consultant dedicated to researching change, calls this experience the *Neutral Zone*. According to Bridges, “the Neutral Zone occurs in the lives of individuals, organizations and even whole nations.” It is uncomfortable because it forces us to let go of familiar circumstances and behaviours and to enter territory unknown. Any insecurities long shelved as overcome, might suddenly re-emerge full force, triggering feelings of intense anxiety and disorientation. However, if we enter this zone consciously, it holds great potential for creativity and growth at all levels. As an individual, we may experience the neutral zone when our family circumstances change or when we move on to a new duty station. On an organizational level, the UN Reform and Managed Reassignment Program might accelerate us into a Neutral Zone.

Another very useful transition concept is that of culture shock. This does not only happen when moving to a new country, but can take place any time we enter an unfamiliar environment, which bombards us with lots of new information. At some point, after an initial honeymoon phase, we experience information overload resulting in mental fatigue and physiological stress. We are also challenged to modify our behaviour as previous ways of doing may not result in positive feedback from the new environment. Thus culture shock can be said to be a transitional growth experience. It is characterized by the following phases, which may take anything between a few months to two years to complete:

**Honeymoon:**
Everything is great and we experience a sense of adventure and excitement. *(Continued on next page)*

**Initial Culture Shock:**
Mixed feelings and frustrations emerge. We may doubt our decision to have engaged with the new setting. At the same time, being away from the familiar, we might experience a shrinking support system, in particular with international transitions.
Surface Adjustment:
A sense of basic orientation and confidence in the new environment.

Deep Culture Shock:
Characterized by intense frustration and feelings of “otherness,” frequently accompanied by negative feelings or physical symptoms like the flu or insomnia. In fact, the flu, could be called the classical culture shock illness!

Adaptation and Integration:
You feel at home in the new organization or in the new country and are likely to have peak performance.

CULTURE SHOCK AND THE FOUR STAGES OF COMPETENCE:
Culture shock ties in closely with the four stages of competence. When we enter a new environment we tend to be unaware of what we don’t know (unconscious incompetence), while when we have worked in a place for a long time, we become unaware of what we do know (unconscious competence). Having internal awareness of our stage of competence can assist us to understand adaptation stress of self and others.

Strategies to deal with change include timeline mapping of the change experience, having closure rituals for what is left behind and swiftly establishing new routines in the new organization or unfamiliar cultural environment. For international transitions, it is useful to seek out cultural informants.

CULTURE SHOCK CAUSES
- Physiological stress factors
- Absence of familiar cultural cues, especially subtle expressions of feelings
- Inherent ambiguity of a new environment
- Inherent questioning of what you hold dear — your values and ways of dealing with people
- Little opportunity for escape
- Performance stress
- Shrinking support system
SYMPTOMS OF CULTURE SHOCK

- Sense of disturbed equilibrium
- Feeling restless / unsettled
- Lack of motivation
- Sense of disconnectedness
- Loneliness, isolation
- Boredom
- Anger
- Grief
- Insomnia or sleeping excessively
- Temporary change in lifestyle habits, i.e. smoking or drinking more than usual
- Negative feelings towards the host culture
- Being highly critical

All people moving across organizational cultures or national borders experience this roller coaster, but the intensity of the experience greatly varies. For some it is like mild ripples on a pond while for others it can be like a powerful thunder storm.

TIMELINE MAPPING EXERCISE:

This reflective activity is best conducted after 6-8 weeks in a new and unfamiliar environment. All you need is a sheet of paper. Draw a horizontal line in the middle and chart your ups and downs since deciding to embark on the new position. Jot down short descriptions / key points that symbolize highlights, joys, low points and challenges.

- Use the biggest piece of paper you can come up with! Connect the key markers in time and voila — you can clearly analyze your transition experience and what stage of adjustment you are in.

---

From the time of making the decision to come / getting accepted for a new position until now
The United Nations Joint Pension fund was established by the General Assembly in 1994 to provide retirement, death, disability and related benefits for staff of the United Nations and the other organizations admitted in the Fund. As of 31 December 2004, the Fund was serving 20 member organizations with 88,356 active participants and 52,496 beneficiaries. On 31 December 2004, the value of the assets of the Fund stood at 29.2 billion US dollars.

The fund provides the following benefits:

- Retirement benefits
- Early retirement benefits
- Deferred retirement benefits
- Withdrawal settlement
- Disability benefit
- Widow / widower’s benefit
- Divorces surviving spouse benefit
- Child’s benefit
- Secondary dependant’s benefit
- Residual settlement

As a UNICEF staff member both you and the organization will contribute to the United Nation Joint Staff Pension Fund (UNJSPF). Upon your arrival in UNICEF, you will complete a registration form and soon after you will receive an email advising you of your pension number (if you do not receive this email within 6-8 weeks, please follow up). Your pension number will then allow you to access your pension data at the UNJSPF website at: http://www.unjspf.org

The website is set up to provide you with updated information on your contributions, rules and regulations and pension contribution calculators. You will be able to access your personal information only if you have a pension fund number.

If you have transferred to UNICEF from another UN agency your number will remain the same.

No matter if you are retiring soon or if you will remain an active participant, you need to ensure that a current “Designation of Beneficiary” form is on file with the Fund. This is important, as in the event of death, it allows the fund to pay out the residual settlement to the person of your choice. Otherwise any residual settlement will be paid to your estate. Carefully review your annual statement to ensure accuracy.

**UNJSPF OFFICE LOCATIONS:**

<table>
<thead>
<tr>
<th>UNJSPF New York Office</th>
<th>UNJSPF Geneva Office</th>
</tr>
</thead>
</table>
| 1 Dag Hammarskjold Plaza, SW  
(Corner of 48th Street and Second Avenue, 37th Floor)  
P.O. Box 5036  
New York, NY 10017  
Monday through Friday, 9:00AM to 5:00 PM  
Phone Number: (212) 963 6931  
Fax Number: (212) 963 3146  
Email: unjspf@un.org | Palais des Nations  
1211 Geneva 10  
(To visit, make a prior appointment and come to Du Pont de Nemours Building, Chemin du Pavillon 2, 1218 Grand-Saconnex)  
Phone: +41 0 22 928 8800  
Fax: +41 (0) 22 928 9099  
Email: jspfgva@unog.ch |
A group life insurance plan is offered as a part of the scheme of social security for the staff which the Secretary-General is required to establish under staff regulation 6.2.

The underwriter of the plan is the Aetna Life Insurance Company of Hartford Connecticut, USA. The policyholder is the United Nations.

The plan is financed solely from the contributions of participating members. No subsidy is paid by the Organization.

Participation in the plan is voluntary for all eligible staff. A staff member may withdraw from the plan at any time.

The plan provides term insurance coverage only and has no cash value at the time of withdrawal.

Who is eligible for this plan?

All staff members who receive a letter of appointment for six months or more and who have received medical clearance upon appointment will be eligible to participate in the plan.

Enrolment in the plan is automatic for eligible staff members who apply for life insurance coverage under the plan, on the appropriate form, within 60 days of signing the qualifying letter of appointment. They will be covered from the effective date of the letter of appointment.

Enrolment in the plan for eligible staff members who apply more than 60 days after signing the qualifying letter of appointment is conditional on the provision by the staff member at the time of application, on a special form for the purpose of evidence of insurability satisfactory to the insurance company.

For information on requirements for reapplication after break in service talk to your HR Officer.

PERFORMANCE MANAGEMENT APPRAISAL AT UNICEF

UNICEF is currently piloting a new performance management system, which in 2009 will be tested as a pilot project for a limited number of staff members. The majority of UNICEF staff will still use the current system. To get started on your first performance management cycle, ask your supervisor to provide you with the long version of the performance evaluation report form (UNICEF/363 Rev.7 (03-07). Alternatively, ask one your colleagues where to download this form from the Intranet.

The UNICEF PAS system requires that supervisor and staff member set performance objectives at the onset of the reporting period. Your PAS will need to be completed in close consultation with your supervisor, the TOR you were provided with when you were recruited and in conjunction with your section’s annual work plan.

Complete your goals in section 2.1 in descending order of priority and utilize the SMART goal formula (see box to the right)

At the onset of the new appraisal cycle (by the end of January of each year) complete Part 2 (2.1) of the form. Other sections of the form are completed as the year (and your continued dialogue with your supervisor) progresses.

Please find more detailed information on your performance related reporting steps, in the appendices of this handbook.
### Core Values

**Diversity and Inclusion**
- Treats all people with dignity and respect; shows respect and sensitivity towards cultural and religious differences; challenges prejudice, biases and intolerance in the workplace; encourages diversity wherever possible.

**Integrity**
- Maintains high ethical standards; takes clear ethical stands; keeps promises; immediately addresses untrustworthy or dishonest behavior; resists pressure in decision-making from internal and external sources; does not abuse power or authority.

**Commitment**
- Demonstrates commitment to the organization and UNICEF’s mission; demonstrates the values of UNICEF in daily activities and behaviors; seeks out new challenges, assignments and responsibilities; promotes UNICEF’s cause.

### Competencies

#### Core Competencies

**Communication**
- Speaks fluently; expresses opinions, information and key points of an argument clearly; presents information with skill and confidence; responds quickly to the needs of an audience and to their reactions and feedback; projects credibility; structures information to meet the needs and understanding of the intended audience; presents information in a well-structured and logical way.

**Working with People**
- Shows respect for the views and contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information and expertise with them; builds team spirit and reconciles conflict; adapts to the team and fits in well.

**Drive for Results**
- Sets high standards for quality of work; monitors and maintains quality of work; works in a systematic, methodical and orderly way; consistently achieves project goals; focuses on the needs and satisfaction of internal and external partners; accepts and tackles demanding goals with enthusiasm.

#### Functional Competencies

**Deciding and Initiating Action**
- Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.

**Leading and Supervising**
- Provides others with a clear direction; motivates and empowers others; recruits staff of a high caliber; provides staff with development opportunities and coaching; sets appropriate standards of behavior.

**Relating and Networking**
- Easily establishes good relationships with external partners and staff; builds wide and effective networks of contacts inside and outside UNICEF; relates well to people at all levels; manages conflict; uses humor appropriately to enhance relationships with others.
## Functional Competencies continued

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
<td>Persuading and Influencing</td>
<td>Gains agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others inside and outside UNICEF; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one’s impression on others.</td>
</tr>
<tr>
<td>Applying Technical Expertise</td>
<td>Applies specialist and detailed technical expertise; develops job knowledge and expertise (theoretical and practical) through continual professional development; demonstrates an understanding of different organizational departments and functions.</td>
</tr>
<tr>
<td>Analyzing</td>
<td>Analyses numerical data and all other sources of information, to break them into component parts, patterns and relationships; probes for further information or greater understanding of a problem; makes rational judgments from the available information and analysis; demonstrates an understanding of how one issue may be a part of a much larger system.</td>
</tr>
<tr>
<td>Learning and Researching</td>
<td>Rapidly learns new tasks and commits information to memory quickly; demonstrates an immediate understanding of newly presented information; gathers comprehensive information to support decision making.</td>
</tr>
<tr>
<td>Creating and Innovating</td>
<td>Produces new ideas, approaches, or insights; creates innovative ways of designing projects or outputs in own work area; produces a range of solutions to problems.</td>
</tr>
<tr>
<td>Formulating Strategies and Concepts</td>
<td>Works strategically to realize UNICEF’s goals; sets and develops strategies; identifies, develops positive and compelling visions of the organization’s future potential; takes account of a wide range of issues across, and related to, UNICEF.</td>
</tr>
<tr>
<td>Planning and Organizing</td>
<td>Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible changing circumstances; identifies and organizes resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines and milestones.</td>
</tr>
<tr>
<td>Following Instructions and Procedures</td>
<td>Does not unnecessarily challenge authority; follows procedures and policies; keeps to schedules; complies with legal obligations and safety requirements of the role.</td>
</tr>
<tr>
<td>Adapting and Responding to Change</td>
<td>Adapts to changing circumstances including emergencies and other crises; tolerates ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations; shows an interest in new experiences.</td>
</tr>
<tr>
<td>Coping with Pressure and Setbacks</td>
<td>Maintains a positive outlook at work; works productively in a pressurized environment and in crisis situations; keeps emotions under control during difficult situations; handles criticism well and learns from it; balances the demands of a work life and a personal life.</td>
</tr>
<tr>
<td>Entrepreneurial Thinking</td>
<td>Keeps up to date with trends in own work area; identifies opportunities for advancing UNICEF’s mission; maintains awareness of developments in the organizational structure and politics; demonstrates financial awareness and a concern for cost-effectiveness.</td>
</tr>
</tbody>
</table>

## Knowledge and Skills

Taxonomy as per job family/level (see GJP)
A. INFORMATION, EDUCATION AND OTHER PREVENTIVE HEALTH MEASURES

i. UN staff and their families should be provided with sufficient, updated information to enable them to protect themselves from HIV infection and to cope with the presence of AIDS.
To this end all UN bodies are encouraged to develop and implement an active staff education strategy for HIV/AIDS utilizing inter alia the handbook on AIDS for UN employees and their families produced by WHO and identifying, in the field, local sources experienced in HIV/AIDS counselling, to provide confidential follow-up. The staff of the UN Medical Service should be fully involved in such staff education programmes. They should receive any additional professional education that may be required; and all pertinent information material on HIV and AIDS, supplied and updated by WHO, should be available through them at all duty stations.

ii. All UN staff members and their families should be made aware of where safe blood may be obtained.
To accomplish this task, the WHO Global Blood Safety Initiative, in cooperation with the UN Medical Service, should establish and regularly update a list of reliable and operational blood transfusion centres for circulation to UN headquarters, regional offices and duty stations. The UN Medical Service should also make efforts to ensure that blood transfusions are performed only when absolutely necessary.

iii. UN Resident Coordinators must exercise their responsibility to adopt measures to reduce the frequency of motor vehicle accidents, not only because of their attendant high mortality and morbidity, but because they present a particular risk for HIV infection in those localities lacking safe blood supplies.
UN Resident Coordinators are, therefore, encouraged to consider the following measures for reinforcement or for general adoption if not already applied; and to circulate them to all personnel at the duty station together with instructions on the use of public transport.
· the fitting of and compulsory use of seat belts in all UN vehicles;
· proper training in off-road use of four-wheel drives;
· prohibition against the personal use of vehicles when an official driver is available;
· compulsory use of helmets for all riders of motorbikes;
· prohibition against substance abuse by vehicle drivers;
· organization of first-aid training sessions; and
· equipping UN vehicles with first-aid kits containing macro-molecular solutions (plasma expanders).

iv. All UN staff members and their families should have access to disposable syringes and needles.
The UN Medical Service should provide disposable syringes and needles to staff on duty travel to areas where there is no guarantee of the proper sterilization of such materials. They should be accompanied by a certificate in all UN official languages explaining the reasons why they are being carried. Regional offices and other duty stations should stock disposable injection material for the use of UN staff and their families. This stock should be available at UN dispensaries, where such exist, or at the WHO duty station in the country.

v. All UN staff members and their families should have access to condoms.
Condoms should be available through UNFPA and/or WHO at those duty stations where there is not a reliable and consistent supply of high quality condoms from the private sector. Access should be free, simple and discreet.

B. VOLUNTARY TESTING, COUNSELING AND CONFIDENTIALITY

Voluntary testing with pre-and post-counselling and assured confidentiality should be made available to all UN staff members and their families.
Adequate and confidential facilities for voluntary and confirmatory testing and counseling should be made available locally to UN staff members and their families, with UN bodies acting in close collaboration with the UN Medical Service and WHO. Specific procedures must be developed by UN bodies to maintain confidentiality with respect to negative as well as positive results from an HIV test, including whether such a test has been taken. Only the person tested has the right to release information concerning his/her HIV status.
C. TERMS OF APPOINTMENT AND SERVICE

Pre-recruitment and employment prospects
i) The only medical criterion for recruitment is fitness to work.
ii) HIV infection does not, in itself, constitute a lack of fitness to work.
iii) There will be no HIV screening of candidates for recruitment.
iv) AIDS will be treated as any other medical condition in considering medical classification.
v) HIV testing with the specific and informed consent of the candidate may be required if AIDS is clinically suspected.
vi) Nothing in the pre-employment examination should be considered as obliging any candidate to declare his or her HIV status.
vii) For any assignment in a country which requires HIV testing for residence, this requirement must appear in the vacancy notice.

Continuity of Employment
i) HIV infection or AIDS should not, of itself, be considered as a basis for termination of employment.
ii) If fitness to work is impaired by HIV-related illness, reasonable alternative working arrangements should be made.
iii) UN staff members with AIDS should enjoy health and social protection in the same manner as other UN employees suffering from serious illness.
   a) HIV/AIDS screening, whether direct (HIV testing) or indirect (assessment of risk behaviors or asking questions about tests already taken), should not be required.
   b) Confidentiality regarding all medical information, including HIV/AIDS status, must be maintained.
   c) There should be no obligation on the part of the employee to inform the employer regarding his or her HIV/AIDS status.
   d) Persons in the workplace affected by or perceived to be affected by HIV/AIDS must be protected from stigmatization and discrimination by co-workers, unions, employers or clients.
   e) HIV-infected employees and those with AIDS should not be discriminated against, including access to and receipt of benefits from statutory social programs and occupationally related schemes.
The administrative, personnel and financial implications of these principles under terms of appointment and service should be monitored and periodically reviewed.

D. HEALTH INSURANCE BENEFITS PROGRAMME

i. Health insurance coverage should be available for all UN employees regardless of HIV/AIDS status.
There should be no pre- or post-employment testing for HIV infection.
ii. Health insurance premiums for UN employees should not be affected by HIV/AIDS status.
No testing for HIV infection should be permitted with respect to any health insurance scheme.

INFORMATION ON HIV/AIDS

Please download the information booklet Living in a World of HIV/AIDS from this link:
http://unworkplace.unaids.org/UNAIDS/booklet/index.shtml
Volunteer Counseling & Testing (VCT) is a confidential, free HIV Test. UNICEF NYHQ offers bi-annual testing available to all staff and their dependents. Watch out for announcements about upcoming testing opportunities. If you don’t want to wait, please refer to the following:

PUBLIC TESTING FACILITIES

NYC Department of Health
For a complete list of where you can go for free testing in New York City, visit this website: http://www.ci.nyc.ny.us/html/doh/html/std/stdfree.html or call 1-800-825-5448, 7 days a week, 9:00 AM to 9:00 PM; 1 hour testing confidential; walk in

We suggest calling the clinic of your choice ahead of time to confirm hours since these change often. For a comprehensive guide of testing sites in New York State (outside of New York City), visit: http://www.health.state.ny.us/nysdoh/hivaids/hivpartner/resourcedir.htm

PRIVATE TESTING FACILITIES

<table>
<thead>
<tr>
<th>Always Your Choice</th>
<th>Central Park Medical Associates</th>
<th>Personal Diagnostics</th>
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<tbody>
<tr>
<td>80 East 11th St, Suite 211 New York, NY 10003</td>
<td>200 Central Park South, Suite 107 New York, NY 10019</td>
<td>1625 Third Ave (at East 91 St,) New York, NY 10128</td>
</tr>
<tr>
<td>212-677-1777</td>
<td>212-246-0800</td>
<td>212-369-8378</td>
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<td>By appointment only</td>
<td>By appointment only</td>
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<td>$90.00 1 Hour</td>
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<td>$135.00 1 Hour $100.00 24 Hour</td>
<td>$95.00 1 Hour</td>
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CONNECTICUT
For a list of testing sites approved by the Connecticut Department of Public Health: http://www.dph.state.ct.us/BCH/AIDS/cts.htm

NEW JERSEY
For a list of testing sites approved by the New Jersey Division of HIV/AIDS Services: http://www.state.nj.us/health/aids/ctsites.htm

SPECIALISED CENTERS FOR HIV CARE AND SERVICES:

| Beth Israel Medical Center | http://www.bethisraelny.org/ |
| Cabrini Medical Center, HIV Services | http://www.cabrini.org/HIVServices.html |
| GMHC | http://www.gmhc.org |
| Montefiore Medical Center | http://www.montefiore.org/ |
| Mount Sinai Medical Center AIDS Programs & Services | http://www.mountsinai.org/msh/msh_frame.jsp?url=clinical_services/aid |
| St. Vincent Catholic Medical Center | http://www.svcmc.org/body.cfm |
| New York State AIDS Service organizations | http://www.thebody.com/hotlines/ny_organizations.html |
| New Jersey AIDS resources | http://hpcpsdi.rutgers.edu/ |
FOR TESTING AND ACCESS TO TREATMENT OUTSIDE OF NYHQ

Please refer to the Global Medical Directory available at http://aids.unon.org/ (username: UNICEF, password your continent, i.e. "africa"). Alternatively you can contact your local UN Cares Learning Facilitator for more information.

SUPPORT FOR THOSE LIVING WITH HIV OR WITH AFFECTED FAMILY MEMBERS

- The UNICEF HIV Counselor—Ms Martina Clark— is located in the Staff Well Being Unit
- E-mail: maclark@unicef.org, Tel. (212) 6183 (outside New York dial 1 (212) 824 before the extension)

UN PLUS, A SUPPORT GROUP FOR HIV POSITIVE UN SYSTEM STAFF

UN+ is the UN system informal group of staff living with HIV. It was formed in 2005 to develop and implement policies on HIV within the UN family; to work towards a more enabling environment for all UN HIV positive staff and to create an organized and effective voice for PLHA within the UN to challenge stigma and discrimination.

UN+ serves to personify the importance of the GIPA principle: The Greater Involvement of People Living with HIV within the UN. To join UN+, you need to have to be on a formal contract with the UN and living with HIV. To become a member e-mail: UNPLUS@unaids.org

UN+ also has facilities for spouses, children and other family members of HIV positive staff members.

For further information, visit the website of UN Plus: http://www.unplus.org/index.php
AVAILABLE RESOURCES

Your spouse can join LESA, an interagency organization for spouses of UN system staff members. To get connected with LESA, send an e-mail to gesa@unstaffmobility.org or dualcareer.support@undp.org

- Visit the Dual Career and Staff Mobility Website at: http://www.unstaffmobility.org/home/
- Once you or your spouse have registered with an e-mail address can download the information for New York.
- If your spouse does the signing up, you need to provide him/her with your index number—your employee number provided to you when you start working for UNICEF or another UN entity.
- Please keep this website in mind for future moves as it offers a broad range of country information packages which are constantly updated and expanded.

OBTAINING A WORK VISA FOR YOUR SPOUSE IN NEW YORK

For your spouse to obtain a work permit, take the following vital steps:

1. Make sure that your UNICEF HR Officer has submitted the P1 form with arrival details of your dependents to the Visa Committee. You can check by contacting: Nini Ungco ungco@un.org. Subsequently the Visa Committee submits the P1 form to the United States Mission to the UN and each family member receives a PID (personal identification number). Please note that your spouse will need the PID # in order to complete the next step – the application for a actual work visa.

2. To receive information on the documents to complete and where to download the most up-to-date forms, please send an e-mail to Anne Favreau favreau@un.org (UN Staff Well Being Office). This office will then e-mail you a work permit kit for spouses of G-4 visa holders. Your spouse will need to complete two forms—Form I-566 and Form I-765— which can be downloaded from: http://www.uscis.gov/portal/site/uscis. The two forms need to be submitted along with a 2 x 2 photograph, copies of the bio data of your passport, copy of the G-4 visa and the I-94 form (the form that was stapled into you spouse’s passport by the immigration officer when s/he arrived in the US). Drop off the two forms and support documents in person in the Staff Well Being Section of the Secretariat (Room S-505). Please note that the staff member must escort the spouse as spouses are not allowed entry on their own. Remember to attach a statement / job offer from a prospective employer if your spouse has already identified one.

3. If you have further questions after receiving the spouse tool kit, call Anne Favreau at (212) 963-7044.

Expect the entire process to take At least 8-10 weeks.
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<td>Ombudsperson</td>
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<td>Mail and Pouch Services</td>
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<td>Official Travel</td>
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<td>HRIS (Human Resources Information System)</td>
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</tbody>
</table>
What You Need to Know About UNICEF

**UNICEF Working Structure**

**ESARO**: Eastern and South Africa  
**ROSA**: Regional Office South Asia  
**CEE**: Central & Eastern Europe  
**EAPRO**: China and East Asia  
**TACRO**: Latin America & Caribbean  
**MENA**: Middle East and North Africa  
**WCARD**: West & Central Africa Region

P5 and above as of 15 September 2008
**What You Need to Know About UNICEF**

**Key Contacts in the Department of Human Resources**

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**OPPORTUNITIES**

**Director, Division of Human Resources**

[Currently Vacant]

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**RECRUITMENT & STAFFING SECTION**

Mr. Dushyant Joshi, Chief of RSS
Tel. (212) 824 - 6261, djoshi@unicef.org

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**ORGANIZATIONAL LEARNING AND DEVELOPMENT SECTION**

Ms Dawn Denvir, Chief of OLDS
Tel. (212) 824 - 6620, ddenvir@unicef.org

---

**TALENT MANAGEMENT SECTION**

Mr. Michael Bickel, HR Specialist Talent Management
Tel. (212) 824 - 6168, mbickel@unicef.org

---

**STAFF WELLBEING UNIT**

The staff well-being Unit is comprised of two areas: Stress Management and HIV/AIDS in the Workplace.

Ms. Penelope Curling, Staff Counsellor
Tel. (212) 824 - 6902, pcurling@unicef.org

Ms. Martina Clark, Staff Well-Being Specialist - HIV
Tel. (212) 824 - 6251, maclark@unicef.org

---

**HUMAN RESOURCES SERVICE SECTION**

Mr. Arnab Roy, Chief Of HRSS
Tel. (212) 824 - 6016, aroy@unicef.org

Janet Degrasse, Manager Global Service Centre
Tel. (212) 824 6271; jdegrasse@unicef.org

---

**HR Support Services by Region:**

Ms Marianne Kelly, HR Specialist
Tel. (212) 824-6252, mkelly@unicef.org
*Brussels, Copenhagen, Florence, NY HQ, TACRO*

Ms. Lubna Saikaly, HR Officer
Tel. (212) 824-6195, lsaikaly@unicef.org
*WCARO, EAPRO, ROSA, MENA (Yemen), ESARO (Zimbabwe)*

Ms. Liza Gonzales, HR Officer
Tel. (212) 824-6254, lgonzales@unicef.org
*CEE-CIS, ESARO, MENA, ROSA (Afghanistan & Pakistan), Geneva Regional Office*

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**POLICY & ADMINISTRATIVE LAW SECTION**

Ms. Ruth de Miranda
Chief of the Policy and Administrative Law Section
Tel. (212) 824 - 6179, rdemiranda@unicef.org

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**PLANNING**

Ms. Mieko Tarui
Deputy-Director, Human Resources
Oversees: Human Resources Service Section
Policy and Administrative Law Section

Ms Aruna Thanabalasingam,
Deputy Director Human Resources
Oversees: Recruitment and Staffing Section
Talent Management Section, Organizational Learning
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<tr>
<th>Service</th>
<th>Location</th>
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<td>Counselling (Staff Well Being Office)</td>
<td>633-3rd Ave 25 Fl, 25-52</td>
<td>(212) 824-6902</td>
</tr>
<tr>
<td>Global Help Desk (IT Services)</td>
<td>Please call or e-mail</td>
<td>X 7123</td>
</tr>
<tr>
<td>Global Staff Association</td>
<td>633-3rd Ave 6th Floor</td>
<td>(212) 824 6135</td>
</tr>
<tr>
<td>Global Service Centre (HR Services, to reach HR Officers &amp; Assistants)</td>
<td>633-3rd Ave 25th floor</td>
<td>t.b.a.</td>
</tr>
<tr>
<td>Human Resources: Information on Training / Learning Opportunities:</td>
<td>633-3rd Ave 26th floor</td>
<td>X 6716</td>
</tr>
<tr>
<td>Organizational Learning &amp; Development Section (OLDS)</td>
<td></td>
<td>X 6174</td>
</tr>
<tr>
<td>HIV/AIDS Support Services (Staff Well Being Office)</td>
<td>633-3rd Ave 25 Fl, 25-54</td>
<td>X 6183</td>
</tr>
<tr>
<td>Mail and Pouch Services @ UNICEF House</td>
<td>H-150</td>
<td>X 7720</td>
</tr>
<tr>
<td>Mail and Pouch Services @ 633-3rd Avenue</td>
<td>22nd Fl, T 22-28</td>
<td>X 6114</td>
</tr>
<tr>
<td>Ombudsperson</td>
<td>Uganda House, 336 E. 45th St</td>
<td>(212) 906 6463</td>
</tr>
<tr>
<td>Payroll Unit</td>
<td>633-3rd Ave 25 Fl, 25-58</td>
<td>(212) 824 6331</td>
</tr>
<tr>
<td>Spouse Support (for obtaining work Visa and info on NY)</td>
<td>UN Secretariat Well-Being Office</td>
<td>(212) 963-7044</td>
</tr>
<tr>
<td>Travel (system is currently revised, in the interim contact Atul Karnik)</td>
<td>UNICEF House 580-02</td>
<td>X 7432</td>
</tr>
<tr>
<td>Telephone Services</td>
<td>Please call.</td>
<td>X 7000</td>
</tr>
<tr>
<td>UNICEF Nurse</td>
<td>UNICEF House, 5th Fl, 545</td>
<td>(212) 326 7541</td>
</tr>
<tr>
<td>United Nations Federal Credit Union Liaison Office (UNFCU)</td>
<td>2 UN Plaza across from UNICEF House</td>
<td>1-880-891-2471</td>
</tr>
<tr>
<td>Visas for Official Travel and UN Laissez-Passez Issuance and Renewal</td>
<td>UNICEF House, 5th Fl, 584</td>
<td>(212) 326 7767</td>
</tr>
<tr>
<td>Information on using the HRIS System / HRIS Help</td>
<td>633-3rd Ave 26th floor</td>
<td>HR Assistant of your division</td>
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**UNICEF HQ Department of Human Resources Services (DHR)**

**DHR Sections:**
- Recruitment and Staffing Section (RSS)
- Global Service Center (GSC)
- Human Resources Services Section (HRSS)
- Organizational Learning and Development Section (OLDS)
- Staff Well-Being Unit
- Payroll Unit

*DHR Services are located in 633 Third Avenue. For key contact details, please refer to page 33.*

**Staff Well-Being Unit**

The UNICEF Staff Well-Being provides guidance and support to UNICEF staff globally, on a variety of personal and work-related issues. Staff Counsellor services include: individual counseling, consultation to managers, mission travel and trainings on a variety of topics such as crisis intervention, stress management and peer support.

**Staff Counselor**
Ms Penelope Curling, Tel. (212) 824-6902, email: pcurling@unicef.org  Location: 25-52

You can also send an email to: stresscounsellor@unicef.org

Counselling services are also available in the Secretariat Building (Room S-505, across from the medical clinic) for staff members who prefer counseling away from UNICEF premises. To arrange for a confidential session in the Secretariat building, contact Ms Dawn Straiton at (212) 963.7044 or email: straiton@un.org

**Staff Well-Being Specialist, HIV (UN Cares)**
Ms Martina Clark, Tel (212) 824-6183; email: maclark@unicef.org; Location: 25-54

**UN Cares HIV Hotline**: (212) 963-4682. For information on confidential HIV counseling write to: fucile@un.org

"Caring for Us" Publications available:
- Alcohol. Manage or Abstain.
- Dealing with Domestic Violence
- Stress in Our Workplace
- Building Resiliency

**Staff Well Being Unit’s Intranet portal:**
http://www.intranet.unicef.org/dhr/dhrsite.nsf/Site%20Pages/Page0104
SHIPMENT, VISA & LP

Your HR Officer will provide you with the application form for the LP (the document you carry when you travel on official business for UNICEF) or you can download it from UNICEF’s Intranet.

To obtain visa for countries which you will visit as part of your work duties as well as for questions regarding your incoming shipment of personal belongings and custom forms, contact:

- **Derrick Elliot**, Administrative Officer, Travel & Transportation Section (DFAM), Room 584 UNICEF House (5th floor); Tel. (212) 326.7767. E-mail: delliot@unicef.org

GLOBAL STAFF ASSOCIATION

The UNICEF STAFF ASSOCIATION is committed to representing UNICEF staff in all aspects of the development, management, and fulfillment of UNICEF’s work, as an active and equal partner, while promoting the active participation, involvement and empowerment of staff in a fair, equitable and just manner. The Global Staff Association has local branches in each country, including in New York.

The Global Staff Association is located at 633 Third Avenue, Room 2234

**Current GSA Chairperson:** Rita Wallace, Phone (212) 824.6135, E-mail: rwallace@unicef.org

**Current New York Staff Association Chairperson:** Philip Sivilli; Phone: (212) 824-6914; E-mail: psvilli@unicef.org

**Assistant:** Debbie Prashad; Phone (212) 824-6137; E-mail: dprashad@unicef.org

OMBUDSPERSON

UNICEF has a shared ombudsperson office with UNDP, UNFPA and UNOPS.

- **Website:** [http://www.jointombudsperson.org](http://www.jointombudsperson.org)
- **Location:** Uganda House, 6th floor, 336 E. 45th Street, New York, NY 10017
- **For appointments:** call (212) 906 6463 or send a fax to (212) 906 6496.

TELEPHONE SERVICES

When you commence duty in New York, your office colleagues in collaboration with the Telecommunication Unit will have arranged for your official phone number, which includes an authorization code for official phone calls.

**To make a domestic long distance call, complete the following steps:**
(1) Key in * plus your 8 digit authorization code
(2) Press 9
(3) After you hear a dial tone, press 1 + area code + telephone number

**To make an international call:**
Same as above, but for step (3), press 011+ country code + city code + telephone number.

Please keep this code confidential and note that you can use it for any phone call from any UNICEF phone line.

**Telephone Help:** Should you experience problems, call extension 7000
GLOBAL HELP DESK (IT SERVICES)
You PC will have been set up for you on your first working day along with a username and password to log on.

Please note that most Lotus Notes (email) passwords have the following structure:

Given name initial + surname @unicef.org *

* When two individuals have an identical first name initial and surname, the IT team will provide the incoming newest staff member with a unique alternative log-on name. For Intranet Access: You will be provided with a unique password for accessing the Intranet.

IT Assistance: contact the Global Help Desk at extension 7123 or send an email to: Global Help Desk@unicef.org

When you email the Global Help Desk, you must put “NEW” in the subject line to indicate this is a new help request.

UNICEF INTRANET & SECRETARIAT INTRANET
For learning more about UNICEF and getting basic information on its practices, structure and management visit the UNICEF Orientation Intranet Portal. Via UNICEF’s Intranet portal, you can also connect to iSeek, the internal website of the UN Secretariat, which offers additional information and resources for settling in New York. Please note that you need an office LAN connection to be able to access iSeek.

UNICEF NURSE @ UNICEF HOUSE
The nurse at UNICEF House can provide vaccinations, travel medical kits and referrals.

• UNICEF Nurse phone number: 212-326-7541
• Location: UNICEF House on 44th Street, Room 545 (between 1st and 2nd Avenue), 5th floor,

For complex medical concerns, please visit the Secretariat’s medical clinic, which is staffed by medical doctors.
Location: Secretariat S-535 (5th Floor) To make an appointment, call 212.963.7080.

PAYROLL UNIT
The Payroll Unit is responsible for overall payroll management and operations for all international staff members worldwide, in addition to General Service Staff in NYHQ, Geneva, Copenhagen, Brussels and Hningue. In addition to the core payroll functions, the unit is the liaison with the UN Pension Fund, Tax Unit and UN Insurance Unit on issues related to UNICEF international staff members. It is responsible for:

• Education Grant Advances & Settlements
• Rental subsidy calculations
• Requests for rental advances
• Grant payments
• DSA portion of the AGLS
• Salary and emergency advance requests
• Appointment and Repatriation travel
• Lump sum for NYHQ staff
• Staff separation entitlements
• Distribution of tax cheques and statements of taxable earnings for staff holding US citizenship or green cards.

Head of Payroll
Mr. Ajay Lakhanpal, Telephone, (212) 824-6331 E-mail: alakhanpal@unicef.org
MAIL AND POUCH SERVICES IN NYQH

All floors occupied by UNICEF have a mail sorting area. There are bins designated for inter-office mail, pouch to field offices and regular postal mail. Each division usually assigns an assistant to sort and distribute the mail to their colleagues. Mail room hours are between 9 AM and 5 PM.

- The mail room at **UNICEF House** is located on the first floor past the elevators to the left of the cafeteria in room H-150.
- At **633-3rd Avenue**, the mail room is located on the 22nd floor in room T-22-28.

The following items must be taken directly to the mail room for processing:

- Large boxes that need to be pouched or shipped via courier
- Large volume of mail
- Items that need to be send via courier (i.e. Fedex): You will need to fill out a form and provide a budget code. If you are doing this for the first time, ask a colleague for assistance.
- Items that must be hand-delivered to another UN colleague within the New York City offices.

Please take note of the following:

- Personal items cannot be pouched to other field offices with the exception of bank statements, regular mail and magazine subscriptions.
- If you are expecting a special delivery, all packages or letters must be addressed to UNICEF House in order to be sorted. No item can be directly delivered to 633-3rd Avenue.
- Pouch items usually their destination within 3 to 10 days. For a pouch schedule you can call the mail room extension 7720 for UNICEF House and extension 6114 for 6330-3rd Avenue.

OFFICIAL TRAVEL

UNICEF HQ has launched a new online travel booking system as of February 2009. Each section now has assistants trained in the new system. Ask for help from your travel focal point or section colleagues to learn about making your travel bookings.

All bookings in U.S., Canada, Mexico and all international bookings of two flights are to be made on-line with the new booking system, **Cliqbook**. To register, fill out a **CliqbookProfile**. If you need assistance or clarification, contact Atul Karnik in the Travel Unit at extension 7432 or visit him in person at UNICEF House in room 580-02.

HRIS  HUMAN RESOURCES INFORMATION SYSTEM

HRIS was developed for International Staff to present the information captured on IMIS in a user-friendly format. It is available through the internet (Web HRIS) or via a desktop icon in New York HQ. Through HRIS, you can update information about yourself including Education, Prior Work Experience and Learning Training workshops attended. You can access your salary statements, project your pension benefits, view your entitlements and access your staff profile. (Note: This system only works when accessed from an office LAN connection).

Please locate the HRIS icon on your computer, and to log onto the system, click on it. In the box for “new user,” provide your sign up information, including your index number. For assistance e-mail: [globalhelpdesk@unicef.org](mailto:globalhelpdesk@unicef.org)
Several systems, tools and resources have been developed in line with UNICEF’s efforts to build capacity in the area of humanitarian response that offer essential guidance to staff facing emergency situations. These publications have been made available in hard copy and/or CD to all offices and may also be accessed via the UNICEF Website and the Intranet. Notable examples include:

**Emergency Field Handbook (July 2005)**
Provides answers to the questions UNICEF staff ask about what needs to be done and how to do it when implementing the Core Commitments for Children in Emergencies. Provides guidance to UNICEF staff for planning and organizing actions to address the rights and needs of children and women. This practical tool covers programme areas and supporting operational functions.

**Emergency Preparedness and Response Training Programme (EPR) (2005)**
Focuses on the programmatic and operational aspects of UNICEF’s work in emergencies. Covers issues such as the human rights based approach to programming in emergencies, preparedness, rapid assessment, programming in crises, protection from sexual abuse and exploitation, supplies and logistics, working with inter-agency partners, dealing with the media, resource mobilization, finance and administration, security and stress management. (also available in hardcopy, on CD).

**A Principled Approach to Humanitarian Action Training Programme (PATH) (2005)**
Examines humanitarian principles by exploring the practical challenges and dilemmas facing UNICEF staff working in complex emergencies. Covers the international legal framework applicable in conflict situations, such as international human rights, humanitarian, refugee and criminal law, and Security Council Resolutions. Looks at UNICEF’s advocacy role, working with internally displaced persons and refugees, child soldiers, sexual exploitation and abuse, and engaging with non-state entities. (available in hardcopy and on CD).

**Technical Notes: Special Considerations for Programming in Unstable Situations (2003)**
Provides programmatic guidance and information for field offices on the designing and implementation of programmes and activities in unstable situations within the context of the PPPM and the CCCs. (available in hardcopy and on CD through EMOPS NYHQ).

**Pocketbook of Emergency Resources (2003)**
Booklet detailing the range of available resources on emergency training materials, life saving supplies, programmatic guidance and staff support from UNICEF and other humanitarian sources. *(available in hardcopy)*

**Supervisory Skills Programme (2007)**
This learning program is designed for first time supervisors and those with future leadership potential. However, the five e-learning courses are open for all staff members. The second phase is a face-to-face workshop (held regionally) and the final phase consists of an on-the-job project reflection submitted to a peer cohort.

Each of the five e-learning modules takes about 1.5 to 2 hours of learning time. They include: Performance Planning and Objective Setting; Performance Coaching and Feedback; Excelling as a Supervisor and Managing Projects; Managing Upwards. For more information, please email spider@unicef.org.
Core Commitments for Children
The overall aim of this package is to help the learner understand and apply fundamental elements of UNICEF’s Core Commitments for children in emergencies. This course will help staff and partners to understand the background and historical perspective of the Core Commitments for Children. The e-learning course is a self-paced e-learning course, with exercises throughout and a final quiz for completion of the course. It utilizes a case study of a fictional country to illustrate certain aspects of emergencies.

Programme Process Course (PPC)
This interactive course is based on the latest Programme Policies and Procedures Manual (PPPM) and is an electronic, interactive version of the “PP (Programme Process) training” - a core UNICEF learning requirement. As well as working through main concepts and interactive exercises, you will find links to Extracts from the PPPM and to other “Related Materials”, such as key Executive Directives and policy documents. These added materials will not only elaborate on the concepts covered in the course, but will also serve as a useful database of reference material for you in your work.

United Nations Orientation CD-ROM
One of the Secretary-General's top reform priorities is to improve co-ordination between agencies. With this in mind, and in response to a need expressed by the UN System Organizations Learning Managers, we have coordinated the development of a CD-Rom, "Welcome to the UN System" to assist in the induction of all new UN staff members in all agencies. The vision is that the use of the CD-Rom “Welcome to the UN System Organizations” will help create a common understanding of the UN's structure and mandate among its new staff, and that it will improve the coherence of the induction process across the UN system.

Security CD-ROM Training: Basic Security in the Field CD and Advanced Security in the Field CDs
As a new staff member, you should have ideally completed these two courses before traveling to your new duty station. The two security courses are mandatory for all staff members of the United Nations system and are a requirement for obtaining travel clearance to the field. If you have not yet taken these two courses, please make it a priority. The course is designed to raise your levels of awareness and provide guidance on simple steps that to take to keep safe. This course therefore, may enable staff to save not only their own lives but those of colleagues and family members as well. The course can be done online as well as via CD-ROM.

An interagency course on the Millennium Development Goals, designed to help you understand the coordinated strategy and concerned effort of governments of member states, civil society and international institutions to achieve the MDGs by 2015, the roles of UN agencies and the processes by which the MDGs are implemented at global, regional and national levels.

Skills Soft Self-Paced e-Learning Courses
Offers about 400 courses in a broad range of knowledge areas, covering program management, project management, leadership studies, change management, courses to support women leaders, strategic planning, critical thinking, teamwork, communication skills, conflict resolution, negotiation, facilitation, interviewing, knowledge management, diversity, finance and IT. You can register for Skill Soft training courses on the global learning database on the Intranet (http://www.intranet.unicef.org). For you to go ahead, your supervisor then needs to approve your training request.

Language Classes
Information Circulars containing language class offerings and schedules are shared with New York offices in the fall of each year. For inquiries on current language courses, please contact the UN Secretariat at (212) 963-7056.
Please note that DHR is in the process of developing a learning framework for new staff members in UNICEF, which we expect to roll-out globally and in NYHQ later in 2009. In the meantime, the list below will provide you with an *interim overview* of vital e-learning courses to take and core documents to read so you can get started on systematically learning what you need to know to achieve maximum results for bettering the lives of children and women.

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<td>Welcome to UNICEF CD / Booklet</td>
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<tr>
<td>Welcome to the United Nations CD</td>
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<tr>
<td>Complete Basic Security in the Field CD</td>
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<tr>
<td>Complete Advanced Security in the Field CD</td>
<td></td>
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<tr>
<td>Review Oath of Office</td>
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<tr>
<td>Review Core Commitments for Children in Emergencies Booklet</td>
<td></td>
</tr>
<tr>
<td>Review Millennium Declaration and Goals</td>
<td></td>
</tr>
<tr>
<td>Review United Nations and UNICEF Mission Statements</td>
<td></td>
</tr>
<tr>
<td>Review Host Country / Duty-Station Specific Information <em>(soft- or hardcopy)</em></td>
<td></td>
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<tr>
<td>Complete all items on the Pre-Arrival Checklist</td>
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<th>Upon Entry of Duty—Week 1</th>
<th>Completion Date</th>
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<tr>
<td>Meet with your supervisor to receive and discuss the Annual Work Plan (AWP) &amp; your role in it</td>
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<tr>
<td>Meet Section Chief and sector colleagues</td>
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<tr>
<td>Receive briefing on UNICEF’s performance management system <em>(PER)</em> and step 2.1</td>
<td></td>
</tr>
<tr>
<td>Review the SG’s Bulletin on Special Measures for Protection from Sexual Exploitation and Abuse</td>
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</tr>
<tr>
<td>* Regional or Field Office: Attend security and host country briefings</td>
<td></td>
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<tr>
<td>* Regional or Field Office: Meet the Emergency Focal Point</td>
<td></td>
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<tr>
<td>* Regional or Field Office: Meet the Business Continuity Focal Point and/or Operations Officer</td>
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<tr>
<th>First Month at Your New Duty Station</th>
<th>Completion Date</th>
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<tbody>
<tr>
<td>Complete the Standards of Conduct e-learning CD</td>
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<tr>
<td>Meet key colleagues and key external partners as advised by your supervisor (weeks 1-2)</td>
<td></td>
</tr>
<tr>
<td>* Regional or Field Office: Meet key cluster partners</td>
<td></td>
</tr>
<tr>
<td>* Regional/Field Office: Establish contact with Regional Emergency &amp; Sector Emergency Advisor</td>
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<tr>
<th>Intranet / Publications / Learning Material to Review</th>
<th>Completion Date</th>
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<tr>
<td>Get familiar with the UNICEF Intranet <em>(including the link for the emergency portal if applicable)</em></td>
<td></td>
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<tr>
<td>* Regional or Field Office: Latest Emergency Preparedness and Response Plan</td>
<td></td>
</tr>
<tr>
<td>* Regional or Field Office: Current Country Program Action Plan (CPAP)</td>
<td></td>
</tr>
<tr>
<td>* Regional or Field Office: United Nations Development Assistance Framework (UNDAF)</td>
<td></td>
</tr>
<tr>
<td>* Regional or Field Office: Common Country Assessment (CCA)</td>
<td></td>
</tr>
<tr>
<td>* Regional or Field Office: Business Continuity Plan and Security Plan—and your role in both</td>
<td></td>
</tr>
<tr>
<td>* Regional or Field Office: Principled Approach to Humanitarian Action (PATH) learning CD</td>
<td></td>
</tr>
<tr>
<td>* Regional or Field Office: Emergency Preparedness and Response (EPR) CD</td>
<td></td>
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<tr>
<td>* Regional or Field Office: Programme Planning (PPP)</td>
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Sign up / complete other training as discussed with your supervisor
# New York Relocation Guide

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Please note that all of the information on living in New York has been adapted from material kindly made available by UNDP. This information was last updated in March 2009.
### Finding Temporary Housing

**HOTELS NEAR UNICEF AND THE UN SECRETARIAT**
There are numerous hotels near UNICEF House. To explore hotels and book online, visit: [http://www.unfcutravel.com/](http://www.unfcutravel.com/)

**FINDING TEMPORARY RENTAL PLACES FOR ONE YEAR OR LESS:**
- Visit the housing desk in the lobby of the UN Secretariat
- Check out the bulletin board on the 3rd Floor of the DC1 Building (corner of 44th St & 1st Ave)
- Utilize a real estate agent

**WEBSITES:**
- [http://newyork.craigslist.org](http://newyork.craigslist.org)
- [http://www.subletintheecity.com](http://www.subletintheecity.com)
- [http://www.bridgesuites.com](http://www.bridgesuites.com)
- [http://lodgis.com](http://lodgis.com)
- [http://www.metro-home.com](http://www.metro-home.com)
- [http://www.elliman.com/](http://www.elliman.com/) *(with fee)*
- [http://www.corcoran.com/](http://www.corcoran.com/) *(with fee)*

### How to Get a Mobile Phone

You can immediately sign up for a pre-paid plan, but you will need a social security number and a driver license to be eligible for a post-paid plan. The market is saturated with "plans" that you find in newspapers, magazines and on the net.

Visit the following popular mobile phone service providers:

Another option is to buy a phone with a pre-paid plan. Normally this is possible even without US identification. In some cases, a certification letter from UNICEF confirming the employment status or a passport might be considered sufficient.

**Note:** At the T-Mobile office located on the corner of 43rd Street and 3rd Avenue a copy of the letter of employment seems to be sufficient for procuring a mobile phone.

### UNFCU Savings & Checking Accounts Credit Card

The easiest way to open an account is at the United Nations Federal Credit Union (UNFCU). Bring along your Letter of Appointment and valid ID (UN Grounds Pass; passport; UN Laissez-passer). You can get a Bank Card and a Credit Card without the difficulties you might encounter at regular banks. For more details visit: [http://www.unfcu.org/](http://www.unfcu.org/). The nearest branch is located on the 3rd floor of the DC2 Building. For colleagues working at 633, please note that there also is a UNFCU ATM located on the 22nd floor.

**Note:** Opening an account seems to be quicker when actually visiting the UNFCU branch rather than using the on-line application facility. Be prepared to provide an official mailing address to UNFCU *(this can be a temporary one, e.g., that of a friend).*
| **Driver License** | **General information about New York driver license:** [http://www.nydmv.state.ny.us/license.htm](http://www.nydmv.state.ny.us/license.htm)  
If you live in New York, go to the DMV *(Department of Motor Vehicles)* on 34th Street, the Herald Square Office  
License X-Press Office* - NYSDMV  
300 West 34th Street  
New York, NY 10001 *(Between 8th & 9th Ave)*  

**For other New York state locations,** visit: [http://www.nydmv.state.ny.us/offices.htm](http://www.nydmv.state.ny.us/offices.htm)  
You and/or your spouse will need to bring along the following documents:  
1. Copy of contract of the staff member and UN ID.  
2. Passport, I-94 and G-4 Visa  
3. Other requirements set out in the application form including “six points of identification,”  
4. Social Security number or a denial letter from the Social Security office.  

If you live in **New Jersey**, you need to go to the Regional Offices, which you will find at [http://www.state.nj.us/mvc/Licenses/6PointID.htm](http://www.state.nj.us/mvc/Licenses/6PointID.htm)  

If you do not have a NY driving license and still want to buy a car, the only company to insure your car is **Allstate**.  

A variation of using a driver license as identification is that the Department of Motor Vehicles can issue a “State Identification Card” which gives the same level of identification as a driver license – obviously it can not be used for driving. Visit [http://www.nydmv.state.ny.us/license.htm#nondriver](http://www.nydmv.state.ny.us/license.htm#nondriver)

| **US Social Security Card** | A social security number is a handy thing to have in the US, especially to obtain a mobile phone and a US drivers license. Together with your passport (with valid visa), visit the social security office between 40th and 41st Streets and 2nd Avenue. The form to be filled out can be found at the social security website at [http://www.ssa.gov](http://www.ssa.gov) The official address is:  

**Social Security Office**  
3rd Floor, 755 2nd Ave @ 41Street  
New York, NY 10017  

- **Spouses and dependants are NOT eligible to obtain a social security number unless they have received a work authorization letter.**  
- If you do not have a work permit and need a social security number for banking purposes, please contact the Social Security Office directly, you will be given a letter or a number specifically for that.  

Another option is for the spouse to register as an *independent consultant*, this “one man shop (sole proprietor) ” also allows for receiving a social security number. |
New York City is comprised of **five boroughs** which are Manhattan, Queens, The Bronx, Brooklyn and Staten Island. Navigating Manhattan is fairly easy. All Avenues go North/South and most streets cut across from East to West. Going “**Downtown**” means traveling South, and going “**Uptown**” refers to traveling North.

**Downtown Manhattan** is located in the South (where the Twin Towers used to be) and the Northern tip of the Island is called **Inwood**. In the extremities of the city the streets are not always lined up from North/South and East/West. It is advised that you carry a small map of the city until you became familiar with its neighborhoods.

Most International Staff who have recently moved to New York City choose to reside in Manhattan where UNICEF is located. UNICEF is located in **Midtown** Manhattan. UNICEF HQ main office address is 3 UN Plaza E44th Street, New York, NY. UNICEF also has offices located at 633 Third Avenue, about 5 blocks away from the main office.

The New York Transit system, also known as the **Metropolitan Transit Authority** (MTA) can easily take you to any point within Manhattan and other boroughs. Please visit their official website at [http://www.mta.info/](http://www.mta.info/) to plan your trip or get bus and train schedules.

**For more information on NYC, you can visit the following links:**

[http://home.nyc.gov/portal/site/nycgov/?front_door=true](http://home.nyc.gov/portal/site/nycgov/?front_door=true)


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**Selection of Where to Live / Rent**

If you don’t want to pay a broker’s fees, look for housing at the Housing Desk of the Secretariat. It offers daily lists of housing provided by members of the UN community.

Living in New York is always a compromise. Your choice depends on your selection criteria - are you looking for a less expensive area, for a safe and secure area, an area with good schooling. Are you willing to commute and if so how long of a commute? Do you own or wish to own a car, etc. Renting a large bedroom in Manhattan within walking distance to UN HQ and in a Doorman building can easily cost you from $3000 upwards. Be prepared for completing a comprehensive lease application form including three or more references. If you hire the services of a real estate agent to locate an apartment, be aware that you as the tenant will pay for such services and not the landlord. Brokers’ fees cost between 12 -15% of the total annual rent. Some staff members, due to the high rental expenses, choose to buy in lieu of renting and you might seriously wish to consider this option. As for safety and security of the different areas of New York, rely on advice from colleagues and friends.

**Website of the Real Estate Board of New York:**


**Other Websites**

[http://newyork.craigslist.org](http://newyork.craigslist.org)  
[http://www.subletinthecity.com](http://www.subletinthecity.com)  
[http://www.bridgesuites.com](http://www.bridgesuites.com)  
[http://lodgis.com](http://lodgis.com)
## What you need to know about renting in New York

**Certificate of Employment**

Credit Checks

One final financial aspect to be aware of is that your landlord will be likely to run a credit check on you as part of the application process (especially for apartments). The American system uses your credit history as a validation system to rent apartments, the problem being that most first time arrivals in New York do not have an American credit history, and hence, no history. To compensate for a lack of credit history, you will need to get a Certificate of Employment from HR that confirms your occupation with UNICEF and provides a summary of earnings. In addition the certificate should indicate if you are entitled to rental subsidy. Request this document from HR as soon as possible because your application will not be processed without it. If this is the first time you live in the US your landlord might ask for an additional deposit amount. Many landlords, especially in Manhattan, are worried about UN staff having diplomatic status. It is advisable to make clear what your status is as most international UN staff in New York don’t have diplomatic status. Because of the unfamiliarity with the UN rental subsidy system and the diplomatic status, landlords often request a 3 to 6 months “security deposit”. Clarification helps. You may also be required to supply references from friends or colleagues.

## Practicalities:

### Owning a car

Living in Manhattan implies that most likely you will not buy a car, and most of your purchases will be from local department stores and supermarkets/grocery stores. While some savings will come from not having a car, most of the consumer goods are on average 25 to 40% more expensive in Manhattan. Using “Fresh Direct”, – at [http://www.freshdirect.com](http://www.freshdirect.com) and other online stores is one way to make purchases at lower costs. Shopping in Chinatown in general is much cheaper and the produce is of good quality.

If you chose to live outside Manhattan in such boroughs as Queens and Brooklyn or Roosevelt Island, having a car is often a good choice. This allows shopping at wholesale places such as Costco ([http://www.costco.com](http://www.costco.com)).

### Grocery Shopping

### Groceries online

### Wholesale

## Where to Buy Furniture

Here are a few options: IKEA ([http://www.ikea.com](http://www.ikea.com)) is a very convenient place to shop for furniture (reasonable prices, good quality, self-assembly). You can order online, by phone or visit their showrooms. There is one IKEA in Brooklyn, Elizabeth, New Jersey and a smaller one in Hicksville, Long Island. IKEA provides free shuttle bus service on weekends departing from the Port Authority (42nd Street and 8th Avenue) to the IKEA in Elizabeth. Note that you will either need a vehicle to bring home your purchases or let Ikea arrange shipping for approximately US$100. Though most items can be picked up on the spot, some need six or more weeks ordering in advance—especially sofas.

Other reasonably priced furniture places are located in Queens (*Steinway Street in Astoria, just minutes away from the Queensboro bridge, also referred to as 59th street bridge*) and they are accessible via subway. Delivery can be negotiated, usually at a charge and a delivery time of 1-2 weeks.

**Some Furniture stores in Manhattan:**

**The Door Store**

1 Park Avenue (at 33rd Street)*

(*Alternative location: 123 West 17 Street*)

New York, NY 10016

Phone: 212-679-9700

[http://www.doorstorefurniture.com](http://www.doorstorefurniture.com)

**Raymour & Flanigan**

23rd Street West

New York, NY 10010

Phone: 646.884.8250

[http://www.raymouroflanigan.com](http://www.raymouroflanigan.com)
| **Furniture Shopping continued** | **Best Buy**  
23rd And 6th NY (Store 482)  
60 W 23rd St  
New York, NY 10010  
Phone: 212-366-1373  
**Furniture shopping online:**  
| **Department Stores** | **Macy’s in Manhattan (large department store)**  
121 West 34th Street, New York, New York 10001 (near Penn Station)  
Phone (212) 695-4400  
[http://www.macy.com](http://www.macy.com)  
**Information on other department stores in Manhattan:**  
| **Kitchen, Bathrooms and Bedrooms** | **Bed, Bath and Beyond**  
620 Sixth Avenue (between 18th and 19th Street)  
New York, NY 10011  
[http://www.bedbathandbeyond.com](http://www.bedbathandbeyond.com) |
| **Home Appliances** | For home appliances and other electronics, including computers, it is recommended that you do not buy from Electronic Stores that cater to tourists. These store will sell you items over market value and offer little to no warranty with the exception of manufacturer’s warranty.  
**K-Mart**  
770 Broadway  
New York, NY 10003  
**SEARS** for major appliances - There are no SEARS location in Manhattan. But you can visit their stores in Queens and in Jersey City. As an alternative, you can also shop SEARS online at [http://www.sears.com/](http://www.sears.com/) |
| **Hardware** | **Home Depot**  
980 Third Avenue  
New York, NY 10022  
Phone: 212-888-1512  
**Home Depot**  
40 West 23rd Street  
New York, NY 10010  
Phone: 212-929-9571 |
| **Electronics:** | **Best Buy**  
44th And 5th NY (Store 1028)  
529 5th Ave  
New York, NY 10017  
Phone: 212-808-0309  
**B & H Photo**  
420 9th Avenue, New York, NY 10001  
Located on 9th Avenue between 33rd and 34th Streets. (Closed on Saturdays)  
### Renting a Car in Manhattan

If you want to rent a car for traveling outside of New York City, you will discover that car rentals are typically more expensive in Manhattan. Below you will find some locations where you can rent a car (this is not an exhaustive list):

**AVIS**

Midtown *(between 2nd & 3rd Ave)*
217 E 43rd St, New York, NY 10017, USA
(1) 212-593-8378
Sun-Sat Open 24 hrs

Uptown *(between 1st & 2nd Ave)*
310 E 64th St, New York, NY 10021, USA
(1) 212-593-8363
Sun 01:30PM-10:00PM; Mon-Fri 06:30AM-11:00PM;
Sat 06:30AM-03:00PM
[http://www.avis.com/AvisWeb/home/AvisHome](http://www.avis.com/AvisWeb/home/AvisHome)

**Budget Rent A Car**

225 East 43rd Street *(between 2nd & 3rd Ave)*
Manhattan, NY 10017 US
(1) 212-661-5906
Sun - Fri 7:00 AM - 11:00 PM; Sat 7:00 AM - 3:00 PM
[http://www.budget.com/budgetWeb/home/home.ex](http://www.budget.com/budgetWeb/home/home.ex)

**TIPS:**

- **Compare prices** by getting a quote online and then calling the actual car rental location. Sometimes, you might be surprised to hear that the price at the location is lower than what you are quoted online and vice-versa.
- **Book early.** The price is much higher when you wait until the last minute to book your vehicle.
- **Budget-Conscious Rental:** If you are willing to take public transportation to pick up a car at LaGuardia Airport or you are just looking for great deal on a car rental anywhere in the U.S., then visit [http://www.hotwire.com/](http://www.hotwire.com/). You could potentially save hundreds of dollars in car rental rates from the same big car rental companies such as Budget, Avis, Alamo etc. There is often a 30-50% difference in car rental prices using Hotwire versus renting a vehicle in Manhattan. Of course you might have to take public transportation to LaGuardia Airport, but if you are renting a car for more than just a

### Car Sharing Option

Explore car sharing options with **ZIP car**, which has numerous locations in the US, including Manhattan: [http://www.zipcar.com/](http://www.zipcar.com/). The company offers different cars for different needs—i.e. cars to impress and cars for transporting goods. Sign up for the discounted UNICEF rate *(more special rate information is available on the Intranet on the DFAM pages)*. UNICEF staff pay a $25 annual fee and an hourly fee between $9 to $13.

### United Nations Staff Recreation Council (UNSRC)

The United Nations Staff Recreation Council (UNSRC) runs a number of social clubs. Information on activities and services offered can be obtained in person at a desk located outside the Staff Cafeteria on the ground floor of the UN Secretariat Building (on 1st Avenue near 43rd Street). They provide, for example, discounted tickets to Broadway shows, social events such as day trips, and classes such as yoga, dancing.
### Childcare for Pre-Kindergarten

Though the UN education grant does not cover any education before the 5th birthday of the child, many parents choose for pre-kindergarten. Two schools are located in and around the UN, the **UN daycare** and the **International Day Care**. Another alternative close to the UN is the **Family school**, a small Montessori school that accepts children from two and one half years.

### Schooling for Your Children

How do you get your children into school? First, there is the choice of school: public versus private schools; costs; continuity in curriculum; languages; transport provided. Websites provide a lot of information, but do not necessarily help you choose. Talking to parents with children in the same age category is usually most useful. Bookstores sell books on schools in New York, in which schools are listed according to quality. Your school choice obviously depends on where you decide to live, and vice versa.

**United Nations International School info** can be found at [http://www.unis.org/](http://www.unis.org/). UNIS has a policy/obligation to accept children from UN-parents even during the school year, provided they come from outside New York.

**Arriving in the middle of the school year—admission policy**

Check with the school whether admission can be done via e-mail.

**Arriving in the middle of the school year—admission policy:**

Check with the school whether admission can be done via e-mail.

**French schools in New York:**

- The French-American School of New York (Larchmont)
- The Lycee Francais of New York (Manhattan)
- The United Nations International School (Manhattan)
- The Lyceum Kennedy (Manhattan)
- The Ecole Francaise of Princeton (New Jersey)
- The International School of Brooklyn (Brooklyn)

Please note that if you wish to have your children admitted into a good/reputable school, they may need to sit for admission tests and in some schools parents have to attend an interview.

### After-School Care

The choice of school may also depend on the availability, quality and costs of an after-care program. Most schools in Manhattan have an after-school program attached to the regular school program for an additional cost. The fees in Manhattan for such programs amount to about US$ 20-30 per hour.

The UN offers a good after-school program, with bus transport from UNIS for US$ 500 per semester. Children do their homework, dance, sport and spend time on art and creativity. Information can be obtained from the UN Child Care Centre, Inc., located at the DC2 Building, 2 United Nations Plaza (44th Street, between 1st and 2nd Avenue), room 0210 (phone: (212) 963-4326.

### Parenting Information

A general website containing parenting information is: [http://www.parentsknow.com/](http://www.parentsknow.com/)

### UN Medical Services

3 Offices:

- DC1 Building 1190 (11th Floor)
- Secretariat S-535 (5th Floor)
- UNICEF House H-5F (5th Floor).

In medical emergency situation during office hours, call 212-963-7777. You can also call the UNICEF Nurse at 212-326-7541.
### Internet, Cable & Phone; Combo Packages

Several options are available as all cable companies offer **packages** that include phone, cable TV and internet service. However, you will be restricted to the cable company servicing your neighborhood. Please click on the links below for more information on various providers:

- [http://www.timewarnercable.com/](http://www.timewarnercable.com/)
- [http://www.cablevision.com/](http://www.cablevision.com/)
- [http://www.optimum.com](http://www.optimum.com)
- [http://www22.verizon.com/](http://www22.verizon.com/)

### Other TV Subscription

There are a number of choices depending on your needs. You can buy a Free-to-Air system and install it to get the satellite system that provides you with your own country’s programme ([www.SatCruiser.com](http://www.SatCruiser.com)). This is a one-time purchase with no monthly subscription fee. However, you will not have access to the American channels, except for the promotional ones. Direct TV ([www.directtv.com](http://www.directtv.com)) and Dish Network ([www.vmcsatellite.com](http://www.vmcsatellite.com)) provide free installation and equipment with a monthly subscription. You have the choice of how many channels you would like (50 to 150) and you can add programmes in other languages.

*Please note that many landlords and buildings do not allow the installation of satellite dishes.*

### Medical Insurance Options in New York

As a UN staff member with a fixed term contract and stationed in New York, you have **three choices** of **medical insurance** plans:

- **AETNA “Open Choice” PPO**
- **Empire Blue Cross PPO**
- **HIP Health Plan** of New York.

*Detailed information is available at: [http://www.un.org/insurance](http://www.un.org/insurance)*

**Dental Insurance:** The UN offers the **CIGNA Dental PPO** plan. For information consult the UN Health and Life Insurance Section located in the FF Building Room 300 (304 East 45th Street, 3rd floor) or their website at [www.un.org/insurance](http://www.un.org/insurance) Further information can also be obtained from the UNICEF Intranet and/or the link to iSeek.

If you are transferring from a UN duty station outside of the US, be aware that health care insurance costs in the US are significantly higher than what you paid under the Van Breda plan elsewhere.

The best way to finding good doctors is word of mouth advice from colleague to colleague.

### Emergency

Dial 911 for police, fire or ambulance help.
If 911 is busy or no one answers, dial 0 and ask for help.

**UN emergency numbers:**

- Accident 1 (212) 963-6666
- Fire 1 (212) 963-5555
- Medical Service emergencies only (office hours) 1 (212) 963-7777
- (nights, holidays and weekends) 1 (212) 963-6666
- Security 1 (212) 963-6666
- Staff Hotline 1 (212) 963-9800

Details on security issues can be found at: [http://www.intranet.unicef.org/Cefhome.nsf/Webpage/Page08](http://www.intranet.unicef.org/Cefhome.nsf/Webpage/Page08)
**UNICEF Intranet Info on iSeek (UN Intranet)**

For learning more about UNICEF and getting basic information on its practices, structure and management visit the [UNICEF Orientation Intranet Portal](#).

Via UNICEF’s Intranet portal, you can also connect to iSeek, the internal website of the UN Secretariat, which offers additional information and resources for settling in New York. Please note that you need an office LAN connection to be able to access iSeek.

**New York Cultural Tips**

New York City life and culture is unique. There is a high concentration of immigrants from all over the world. Some neighborhoods are microcosms of foreign countries. Hence everyone can find a niche in this great city. Nearly every language and cuisine can be found in New York! The best general cultural guideline for New York is to be polite. Because of the fast paced lifestyle, people tend to lose patience rather quickly, but they respond well to politeness.

**New York Cultural Tips Continued...**

- New York City Tipping Culture

In New York and in the US in general, tipping is customary for good service. Of note is that many waiters and waitresses in restaurants rely on tips as their sole income and thus they might react very upset if you do not tip adequately within the customary standards.

**Tipping Guidelines:**

- Restaurant waiters/waitresses: 15-20% (they might need to share with the kitchen staff)
- Bartenders: $1-2 per round of drinks or 15-20% of the tab of the final bill
- Coat Room Attendants: $1-2 per coat
- Hotel Room Service: 15-20%
- Hotel Cleaning Staff—tip daily
- Taxi Drivers—15% of fare
- Hairdresser, manicurist, masseuse : 15%
- Apartment complex: your doorman, superintendent and porter will all expect some cash tips over holidays such as Christmas. While the amount is at your discretion (*people tip between $5 and $50—the range is huge*) and not obligatory, many employees of such buildings expect it. Rule of thumb: tip the most for those that deliver the best services. You can visit the following [website](http://www.askanewyorker.com) to make up your mind on how much to tip for any particular holiday:

Your Notes:
APPENDICES:
ADDITIONAL INFORMATION: PER and Acronyms

☑ Step by Step Overview for Completing Your First Performance Evaluation Report (pages 52-53)

☑ List of UNICEF and UN Acronyms (pages 54-55)
An 11-Step Approach to Performance Planning and Evaluation: Job Aid

This job aid intends to increase our understanding of UNICEF's Performance Assessment System (PAS). It also intends to support staff, including managers, in making the process more participatory and effective in assessing staff performance. This job aid does not stand alone and it is necessary that we are acquainted with the UNICEF's PAS policy: HR Manual, Chapter 7. At the end of this document, you will find additional resources, in particular the Human Resources Performance Management page contains the revised PER form and a wealth of information on the subject.

This job aid is organized in three areas: the Individual Annual Work-plan, Performance Monitoring, and the end-year Performance Evaluation. You will also find useful tips and links where appropriate.

**Individual annual work-plan** – At the beginning of the reporting period, and after discussion with the staff member, the supervisor lists, in descending order of priority, the key assignments and objectives planned for the period, usually 5–8 objectives.

1. **Process for discussion:** a) Review the ITSSD OPM and Project Portfolio; b) Identify the links to the individual work-plan; c) Discuss and agree on key assignments for the year; d) Formulate key assignments as SMART objectives (PER part 2.1).

**Example of a SMART objective:**
To deliver a minimum of two Performance Planning and Objectives Setting workshops in Q1 and Q4, in line with UNICEF’s PAS process and established competency framework.

2. The UNICEF’s Competency Framework defines 24 foundational and functional competencies with the associated positive and negative indicators. The foundational competencies are relevant to all staff. The functional competencies are relative to the job responsibilities, grade level, staff category, and functional area. Any performance discussion should take into account these competencies, although its inclusion in PER section 2.1 is optional.

3. **Discuss and agree with supervisors on the specific learning activities to support the enhancement of performance (PER Part 2.2).**

The HR Manual, Chapter 8 states the criteria for identifying learning activities:
- a) the learning should increase the staff member’s knowledge and understanding of UNICEF and its mission, goals, priorities, values and/or working methods, including how the individual staff member’s role contributes to the greater organizational whole;
- b) the skills or knowledge learned will enable staff members to perform more effectively some aspects of their job;
- c) the learning is needed to enhance the performance of the staff member’s present tasks;
- d) the learning is needed to increase the competencies, knowledge and skills which are considered necessary for the organization’s development, efficiency and/or effectiveness.

**Performance Monitoring** – A minimum of two formal performance monitoring discussions and work-plan review through the year is required.

4. **Set dates for the performance-related discussion once the individual work-plan is established. (Part 4)**

The supervisor has an obligation to let the staff member know on an on-going basis how he/she thinks the staff member is performing and to:
- a) Strengthen the staff member/supervisor relationship;
- b) Review progress made;
- c) Coach/supervise and to ensure the assignments will be fulfilled as planned;
- d) Add or delete assignments as necessary (PER Part 3.1); and,
- e) Ensure that there are no surprises in the performance evaluation at the end of the reporting period.

The staff member is entitled to ask for performance feedback from his/her supervisor.

- Keep a record of the work performed and the results; with added or dropped assignments.

**Performance Evaluation** – The annual assessment should take place at the end of the year or beginning of next.

5. **Review the individual work-plan and assess staff member’s performance. The staff member is given the opportunity to describe the degree to which objectives were accomplished, to include opportunities and the challenges encountered. (Part 4.1)**

- Schedule discussion at a convenient and private time; come prepared; avoid interruptions; listen to each other actively.
6. Complete the PER. Evaluative comments are made by both staff member and supervisor on the objectives achievements; learning activities completed; major assignments added or deleted, and; general comments on the workload, assignments and relationship to the unit work-plan (Parts 2, 3 and 4).

7. The supervisor indicates the ratings for the five stated competencies substantiating it with honest, fair and constructive comments. (Part 5).

The numerical system was simplified to a scale of 1-5.
A rating of “3” means that expectations were fully met.

8. The supervisor adds general comments on staff member’s overall performance, strengths, competencies or qualities which are noteworthy. Also he/she makes recommendations for strengthening the performance. (Part 5.6)

9. The staff member reviews the rating and assessment of the supervisor; indicates level agreement, and; makes general comments. (Part 6)

10. The Second Reporting Officer validates the assessment and ratings, and; indicates if the PER was unduly delayed. (Part 7)

It is possible to include the second reporting officer in the performance discussions and annual review.

11. Both staff member and supervisor sign and acknowledge that they have received a copy of the PER. (Part 8)

The signatures are not necessarily an indication of agreement with the content.

In the case where the staff member does not agree with any of the comments or ratings expressed in the PER, there are two ways of recording the disagreement:

a) By submitting a statement of explanation, stating the specific points of disagreement. The document is then attached to the PER for the record.

b) By initiating a formal administrative review, the staff member indicates his or her intention to submit an official rebuttal, within the next 30 calendar days after signing the PER. This may include an assisted mediated discussion and informal resolution, or an escalation of the grievance to the UN Tribunal where then legal process takes place, per STAFF Rules.

Tips for supervisors:
- a) Coach staff member and provide constructive feedback;
- c) Identify areas of successful performance that the staff member should continue;
- d) Praise and reward good performance;
- e) Address misunderstandings promptly;
- f) Identify unsatisfactory performance applying the DESC script (See below);
- g) Revise and update the individual work plan in a timely manner.

Try feedforward!

Describe behaviour
Express impact
Specify desired behaviour
Consequences of not changing behaviour

Tips for staff members:
- a) Track your work-plan, measure your progress;
- b) Know your strengths and weaknesses;
- c) Read the PAS policies and be familiar with the process;
- b) Seek feedback from your supervisor often and request performance reviews;
- e) Share your success stories with your supervisor, as well the challenges encountered;
- d) Contribute to the solution of issues by offering your suggestions.

Additional Resources:
- Human Resources Intranet Page: Performance Management.
- Performance Planning and Objective Setting (e-course).
- Attend a training session on Performance Planning and Objectives Setting.
- Arrange for a coaching session with Ivette Martinez (x7789).
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<td>Area Office</td>
<td>GIS</td>
<td>Geographical Information System</td>
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<td>AWP</td>
<td>Annual Work Plan</td>
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<td>Annual Management Review</td>
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### COMMON UNICEF & UNITED NATIONS ACRONYMS

#### N to Z

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<tr>
<th>Acronym</th>
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