Human Resources Management in UNICEF

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UNICEF

Informal Briefing to UNICEF Executive Board
27 July 2010
People-Centric Organisation
AGENDA

• Organizational Capacity Planning
• Individual Capability Development
• Key Focus areas to close the gap
• Challenges ahead
Organizational Capacity Planning – demand side

Inflow
- New Talent
- Partners
- Returners

Future Vision and Goals

Current Organisation

Need to adapt

Future Organisation

Outflow
- Retirees
- Leavers
- Transfers
Individual Capability Development – supply side

Frameworks
Governance
Org Culture
Work environment

Attract
Plan
Develop
Advance
Perform
Reward
### Staff by Gender and Age Group

#### Gender Balance and Volume by Age Group, as of 1 June 2010

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>29 and below</td>
<td>65%</td>
<td>35%</td>
</tr>
<tr>
<td>30 to 39</td>
<td>53%</td>
<td>47%</td>
</tr>
<tr>
<td>40 to 49</td>
<td>45%</td>
<td>55%</td>
</tr>
<tr>
<td>50 to 59</td>
<td>44%</td>
<td>56%</td>
</tr>
<tr>
<td>60 and above</td>
<td>39%</td>
<td>61%</td>
</tr>
</tbody>
</table>

![Bar chart showing gender balance and volume by age group](chart.png)
Staff by Gender and Grade

<table>
<thead>
<tr>
<th>International Professional / National Officer</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>USG/ASG</td>
<td>42%</td>
<td>58%</td>
</tr>
<tr>
<td>D2</td>
<td>44%</td>
<td>56%</td>
</tr>
<tr>
<td>D1</td>
<td>49%</td>
<td>51%</td>
</tr>
<tr>
<td>P5/L5</td>
<td>44%</td>
<td>56%</td>
</tr>
<tr>
<td>P4/L4/NOD</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>P3/L3/NOC</td>
<td>49%</td>
<td>51%</td>
</tr>
<tr>
<td>P2/L2/NOB</td>
<td>47%</td>
<td>53%</td>
</tr>
<tr>
<td>P1/L1/NOA</td>
<td>55%</td>
<td>45%</td>
</tr>
</tbody>
</table>

**Gender Balance and Volume per Staff Level, as of 1 June 2010**

<table>
<thead>
<tr>
<th>General Service</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>G7/TC7</td>
<td>62%</td>
<td>38%</td>
</tr>
<tr>
<td>G6</td>
<td>72%</td>
<td>28%</td>
</tr>
<tr>
<td>G5</td>
<td>70%</td>
<td>30%</td>
</tr>
<tr>
<td>G4/TC4</td>
<td>25%</td>
<td>75%</td>
</tr>
<tr>
<td>G3</td>
<td>4%</td>
<td>96%</td>
</tr>
<tr>
<td>G2</td>
<td>20%</td>
<td>80%</td>
</tr>
</tbody>
</table>

**48% Female**

**52% Male**
Staff Category by Appointment Types

<table>
<thead>
<tr>
<th>Staff Category Name</th>
<th>Permanent</th>
<th>Fixed-Term</th>
<th>TAs/TFTs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Count</td>
<td>%</td>
<td>Count</td>
<td>%</td>
</tr>
<tr>
<td>International Professional</td>
<td>275</td>
<td>10%</td>
<td>2,147</td>
<td>77%</td>
</tr>
<tr>
<td>National Officer</td>
<td>77</td>
<td>3%</td>
<td>2,340</td>
<td>79%</td>
</tr>
<tr>
<td>General Service</td>
<td>467</td>
<td>9%</td>
<td>3,908</td>
<td>72%</td>
</tr>
</tbody>
</table>
Responsibilities

- Line Managers
- Staff Members
- HR Professionals

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Key Focus Areas to close the gaps

Plan
• Strategic Workforce Planning

Attract
• New Talent (NETI)
• Regular Recruitment
• HR in Emergencies

Develop
• Learning and Development – MADC/LDI/Functional excellence

Advance
• Talent pools/succession planning
NETI (New & Emerging Talent Initiative)

- Attraction, selection, development, and retention of talent from entry to mid-career levels
- **One** important source of talent for the future – open to NO’s and JPO’s
- **One-year programme:**
  - Two months in NYHQ:
  - Ten months in Field Office:
- **1st Cohort (2008):** 9 successful graduates
- **2nd Cohort (2009-2010):** 20 successful graduates out of 21 participants.
- **3rd Cohort (2010-2011):** 22 final participants from rigorous/competitive selection (4116 applications)
- Seen as an Industry best practice
## Recruitment / HR in Emergencies

<table>
<thead>
<tr>
<th>Normal Recruitment (3-4 months)</th>
<th>Fast Track: Crisis &amp; Emergencies (4-6 weeks)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2 weeks</strong>: Classification of JD</td>
<td><strong>Immediate Release</strong> of SURGE Staff based on release agreement already signed. Deploy SURGE staff within 48 hours.</td>
</tr>
<tr>
<td><strong>2 weeks</strong>: Advertisement</td>
<td><strong>1 week</strong>: Recruitment using only generic JD's.</td>
</tr>
<tr>
<td><strong>2-3 weeks</strong>: Short-listing (DHR)</td>
<td><strong>1 week</strong>: Advertisement/ Direct Selection through Talent Pool/Web Roster</td>
</tr>
<tr>
<td><strong>2-4 weeks</strong>: CO Short-listing</td>
<td><strong>2-3 weeks</strong>: Short listing/Interviews for external candidates only/ Desk Review for internal candidates</td>
</tr>
<tr>
<td><strong>1 week</strong>: Organizing Interview Panel /Conducting Interviews</td>
<td><strong>1 day</strong>: Approvals - all through Emergency Decision</td>
</tr>
<tr>
<td><strong>2 weeks</strong>: Submit case to CRB</td>
<td><strong>Lateral Appointments</strong>: DHR Director</td>
</tr>
<tr>
<td><strong>1-2 weeks</strong>: Send recommendations for recruitment approval</td>
<td><strong>Promotions</strong>: DED</td>
</tr>
<tr>
<td><strong>1 week</strong>: Candidate Received Initial Offer Letter</td>
<td><strong>1 day</strong>: Candidate receives Detailed Offer letter</td>
</tr>
<tr>
<td><strong>1 week</strong>: Candidate Receives Detailed Offer letter</td>
<td></td>
</tr>
</tbody>
</table>
Revised Competency Framework

For all UNICEF Staff . . .

CORE VALUES
- Diversity and Inclusion
- Integrity
- Commitment

CORE COMPETENCIES
- Communication
- Working with People
- Drive for Results

PLUS
Depending on your area of work, you will have 3 - 6 of the following Functional Competencies

FUNCTIONAL COMPETENCIES
- Deciding & Initiating Action
- Leading & Supervising
- Relating & Networking
- Persuading & Influencing
- Applying Technical Expertise
- Analyzing
- Learning & Researching
- Creating & Innovating
- Formulating Strategies & Concepts
- Planning & Organizing
- Following Instructions & Procedures
- Adapting & Responding to Change
- Coping with Pressure & Setbacks
- Entrepreneurial Thinking
Key Focus Areas to close the gaps

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Key Focus Areas

Perform
• Performance Culture
• ePAS introduction

Reward and recognise
• Contractual frameworks
• Increased focus on recognition

Environment
• Administration of Justice System
• Staff relations
• Work environment
e-PAS

- End 2009 – new electronic performance appraisal system introduced for IP staff - integrated with competency framework
- Focuses on streamlined documentation and quality of dialogue
- e-PAS process requires staff planning (Performance Planning, Mid-Year Review, and Performance Review & Assessment phases)
- 81% global compliance rate vs. 60% historical compliance for paper-based system.
- Next Steps:
  - Comparative study of objectives quality
  - Focus Groups and mid-year online questionnaire on training, support, and application
  - Continued focus on management skills development
Key Focus Areas

Perform
• Performance Culture
• ePAS introduction

Reward and recognise
• Contractual frameworks
• Increased focus on recognition

Environment
• Administration of Justice System
• Staff relations
• Work environment
UN Coherence

- Inter-Agency Networks and Working Groups
- Alignment of Policies and Practices
- HR systems alignment
- Joint staff relations
- Sharing Good Practice / Cost Savings
- Cost Sharing on Projects
Key Challenges ahead….

• Strengthening partnership with Line Managers
• Assessing Future Needs based on Strategy
• Integrating HR Planning into Planning Cycle
• Streamlining Processes and Policies
• Systems enhancements/integration
• Strengthening the HR Function
Human Resources are the key to success in reaching our goals.

Our focus is on:
- strategic planning
- systemic transformation
- shifting mindsets