LEVER THREE—STAFFING STRATEGY FRAMEWORK

A framework to progress Lever Three—Staffing Strategy, of the Strategic Review of Human Resource Management

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MANNET - Switzerland

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This framework has been developed to progress Lever Three—Staffing Strategy, of the Strategic Review of Human Resource Management (SRHRM). The framework was developed following an initial workshop held in New York on 1 June with a number of senior staff[1] to discuss the development of the Staffing Strategy. The framework provides a starting point for the development of the Staffing Strategy, setting out a template, and identifying many of the key questions that the Strategy should address. Its development is based on an analysis of currently available data regarding UNICEF's staffing, a review of relevant documentation, and on the output of the 1 June workshop. The results of the Diagnostic undertaken in Phase II of the SRHRM have also been taken into consideration. The framework also reflects the findings of the recently completed *Gender Parity Report*.

The framework includes:

- A proposed structure for UNICEF's Staffing Strategy;

- A brief overview of the changing environment in which UNICEF is operating, and the implications of this for the required staff profile;

- A first draft of the organization's priorities for the future in terms of competency requirements, and of the principles on which the UNICEF Staffing Strategy should be based;

- Data on UNICEF's current workforce profile, including an assessment of the implications of this profile;

- Recommendations for further data analysis to support the development of the Staffing Strategy;

- A number of questions that should be answered by the Staffing Strategy;

- The proposed process for completing the Staffing Strategy.

It is important to emphasise that this document does not constitute the Staffing Strategy itself. The development of the Strategy will require considerably more analysis, including the collection of qualitative and quantitative benchmarking information from other UN or non-UN organizations, and will require a number of key strategic decisions to be made before concrete objectives can be set, and actions determined to achieve these objectives. The process will have to be completed in tandem with, and reflect the outcomes of, the Organizational Review that is currently underway. It will also need to take into account the progression of the other six levers of the SRHRM, as all seven levers interact, impact on, and have implications for each other. The Strategy

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[1] Participants included: Steven Allen, Director DHR; Maria-Solange Auteri, Planning Officer DHR; Paula Claycomb, Chief, Landmines Unit EMOPS; Alan Court, Director PD; Rohini De Silva, Deputy Director DHR; Nora Godwin Deputy Director DOC; Saad Houry, Director DPP; Karin Hulshoh, Director FO; Simon Lawry-White, Senior Programme Officer EO; George Odoom, Global Staff Association; Dan Toole, Director EMOPS.

development process will therefore be iterative, with a number of issues needing to be revisited as the other levers and the Organizational Review progress.

The purpose of the Staffing Strategy is to provide a coherent and proactive approach to staffing the organization that ensures the effective interface between strategic and human resource planning, in line with organizational values. It is therefore influenced by, and in turn influences, organizational results. The Staffing Strategy provides the blueprint for all major decisions regarding staffing the organization, and a framework for all human resource policies and programmes.

UNICEF currently has an array of staffing policies and procedures, but these have been developed in isolation rather than under the umbrella of a coordinated and strategic approach. The SRHRM highlighted that managers and staff do not believe that UNICEF manages its human resources effectively; staffing is often described as *ad hoc*, and is not linked explicitly to either organizational strategy or desired results.

Changes occurring within UNICEF and the external environment reinforce the need for a comprehensive Staffing Strategy. The skills UNICEF needs to ensure that it maintains its comparative advantage in the future are evolving, and the trend to decentralise staffing decisions demands a strong framework to guide managers' decision-making, and in particular to ensure that the decisions made meet the needs and priorities of the organization, and not just the local environment. UN reform is affecting staffing requirements in all UN agencies. Further, the funding environment is changing, with donors insisting on more accountability in general, and a more business-like approach to management, and in particular human resource management.

The Staffing Strategy should therefore be developed to reflect the current, but more importantly the future needs, priorities and environment of the organization, and should provide a blueprint for:

● The desired profile of the workforce (size, competency, grade, demographic, contract type etc.), which reflects the changing environment and organizational priorities;

● The allocation of staff to priorities, both functionally and geographically, to ensure the best use of resources;

● The organization's approach to getting the right person in the right place at the right time, through such processes as recruitment, placement and rotation of staff;

● The organization's approach to the development of career paths, and to learning and development across the organization.

The Staffing Strategy should provide the framework for human resources policies and programmes that address all aspects of staff movement in, around and out of UNICEF, as well as all other aspects of support and development for staff. It should be future-oriented, developed to ensure that UNICEF's staffing decisions meet the needs of the organization of the future.

How should UNICEF develop its staffing strategy?

Developing a staffing strategy requires a clear understanding of what UNICEF wants and what it has in terms of workforce profile, and the gap between the two. Assuming that a clear results framework and guiding principles are in place, the development process has these six steps:

1) Develop a clear profile of the current workforce (demographics and competencies, trends, etc.);

2) Determine what workforce profile will be required in the future to ensure comparative advantage, to fulfill UNICEF's mandate, and to meet niche needs;

3) Conduct a gap analysis: what is missing, what is in overabundance? Where are the discrepancies with respect to UNICEF's principles and values?

4) Develop and implement a plan to close the gaps, acquire or build skills, and re-allocate resources;

5) Align all human resource policies, systems and programmes;

6) Evaluate the impact of the changes, and update the strategy accordingly.

This document draws attention to the fact that the results framework will be adjusted given the evolution of UNICEF and the broader environment (the Organizational Review should provide the clarity needed). It presents a first draft of potential guiding principles, and begins to draw a clear picture of the current profile of the workforce (step 1). The Framework also poses a number of questions that will help to respond to steps 2 and 3. Steps 4-6 are iterative.

A Proposed Template for the Staffing Strategy

Provided below is a proposed template for the Staffing Strategy. The template provides the major headings for the Strategy, and some of the sub-headings that are likely to be covered within the Strategy.

Purpose of the Staffing Strategy
Brief statement of the purpose of the Staffing Strategy and its links to other organizational processes/documents.

Context of the Staffing Strategy
Describes the external and internal factors which will impact on the content of the Strategy, including, but not limited to:

External

- Global trends in the humanitarian/development field

- UN Reform

- The changing profile and expectations about work of the younger generation

Internal

- MTSP

- Organizational Review

- Gender Parity Report

- Accountabilities document ("The Organization of the United Nations Children's Fund")

- Funding/Budget

Priorities identified from the Context Analysis
Describes the organization's priorities with respect to human resources, including competencies, workforce structure, workforce profile etc. in light of the context analysis.

Principles which underpin the Staffing Strategy
Describes the principles upon which decisions with respect to the Staffing Strategy should be based. This discussion should identify what is unique about UNICEF, and what values must be protected.

The Strategy
Describes each element of the Strategy in detail. The breakdown of elements provided below is purely suggestive, but reflects most of the key elements identified through the SRHRM. Even if the eventual breakdown of elements differs from that which is proposed here, the proposed points to be covered under each element should be included.

- Proposed Elements

  - Funding;

  - Workforce Structure/organizational design;

  - Workforce Profile;

- Movement of staff and filling of positions;

- Competencies, learning and development.

- For each element, define:

  - Key data, and issues arising (supplementary data may be provided in an annex);

  - Benchmarking information from other UN or non-UN organizations as appropriate;

  - Overall objectives for the duration of the Strategy, and more specific time-limited targets;

  - Actions to close the gap between the present situation highlighted in the data and the objectives, including timeframe and lead responsibility;

  - Indicators of success (may include quantitative and qualitative indicators).

Process for monitoring and evaluation

Describes the process not only for monitoring the progress of implementation, but also for evaluating the effectiveness of the Strategy in meeting organizational goals, and the process for review of the Strategy if it is not seen to be effective in this regard.

In developing the Staffing Strategy it is essential to understand the context within which it will be implemented, both now, and in the foreseeable future. Staffing decisions made now may have a long-term impact, and significantly affect the operations and performance of the organization over many years.

There are currently three major influences on the context of the Staffing Strategy:

● Given that UNICEF does not operate in isolation, but as a key player in the UN system, UN reform will have a significant influence on how UNICEF operates over the coming years;

● From an internal perspective, the MTSP sets out the priorities for the organization and how it intends to implement these priorities, currently for the years 2006-2009;

● In addition, the results of the Organizational Review, due in the first quarter of 2007, are likely to have significant implications for the Staffing Strategy.

Other reviews, such as the recently completed Gender Parity Report and the Process Review Project, will also influence the content of the Strategy.

The overview presented here is very brief, but serves to highlight some emerging priorities for the Staffing Strategy. In completing the final Strategy, a more detailed context analysis should be completed, and the Staffing Strategy priorities presented in the next section reviewed and agreed to by senior management.

UN Reform
UNICEF does not operate in isolation, but as a key player within the context of the United Nations system. As a member of the UNDG Executive Committee, UNICEF has a significant role to play with respect to the reform process, the focus of which is to ensure that the United Nations can work effectively in support of the Millennium Development Goals (MDGs).

A significant emphasis of the UN Reform process is on working in partnership with other UN agencies, and with the leadership of regional and other intergovernmental bodies, with a view to supporting policy development and resource mobilisation. From a practical perspective, this is being supported by the establishment of UN Country Teams (UNCTs), the development of Common Country Programmes (CCPs) and the appointment of UN Resident Coordinators at country level.

The piloting of joint office models and other models of closer UN teamwork, including increased sharing of operational services, is also aimed at increasing cooperation and coordination among UN agencies in the field, as well as at improving administrative efficiency and reducing overhead costs, another significant aim of the UN reform process.

The reform process has significant implications for UNICEF's Staffing Strategy. The need to work in closer cooperation and partnership with other UN agencies as members of UNCTs under the umbrella of a Resident Coordinator, and to participate in CCP, will impact on office

structures, and on the competencies required within offices. It also means that UNICEF needs to determine its comparative advantages in its fields of work, and to identify where it should take the role of clear "industry leader" in relation to other agencies or organizations working in the same field, and where it should play a role of supporting other agencies or organizations. Further, the potential development of joint office models and sharing of operational services would impact significantly on how UNICEF structures its offices in the field, and the level and type of human resources that it requires.

Other points raised in the UN Secretary General's March 2006 report[2] also reflect many of the issues identified with respect to UNICEF's staffing and may have implications for the future of UNICEF's staffing needs, including:

- A need for improved recruitment (both quality and speed);

- A need for increased staff mobility;

- A need for career development, and career pathways, supported by appropriate training and development;

- The need to streamline contracts and harmonise conditions of service;

- The need to invest in leadership development;

- The need to consider the costs and benefits of outsourcing as an appropriate means of service delivery.

One of the key drivers of UN reform is the changing donor environment. Donors are increasingly providing project funding directly to national governments, and are looking to the UN to provide upstream support with respect to policy development and capacity-building, rather than direct project implementation. Donors are also becoming increasingly demanding in terms of accountability and ensuring that their funds are being used in the most cost-effective manner.

The MTSP

The Staffing Strategy needs to be closely linked to UNICEF's strategic objectives, and reflect the priorities set out in its Strategic Plan, the MTSP. The MTSP 2006-2009 identifies five focus areas for the organization for the next three years:

- Young child survival and development;

- Basic education and gender equality;

- HIV/AIDS and children;

- Child protection from exploitation, violence and abuse;

- Policy, advocacy and partnerships for children's rights.

The MTSP clearly states that UNICEF's work will depend increasingly on working in partnership, with other UN agencies, with other NGOs, with Civil Society and with governments and donors. It also emphasises that the work of the organization will focus increasingly on providing

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[2] "Investing in the United Nations: for a stronger organization worldwide"

"upstream" support to national policy development, capacity building, partnership development, and the facilitation of national and local alliances, and knowledge generation.

In parallel with this increased focus on upstream support, the organization will continue to play a significant role with respect to emergency response, and needs to ensure that it has the capacity to scale up rapidly and with the appropriate expertise in response to emergencies.

UNICEF will also continue to provide expertise in the core areas of health, nutrition, education, water and sanitation, although with a significant shift from a project focus to a programme focus, and a much greater focus on cross-cutting approaches, which again necessitate skills in communication, and working in partnership with others.

The Organizational Review
The Organizational Review, is currently underway, and should be completed by the first quarter of 2007. The outcomes and recommendations of this review are likely to have significant implications for how the organization structures itself and for the division of roles and responsibilities across the organization. The questions to be addressed by the Organizational Review include the following:

- Do UNICEF's skills, leadership and management culture and its organizational structure equip it to fulfill its leadership role for children?

- How will UNICEF's MTSP support its commitment to achieve the MDGs and the aims of the Millennium Declaration?

- What gaps in UNICEF's capacity and expertise must be addressed to enable it to produce the best results for children?

- Are UNICEF's human and financial resources appropriately aligned in support of its organizational priorities, especially the MDGs?

- Is UNICEF ready for the expanded partnerships which are needed to deliver results for children?

- How can UNICEF become the partner of choice for children?

- How can UNICEF adapt to the new modalities of development aid and the changing priorities and practices of donors?

Other organizational reviews
The update of the organization's document on accountabilities, "*The Organization of the United Nations Children's Fund*", is still in draft form, and is likely to be finalised only after the completion of the Organizational Review. This document sets out the division of roles and responsibilities between UNICEF's various organizational units: country and area offices, regional offices, and the various divisions and offices at HQ. It will be an important resource document in formulating or reviewing the Staffing Strategy.

The *Gender Parity Report* completed earlier this year highlighted the need to provide support for women to move into senior positions within the organization if UNICEF is to reach its target of gender parity at all levels by the year 2010. The Staffing Strategy should reflect the conclusions and recommendations of the Report.

A number of other organizational reviews or projects may have implications for the Staffing Strategy, including the current Process Review Project.

Draft Priorities in terms of Competencies

Historically UNICEF has focused its recruitment on individuals with skills to support specific programme priorities. While these programme-related skills are still important, particularly around the five focus areas articulated in the MTSP 2006-9, there is an increasing need for more generic skills in policy development, advocacy and negotiation, the facilitation of partnerships and in knowledge generation, to support the changing role of the organization. Further, the SRHRM has highlighted the need to enhance leadership and strategic skills throughout the organization. Priorities in terms of skills, competencies and experience to support the implementation of the 2006-9 MTSP therefore include:

- Competencies in leadership and strategic thinking;

- Competencies to support policy development and knowledge-generation;

- Competencies in building partnerships and facilitating alliances;

- Skills in economic policy analysis and rights-based programming;

- Skills in advocacy, negotiation and communication;

- Skills in "global programme leadership" in programme divisions in HQ;

- Skills in the UN languages;

- Skills in resource mobilisation;

- Capacity and skills to participate in emergency response, and to scale up and down appropriately;

- Core capacities in health, nutrition, education, water and sanitation;

- Technical advisory capacity within Regional Offices.

Set out below are a set of draft principles on which the Staffing Strategy might be based. These principles were developed on the basis of the workshop held on 1 June, of feedback received during the various stages of the SRHRM, and of a review of relevant documents such as the draft updated version of the document "The Organization of the United Nations Children's Fund" as well as of the preliminary review of the context of the Staffing Strategy. They need to be reviewed, refined, reduced and endorsed by Senior Management, as once agreed to they should provide the backdrop for all key decisions regarding the Staffing Strategy.

The Staffing Strategy must:

- be results-oriented, with a clear focus on accountability and on results for children;

- be clearly linked to UNICEF's Mission Statement and the MTSP;

- reflect UNICEF as part of the UN system;

- be evidence-based, i.e., based on rigorous analysis of data;

- support flexibility and mobility of staffing;

- support diversity in the workforce (geographic, gender etc.);

- be cost effective, and focus the organization's limited resources on the priorities of the MTSP;

- support clear accountabilities at the level of HQ, regional offices and country offices, and reflect appropriate spans of control for line managers;

- differentiate between the organization's needs in terms of core staff (its long term staffing structure) and its needs in terms of limited term staff or staff on short term contracts;

- support a decentralised structure, with the majority of staff resources deployed in the field;

- recognise the importance of both technical and managerial skills in the development of career paths.

The Staffing Strategy needs to be based on a rigorous analysis of data, on the basis of which informed decisions can be made about objectives and targets for the future. These objectives and targets should reflect the agreed priorities and principles of the Staffing Strategy.

This section presents the relevant data that have been provided to date, including some preliminary analysis/comments, and identifies some of the key questions that should be answered in the Staffing Strategy. Further data that should be analysed in considering these decisions are also highlighted[3].

The data are organised under five headings:

- Funding
  - Staffing budget
  - Funding sources

- Workforce structure/organizational design
  - Grade structure
  - IPO/NO/GS
  - Geographic spread
  - Contract profile

- Workforce profile
  - Gender
  - Age
  - Country of origin

- Staff movements
  - Filling positions
  - Succession pool
  - Staff separations

- Competencies, learning and development
  - Competency profiles
  - Competency development

- Accountability
  - Line manager accountability
  - Span of control

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[3] The data have been drawn from a number of different sources (Jan 2006 report to the EB, 2005 end of year recruitment statistics from DHR, "All Staff Distribution" 2005, and data collated in May 2006 by DHR). There are still significant areas of data that were not available at the time of compiling this Framework document.

Staff Budget as a % of Total Budget (2005)
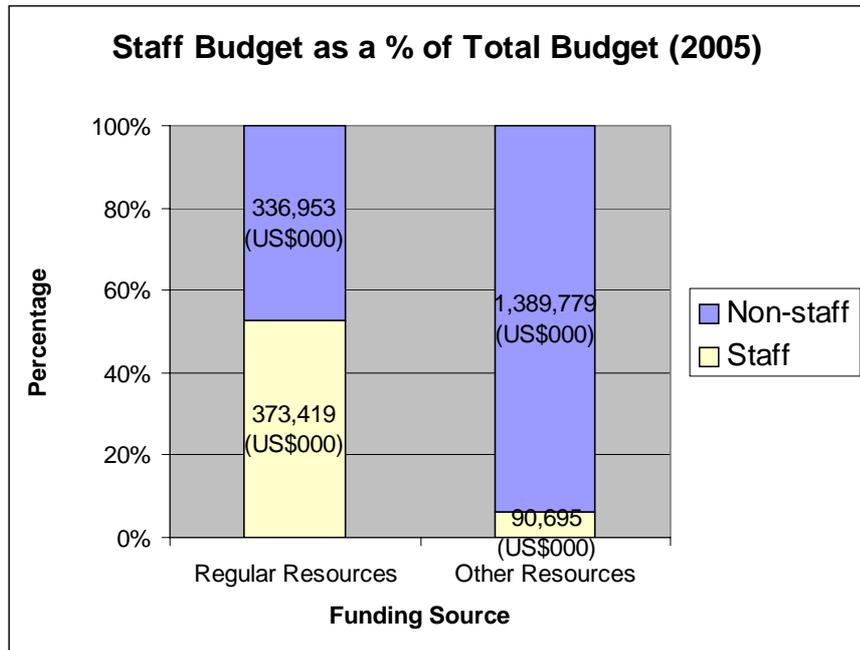
Comments on the data

- Approximately 20% of UNICEF's overall budget in 2005 was spent on staffing, with a total expenditure of US$464,114,000.

- Approximately 50% of Regular Resources were spent on staffing in 2005. Only 6% of Other Resources were spent on staffing.

- Approximately 80% of UNICEF's staffing budget is from Regular Resources, and 20% from Other Resources.

- Given the increasing emphasis on providing upstream support in terms of policy and strategy advice, and support to projects implemented by national governments or other partners, the percentage of the overall budget spent on staffing, and in particular funds from Other Resources, might be expected to increase. However, this will depend significantly on the organization's ability to influence donor priorities.

Benchmarking and other data needed to support the decisions

a)   UNICEF

- A further breakdown of staff budget as a % of total budget should be done showing support, RR and OR.

- What is the organisation's annual overtime budget? Where is the majority of this spent? Is it cyclical, or spread throughout the year?

b)   Benchmarking

Overall staff numbers

Workforce Structure/Organizational Design
Data

At the end of 2005 the total number of posts by funding type were: 2735 Support Budget, 2606 Regular Resources, 2238 Other Resources. These figures do not include JPOs, funds in trust, PSD and extrabudgetary posts.
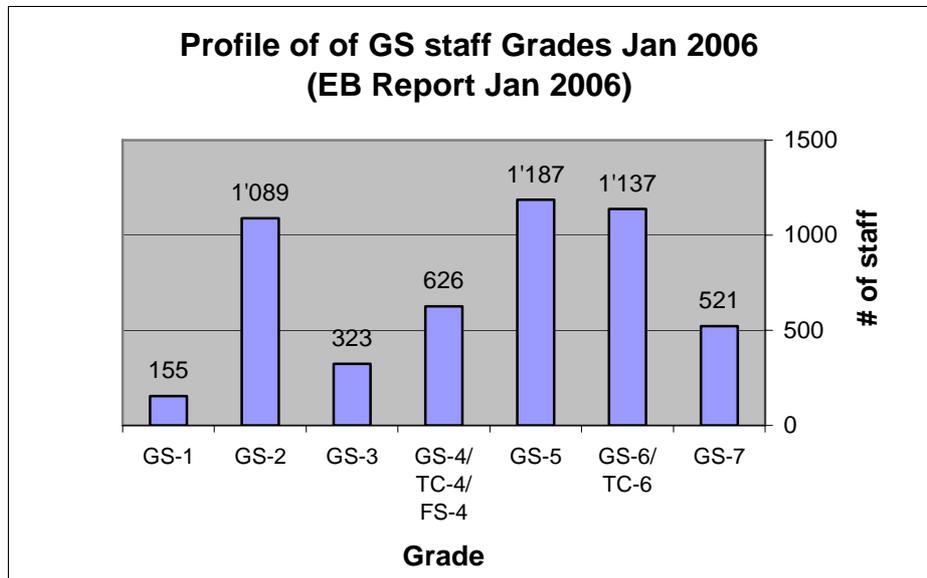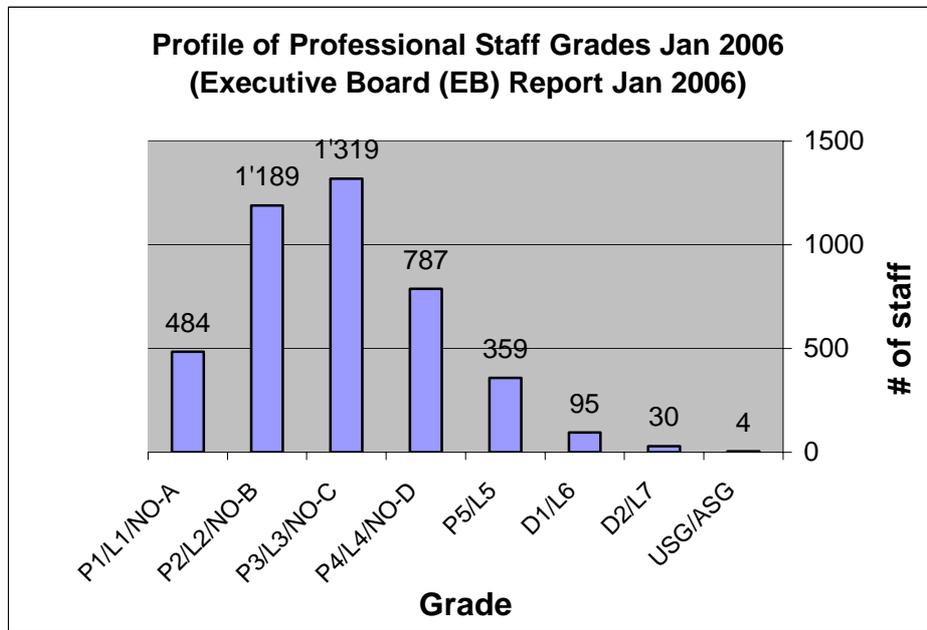
As at January 2006, UNICEF employed a total of 9,305 staff.

Comments on data

● UNICEF is one of the largest UN agencies.

● In consultations for the SRHRM, while a number of people felt that their offices were understaffed and overworked, a similar number of people stated that they felt that the organization was overstaffed and could operate more effectively with a leaner staff profile.

Grade structure

Data

Profile of Professional Staff Grades Jan 2006
(Executive Board (EB) Report Jan 2006)

Profile of of GS staff Grades Jan 2006
(EB Report Jan 2006)

Comments on the data

- The grade structure for professional staff follows a bell curve, with a significant skew to the lower grades. The majority of professional staff are in the grades of P2 and P3. There is a significant reduction in numbers above the level of P4.

- This is a common organizational profile, but suggests that career progression above the level of P3 becomes significantly more difficult.

- An analysis also needs to be undertaken of the breakdown of P staff in Operations versus Programme positions to enable the organization to make informed decisions about what the targets should be for this balance.

- GS staff are spread more evenly across the grades, with a significant number at GS-2 level, and a significant number in the GS-5 and GS-6 levels.

- The peak in the lower grades may reflect non-clerical GS positions such as drivers, security staff and janitors. Data need to be provided on the breakdown of GS staff (clerical and administrative, other GS staff) to enable informed decisions to be made about the target profile for GS staff, and potentially about the outsourcing of certain functions.

- Again, given that the number of GS-7 positions is half that of GS-6 positions, it suggests that career progression to this grade becomes quite difficult.

- No data have been provided to date on the spread of grades across different offices. This will be important information to enable an analysis of the appropriateness of the profile of offices in different locations.

IPO/NP/GS roles and ratios

Data

Breakdown of staff by IPO/NO/GS Jan 2006
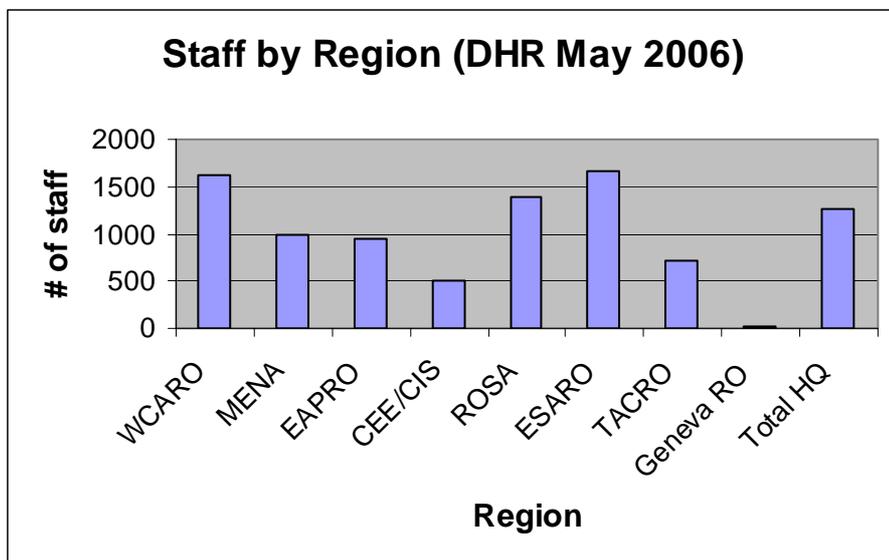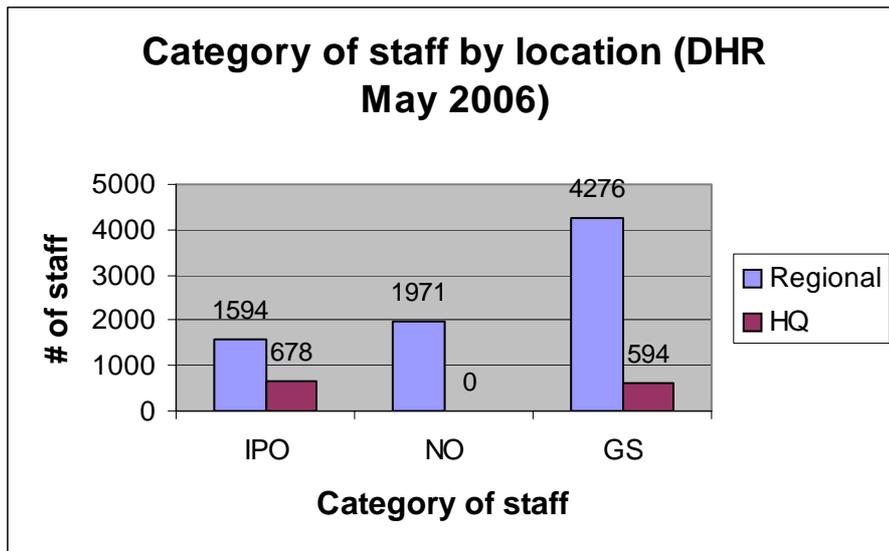
- IPO — 24%
- NPO — 22%
- GS — 54%
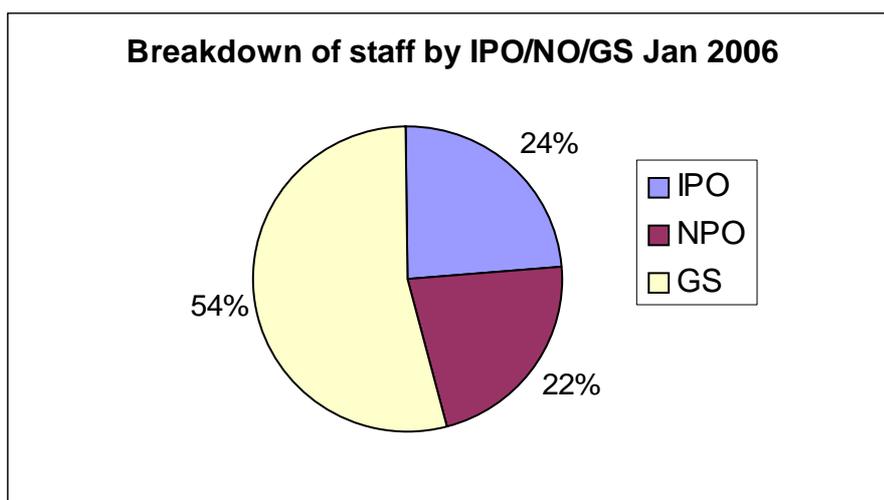
Comments on the data

- Over 50% of UNICEF's staff are appointed to GS positions. The remaining positions are divided evenly between IPO and NO positions.

Geographic spread   *Data*

Staff in HQ vs Regions ("All Staff Distribution" 2005)

14%

86%

- Total Regions
- Total HQ

Category of staff by location (DHR May 2006)

- Regional
- HQ

IPO: 1594 (Regional), 678 (HQ)
NO: 1971 (Regional), 0 (HQ)
GS: 4276 (Regional), 594 (HQ)

Category of staff

Staff by Region (DHR May 2006)
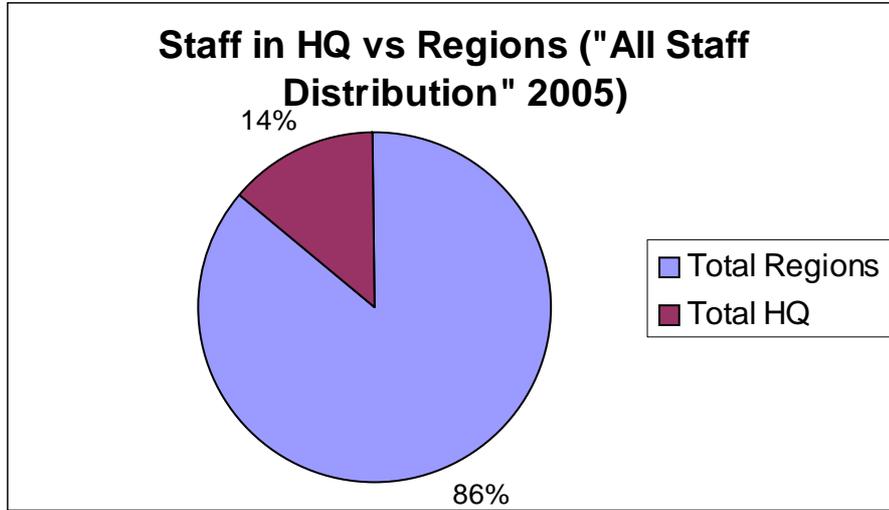
Region

Comments on the data

- 86% of UNICEF's staff work outside HQ offices.
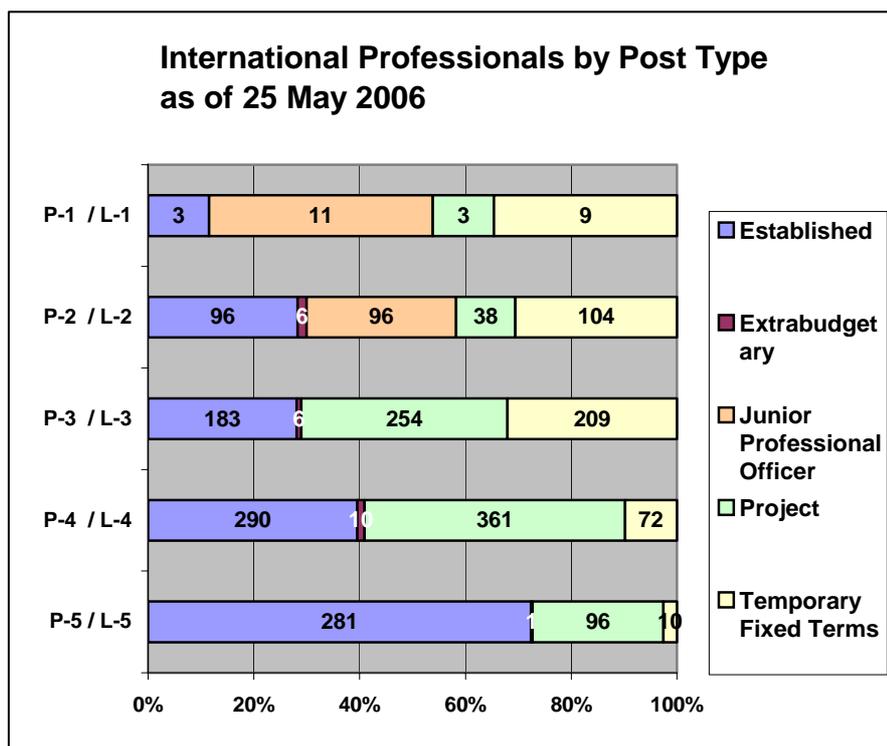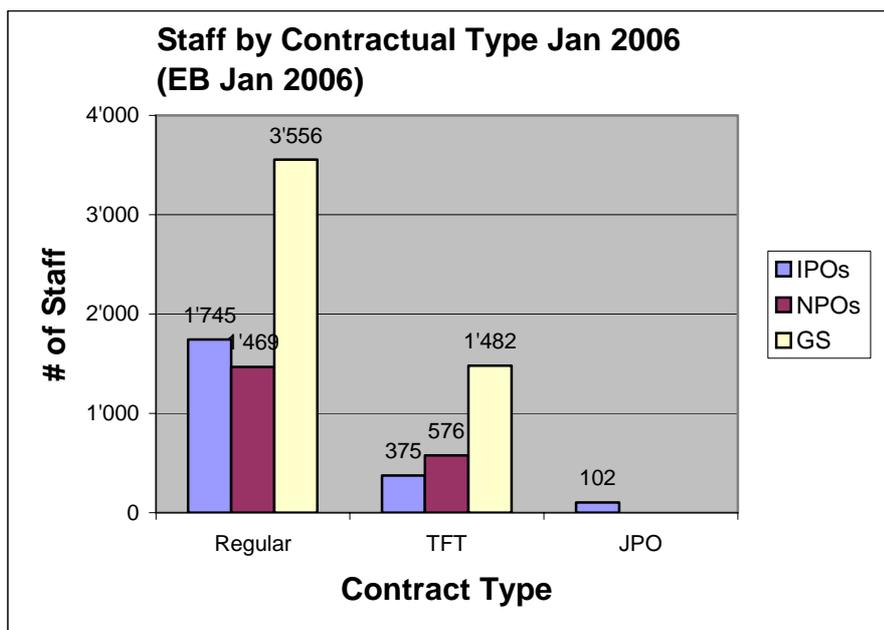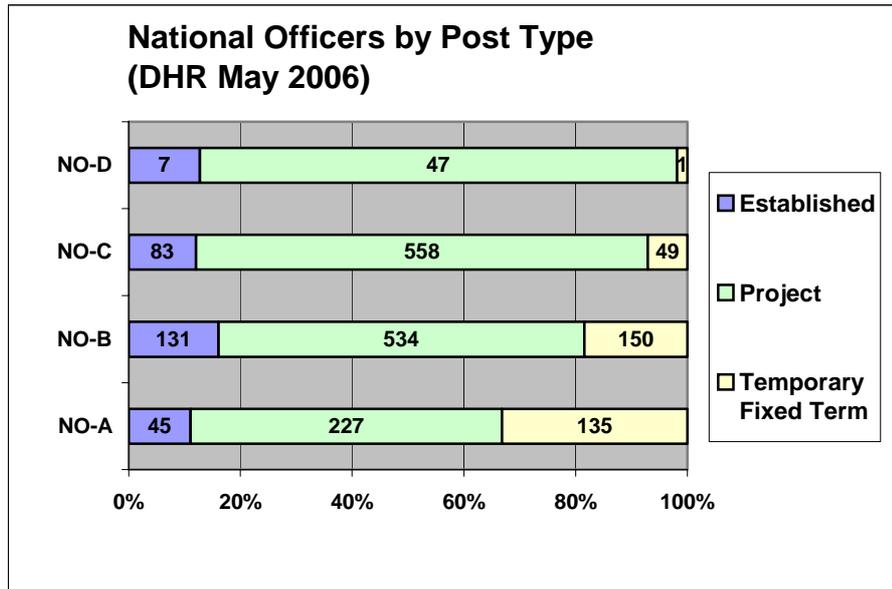
- Data have been provided of the breakdown of IPO/NO/GS by region. This data also needs to be provided on an office-by-office basis to enable a more detailed analysis at the regional or country office level.

Contract Profile   *Data*

Staff by Contractual Type Jan 2006 (EB Jan 2006)

Contract Type	IPOs	NPOs	GS
Regular	1'745	1'469	3'556
TFT	375	576	1'482
JPO	102		

# of Staff

International Professionals by Post Type as of 25 May 2006

Post Type	Established	Extrabudgetary	Junior Professional Officer	Project	Temporary Fixed Terms
P-1 / L-1	3		11	3	9
P-2 / L-2	96	6	96	38	104
P-3 / L-3	183	6		254	209
P-4 / L-4	290	10		361	72
P-5 / L-5	281	1		96	10

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**National Officers by Post Type
(DHR May 2006)**

	Established	Project	Temporary Fixed Term
NO-D	7	47	1
NO-C	83	558	49
NO-B	131	534	150
NO-A	45	227	135

0%   20%   40%   60%   80%   100%

Comments on the data[4].

● There are significantly more staff appointed on regular contracts than on TFT contracts. This is particularly the case for GS staff, and also for senior IPOs. Over 70% of P5s are in either established or project posts.

● Over 50% of NO staff are in project posts. The percentage of NOs in established posts is significantly lower than for IPOs.

● The organization needs to make clear and well-informed decisions about the desired profile in terms of core (regular) versus TFT, project or other forms of contract such as SSAs, assess the impact of these decisions and ensure that its HR policies and procedures reflect this.

Emergencies   *Data*

● UNICEF currently has the following in place to mobilize surge capacity for emergencies:

  ▪ Global Web Roster with some 1,000 entries of external candidates and potential recruitment sources (only a minority have full documentation and technical clearance);

  ▪ Standby agreements with 6 external partners and a further 5-6 partners close to signing agreements;

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[4] n.b. these data come from two different sources and from snapshots taken a number of months apart, which accounts for the slight difference in numbers and differences in terminology. The category of "regular" in the first graph reflects the combined categories of "established" and "project" in the 2nd and 3rd graphs

- Some divisions and sections are closely monitoring and managing UNICEF's internal emergency response mechanisms in their functional areas.

However, the organization still experiences delays and personnel shortages in responding to emergencies.

Comments on the data

- A task force is about to be established to review UNICEF's emergency response capacity, based on a three-pronged approach:

  - Internal redeployment;

  - External recruitment;

  - Further stand-by agreements.

  The task force agenda will also consider elements such as scenarios to determine deployment numbers; overriding "normal" decision-making; regional mechanisms; managing the quality of the talent pool; removing contractual barriers; SOPS for integration.

Key Decisions regarding the Workforce Structure/Organizational Design

Overall
- What is the overall target for UNICEF in terms of the size of its workforce? How does this compare with its current size?

Grade structure

- What is the organization's desired profile in terms of staff grades? How will this impact on career paths for staff? What are the implications for maintaining motivation and stimulation in the job-especially for NO and GS staff, and how will the organization address this?

IPO/NO/GS roles and ratios
- What is the appropriate ratio of NO to IPO staff?

- What should be the role of NO staff (eg. capacity building for local governments, providing local knowledge, pool of potential future leaders of UNICEF)?

- What is the appropriate ratio of support (secretarial) staff to professional staff? Does it differ between HQ and field offices? Should there be differentiation according to the level of the professional staff?

- What is the organization's position in terms of the employment of non-clerical or administrative GS staff (eg, drivers, janitors, security staff)?

- What is the appropriate ratio of Operations staff to Programme staff?

Geographic spread
- What is the organization's desired profile in terms of geographic spread, and the appropriate breakdown of positions across HQ, regional and country offices?

Contract profile

- What is the organization's target in terms of the balance between different contract types? Does it intend to maintain a permanent "core staff", backed up by a more flexible staff on limited term contracts? If so, what should constitute the "core" and what competencies and skills should be accessed on a limited term basis?

- Given concerns regarding the motivation of GS staff, what contractual terms would be most appropriate to support a motivated workforce?

Emergencies

- How does UNICEF intend to ensure that it has an appropriately skilled, mobile workforce able to respond to emergencies when necessary?

Other organizational design issues

- What level of consistency does the organization want to achieve across country office structures? What should these typologies, if adopted, look like?

- What functions, if any, would the organization consider outsourcing?

Benchmarking and other data needed to support the decisions

a)   UNICEF

- Breakdown of # and grade of staff in all COs and ROs

- Breakdown of staff by operations/programme/ancillary, and if possible further broken down by Division

- Any current guidelines and/or data on ratio of support (secretarial) to professional staff

- Number of offices using outsourcing, and for which services

- Data on SSA contracts

- Data on staff currently involved in emergency response work, time to respond etc.

b)   Benchmarking

- Breakdown of contract types in other UN agencies

- Ratio of IPO/NO/GS in other UN agencies

- Breakdown of operations/programme/ancillary staff in other UN agencies

- Ratio of support (secretarial) to professional staff in other UN and non-UN organizations

- Data on outsourcing from other UN agencies (to what extent and for which services)

Profile of current workforce
Data

All staff by Gender (EB Jan 2006)

IPO positions by gender (Gender Parity Report 2005)
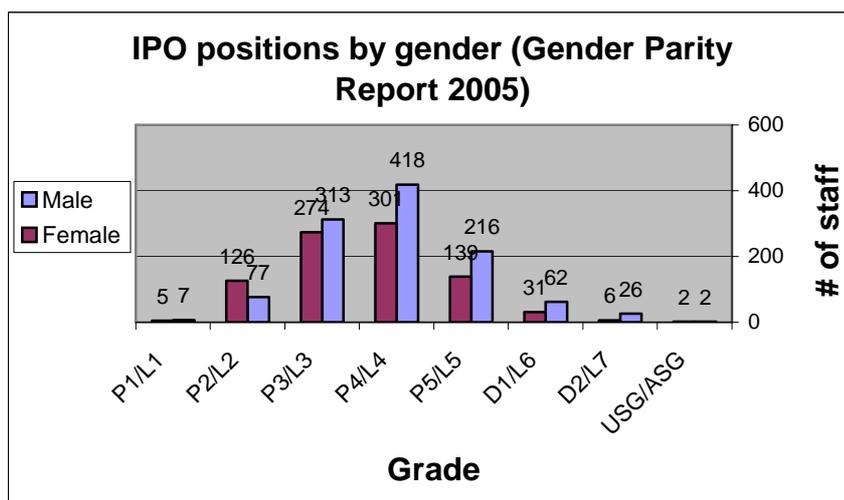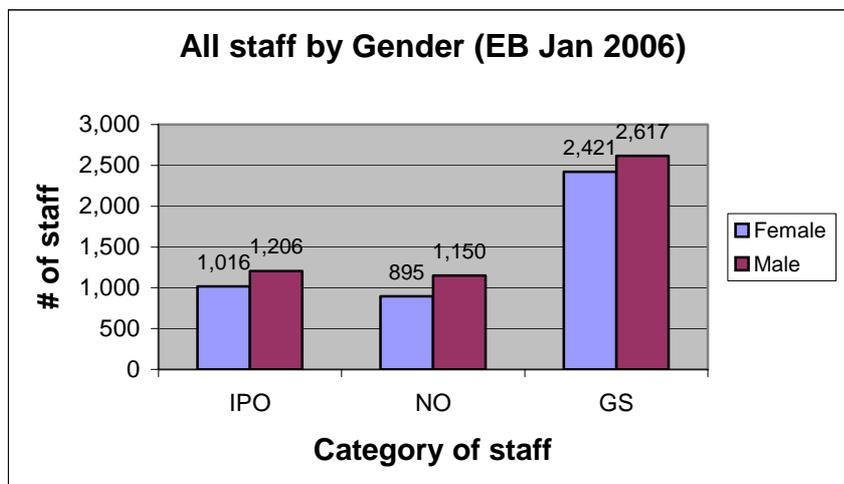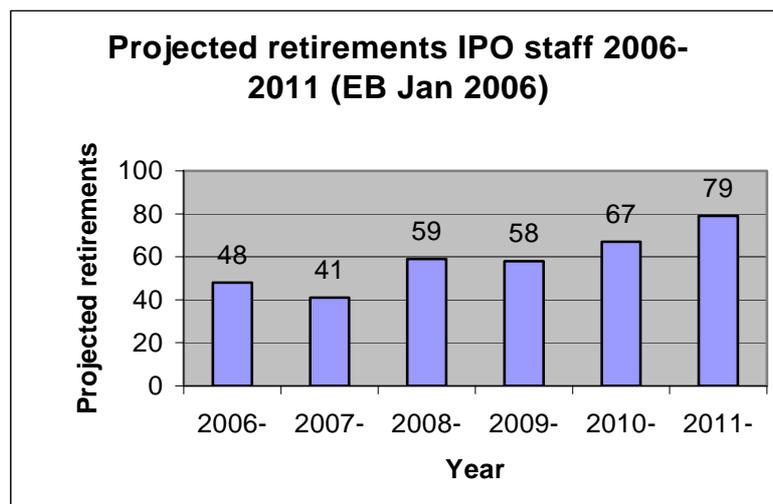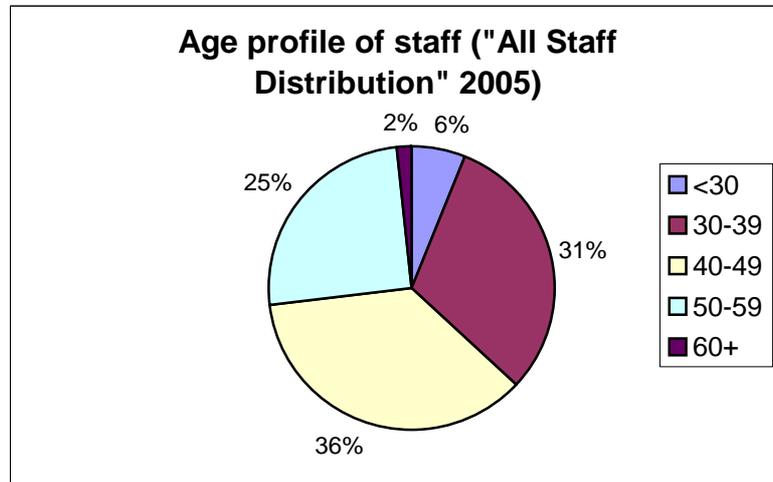

Comments on the data

● Overall males slightly outnumber females in terms of staff numbers. This is particularly evident in more senior professional grades, where the disparities become more noticeable at P4 level and above. 46% of staff in grades P1-P4 are female (706/1521), while only 37% of staff in P5 – D2 levels are female.

● The issue of gender in senior positions within UNICEF (P5 and above) has recently been the subject of an extensive study, the *Gender Parity Report*, the goal being to achieve gender parity in senior management positions (P5 and above) by 2010. The study suggests that 12 more senior management positions per year between now and 2010 need to be filled by women than men to achieve this gender parity.

- No data are currently available on the gender breakdown of more junior roles in terms of function (eg. Clerical and administrative, and non-clerical GS positions). This would be important data to consider if the organization is serious about achieving gender parity at all levels of the organization.

Age   *Data*

Age profile of staff ("All Staff Distribution" 2005)

■	<30
■	30-39
■	40-49
■	50-59
■	60+

Projected retirements IPO staff 2006-2011 (EB Jan 2006)
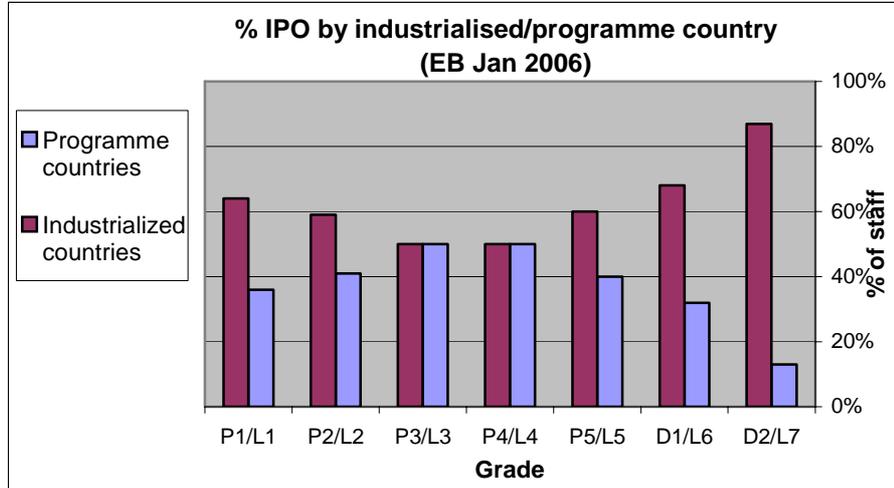

Comments on the data

- Over 60% of staff are over the age of 40, and over 25% are over the age of 50.

- Only 6% of staff are under the age of 30.

- Over 250 IPOs will retire over the next five years, at a rate of approximately 50 per year.

- No data are available on the retirements of NOs or GS staff.

- These data have significant implications for succession planning and for the development of staff to fill more senior positions. The retirement of such a significant number of IPOs offers both risks in terms of the loss of institutional knowledge, and opportunities in terms of the potential for restructuring to more appropriately meet

the evolving needs of the organization, or for bringing in new ideas into senior management positions.

Country of Origin   *Data*

% IPO by industrialised/programme country (EB Jan 2006)
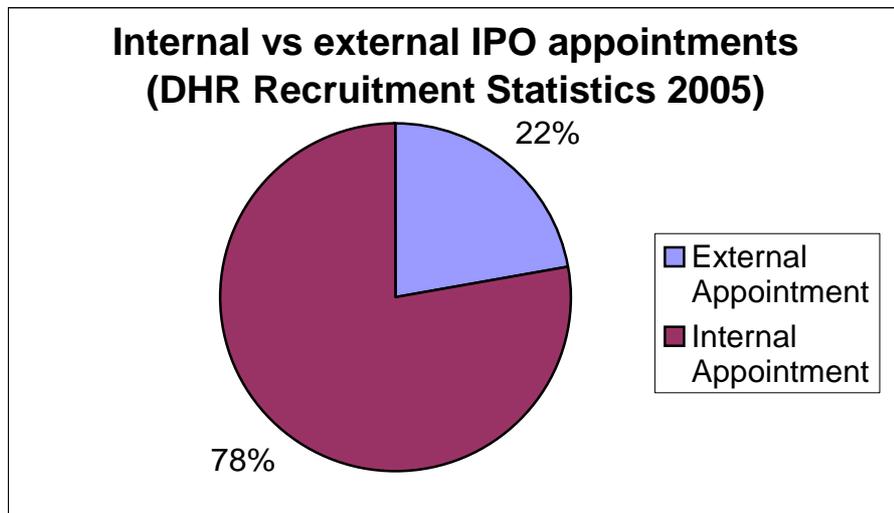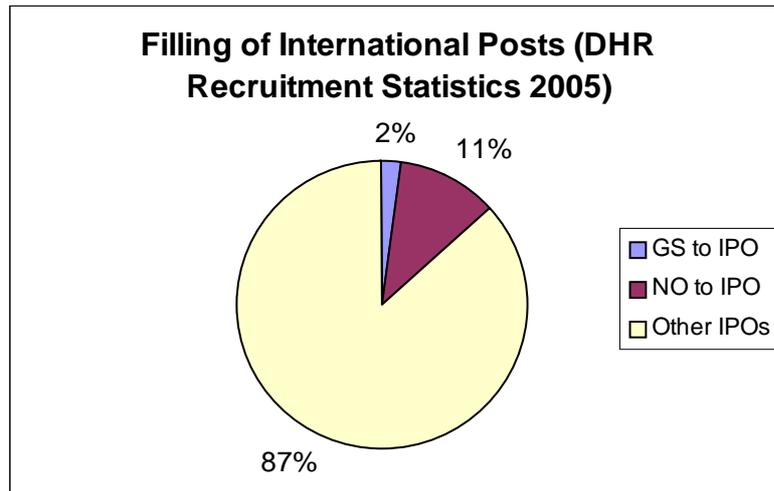

Comments on the data

● For mid-level professional positions there is parity between staff from industrialised and from programme countries. However, this is not the case for P1/P2 positions, nor for positions at P5 level and above. For positions at Director level there are at least twice the number of appointments from industrialised countries.

● The data reflect the difficulty of staff from non-industrialised countries in moving into senior management positions. The organization needs to determine whether or not they see this as an issue that they wish to address in their Staffing Strategy.

Staff Movements

Filling positions   *Data*

Internal vs external IPO appointments (DHR Recruitment Statistics 2005)

Filling of International Posts (DHR Recruitment Statistics 2005)

2%   11%

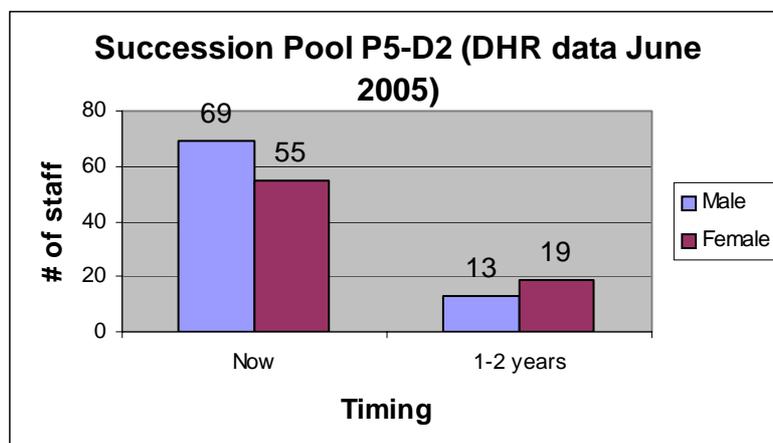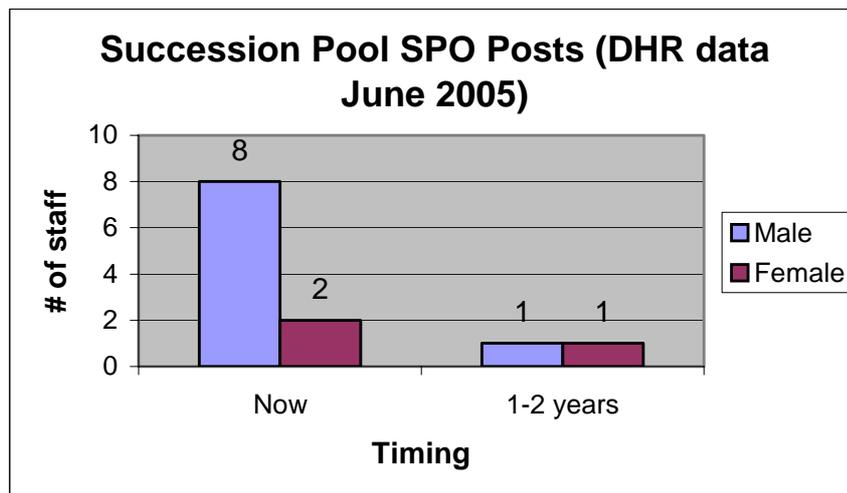87%

- GS to IPO
- NO to IPO
- Other IPOs

Comments on data

- Less than 25% of IPO positions were filled by external appointment in 2005.

- 2% of IPO positions were filled by GS staff moving into IPO positions, and 11% by NOs moving into IPO positions. 87% were filled either through movement of existing IPOs or by external recruitment.

- The focus on the appointment of internal rather than external candidates supports the development of career paths of existing international staff. It may have implications, however, in terms of the organization's ability to bring in new ideas and fresh approaches.

- The limited opportunities for GS and NO staff to progress to international positions have implications for staff morale, and pose challenges for managers in terms of how to maintain the motivation of their staff.

Succession Pool   *Data*

Succession Pool P5-D2 (DHR data June 2005)

# of staff

Now	1-2 years
69 (Male)	13 (Male)
55 (Female)	19 (Female)

- Male
- Female

Timing

**Succession Pool SPO Posts (DHR data June 2005)**

Comments on data

- The current succession pool for positions at the level of P5 and above includes over 120 staff, almost half of which are women. Given the number of projected retirements over the coming years, the size of this pool appears to be appropriate, and its gender profile is encouraging. However, the process for determining the pool and its appropriateness for the changing competency requirements of senior management positions needs to be reviewed.

- The current succession pool for SPO positions, however, includes only 10 staff members, only 2 of whom are women. Given the number of SPO positions, the number of these who may move to more senior posts over the coming years and the desire to achieve gender parity in senior positions, the size and gender balance of this pool appear to be totally inadequate.

- The succession pools for future years (1-2 years from now) are very small. This issue is being addressed in part through the Talent Management lever of the SRHRM, but is also a significant issue for the Staffing Strategy.

- More information is needed regarding the succession pool, such as country of origin and other relevant demographic features.

Staff separations   *Data*

Separation of Senior Professional Staff by Reason (Gender Parity Report 2005)
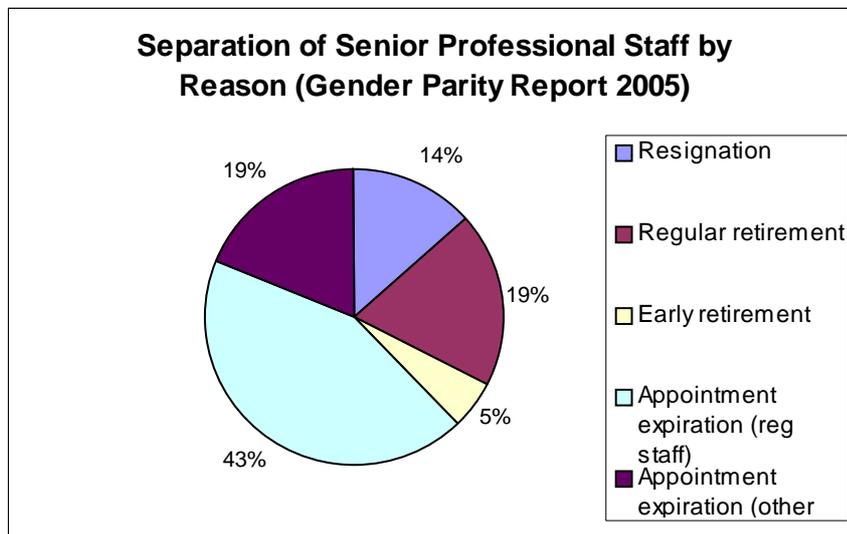
Comments on data

- 37 senior professional staff were identified as leaving in June 2005. Of these, over half were because of the expiration of their appointment. Only five were leaving the organization through resignation.

Key Decisions regarding Movements of Staff

- What balance does the organization want to achieve between the promotion of staff internally, and bringing in fresh expertise and experience through external recruitment?

- How rigorously does the organization want to enforce the rotation of staff? Who should be involved and how should this be managed?

- To what extent does the organization want to support the development of career paths for GS and NO staff by facilitating their movement into international positions? How will it address issues of motivation for staff whose career prospects are limited?

- To what extent does the organization want to support technical career paths as opposed to the necessity to move to a managerial position for career advancement?

- To what extent does the organization want to embrace succession planning, such as through the development of a pool of "high performing" individuals, as discussed under the Talent Management lever?

- What are the demographic features which need to be taken into account in determining an appropriate succession pool (eg. gender, country of origin etc.)?

Benchmarking and other data needed to support the decisions

a)   UNICEF

- Breakdown of rotational posts by grade and region (not only senior posts) for next 3-5 years

- Rotation periods for each post, including details on how they were determined and when they were last reviewed

- Breakdown of internal versus external appointments for NO and GS staff

- More detailed attrition rates for staff at all levels

- More detailed demographic information on succession pools

- % of retirees re-engaged after their retirement

b)   Benchmarking

- Data on movements between national/GS positions and international positions from other UN agencies

- Breakdown of internal versus external appointments for other UN agencies

Competencies and Competency Development

Competency profiles

Data

- UNICEF has developed a competency framework which sets out the six Foundational Competencies, eighteen Functional Competencies and the Technical Competencies required for positions with different roles and at different levels of the organization.

- No data are currently available on the extent to which the current workforce matches the prescribed competency profiles.

Comments on data

- Given the changing requirements of the organization, it may be timely to review the competency profiles, and to determine the competencies required of core positions within the organization for both GS and professional positions, as well as those required of limited term positions, bearing in mind the priorities mentioned earlier in this framework document.

- The people management competencies required of line managers were discussed as part of Lever One—Line Managers.

Competency Development

Data

- Currently UNICEF spends 1.4% of its staff costs on training and development. This is significantly below a number of other UN organizations (for example UNDP invests 3% of its staff costs on training and development) and below the UN Learning Principle target of 2%.

- In 2004-2005 over 60% of the Global Training Budget was allocated to offices for training and development, the remainder being directly managed by OLDS to support the planning, development and implementation of learning and training programmes, including the development of e-learning materials.

- In 2004, 17% of the Global Training Budget remained unspent. This was largely attributable to under-spending of individual offices.

Comments on data

- Following a recent review of UNICEF's Organizational Learning Framework (OLF) and to address many of the issues raised above, OLDs has developed a Learning Strategy for 2006-2009.

- Many of the issues related to learning and development and competency development will also be addressed under Lever Four, Talent Management.

> *Key Decisions regarding Competencies*
>
> ● What are the competencies that will be required of the organisation over the next 3-5 years and beyond the current MTSP?
>
> ● Which of these should be attributed to core positions (either GS or professional) and which should be attributed to limited term positions?
>
> ● How well does the organisation's Competency Framework describe these competencies? How should it be amended, if at all?
>
> ● How will effective links be maintained between the Staffing Strategy, Learning Strategy and Competency Framework? Who will have accountability for this?
>
> *Benchmarking and other data needed to support the decisions*
>
> a) UNICEF
>
> ● Data on current match between competency framework and workforce
>
> b) Benchmarking
>
> ● Information on how other UN agencies manage the relationship between their competency framework, their learning strategy and their staffing strategy.

Accountability

Data

● UNICEF is in the process of reviewing what it terms its accountability document ("The Organization of the United Nations Children's Fund"). However, while this document sets out the respective roles and responsibilities of different units of the organization, it does not, and was not intended to, identify the specific outcomes for which line managers or other staff should be answerable.

Comments on the data

● The issue of line managers and the development of an Accountability Framework is considered under the heading of Lever One—Line Managers. However, it is important that the Staffing Strategy should reinforce the importance of clear accountability for line managers, and should emphasise the need to clearly define the people management issues for which line managers will be answerable.

Span of Control

Data

● No data have been provided to date on the span of control of managers at different levels across the organization.

Comments on the data

● The Staffing Strategy should set targets in terms of span of control for line managers. Too small a span leads to a strongly hierarchical organization with many layers of decision-making, and tends to reinforce a culture of working in silos. Too broad a span of control where an individual has an excessive number of direct reports can lead to difficulties in management, and in particular in effective people management and performance feedback.

● The appropriate span of control should also be differentiated according to the level of the manager.

Key Decisions regarding Accountability

● What should be the target in terms of span of control for UNICEF managers at different levels?

Benchmarking and other data to support decision

a) UNICEF

● Any existing guidelines and/or data on span of control within the organisation

b) Benchmarking

● Span of managerial control in other UN and non-UN organisations

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This document lays out the foundations for the development of a Staffing Strategy. However, there is much work to be done to complete the Staffing Strategy for UNICEF. As stated earlier, this includes some deliberation around broad organizational issues which will be addressed as part of the Organizational Review, and then completing the six steps outlined at the start of this Framework. The broader organizational and contextual issues which need to be finalised before the detailed development of the Strategy include:

Finalising a comprehensive context analysis
● Completing a detailed analysis of UNICEF's external and internal context and its implications for the organization's staffing for the foreseeable future.

Agreeing on the principles, priorities and framework
● Reviewing the Principles and Priorities set out in this document and modifying or agreeing to them, based on the context analysis;

● Reviewing the framework set out in this document in terms of the elements to be addressed in the Staffing Strategy, and modifying or agreeing to them.

The six steps to be undertaken in the detailed development of the Strategy are as follows:

1) Developing a clear profile of the current workforce
● Collecting and analysing the additional data noted from within UNICEF;

● Approaching other UN and non-UN organizations to collect comparative data, as described within this document (n.b. the suggested benchmarking data in this document is not exhaustive, but highlights the information that could be useful when formulating the Staffing Strategy). Note the importance when collecting comparative benchmarking data from other organizations of being very precise in the information requested, or the data may not be directly comparable with the data available within UNICEF. Be aware also of the cost and time involved in benchmarking, and make clear decisions on how much benchmarking is useful.

2) Determining what workforce profile will be required in the future to ensure comparative advantage, fulfil UNICEF's mandate, and to meet niche needs
● On the basis of all available data and information, making informed decisions as noted under each of the elements of the Staffing Strategy (n.b. the decisions noted here are suggestive but not exhaustive, and there may be others which arise during the course of the Strategy development);

● Using these decisions as the basis for setting objectives for each of the elements of the Staffing Strategy.

3) Conducting the gap analysis
● On the basis of the available data, identifying the gaps between the objectives and where the organization currently stands.

4) Developing and implementing a plan to close the gaps, acquire or build skills, and re-allocate resources

- Agreeing on the steps to be taken with respect to each objective to move the organization from where it is now to meet its staffing objectives. These might include for example the appointment of staff, the deployment of staff or the retraining of staff.

5) Aligning all human resources policies, systems and programmes

- Throughout the process the policies that support the strategy and obstruct it need to be noted and then addressed. If there is no alignment between the staffing strategy and the HRM policies, processes and programmes, the implementation of the strategy will not succeed.

6) Monitoring and evaluation

- Agreeing on the process for monitoring and evaluation of progress against the Staffing Strategy, and for taking corrective action or for modifying the Strategy should this be necessary.