United Nations Children’s Fund (UNICEF)
Bangkok, Thailand
Vacancy Announcement 2013/006

Issue Date: 5 April 2013
Closing Date: 20 April 2013

The Human Resources Development Team, UNICEF Thailand Office in Bangkok, is urgently seeking a qualified Consultant to carry out the below consultancy.

Skill Gap Analysis and Strategic Staff Development Plan

Nature of Consultancy:

(a) Background:

The capacity of the staff of UNICEF Thailand is key to the achievement of the Country Programme results. The Country Programme is increasingly moving towards upstream policy work, evidence generation, partnership building and advocacy. It is envisaged that there is will be a need for the office to introduce and implement a strategic learning/development plan for staff capacity building for the office to achieve its intended results for children.

In preparation for developing an appropriate capacity building plan that will maximize current capacity of staff, an inventory of the office’s current skills and knowledge base is a fundamental step. This includes a comparison matching of the current staff’s profile and capacity against the needs of the Country Programme, covering the following:

a) Review and update staff profiles in relation to shifting of competencies required to deliver results that are increasingly focused on policy analysis, evidence generation, knowledge management, partnership building and advocacy.

b) Identify key focus areas in order to equip and re-tool staff on competencies and skills that will be needed to realize results for children.

(b) Purpose of the assignment:

The purpose of this consultancy is to support the office in an analysis of the skills set of staff that is required for achievement of the Country Programme results which increasingly requires a new way of working through teams. The analysis will assess the currently available skillset and competencies and identify those that match the requirements of the Country Programme it will also map of the profiles of current staff, as well as propose new profiles that will be needed as Country Programme implementation proceeds.
Work assignments:

Based on the above-mentioned purpose of assignment and with information available from past reviews, as well as the recommendations of a workshop addressing concerned issues from the global staff survey, it is necessary that staff profiles be reviewed concurrently with the development of programme structures. Therefore the key responsibilities of this assignment are:

In collaboration with the Deputy Representative, Chair of HRDT and the HR representative, assess the office’s priorities against the existing staff functions and profiles. Compile, analyze, and review these with a view to identifying linkages to programme structures and delivery. The focus for the review in Phase I are those functions with key responsibilities that have direct impact on achievement of the office’s programme priorities.

1) Undertake profile mapping exercise through desk reviews of documents – staff records, P11 and CVs etc, in addition to interviewing the relevant staff.

2) Based on HR review and staff mapping results, undertake a job matching exercise in support of the proposed future direction of staff development by identifying gaps as per the different structural requirements and advise the HRDT, CMT and Representative of the next steps.

3) Review the Country Programme structure and support identification of which competencies needs to be retained, developed or established as a means to achieve programme goals and objectives.

4) Based on the above, draft a recommendation on a learning plan as a way forward, including setting of timelines for implementation of a staff development programme.

5) In support of the above, provide technical guidance and oversee the preparations of staff job descriptions, more especially at programme level, this may include reviewing and editing documentation related to the different job descriptions that will be developed to suit the country programme requirements.

6) The review will aid the office in identification of competencies or skills areas within the office that may require strengthening.

End Product: This consultancy will start in May and end in July 2013.

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<tr>
<th>Expected deliverables</th>
<th>Date</th>
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<tr>
<td>Profile reports on current and available skills/ competencies</td>
<td>End of first month</td>
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<td>Gap analysis report</td>
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<td>Outline of the skill and knowledge inventory and capacity development plan</td>
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<td>Matching of required staff profiles with current and share findings &amp; recommendation on way forward with the CMT for review and further action</td>
<td>End of second month</td>
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<td>Improved documentation of staff profiles that will be used in support of recruitment, staff development and retention plan for the Country Programme Structure</td>
<td>End of third month</td>
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Contract duration
3 months starting from May to July 2013
Minimum Qualifications:

- Advanced University Degree in Human Resources Management or relevant social science with proven skills and ability to review, assess and develop staffing and competency profiles in different environments.
- Strong analytical skills, knowledge, and sound judgment, in addition to a minimum of 10 years work experience in the relevant field as a senior manager. Experience with UNICEF or the UN system of human resource management an advantage.
- Proven experience in participatory processes;
- Fluency and excellent writing skills in English.

Interested candidates are requested to provide CV, profile, professional fee in USD/THB and availability by 20 April 2013 to hrbangkok@unicef.org.

Only short listed candidates will be notified.