OFFICE OF
HUMAN RESOURCES

BUREAU
OF MANAGEMENT

STRATEGY FOR MANAGING HUMAN RESOURCES IN UNDP 2005 – 2008

Transforming the Organization Through People

Office of Human Resources
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Table of Content

1. Objective 3
2. Background 3
3. Vision for the HR Function in UNDP 4
4. Positioning Human Resources 6
Staff Management Relationships 7
5. Future Profile of UNDP Staff 7
6. Human Resources Organization-wide Priorities 8
Talent Management 8
Expected key results 9
HR Reform and Policies 10
Expected key results 10
HR Staff Services 11
Expected key results 11
HR Practice Development 11
Expected key results 12
Learning 12
Expected key results 12
7. Implementation 14
8. Conclusion 16
ANNEX 1 17
UNDP's Workforce at a Glance 17
ANNEX 2 18
Results Matrix 18
ANNEX 3 21
Roles and Responsibilities 21
ANNEX 4 23
UN Reform 23
Biennial Support Budget 23
Annual Corporate Priorities 24
Corporate Surveys 24
Atlas 25
ANNEX 5 26
List of Acronyms and Abbreviations 26

STRATEGY
FOR MANAGING HUMAN RESOURCES
IN UNDP 2005 – 08

'Recognizing that staff are the organization's greatest asset, we need to find more ways to recognize good performance and provide opportunities for learning and career development. Management, at all levels, including the highest, must listen, lead, coordinate and inspire, never impose or act in an arbitrary fashion.'

Kemal Derviş, Administrator

1. Objective

The objective of this strategy is to outline a framework for action in the area of human resources (HR) management for UNDP over the current term of the Administrator. It is designed to ensure that the organization has in place the policies, systems, procedures and structures to support the broader corporate strategies and enable its human resources to adapt to evolving priorities and emerging demands. At the same time, the strategy aims at providing an enabling environment to ensure that the organization's workforce is treated fairly, productive, valued and rewarded as a means to advance the corporate objectives, priorities and strategies.

2. Background

The UNDP business model focuses on three specific areas: coordination, development services and advisory services. In each area, there is some gap between the business model and actual performance. At the same time, external and internal influences are directly affecting UNDP's ability to align its human capital to necessary corporate results. Significant investment in and attention to these influences are required if we are to meet the needs of the organization. A summary of these issues is provided to both contextualize and inform the strategy.

Over the past years UNDP has embarked on a change management process to make the organization stronger, more relevant and responsive to development challenges worldwide. The results of this process are reflected in our staff demographics summarized in Annex I. This table shows that in addition to making progress on gender and nationality diversity, UNDP has developed and retained core senior management expertise while identifying critical new talent.

Now UNDP faces demographic challenges where 30% of its workforce will retire in the next five years. Some of the challenges will be to find ways to minimize the loss of intellectual capacity, operational leadership and institutional memory while meeting gender targets. This poses new demands on areas such as talent management, succession planning, recruitment, retention, staff development and performance management.

Change management initiatives have been directed at transforming not only our staff numbers but our individual and corporate expectations and ethical behaviours as well. Investing in staff well being is an overarching and evolving priority essential for creating a safe and productive organization. Global Staff Survey results over the years have confirmed staff concerns on growing work pressures and reducing staff levels. HIV and AIDS and the threat of the avian flu require special initiatives to make UNDP a safer place to work. Additionally, the strict application of a meaningful sexual harassment and abuse of authority policy and the rigorous prosecution of all forms of misconduct fosters credibility among our stakeholders while creating a work environment based on trust and respect.

ATLAS presents more than technical challenges. It is the functional platform for a new way of working. More than facilitating existing processes, Atlas is becoming the functional conduit for our modern, global, networked organization. It will change not just how we work but how we think about our work, opening up powerful possibilities and enabling both creative business solutions as well as operating efficiencies. And so realizing the full potential of an ERP is more than a systems issue.

Finally, structural and financial influences also affect the scope and direction of the strategy for managing HR in UNDP. Corporate commitments to HR in the Multi Year Funding Framework (MYFF) 2004 – 2007, the biennial support budget, established corporate priorities and the broader UN reform agenda all present opportunities and challenges for the organization's collective work on human resource management. Consistent in all these forces and initiatives is the pressing need for value, the willingness and desire for real innovation and the urgent necessity for UNDP to internalize that how it manages its human capital is the single most determining factor in ensuring its relevance – and ultimately its survival - in today's dynamic environment.

3. Vision for the HR Function in UNDP

'The key assets for UNDP are its human resources,
their talent, knowledge, experience and capabilities.
The vision for the HR function is to have a well motivated, involved, highly skilled and high performing workforce, working in a safe, non-discriminatory environment whose efforts are properly recognized, channeled and rewarded to ensure superior performance and achievement of organizational goals.'

Every member of the UNDP workforce makes a contribution toward the organization's success and every one has a role in its effective human resources management. High performing teams that demonstrate value to all stakeholders are essential to the organization's survival. The ultimate vision of HR in UNDP is when we all at all levels

are empowered to make contributions that improve our individual, team and organizational reputation.

Fundamental changes are occurring in the world of work and exciting new approaches to human resources management are guiding successful organizations through these changes. How well we act on our vision of HR for this new world of work will determine how well we as an organization succeed.

The changing financial resources environment, the shift towards the emergence of a multi-funded platform, the need to provide more responsive HR support mechanisms for crisis country situations and UNDP's move to provide advisory services calls for greater flexibility and agility in human resources management. The trend is towards a workforce that is project-based, UNDP-administered, multi-funded, governed by more flexible HR policies and employed on a short to medium-term basis. The shift towards changing work demands requires that the organization has the ability to scale its human resources capacity up and down and focus on specific areas of expertise. As a result, former categorizations, such as core and non-core functions, core- and non-core staff and programme versus administration become less relevant to our work, careers and constituents.

While UNDP no longer guarantees the 'job for life', the organization strives to ensure personal growth opportunities that allow for employees to maintain marketable skills at any point in time. Job security depends increasingly on the relevance of developed competencies, acquired skills, qualifications, experience, accountability for actions and the individual ability to add value to the organization's performance. It is the responsibility of us all to remain competent and relevant, and UNDP's responsibility to ensure that career and learning opportunities are available.

UNDP and the UN are not alone in having to address and anticipate the effect of globalization, greater competition and changing priorities in international development. Organizations all over the world have responded to these trends with a variety of actions, including streamlining, downsizing, regionalization, outsourcing and restructuring. The same or increased amounts of work are now done with a smaller workforce and fewer staff members. Contractual modalities will have to be reengineered to meet the demand for the workforce needed to produce results in all UNDP practice areas and to serve in the context of UN Reform.

There are also important shifts in the organizational culture, such as:

- Decentralization of functions, responsibilities, services and authority;
- Merit and performance-based career progression replacing seniority-based career advancement;
- Marketability beyond UNDP: the expectation for continuous development of skills and competencies; remaining relevant to the changing requirements of our profession and to the needs of the organization;
- An outward perspective connected to clients and partners: global enterprises require a mix of systems, business solutions and partnerships. In the last decade investments in technology and creative outsourcing/relocations have had a substantial impact on the way we work and think about our organization.

- Increasing organizational profile in crisis/post-conflict countries with non-family status or difficult working/living conditions requires demanding career choices;
- Ethics and values: as UNDP looks beyond its own institutional borders for operational collaborators, financing and leadership partners, we are required more than ever to demonstrate the highest standards of behaviour and be accountable for our actions;
- Better balancing work and family responsibilities both leaders modeling good practices and individuals making personal commitments to manage themselves.

4. Positioning Human Resources

Based on the above, as well as following consultations with stakeholders, including:

- OHR clients and partners
- Staff Council and Staff Associations
- Staff worldwide
- Senior Management

the human resources management in UNDP will adopt the following five organization-wide priorities:

Priorities for Human Resources Management in UNDP

- Talent Management
- HR Reform and Policies
- HR Staff Services
- HR Practice Development
- Learning

These priorities for human resources management in UNDP are guided by the adherence to UN-system wide standards of conduct, ethics and values, such as:

- UN Charter (Article 101, Chapter 15, establishes the universal standard for all staff employed by the United Nations as the "highest standards of efficiency, competence and integrity")
- UN Staff Rules
- Oath of Office (UN Declaration)
- Standards of Conduct for the International Civil Service
- UNDP Values and Guiding Principles

Ethics and values define our organizational reputation, are modeled in our performance and determine our results. Ethics and values are opportunities to amplify our individual excellence and organizational relevance. When our ethics and values are fully internalized into how we conduct ourselves and perform our jobs, we demonstrate to each other a shared commitment and earn our stakeholders' trust.

The number of informal and formal complaints, disciplinary cases and cases under investigation suggest the need for an increased focus on and commitment to adhere to

the highest standards of ethical behaviour and principles of conduct in all aspects of human resources management.

To support, for example, the implementation of the new policy on Sexual Harassment, Workplace Harassment and Abuse of Authority, UNDP is offering a mandatory training and certification programme to all staff members. This training, developed in cooperation with the UN Development Group, is intended to ensure the rules are fully understood and provide further guidance as to how to prevent and address harassment and abuse of authority. Similar on-line learning programmes will be available in areas such as gender mainstreaming, new employee orientation and security to ensure that we all understand our responsibilities, rights and accountabilities.

Staff Management Relationships

The Staff Council and Country Office Staff Associations are a critical partner in informing the whole organization (and management specifically) about conditions of service and related matters affecting UNDP staff and their families. Active and open staff/management dialogue has always been in the best interest of UNDP and is essential to our joint commitment to enhanced staff morale and productivity. UNDP must continue to look to its staff/management relationships as a vital source for feedback as well as validation for credible, fair, and innovative HR business solutions. Staff bodies and management maintain constructive and open relationships on emerging staff matters. There is a mutual respect in each other's responsibilities. The Staff Council and OHR meet regularly to discuss mutual HR issues. The Staff Council is also a key partner in the implementation of a number of HR reforms, e.g. the broad banding pilot.

5. Future Profile of UNDP Staff

The changed HR landscape influences the desired profile of UNDP's entire workforce including all staff members.

Entry-level requirements for UNDP professionals now include a master's level education, some years of relevant work experience in development and proficiency in UN languages. The overall number of international staff has decreased in relation to the number of nationally recruited staff. National officers are the backbone of UNDP Country Offices worldwide. In the last 15 years, UNDP introduced thematic priorities that are currently organized into five development Practices. Recruitment efforts must be directed at attracting individuals with knowledge and expertise in these priority areas in order to provide policy leadership and advice to the organization. UNDP will continue to invest heavily in the development of the managerial skills of its staff and focus on a management culture that is value based and results-oriented. Changing business requirements call for greater professionalization of the traditional administrative functions including human resources, finance, procurement, administrative services, and information technology.

Over the last five years, UNDP has embarked in a process to build, capture and disseminate the organization's knowledge. Knowledge-sharing, using our expertise to

improve our team performance, is now an established criteria in everyone's work and a fundamental behaviour expected of everyone.

The concept of the "T" learning profile was introduced, which defines for each individual, depending on job family, the essential knowledge and skills (substantive and operational) necessary to be an effective member of the UNDP community. The Practice Experience Map (PEM) now offers staff the opportunity to reflect on their expertise in UNDP's service lines and identify their development priorities. Furthermore, every unit in the organization is now able to tap into that expertise through the PEM Search. Organization-wide use of the tool will provide staff with equal access to opportunities for missions, special assignments and training and other staff development activities.

Investments to be realized over this period include those made in the definition of staff profiles around a different set of competencies, core values and behaviours expected of UNDP staff. Processes and tools like the Management Development Centre (MDC), Resident Coordinator Assessment Centre (RCAC), and the revised Results Competency Assessment (RCA) attempted to better define not only the expected skill requirements of staff but also the behaviours and values staff had to develop and adhere to. The RCAC competencies, and thus the RC profile mix, will be reviewed during 2006 to validate their currency, introduce substantive skills and look at the management/leadership balance.

OHR is driving efforts to design a simple competency model for general use that integrates and aligns the various tools and methods used to select, develop, and assess staff providing coherence and consistency in the application of critical HR processes including the HR scorecard. The competency framework will evolve around level specific competencies such as Innovation, Managerial Cohesion, and Institutional Leadership. UNDP's core ethics – Integrity, Respect, Results Orientation – are integrated into the competency model.

Certification programmes will become an available instrument of our development efforts and will help ensure that all offices and Bureaux are able to meet rigorous professional standards.

6. Human Resources Organization-wide Priorities

Talent Management

A key objective of UNDP's commitment to talent management is to identify, nurture, develop, deploy and retain qualified and motivated people at all levels and in all categories to lead, implement and deliver the UNDP mandate worldwide. This priority extends to the entire UNDP workforce as we are increasingly challenged to optimize the contribution from our growing numbers of non-staff members.

Within the broader context of UNDP's corporate gender strategy aimed at mainstreaming gender to achieve greater development effectiveness, the organization's commitment to reach 50/50 gender balance at the senior management levels by 2010 will be an area of particular focus in talent management. Furthermore, continued efforts need to be undertaken to maintain and foster workforce diversity true to UNDP's mandate.

To this end, proactive workforce management and planning is critical. Implementation of the second wave of Atlas alongside policy development will facilitate better workforce planning, talent identification and succession management systems.

Expected key results

- **Competencies**: Developing and introducing an integrated competency based human resource framework that supports the organization's evolving work in sourcing, recruitment, placement, staff development, assessment and termination.
- **Succession Planning**: Implementation of demand tracking system for the following job pools: D2 positions, D1 positions, Country Directors, Deputy Resident Representatives, Operations Managers. This new system will cover all senior management positions in UNDP as well as key middle management posts in UNDP. It will also drive recruitment requirements for middle and senior level in the organization.
- **Talent Identification:** Implementation of a new system to review key talent pools, starting with the D1 pool and the P5/L5 group. The talent identification and review approach will follow methodology developed to manage the LEAD programme. Adjustments will be made to the pilot and then rolled out to include D2, and P4/L4 staff. Outreach and targeted sourcing of talent for middle management and senior positions from under-represented nations in the context of gender commitments and representation.
- **Recruitment and Placement:** Align recruitment and placement practices in the organization to support the implementation of a transparent, rigorous competitive selection process in UNDP and ensure that UNDP will have a qualified work force and one that is gender balanced and representative of the countries we serve. Evaluation of QUARRY Pilot and full implementation of an enhanced QUARRY in 2006. Expand the QUARRY process to senior positions (excluding D2 and RR/RC) by increasing the number of posts to be included in the QUARRY exercise and widen the career opportunities for all staff. Reduce the number of ad hoc placements outside the QUARRY process.
- **LEAD Programme and Other Entry-level Initiatives:** Increase the intake of entry level candidates in all three career tracks (generalist-programme/policy/operations). More systematic approach to tapping other important entry level feeder pools, including Country Office nationals, Junior Professional Officers (JPOs) and UNVs.
- **Staff Development: Tracking Investments:** In the last three years the Office of Human Resources (OHR) has increased its investments in staff development through an expanded offering of learning and training activities. A critical review of the talent cycle assessing value is called for. As a beginning, periodic impact assessments of selected activities to measure the correlation between these investments and enhanced performance and career advancement will begin.
- **Workforce Analysis:** Continue to advocate use of fact based HR management practices through publication of key workforce data. Use of workforce analysis to align HR policies to better address organizational priorities, such as corporate commitment to gender equality.
- **Gender-specific:** Systematic tracking of UNDP's workforce (and staff members in particular) including career progression at all levels and categories to monitor gender related trends and challenges. Leverage specific initiatives, such as LEAD, RC

Assessment, recruitment missions, JPO retention to fast track UNDP's gender balance commitments. Capacity development through learning ensuring that gender balanced access, participation, funding and support are maximized. Proactively maintain gender balance membership and participation in all corporate boards, panels, committees, groups.

HR Reform and Policies

HR reform is critical for the overall reform of the UN system. UNDP is actively participating in the policy discussions of the International Civil Service Commission (ICSC) and HR network to support HR reform, and ensure the interests of a field based organization and linkages with other UN reform initiatives. One of the initiatives is UNDP's participation in the broad banding and pay for performance pilot (BPPP).

UNDP will continue to enhance and deepen partnerships with the United Nations system and external counterparts to support UN reform. As the manager of the Resident Coordinator system UNDP will, in coordination with the Development Group Office (DGO), support measures to strengthen the RC system including pooling of resources through the joint office pilot, simplification and harmonization and performance assessment tools for the UN Country team. UNDP is committed to increasing the number of Country Directors to enhance the effectiveness of the RC system in countries with large country teams, complex coordination situations or in situations of complex emergencies, which lack the capacity to address equally well all tasks inherent to their functions. There are a number of initiatives supported by OHR to improve the quality, accountability and appraisal of RCs.

Expected key results

- Implementation of the Country Director model.
- Support to Joint Office models.
- RC support mechanisms (talent identification, coordination of the RC/RR competency assessment programmes and process of presenting UNDP candidates for selection; developing a new RC appraisal system, marketing the RC career track across UN agencies; design and delivery of Induction Training for RCs in collaboration with DGO and UNSSC; Training the Trainer programmes CCA/UNDAF in cooperation with DGO; learning initiatives of UN Country Team Support (with DGO and Staff College).
- Implementation and monitoring of the Broad banding pilot (BPPP) with an enhanced performance management system and the ultimate goal to replace the hierarchical post structure and introduce a pay-for-performance system.
- Development of a new promotion policy to align with a progressive merit-based performance system.
- Revision of the National Staff Career Management Policy in line with current trends given that this pool accounts for a significant portion of UNDP's human resources.
- Promulgation of UNDP's current Separation programmes.
- Revision of the Reassignment Policy in the context of talent management.
- Continued simplification and harmonization of processes and procedures through inter-agency agreements on the principles for harmonized cost recovery policies, especially in joint programmes, and the full implementation of other agreed simplification and harmonization tools.

- Expand the access to the Learning Management System (LMS) to other UN agencies to create a common learning platform.
- Update the UNDP user guide, includes revision of several policies and practices.
- Support to increased decentralization and maximizing human resources management support in the field through, e.g., decentralization of job evaluation system.

HR Staff Services

The objective of HR Staff Services is to effectively and efficiently recruit, administer and payroll the global workforce for UNDP, its partner agencies and UN sister agencies. This is achieved through the consolidation and refinement of services in Copenhagen and the increased collaboration with budget owners, donors, operational units within the UN, and counterpart services on the ground in Country Offices and other HQ locations. The successful implementation of the myriad of HR service lines under this umbrella, using the latest technologies offered within a single integrated database solution, will directly support the achievement of the HR strategy and vision. By building a single integrated solution for the global workforce, we will achieve a more user friendly set up for the configuration of HR and payroll, accuracy of HR data and transactions, accuracy of payroll transactions and disbursements, and increased transparency of corporate processes and events such as selection, reassignment, talent management, career planning, learning and performance management.

Expected key results

- Administration of all staff in one system, promoting clarity for results-based management and appreciating that the personnel component of any project is usually the highest percentage share of total costs.
- Further enhancement of services to staff through advanced use of customer management tools, educating clients and offering more self-service tools.
- Fine-tuning comprehensive online knowledge management database on benefits and entitlements, promoting learning and improving products and services.
- Expanding cost recovery of services by increasing the provision of payroll services to other agencies.
- Support through knowledge advisory services including learning programmes on HR rules and regulations and their application.

HR Practice Development

The Human Resources functions typically operate across four roles:

- Strategic partner (e.g. advising senior management on strategic issues)
- Change agent (e.g. executing/implementing strategy)
- Employee champion (e.g. service provider to employees)
- Administrative expert (e.g. ‘nuts and bolts’)

These roles are reflected in the four service lines of the HR Practice in UNDP, which inform the areas in which human resource management services need to be delivered in UNDP.

Service Lines	Descriptor
Human Resources	The set of functions and activities designed to bring the staff member and the organization together so that the goals of both are met.
Strategic HR Services	▪ Organizational monitoring, oversight and policy advice; advocacy for corporate priorities; performance and best practice benchmarking; advice on talent management and workforce planning.
Performance Enhancement	▪ Focuses on performance in a results – based environment and on the tools and processes required to effectively manage performance
Staff Services	▪ Management of benefits and entitlements services to individual clients/staff members
Learning	▪ Focuses on continuous learning and action oriented learning

The development of the HR Practice is critical to the enhancement of the organizational capacity aimed at the professionalization of human resources practitioners at headquarters and in the field. The challenge will be to maintain standards and quality as decentralization of staff capacity and services is pursued.

Expected key results

- Content development for the three Practice experience levels – Novice, Standard, Resource Person.
- Development of a learning curriculum.
- Certification according to the three experience levels.
- Nurturing of a vibrant community of UNDP HR Practitioners that shares and advocates the OHR values throughout the organization.
- Enhanced understanding of the human resources role and responsibility by all UNDP managers.
- Strengthened networking of HR practitioners through structured and virtual mechanisms.
- Stronger accountability for improved HR services.

Learning

UNDP is committed to strengthen knowledge and learning by enhancing staff participation in all Practices, increase training and culture of professional development, align people management with client service needs and talent demand forecasts and upgrade ICT for knowledge management.

Expected key results

- Learning policies and practices will be reviewed to ensure true universal access to learning and inclusion of previously restricted ALD staff and Service Contract holders from participating in UNDP learning events. The role appropriate activities will be matched to level of staff in the organization and delivery formats will be based both

on effectiveness and practical considerations such as available language skills and connectivity.

- "T" shaped learning profiles will be further developed. Development of learning modules will be aligned with job families and the materials will be restructured to be consistent with job skills, competencies and results frameworks. The set of professional standards will be defined and professional training programmes will be deployed with an ultimate goal to certify office as well as individual capability in key areas of UNDP service lines and business processes.

- New leadership programmes will be tailored to the levels of the organization. Programme details will be based on partnerships with leading institutions executive sponsorship. Increasing emphasis will also be placed on lessons learned from internal experts, retiring staff and distinguished alumni.

- Closer linkages between knowledge management and organizational learning and better alignment of knowledge management products with existing business processes will be established. Learning cases will be developed based on the best practices and lessons learned from implementation of successful UNDP programmes and projects.

- Learning will be delivered regionally, wherever possible, to improve access, reduce costs and non-learning travel time, increase productivity and provide both cultural and language diversity. This will not eliminate global events or cross-regional and interagency programmes. The emphasis will be placed on measurable impact, best practices in learning design and needs assessments.

- Learning incentives will be introduced to recognize learning champions and models for appropriate behaviour. The incentives will encourage self-directed learning, local development of learning innovations and performance-based links. Increasing emphasis will be placed on learning and development to support substantive specialization. Learning achievement and the management of an environment that supports growth will also be directly linked to the RCA process.

- An integrated Learning Management System (LMS) and Learning Content Management System (LCMS) will enable a move to a self-service environment for a wide range of services and reduce administrative activity by Learning Managers. It will also allow for regular reporting on learning metrics and an analysis of costs per type of value generated. Certification and reporting data will also allow better follow-up on key issues such as Sexual Harassment, Workplace Harassment and Abuse of Authority, HIV/AIDS awareness, gender mainstreaming, RCAC development needs and overall professional standards. More comprehensive learning plans, aligned to our jobs and job competencies, will improve the focus and value of learning investment while creating an environment that fosters continuous professional growth.

7. Implementation

The Office of Human Resources (OHR) will put in place a number of systematic and institutionalized mechanisms to ensure that the strategy is implemented in an efficient and effective manner.

The key deliverables are summarized in Annex 2 in the form of a report card. This list presents a quick snapshot of what OHR commits to do to make the strategy real and to move from concept to reality. The results will be mainstreamed into OHR unit workplans and individual RCAs. Actions on those results will be monitored regularly through special monthly meetings of OHR senior managers where the results matrix will be the only agenda item. The results matrix will also be posted on the HR practices website for maximum transparency and peer review. It will also be a regular item on the Staff Council meeting agenda.

It is anticipated that a number of elements of the strategy, particularly proposals in the HR Reform and Policies, will need to be considered by the Management Group/Operations Group (MG/OG). The opportunity will be taken during these sessions to provide updates on the report card. In addition, OHR will continue its practice of producing an Annual Report, thus enabling more comprehensive reporting to be undertaken.

Implementation of the strategy has to be a shared responsibility as many components rely heavily on everyone applying the appropriate HR policies and practices in a fair and consistent manner. Furthermore, as evidenced by the Global Staff Survey (GSS), HR Management remains as a low rating by staff in giving feedback on supervisors' performance in managing people. OHR will continue to use the Staff Council/Staff Associations, the Ombudspersons' Office and the GSS to obtain staff reactions to key HR challenges and will introduce some new questions to support the implementation of the strategy.

The following flowchart of responsibilities, authorities and accountabilities attempts to illustrate the different roles and responsibilities for human resources matters in UNDP. Roles and responsibilities for OHR, Line Managers, HR Practitioners and the Individual are further clarified in Annex 3.

Responsibility, Authority and Accountability of UNDP Personnel on Human Resources Matters

Management of Human Resources in UNDP							
Recruitment Selection	Talent Management	Policy Development	Performance Management	Learning	Staff Services	Change Management	Work Life

Responsibility and Authority		Accountability
Provides mandate and overall policy guidance to the Administrator for the execution of mandate and policies.	UN Charter	
	Executive Board	Accountable for the development and proposal of strategic objectives and priorities and for administering UNDP and the execution of its mandate.
Responsible to the Executive Board to contribute to UN Reform and deliver the mandate of UNDP.	Administrator	Accountable for strategic direction and management of Country Offices and other organizational units, as well as the effective management of financial and human resources
Exercise the delegated authority for the implementation of the Human Resources Management results.	Bureau Directors	Accountable for sectoral and regional human resources management performance.
Exercise the delegated authority and responsibility to keep abreast of best practices and to develop and implement a comprehensive Human Resources Plan that is integrated into the decision-making process.	Resident Representatives Directors Senior Managers	Accountable for delivery of qualitative and quantitative services in all HR service lines.
Exercise the delegated authority and responsibility to administer the implementation of the HR plan taking into account budget parameters, application of Regulations, Rules and policies.	Supervisors	Accountable for conduct and performance and observing of work standards BY THEIR UNITS
	Other Staff	Accountable for conduct and performance and observing of work standards.

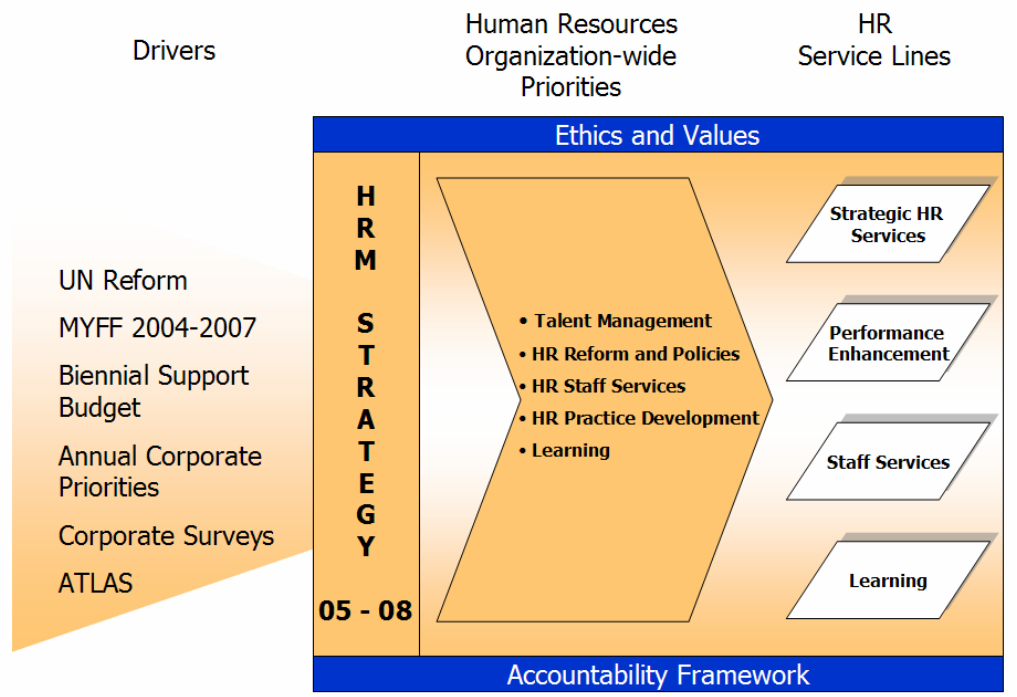
resources

outputs

INTERNAL OVERSIGHT OAPR, EO, OLPS, OSG, OHR, BoM
EXTERNAL OVERSIGHT

8. Conclusion

The model below summarizes the strategy as an integrated package flowing from the drivers of reform to the accountability for implementation. The drivers are further detailed in Annex 4.



The final challenge lies in making the Strategy a 'living' document. This will only happen if there is shared responsibility and maximum cooperation between all levels of the organization. OHR relies heavily on the network of HR practitioners in Headquarters units, Country Offices and Regional Service Centres in delivering on the results in the strategy. While OHR can provide the policy framework and the tools, HR management is the responsibility of all supervisors and managers. Appropriate mechanisms will assist in monitoring and evaluating the implementation of the strategy at the corporate level. OHR stresses that a healthy partnership with the Staff Council and Staff Associations and the Ombudsperson's office is important in maintaining effective staff/ management relationships and supporting the oversight and monitoring mechanisms. It is expected that all staff, whatever their level or contract, will play their part in taking responsibility for ensuring the Strategy is consistently applied in managing all of UNDP's human resources.

ANNEX 1

UNDP's Workforce at a Glance

Overall:

- In July 2005, UNDP has a total of 7043 staff international and national staff members holding 100, 200, and 300 series contracts (ICS1 to ASG).
- The top 10 national groupings in UNDP include nationals from five programme countries (India, Philippines, Brazil, Nepal and Kenya) and from five donor countries (United States, Canada, United Kingdom, France and Denmark).
- The ratio of professional staff versus support staff is almost 1:1.
- RBA (and its Country Offices) is the largest Bureau and organizational unit in UNDP with 1826 employees, followed by RBAP, RBEC, RBLAC and RBAS.
- With the launch of the LEAD programme in 2000, 70 new staff members (54% female and 46% male) have entered the organization at entry-level professional positions. 12 of them are currently serving as Deputy Resident Representatives.
- On average, the JPO Programme accounts for 5% of all professional staff (international ALD included).

Age:

- The average age of UNDP staff is 46 years.
- 70% of all current P5, D1 and D2 staff members have been with UNDP for over 10 years.
- By the year 2010, 30% of UNDP's workforce will retire with 32% (52 staff members) being in the current D1 pool and 55% (40 staff members) in the D2 pool.
- The peak retirement year will be in 2009 with 15 D1 and 14 D2 completing their careers with the organization.

Gender:

- The overall ratio of men versus women is practically 1:1 (4063 men and 3477 women as of December 2005, with 60% men and 40% women for professional staff).
- Between August 2004 and December 2005, the gender ratio at the senior levels (D1/L6, D2/L7) went from 77% male and 23% female to 68% male and 32% female, an increase of 11 % of female staff at senior levels.

Contract modality:

- In December 2005, the global workforce of UNDP was composed of 71% of staff on 100 series, 11% on 200 series and 18% on 300 series contracts.
- From December 2000 to December 2005, the number of staff with ALD contract at the professional level (A3-A5) decreased by 25% at Headquarters, New York, from 263 to 139 staff.

ANNEX 2

Results Matrix

Talent Management

Key Deliverables	Timeline
• Development a roll-out of an integrated Competency based human resource framework	• 2006
• Implementation of demand tracking system for job pools at senior level	• 2006 – 08
• Implementation of talent review system	• 2006 – 08
• Systematic gender-specific staff and career progression tracking of women	• 2005 – 08
• Introduction of periodic impact assessment of investments	• 2006 – 08
• Publication of key workforce data	• 2005 – 08
• Outreach/sourcing talent	• 2006 – 08
• Increase entry-level talent pool – LEAD (from 12-15 to 25-28 candidates)	• 2006 – 08
• Evaluation of QUARRY pilot and implementation of enhanced QUARRY	• 2nd quarter 2006

HR Reform and Policies

Key Deliverables	Timeline
• Update the HR user guide	• On-going 2006 – 07
• Issuance of revised policies and guidelines o ALD o Service Contract o SLWOP o Guidelines on Conversions o National Staff Career Management Policy o Recruitment policy o Reassignment policy	• 4th quarter 2005 • 4th quarter 2005 • 4th quarter 2005 • 4th quarter 2005 • 1st quarter 2006 • 2nd quarter 2006 • 4th quarter 2006
• Implementation and monitoring of the Broad banding pilot with an enhanced performance management system	• 2005 – 08
• Development of a new promotion policy to align with a progressive merit-based performance system	• 2006
• Development and launch of UNDP Recognition and Awards Policy	• 4th quarter 2005
• Promulgation of UNDP's Separation Programmes	• 4th quarter 2005
• Implementation of the Country Director model	• 2005 – 08
• Support to Joint Office models	• 2005 – 08
• Support to increased decentralization and maximizing human resources management support in the field through, e.g., decentralization of job evaluation system	• 2006

• Strengthening of RC support mechanisms including a new RC appraisal system, marketing the RC career track across UN agencies	• 2005 – 08

HR Staff Services

Key Deliverables	Timeline
• Administration of all staff in one system	• 2007 – 08
• Further enhancement of services to staff through advanced use of customer management tools, educating clients and offering more self-service tools	• 2007 – 08
• Fine-tuning comprehensive online knowledge management database on benefits and entitlements, promoting learning and improving products and services	• Internal to SAS end 2006 • Shared with all HR Practitioners 2007
• Expanding cost recovery of services by increasing the provision of payroll services to other agencies	• Ongoing with WFP, UNV and UNOPS in the pipeline
• Support through knowledge advisory services including learning programmes on HR rules and regulations and their application	• Ongoing with culmination in 2007/2008

HR Practice Development

Key Deliverables	Timeline
• Content development/development of a learning curriculum for the three Practice experience levels o Novice o Standard o Resource Person	• 1st/2nd quarter 2006 • 1st/2nd quarter 2006 • 2007
• Certification according to the three experience levels	• 1st quarter 2007 (Novice, Standard) • 2nd quarter 2007 (Resource)
• Nurturing of a vibrant community of UNDP HR Practitioners that shares and advocates the OHR values throughout the organization	• 2005 – 08
• Enhanced understanding of the human resources role and responsibility by all UNDP managers	• 2005 – 08
• Strengthened networking of HR practitioners through structured and virtual mechanisms	• 2006 – 08
• Stronger accountability for improved HR services	• 2005 – 08

Learning

Key Deliverables	Timeline
Universal access	• 2006
• Further development of the 'T'-shaped learning profiles	• 2006
Leadership Development o Specialist level pilot programmes in all practice areas o Communication pilots completed	 • 3rd quarter 2006 • 3rd quarter 2006
• Introduction of learning incentives	• 2006 – 08
• Reporting on learning metrics and cost analysis	• 2006 – 08
• Certification programmes	• 2006 – 08

ANNEX 3

Roles and Responsibilities

Office of Human Resources (OHR)

OHR must understand and speak the language of development, design its work in relation to the organization's priorities and the actual experience of its entire workforce in order to make it a compelling voice in strategy formulation and a reliable, trusted partner in delivering results. The following is a summary of OHR's various roles.

Strategic Partner

a. Lead and position UNDP within the UN system HR strategy activities, advocating for UNDP and securing the trust of vital institutional stakeholders
b. Develop and articulate modern policies that reflect emerging issues and challenges
c. Advise and raise awareness among senior executives on HR issues influencing corporate strategies, policies and decisions that impact on workforce effectiveness
d. Plan and lead realignment programmes that empower the entire UNDP workforce
e. Enable and convene cross-regional networks for HR policy development and execution
f. Develop, resource and deliver programmes that enhance the organization's ability to attract, develop and retain superior performers
g. Define HR sourcing strategies and organizational structures to drive down transactional costs while providing better HR services
h. Enforce, monitor and evaluate HR policies and programmes
i. Facilitate an enabling working environment to maximize staff productivity

Business Partner

j. Enable workforce performance and support client services
k. Partner with line management to identify and plan workforce needs to achieve cohesive business results
l. Identify specific HR initiatives that will support business objectives
m. Support delivery of programmes that attract, retain and support superior performers
n. Maintain talent pool (internal and external) to meet organizational needs
o. Raise awareness of line management on performance management standards and benchmarks Support execution and monitoring of these standards at the operational level
p. Provide consistent answers and transparency in HR policy tenents and application
q. Provide value added and timely services to the individual

HR Administrator

r. Demonstrate excellence in administrative capability to provide client services related to entitlements, contracts and benefits administration
s. Lower transactional costs through increased automation of HR administration to enable line management to have greater ownership of HR processes

Summary: Other Actors in HR / Success Factors for the Strategy

Line Manager

a. Manages human resources within the units, bureaux, Country Offices and HQ through all aspects of the work lifecycle and continuously align objectives with the needs of UNDP clients
b. Responsible for organizational capacity building
c. Accountable for performance management, learning and development, and HR policy implementation
d. Fosters an environment that supports the UNDP culture and practices through consistent and transparent application of policies and ensures mutual respect to cultivate workforce commitment, enabling staff to meet business needs
e. Proactively role models and advocates work/life balance policies

HR Practitioner

a. Provides HR operational input, partners and supports line managers on HR management matters within units, Country Offices and HQ
b. Interfaces with HR Business Partners in implementation and operationalizing HR policies to support the creation of an enabling environment on the ground in respective units, Country Offices and HQ
c. Responsible for upholding and ensuring consistent and transparent application of HR policies and practices on the ground
d. Contributes and actively participates in practice development and knowledge sharing within the HR practice

Individual

a. Responsible and accountable for planning own career, identifies skill development opportunities, keeps current and abreast of trends and development in individual area of expertise and takes ownership of own career development
b. Understands role within the organization and identify how best to contribute to the achievement of UNDP goals within the context of broader work / life goals
c. Takes responsibility for managing the appropriate balance between family and work commitments

ANNEX 4

UN Reform

The importance of continued change of the UN system has been expressed by the Secretary-General in his report "In larger freedom: towards development, security and human rights for all" (21 March 2005). The acceleration of the UN reform process, which started in 1997, has significant implications for the wider UN system. Some of the change management efforts are already being implemented, including:

- Increased decentralization of functions and jobs to regional and locations
- Combined common service operations at field and corporate levels
- Shared and/or merged functions/services at the interagency level
- UN joint office model being created in a number of programme countries
- Increased allocations of resources to protect office and staff security

Multi-Year Funding Framework of UNDP 2004 – 2007 (MYFF), which guides the overall strategic direction of the organization, recognizes the importance of human resources management for a knowledge organization as well as for rapid, flexible response to the changing needs of programme countries within an overall framework of oversight, accountability, monitoring, incentive and reward systems. The overall management goal of the MYFF is to build organizational capacities through strengthening and sustaining policy and substantive support services and increasing learning and training, with human resources being critical for performance and results.

MYFF 2004 – 2007

From an HR perspective, the key strategic areas in MYFF under **Building Organizational Capacities** are**:**

- **Sustainable workforce management**
- **Learning and training**
- **Improving efficiency and results-based performance**
- **Enhancing oversight and accountability**

Biennial Support Budget

The 2006-2007 biennial support budget is an integral part of the organization's results-based management framework as outlined in the MYFF 2004 – 2007. Aside from cost containment and improving the proportionate share between regular and other resources, it foresees the institutionalization of a corporate cost recovery policy by the end of 2007. The strategy supplements the Biennial Support Budget (BSB) strategy on enhancing organizational capacity, efficiency, performance, accountability and results.

Annual Corporate Priorities

The annual corporate priorities constitute another component driving the strategy. Among the six corporate priorities for 2005 - staff development being one of the components - emphasizes the link between capacity of staff and UNDP's ability to deliver organizational goals.

UNDP is committed to step up investments in learning and knowledge management strategies supported by talent management. The implementation of the National Staff Career Management and Gender Balance policies were highlighted as a priority in 2005.

2005 Corporate Priorities

- MDGs
- UN reform
- Regionalization
- Delivery for results
- Staff development
- Private Sector

Another corporate priority is to make expertise and resources more accessible to the Country Offices through regionalization. The successful implementation of regional centres and further shifts of HQ staff capacity to the field, possibly including Regional Bureaux, requires increased decentralization and maximizing human resources management support locally.

Corporate Surveys

Corporate surveys are an important source of data for assessing organizational success. The Global Staff Survey (GSS) and the Headquarters Products and Services Survey have flagged important areas for improvement that are central to people management.

The 2004 GSS showed a number of improvements and positives but also issues to be monitored at the corporate level, such as empowerment, work/life balance, Atlas, HR management and responsiveness to survey results.

The following sample highlights some of the HR management areas that demand change.

Results from the 2004 Global Staff Survey

- Only 49% of all UNDP staff feel that UNDP's HR policies in general are clearly communicated to staff by the Management Team of their office.
- Only 51% of all UNDP staff stated that UNDP's HR policies in general are implemented in a fair and consistent manner by the Management Team of their office.
- Only 48% of all UNDP staff feel that UNDP's operational procedures for HR management are practical and clear.
- Only 39% of all UNDP staff consider that UNDP adequately rewards staff members who exhibit outstanding performance.

Staff surveys have provided other critical data for HR line management.

Further to the above organizational framework and the responsibility of oversight of UNDP personnel in HR matters, OHR plays an important role in developing the policies, systems and tools that facilitate HR management and in providing advice and guidance. The implementation of HR policies, systems and tools as well as strategic advice and guidance is the responsibility of line management. The GSS highlights that HR management at the implementation level needs to be improved.

Atlas

UNDP's current ICT strategy was designed to underpin the Business Plans to enable UNDP to function better in a decentralized and networked fashion. The introduction of Atlas, with its new and re-engineered international best practice business processes in project management, human resources, finance and procurement, has now become a driver for change at all levels of the organization. In the upcoming period there will be stronger emphasis on management reporting and new functionality supporting HR management.

To assist the organization, in particular the Country Offices, with such organizational change initiatives, the Toolkit for Managing Change has been developed offering approaches and guidance on how to best position the offices in a situation of continuous change and how to best manage the HR implications of change processes. Further work on broadening the array of tools and guidance made available is underway. Learning outcomes and development gaps are already aligned with available resources listed in the learning management system.

ANNEX 5

List of Acronyms and Abbreviations

ALD	Appointment of Limited Duration	**MYFF**	Multi-Year-Funding Framework
ATLAS	UNDP's Enterprise Resource Planning System	**OAPR**	Office of Audit and Performance Review
BPPP	Broad Banding and Pay for Performance Pilot	**OG**	Operations Group
BSB	Biennial Support Budget	**OHR**	Office of Human Resources
CCA	Comprehensive Country Assessment	**OLPS**	Office of Legal and Procurement Support
DGO	Development Group Office	**OSG**	Operations Support Group
GSS	Global Staff Survey	**PEM**	Practice Experience Map
EO	Evaluation Office	**QUARRY**	Periodically held placement exercise (piloted in 2005)
ERP	Enterprise Resource Planning	**RBA**	Regional Bureau for Africa
HQ	Headquarters	**RBAP**	Regional Bureau for Asia and the Pacific
HR	Human Resources	**RBAS**	Regional Bureau for Arab States
ICS	International Civil Servant	**RBEC**	Regional Bureau for Europe and the Commonwealth of Independent States
ICSC	International Civil Service Commission	**RBLAC**	Regional Bureau for Latin America and the Caribbean
ICT	Information Communication Technology	**RC**	Resident Coordinator
JPO	Junior Professional Officer	**RCA**	Results Competency Assessment
LEAD	Leadership Development Programme	**RCAC**	Resident Coordinator Assessment Centre
LMS	Learning Management System	**RR**	Resident Representative
LCMS	Learning Content Management System	**SLWOP**	Special Leave Without Pay
MDC	Management Development Centre	**UNDAF**	United Nations Development Agency Framework
MDG	Millennium Development Goals	**UNSSC**	United Nations System Staff College
MG	Management Group	**UNV**	United Nations Volunteer