



# HUMAN RESOURCES IN UNDP

A PEOPLE-CENTRED STRATEGY 2008–2011



**We care, We develop, We deliver**

The Millennium Development Goals (MDGs) are eight goals to be achieved by 2015 that respond to the world's main development challenges. The MDGs are drawn from the actions and targets contained in the Millennium Declaration that was adopted by 189 nations and signed by 147 Heads of State and Governments during the UN Millennium Summit in September 2000.

All United Nations Member States have pledged to meet the following goals by the year 2015:



1: Eradicate extreme poverty and hunger



2: Achieve universal primary education



3: Promote gender equality and empower women



4: Reduce child mortality



5: Improve maternal health



6: Combat HIV/AIDS, malaria and other diseases



7: Ensure environmental sustainability



8: Develop a global partnership for development

# CONTENTS

I. Strategic Overview . . . . .	2
A. Introduction . . . . .	2
B. The Context . . . . .	2
C. The Vision. . . . .	6
II. The Human Resources Dimensions For Organizational Effectiveness . . . . .	8
A. Dimension One: Talent Sourcing . . . . .	8
B. Dimension Two: Staff Capacity. . . . .	11
C. Dimension Three: Enabling Environment. . . . .	15
III. Moving From Strategy To Action . . . . .	19
A. Defining Success Factors . . . . .	19
B. Reviewing OHR's Support. . . . .	20
C. Communicating The Strategy . . . . .	20
D. Defining Potential Risks . . . . .	20
E. Monitoring The Implementation of The Strategy . . . . .	23
IV. Key Deliverables . . . . .	24
Annex : Implementation Plan . . . . .	27

The mission of the United Nations Development Programme (UNDP) is to help countries accelerate progress on human development, with a particular focus on making the achievement of the MDGs a reality by 2015. In so doing, UNDP plays a key role on behalf of the UN system to promote coordination, efficiency and effectiveness across the system. We provide advocacy, policy and technical support in poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development.



# I. STRATEGIC OVERVIEW



## A. INTRODUCTION

The People-Centred Strategy for Managing Human Resources 2008–2011 takes as its point of departure a simple conviction: that human resources (HR) is about people and people are the core asset of the UNDP. As with human development, this places the individual and her/his aspirations, responsibilities, values and capabilities at the centre of what we do.

**‘human resources is about people and people are the core asset of the UNDP.’**

**‘... a people-centred strategy is truly owned by the staff and responds to the priorities of the country offices.’**

The Strategy is subject to a number of internal and external drivers of change, some of which are within the organization’s control and some of which are not. The UNDP Strategic Plan 2008–2011 calls on HR to be aligned with the needs of the organization in order to enhance the delivery and effectiveness of our work. The growing complexity of inter-linked global challenges, the reform of the UN system and the pressure to deliver on development results – the MDGs and the International Development Goals in particular – mean that UNDP will need to be more agile and adept in addressing new development challenges in partnership with others.

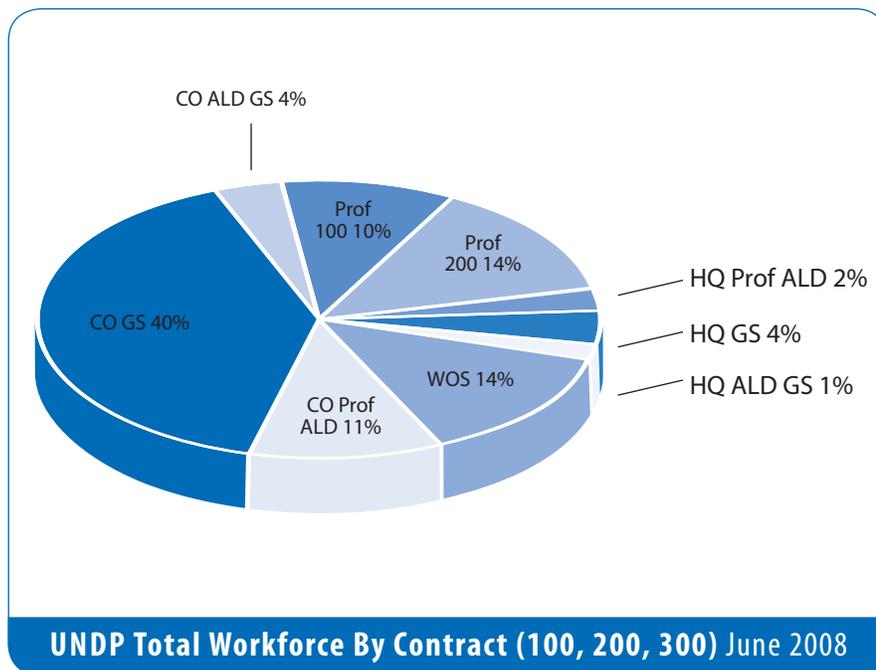
With the regionalization process, more and more of our development and business services will be located closer to partner countries, also changing the profile of what needs to be provided by whom and where.

The UNDP Strategy for Managing Human Resources has been elaborated through a process of data analysis, conceptualization and feedback from staff through consultations (including with the Staff Council), surveys and network discussions conducted over the course of several months. It is intended to respond to the lessons learned from the previous HR strategy, including: the need to define a people-centred strategy that is truly owned by the staff and responds to the priorities of the country offices; the need to be bold in our vision but humble in our approach; the need to follow through on the vision as described; the need to provide an accountability framework; and the need to monitor the strategy continuously and make adjustments as required.

## B. THE CONTEXT

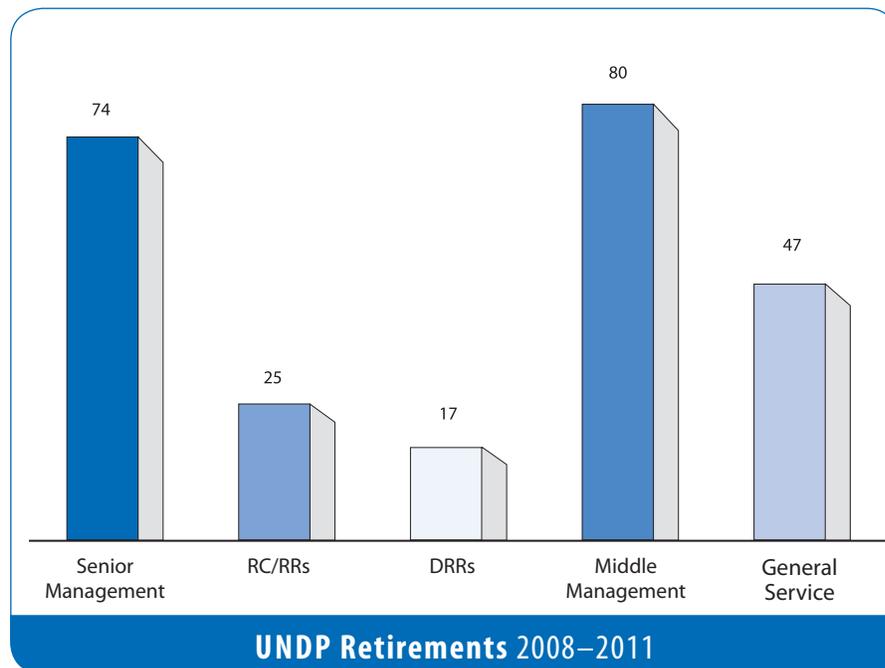
The mission of UNDP is to help countries accelerate progress on human development, with a particular focus on making the achievement of the MDGs a reality by 2015. In so doing, UNDP plays a key role on behalf of the UN system in promoting coordination, efficiency and effectiveness across the system. We provide advocacy, policy and technical support in poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development.

We operate in an environment that is constantly changing. Globalization has brought advantages along with significant inequalities across and within borders. Countries – developing and developed alike – struggle with finding the right mix of policies, legislation, institutions and social structures to improve the lives of their citizens. Cross-border challenges such as conflict, environmental disasters and health epidemics such as HIV and AIDS can derail development and reverse hard-won gains.



Within the UN, UNDP is faced with the challenge to respond to General Assembly-directed UN reform, to strengthen our collective action and to build stronger partnerships with multilateral and bilateral institutions that share our values.

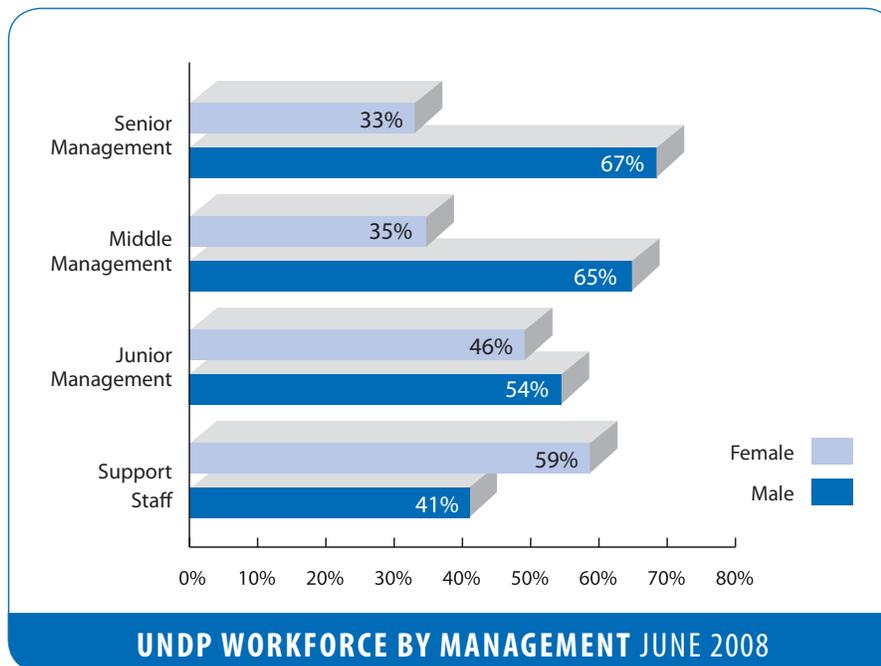
As the internal and external environments are changing, so too are the skills and competency mix required of UNDP staff at headquarters and in the field. Careers are not usually linear, and there are a variety of satisfying paths. While it is the individual responsibility of each of us to further develop our own professional careers, UNDP will support our efforts through career development, talent management, reassignment processes and provisions for staff training and retooling. UNDP wants to retain and attract top-level talent in a labour market where others (notably the private sector) have advanced rapidly in providing benefits and a better work-life balance. The organization therefore aims to offer a work environment that responds to a variety of staff members' needs depending on their family situation, age group, cultural background, gender and other factors. Starting with the acknowledgement of good performance, a balance between autonomy and professional guidance, staff well-being programmes such as UN Cares (the UN system-wide workplace programme on HIV), dual career promotion and strengthening measures for the improvement of work-life balance, UNDP intends to offer a variety of career paths for people with family responsibilities, people with different abilities and young professionals starting their careers. Finally, the challenge of achieving gender parity and improving diversity in the workforce is pressing because UNDP – striving to be a network of development practitioners – must be able to count within its ranks the best possible expertise from all cultures and backgrounds.



Recent information on UNDP workforce demographics reveals a number of particularly urgent challenges that will become more acute during the Strategic Plan and HR Strategy period. Given the anticipated retirements over the next five years and the fact that UNDP will increasingly be competing with the broader labour market, there is a concern that the organization might not be able to rely on recruitment methods that assume an adequate applicant pool. Competing in a dynamic labour market to attract talent and diversity, including women, will require employing a proactive approach to recruitment as well as an open and flexible work culture to appeal to a wide range of candidates.

The diverse nature and global dispersal of the UNDP workforce present one of the biggest HR challenges. Out of a total staff strength of over 7,900, our national/locally recruited staff comprises the largest component and adds up to 5,492. Spread across a network of 166 countries, including regional, liaison and HQ locations, National Professionals and General Service staff offer UNDP a unique competitive advantage in terms of their knowledge, expertise and skills. Nurturing this talent through career and professional opportunities nevertheless presents a significant challenge that is further intensified by the varying age profile of our staff, thus calling for differentiated approaches in sourcing and retaining talent. Another significant group working with UNDP, although 'non-staff', consists of project personnel on Service Contracts. The remarkable growth in this category – to approximately 25,000 – has given us a great opportunity to tap into a vast reservoir of talent.

Promotion of gender equality and empowerment of women has been at the heart of UNDP advocacy and programme interventions for many years. However, implementing the same principles within the organization, particularly at senior levels, has been an uphill task. Disaggregated data by



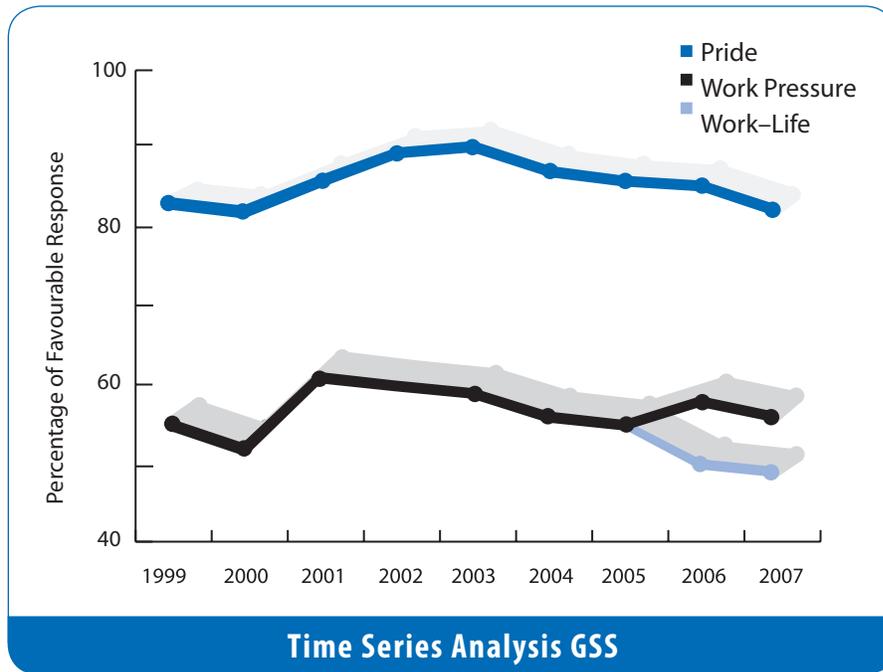
category shows that women comprise 59 per cent of all support staff, 46 per cent of junior managers, 35 per cent of middle managers and 33 per cent of senior managers (excluding Assistant Secretary-General levels).

Achieving gender parity, particularly in the context of attrition statistics, is a formidable challenge. By 2011, a total of 438 staff members will retire, of whom 61 per cent will be male, thus creating the possibility of converting a challenge into an opportunity to recruit more women. Of the retirees, 24 per cent will be at senior management level including 22 per cent at the resident coordinator (RC)/resident representative (RR) level and 11 per cent at the deputy resident representative (DRR) level. Filling the staffing gaps will require effective succession planning, as well as sustained staff development.

Over the past few years, the Global Staff Survey (GSS) has successfully captured the mood of the organization and highlighted staff perceptions. While the GSS has reflected high scores on the dimension of *Pride* of working with UNDP, the surveys since 2005 have indicated a decline in the areas of *Work-Life* balance accompanied by mounting *Work Pressure* since last year. These combined results are a strong indicator that while staff members are proud to work for UNDP, given the significance of its mission, there is a strong need to improve the workplace environment in order to better attract, retain and motivate talented people.

Thus, to become a more effective organization that can deliver on development effectiveness, the HR challenges for UNDP lie principally in three main areas: getting the right people into the right positions to deliver on the complex development agenda (whether they come from outside the organization





or are already with UNDP); ensuring that once staff join the organization, their skills mix as well as their competencies are satisfying the demands of their functions and developing in a way that lets them grow with the continued changes in our work; and providing a working environment that is not only free from harassment, discrimination and abuse, but also meeting the changing needs of a workforce that is more and more diverse in its demographics, functions and work-life circumstances.

### C. THE VISION

Working for UNDP is about improving people's lives in the countries we serve. A skilled, diverse and dedicated staff is the main means through which we achieve our goals. Our staff members, at all levels, have a global sense of purpose, take pride in what UNDP does and are committed to making a difference. They represent a global network of diverse experiences, working in common cause but in

*'The UNDP values of integrity, transparency, mutual respect, professionalism, accountability and results orientation provide clear standards for the ways staff members interact with their clients and stakeholders, with each other, and in fulfilling their work responsibilities.'*

different roles and in very different environments – from net contributing countries and new European Union member states, to middle- and low-income/LDC countries, to crisis and post-crisis countries. They are part of the international civil service with responsibilities to the UN and committed to values and principles that are embodied in the UN Charter and in the individual declaration of loyalty signed upon entering service.

In placing people and the shared core values at the centre of the Strategy, we affirm our commitment to be an organization that adheres to high standards of conduct and behaviour. The UNDP values of integrity, transparency, mutual respect, professionalism, accountability



and results orientation provide clear principles for the ways staff members interact with their clients and stakeholders, with each other, and in fulfilling their work responsibilities. Policies and procedures, including those related to induction, learning, performance management and reward and recognition, will support and monitor values-based behaviours alongside technical and professional contributions as critical indicators for performance assessment and career progression.

While the UNDP Strategic Plan is about achieving development results, this Strategy is about improving the human element that helps us get there. Specifically, the Strategy for Managing Human Resources envisions a UNDP that is more effective, responsive and productive because it invests in its staff and draws on shared values and principles. The Strategy thus affirms the UNDP Strategic Plan and sets out to develop organizational effectiveness in three areas:

- Dimension One:** Talent Sourcing is about attracting and retaining talented people committed to the values of the organization;
- Dimension Two:** Staff Capacity is about developing the capacity of staff members to reach their full potential; and
- Dimension Three:** Enabling Environment is about creating a positive and enabling working environment that motivates staff.



This Strategy applies to UNDP staff<sup>1</sup>, although elements (for example, providing a working environment free of discrimination and harassment) will be relevant for all people working with UNDP regardless of contractual status. This is a strategy for all of us in UNDP, and not just for the Office of Human Resources (OHR); it is a strategy for managing HR in UNDP stressing integrity, accountability, mutual respect, collective responsibility and differentiated roles and responsibilities. It is further meant to be a compact between management and staff, asking managers to adopt and apply the Strategy just as it calls on staff members to sharpen their skills and competencies and strengthen their knowledge. In that spirit, the term ‘we’ is used throughout the document to indicate that each of us has a part in the actions going forward, direct or indirect. Achieving the goals of the Strategy is the collective responsibility of all and will be implemented by managers, individuals and teams.

<sup>1</sup> At present defined as holders of 100, 200 and 300 series appointments. When this document uses the term ‘workforce’, it refers to this group.

## II. THE HUMAN RESOURCES DIMENSIONS FOR ORGANIZATIONAL EFFECTIVENESS

### A. DIMENSION ONE: TALENT SOURCING

*In a rapidly changing development context, UNDP needs to know its human resource needs, get the right people in the right place at the right time, and promote a relationship between UNDP and its staff that is based on mutual loyalty and accountability.*

Talent sourcing requires advance planning by the professional units who have to define the number and quality of the workforce they need to fulfil their mandate. These planning efforts will be supported by a continuum of tools and policies provided by OHR ranging from workforce analytics, competency profiles, and recruitment that maximizes diversity, to induction training, streamlining remuneration commensurate with responsibilities, and succession planning. It is also imperative that the Organization invest in the capacity of UNDP to deliver HR services such as gathering accurate intelligence, analysing trends and needs in the workforce and monitoring the effects of new policies and initiatives.

#### How will things be different?

*1. We will identify workforce needs and the profiles that will be required according to organizational design, where and when, in order to deliver on development results in the years ahead.*

With the changing nature of our work, it becomes critical to anticipate and define the various competency profiles our staff will need in order to lead development into the future. And at this point in time, we can see the anticipated gaps that will occur due to the large number of expected retirements in the next few years. This is a situation we must manage with an eye to a longer-term planning of workforce needs. Much is already known about the UNDP workforce in terms of its numbers, diversity and projected composition within the Strategy period and beyond. More needs to be done, however, to gather qualitative data and to take action on that intelligence. For example, it is known that mid-career professional women in UNDP are either leaving the organization or not advancing in the numbers necessary to reach parity. We need to identify the key factors that will change this trend and tailor policies, management practices and tools accordingly.

*2. We will place and recruit diverse talent in UNDP in a manner that encourages continued commitment to the organization.*

UNDP has made great progress in defining core competencies required for various work streams and instituting periodic reassignment and recruitment exercises. These gains will be built upon in the new Strategy period. More will be done to align the recruitment and development of young professionals to workforce requirements in order to develop their future potential, particularly women and underrepresented groups. Each hiring unit will be expected to develop global networks of specialists that reflect the desired diversity. The rank in post system and the use of appropriate contract modalities to fit the functions being performed will help ensure that there is equity between the work



being performed and the compensation provided.<sup>2</sup> Induction and orientation will be offered not only to all newcomers but also to current UNDP staff, encompassing our values, policies, programmes, operations and role in the UN system.

*3. The performance management system will be revised to emphasize the focus on staff career and professional development.*

Performance management will be simplified, with renewed focus on training and career development as its critical components. Aligned to the RBM, it will establish clear linkages between individual and corporate objectives, thus highlighting the contribution of individual staff members to their teams in the attainment of the Strategic Plan objectives. It will be a holistic tool that will feature evaluation, learning and development linked to staff career aspirations and workforce needs of the business unit and the organization. A communication process between staff and supervisors will be set up where individual performance, goals and career aspirations can be discussed. The performance management system will thus comprise an important tool in setting standards of excellence for each individual staff member as well as the organization.

*4. We will ensure that succession management will be open, transparent and makes use of identified candidate pools in a targeted manner.*

Succession management will be reformed so that information about posts available for rotation is made available in a predictable and transparent manner across regional bureaux and business units with sufficient notice. OHR will play a key role in strategizing for optimal (re)assignment of staff based on the skills set required for the post as well as the experience, interests, preferences and family situation of staff members. This will apply to both international and national staff. Candidate pools of skilled and qualified performers in every category of staff – general service and professional as well as policy, programme and operations – and in specialized programmes or contracts such as United Nations Volunteers (UNV), Junior Programme Officers (JPO), the Leadership Development Programme (LEAD) and staff on Assignment of Limited Durations (ALDs) will be developed to help fill some of the workforce, diversity and capacity gaps.

*5. We will invest in the HR function throughout the organization.*

While OHR plays a critical role in setting HR policies and supporting implementation, the main HR contact for staff is at the country office or other business unit level. An enhanced investment in HR service and advisory roles – both corporately and in country offices – is required to follow through on the vision of this Strategy, which sees HR management as a collective responsibility.

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<sup>2</sup> Recognizing that the pending UN reform of contracts will require UNDP to make appropriate adjustments to its own contracts.



### How we will get there?

- A. Workforce planning is relevant at the corporate, regional, country as well as unit-specific levels. Identifying the critical positions where we must have a sufficient pool of candidates and matching that up with our experience in actually attracting and retaining the talent is one step. Recognizing the strength of our current staff, and giving staff members the opportunity to retool and develop, is another. We will use more information on the movement of people into, around and out of UNDP to determine what the most effective actions are for keeping the good talent. While the setting of targets is useful, we need to renew our commitment to achieving gender parity and carry it out in our selections.
- B. An effective recruitment system based on the revised Competency Framework will be in place to source high-potential candidates to meet present and future workforce requirements.
- C. A new performance management system based on the revised Competency Framework will be put in place that recognizes not only staff members' achievements in terms of development or organizational results, but also their contributions to building capacity and creating a positive working environment.
- D. Within the context of UN reform, contract modalities will be in place that attract and retain staff and that reflect remuneration in line with responsibility. Moreover, opportunities for inter-agency mobility will be provided to staff for greater exposure and experience with UN agencies.
- E. We know from best practice research and our experience that UNDP has a better chance of retaining good staff members when they are welcomed and given a core induction to the work of the organization and the manner in which it is carried out – in other words, the minimum knowledge upon which to build their success in UNDP. The investment to recruit is also not realized, and is in many ways eroded or lost, if more unit- and job-specific assistance is overlooked. We need to work together at the various levels of organizational hiring to make induction a reality for all new hires. There is an online orientation course for newcomers; in addition, many country offices have good programmes, manuals and other tools to facilitate induction. It is our challenge to keep those fresh and updated, and to extend the resources across the organization so our practice is universal.
- F. A succession planning system will be implemented to strategically source national and international staff candidates for open positions matching their preferences and qualifications with the requirements of the positions. Some of the specific ideas to be further explored include:
- Develop an in-house skills inventory to which staff developmental achievements are continually added.
  - Develop strategies to strengthen UNDP as a community through enhanced networking



opportunities and organization-wide communication about departments, services and job openings, thereby breaking the institutional 'silos' that exist currently.

- Establish candidate pools for a more professional and transparent selection and recruitment process. Candidate pools should cover every category of staff: general service and professional; national and international; policy, programme and operations; 100, 200 and 300 series contract holders; and staff from each region and bureau. All of these various streams need to be addressed in conjunction so that a geographic and gender balance can be maintained as well as the order of retention for long-serving staff.
- Establish candidate pools of external applicants that were not hired for a specific position but were recognized to have potential for a different position/level of position and of short-listed candidates that withdrew their applications.
- Explore the option of re-establishing the professional junior posts (P1-P2) in order to ensure career opportunities for general service and national staff.
- Give adequate opportunities to policy advisers and specialists to develop their careers and move to different work streams in light of the enhanced focus of UNDP on advocacy, policy advice and technical support.
- Establish incentives for staff to work in crisis and post-crisis countries. The major staffing issues in these countries revolve around hardship, family and salary. Consider detail assignments for staff in crisis countries especially for young international professionals. The duration of the detail should be at least three months and it could be linked to the Immediate Crisis Response (the 'SURGE'). Special measures, however, should be put in place to mitigate any negative local impact of high-rotation positions.

G. OHR will develop its capacity to analyse workforce needs, monitor policies and initiatives, and play a qualitative role in succession planning. The HR workforce across the organization will develop a shared set of HR practice skills in order to better support our managers in their people-related responsibilities. It is envisioned that regional centres will undertake more of the HR functions to enable professionalization of HR country office associates who can then provide more substantive and advisory services to their staff and managers. A more effective communication strategy will be employed to convey basic HR information as well as stories of the human impact of what we do.

## **B. DIMENSION TWO: STAFF CAPACITY**

*The culture we want to create is one in which we are continually building staff capacity to perform the functions we do more effectively and providing opportunities to achieve individual career aspirations while working towards the attainment of the organization's goals.*

We join UNDP prepared to contribute to its important mandate from our knowledge base and experience, whether professional staff members with development expertise or administrative staff members who support the delivery of these services. Our work continually changes in the context of evolving country needs, the development aid environment and the UN context in which we work. And individual staff members have different capabilities, aspirations and expectations as well.





## How will things be different?

1. *We will build depth in the competencies and skills that make us most effective in the functions we currently perform.*

Organizational effectiveness is a matter of reaching our highest potential in the role we play. We all experience the changing nature of the work we do each day. We will have more opportunities to develop capacities so that we can reach the highest levels of performance in the functions we currently perform. At the same time, each of us has the responsibility to 'remain fit' for the position we fulfil with support from our managers. We will therefore each pro-actively take up whatever type of training or learning is required, including on-the-job training, in order to make the full contribution to the position we are in.

2. *We will have developmental choices so that we can use our full potential for ourselves and for the organization.*

The constantly changing work portfolio means that we must see our possibilities differently. In a more dynamic and flexible organization, people can move from one stream of work to another. There will be an enhanced focus on career counselling and management/development, supported primarily by the individual supervisors who are the first and most important partners for the career development of staff. The supervisors, in partnership with OHR, will provide more clarity on what the different learning paths are, indicate what skills are needed to move into and develop in the various paths, and offer more supportive feedback on individual progress. We will establish a better understanding of the organization's projected needs so that people can make an informed choice about their professional aspirations and future career tracks. At UNDP, career development will comprise vertical as well as lateral moves to enrich staff knowledge and experience.

3. *Those of us who recruit, select and manage staff will continually aspire to achieve and sustain gender equality.*

In UNDP we ask ourselves to achieve the same goal we ask of the countries of the world. We have progressed in this goal in some areas of work and at some levels more than others. Our commitment is firm and our actions will bear it out.

4. *We will continually strengthen UNDP's leadership capacities now and for the future.*

In a constantly changing environment, the demands on our managers and leaders increase in both their substantive areas and in their management of our HR. We are attentive to enhancing leadership and management among those who are today's designated leaders, as well as those who have the potential for such positions in the future.



### How we will get there?

- A. The Competency Framework will be finalized and integrated with the HR processes. It is the foundation for all the HR management mechanisms. Each of us should then use as our performance guide the competencies and related skills and behaviours that pertain to the work we do.
- B. There will be guidance for staff and managers on available learning that supports the development of competencies and their related skill sets. A great many learning resources have been developed across the organization, and staff and managers can make better decisions about their learning choices. Right now there is both formal and informal learning going on in every office of UNDP. OHR, regional and other bureaux, and country offices will collaborate in this regard to ensure we are making the best use of learning/training that has been developed in various areas. Managers will provide feedback on development needs; OHR will help equip managers with the skills necessary to perform this function.
- C. Managers are required to make their staff available for development exercises and ensure that they take the mandatory courses. In the spirit of mutual responsibility, staff members are expected to pro-actively involve themselves in the required learning necessary for high performance in their posts.
- D. UNDP can and should begin to use individual and team learning in results-oriented ways, such as:
- Tracking the learning history that is truly meaningful for the development for particular posts, so guidance can be given to staff.
  - Applying learning as part of competency-based job interviews and considering learning achievements (all types of learning) in applications for posts.
  - Exploring the establishment of a roster of staff that have the required learning and qualifications for a post but were not selected, so they can be considered for other related vacancies.
  - Tapping on the capacity and experience of UNDP staff who can contribute to learning activities.
- E. Targeted capacity development will be undertaken in a number of areas:
- The certification programmes will be regularly reviewed for necessary updating and perhaps extended in areas where there is need for more depth.
  - Attention will be given to preparing more potential internal candidates for posts that currently do not have enough qualified internal candidates, particularly in making more use of assignments to gain practical experience.
  - A performance assessment and career development system will be put in place that takes into account the relevant experience and/or the advanced academic qualifications of general service staff for movement to the professional category (entry level professional posts: P-1, P-2 and,





if possible, P-3) as well as of national professional staff to international category and locally-recruited general service staff to national officer category.

- Attention will be given to invest more in the potential of mid-level managers who may assume senior management roles in the future.
- OHR will contribute to monitoring the impact of capacity development initiatives and sharing relevant information with managers.

F. A career counselling centre will be established in UNDP so that staff can determine paths they may wish to take. UNDP is a large and complex organization with many types of work, and it may be unrealistic to expect that set career paths can be developed when our environment changes so quickly. A better way is to have more insight into the options and provide opportunities for people to chart their own course, supporting them to assume full responsibility for determining their career paths.

G. UNDP recognizes that it must undertake focused efforts to develop and retain talented women so that the organization develops a potential group for the higher-level positions over time. This will likely involve individualized counselling and special measures as needed to prevent the talented early- and mid-career women in UNDP from struggling alone with issues that may stand in the way of their being able to fully realize their potential and contribute to the overall effectiveness of the organization.

H. Leadership capacity is strengthened when every person who is responsible for the work of others sees him/herself as a leader and role model of the values by which UNDP strives to manage its staff. Although leadership capacity strengthening is a life-long process, mechanisms will be put in place such as:

- People management and leadership skills will be emphasized in all job descriptions, frameworks and profiles for those in people management roles so that those who manage others can be assessed against these requirements.
- Leadership training for senior managers – including, but not limited to, resident coordinators/resident representatives, country directors and deputy country directors/deputy resident representatives – will be provided at the time of taking up their posts along with other necessary briefing/learning for senior managers coming from outside the organization to understand UNDP and its way of working.
- A mentoring programme will be designed for managers that will provide them with informal guidance and counselling in managing workplace challenges as well as in building effective relationships and in developing skills and expertise faster.
- Leadership development programmes will be put in place for women with leadership potential. In addition, other HR initiatives like recruitment and reassignment will also be focused on maximizing the leadership potential of female staff members.
- Management policies and practices will be regularly refreshed as UN reform continues.



## C. DIMENSION THREE: ENABLING ENVIRONMENT

*One of the key dimensions to achieve the results as set out in the Strategic Plan is to ensure that we have a healthy working environment at all levels that enables us to perform at our best. In such an environment, we aspire to work in an atmosphere that is safe, respectful, empowering and caring; free of harassment, discrimination and arbitrary behaviour; and where we are able to balance work and personal life.*

A positive working environment rewards and empowers staff for their efforts. It also contributes to retention, reduced turnover, job satisfaction and lower degrees of stress. It is key to people being committed to UNDP and staying with it over time. In addition to what the organization can do to create a positive working environment, there is an important element of personal responsibility on the part of all staff to improve their surroundings. This entails individual behaviour based on mutual respect, integrity, ethics, values and understanding different roles and responsibilities within the accountability framework.

*'...we aspire to work in an atmosphere that is safe, respectful, empowering and caring; free of harassment, discrimination and arbitrary behaviour; and where we are able to balance work and personal life.'*

### How will things be different?

*1. We will provide opportunities for individuals and teams to grow in an environment of trust, accountability and UN values.*

We will practice the UN values in our behaviour. Our working environment will be based on integrity and trust; be free from harassment, prejudice and abuse of authority; and offer opportunities to staff to excel and perform to their highest ability. Open and productive relations among staff and between staff and leaders will be maintained – drawing in particular on the role of the Staff Association and staff representatives – and the systems already in place to address complaints and hold managers accountable will be enhanced. With the UN reform process, a new justice system will be established across the organization, lending more consistency and transparency to the complaints and appeals processes. This Strategy recognizes that the role of managers is critical to a successful accountability framework.

*2. We will create an environment in which individual and team talent is recognized in a way that motivates staff to do their best and contribute to the sustained success of UNDP.*

The performance management system will link up to the talent sourcing and capacity elements of this Strategy, which seek to encourage strong performers to further develop and enhance their leadership experience.

*3. The working environment in UNDP will be safe, secure, free of harassment and conducive to a healthy work-life balance.*

As an organization, we care about the health, safety and welfare of our staff and we recognize that our well-being is a pre-requisite for our performance and success. A framework for staff well-being will be in place, including a more consistent treatment of harassment and abuse of authority that comprises



existing and new tools to facilitate each team/manager's initiatives to address issues of well-being at the workplace. The framework will also incorporate partnerships with the Ombudsperson and the Office of the Ethics Advisor, the staff counsellors' network and UN Cares, and be aligned with the impending changes in the Administration of Justice system. We understand that as individual staff members we are responsible for our own well-being and safety, and managers understand the organization's obligation to care for its staff. It is clear from the Global Staff Survey that work-life balance remains a key concern of staff, and it is known to be a critical factor for staff retention, productivity and gender parity. More will be done in the Strategy period to build on gains made in the area by using flexible working arrangements, long-term telecommuting options (particularly for two-career, and especially two UN-career households) and special leave without pay.

*4. Our working environment will be inclusive and provide equal opportunities to women, people living with disabilities, people from different geographic regions and other groups.*

The challenge of achieving gender parity and improving diversity in the workforce is pressing as UNDP – striving to be a network of development practitioners – must be able to count within its ranks the best possible expertise from all cultures and backgrounds. Notable gains have been made in this area in the previous strategy period, but more needs to be done to follow up on the effectiveness of policies or initiatives that have been put in place to address particular groups. While UNDP has made significant progress to ensure that women and men are equally represented in UNDP, it has not achieved parity throughout the professional categories of staff, particularly at the middle and senior management levels (see figure on page 5).

Although UNDP has policies that support gender balance, their effective implementation in a decentralized environment remains a challenge. Some of this will be addressed through better resourcing and performance management, while other aspects can be addressed by improving the implementation of work-life and related policies that attract and retain female professionals and support all staff members in their aspirations for personal and family life.

*5. Staff will continue to have access to relevant and needed HR information and services.*

All staff will have easy access to basic information on their contract terms, HR benefits, entitlements, policies and tools. The Strategy for Managing Human Resources intends to make access to information and services (such as those provided through the Staff Council, the Office of the Joint Ombudsperson and the Office of the Ethics Advisor) clearer and easier for staff to take advantage of. This will entail partnering with staff representatives to publicize and make use of the mechanisms that already exist.



## How we will get there?

A. Managers are held to the highest ethical standards and will be held accountable for ensuring a positive working environment free of harassment, discrimination and abuse of authority. Enhanced management training and a support system for managers at all levels will be available, including a counselling/networking system through which managers can seek advice and support on a confidential basis. Enhanced communication and information on mechanisms available for addressing grievance resolution will be provided, especially to national staff. At the same time, it is every staff member's responsibility – regardless of level, role or location – to contribute to a positive working environment based on mutual respect.

B. The Global Staff Survey will continue to be used to monitor staff perceptions and as a form of feedback to supplement views expressed through formal channels of communication about working environments and managerial performance. Rigorous follow-up and action plans as required will be established to address the findings of the Survey.

C. Staff will be recognized through an improved performance management system, Rank-in-post system, establishment of pools of candidates and nurturing of identified potential through competency assessments and development. Staff serving in crisis and post-crisis countries will be recognized.

D. Staff members currently have tools at their disposal to balance work with their personal commitments – for example, telecommuting, flexible working hours and special leave without pay. However, too often the work-life policy has not been implemented fully or in the spirit intended. This is not only a matter of flexibility but also of good management and planning that helps staff members balance work and life commitments and ultimately enhances their productivity, motivation and loyalty. OHR will continue to monitor targets and progress, and will closely track the impact of special measures for optimizing female talent (including through periodic feedback, mentoring and support networks). Other elements include:

- A new approach to reassignments, where the staff member and family are looked at as an integrated unit, will be applied. This will include a support programme for families that are to be reassigned to help them prepare to move to new country/headquarters locations and to settle in (orientation, information on spouse employment).
- UNDP will play a lead role within the UN system on gender and spouse employment. This will entail examining good practices among agencies and organizations in the field and determining how we can do it better. Test pilot cases will be used to gather the lessons from spouse employment strategies that use existing work-life tools innovatively. Special attention will be paid to examples of two-UN spouse employment experiences. Strengthened support will be provided to spouse employment through a dedicated focal point. UNDP will provide support to the creation and strengthening of local expatriate spouse associations through the United Nations Resident Coordinator (UNRC) structure.
- UNDP will continue to work with the Critical Incident Stress Management Unit (CISMU) of the UN Department of Safety and Security in a crisis situation. In addition, there will be a UNDP-specific rapid and structured HR response to crisis situations and provision of counsel-





ling, advice and financial support as necessary.

- Learning programmes on well-being will be added for all staff. The existing mandatory modules, such as the one on HIV for various professional groups, will be stressed and other non-mandatory ones, like the time and stress management tools on the Learning Management System, will be promoted.
- Enforceable mechanisms will be established to ensure that all staff take security, ethics and harassment training (for example, staff will not receive travel authorization or security clearance without demonstrating they have passed the security training).
- A more accessible and friendly environment for people living with disabilities will be created. There will be a focus on implementing the Convention on the Rights of Persons with Disabilities.
- As we strive for these goals organizationally, all country office and headquarters units are responsible for developing their own staff well-being programmes, clarifying the roles and responsibilities of staff and specifying the working arrangements that exist locally.

E. We recognize that an enabling environment in every UNDP location is dependent on the tone and behaviour of leaders. UNDP believes it is important that the respective bureau and the inter-agency resident coordinator assessment process strengthen evaluation of candidates' ethical and professional leadership styles and we will seek to strengthen these dimensions as areas of emphasis in resident coordinator selections.

F. Hard and soft systems will be put in place to enhance access to relevant and needed HR information and services.

- The implementation of the Atlas Human Resources Module will provide a single integrated solution for the global workforce and a 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, promotion and performance management.
- It is possible that UN reform during this Strategy period will prompt UNDP to adjust policies, guidelines and practices in contractual modalities and related entitlements. OHR will communicate the impact of changes as they occur and prepare regions, offices and managers to implement revamped schemes.



### III. MOVING FROM STRATEGY TO ACTION

#### A. DEFINING SUCCESS FACTORS

Although there are a number of factors that will play a critical role in the ability of UNDP to successfully implement the Strategy for Managing Human Resources, one that is key is the commitment and contribution of all staff, both collectively and individually. We all have a joint responsibility to operationalize it and, thus, realize its benefits. Regardless of the specific components, to ensure that the Strategy will meet its goals we should consider the following success factors:

- A compact for UNDP to deliver the changes all staff want to see

This is necessary to facilitate broad and effective involvement of staff at all levels in the implementation of the Strategy. The compact should include a range of measures that staff believe, taken together, will provide substantially greater success for UNDP and build a sense of common purpose.

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- Supportive organizational conditions for change

This should involve providing all the necessary support and communication processes so that an organizational culture is created that is receptive to, and will support, the implementation of the Strategy. In this perspective, staff members should be treated by supervisors as the primary and strategic asset they are, and HR policy and systems should be reoriented to attract and retain the calibre of people and to enable the teamwork that in the way UNDP needs to fulfil its aims. A focus on nurturing integrity – defined in the Competency Framework as taking actions that are congruent with statements, reliably delivering on promises and honouring commitments made, and demonstrating consistency in upholding and promoting the values of UNDP in actions and decisions – is absolutely critical.

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- Commitment and leadership of managers

Managers and supervisory staff have the lead role in ensuring effective implementation of HR policies and practices in their respective country office, regional or headquarters’ unit. Positive and effective working relationships between staff and their managers will be necessary to the success of this Strategy. It is acknowledged that an individual’s performance can be crucially affected by the attitude and support displayed by their immediate manager.

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- Contribution of every staff member

All staff need to be aware that they will have some personal responsibility in respect of the successful implementation of the Strategy – for example, in contributing to a positive work environment, offering their ideas and assessing the impact of their implementation in their respective units.





- **Accountability mechanisms** As the UNDP Strategy is people-centred, stakeholders and beneficiaries share in the accountability for implementing its provisions. Also, it is recommended that since the Strategy identifies the overarching objectives and priorities in respect of people management, it may be necessary and appropriate for each country office to develop an internal compact binding staff to its values and goals.
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## **B. REVIEWING OHR'S SUPPORT**

OHR has been moving from a personnel administration structure towards a more strategic HR management role, and transferring the authority and responsibility for day-to-day HR matters to line managers. This revised approach focuses on performance and talent management, succession planning and personal development and has also involved placing an additional emphasis on the equality of opportunity agenda, initiatives in the area of flexible working arrangements and greater openness and transparency generally. In this evolving context, the pivotal roles assigned to the line manager in the delivery of the HR Strategy needs clarification. While the responsibility for implementing the HR Strategy will be shared jointly by OHR and line managers, the role of OHR is to develop a more strategic, advisory and supportive focus in its promotion. Since management of resources – including human resources – is an integral part of the management activities of the line managers, implementing the three dimensions as recommended in the HR Strategy to manage the workforce will be assigned to them.

Information will be provided by OHR to support the Strategy, and will be based on a regular and accurate analysis of the organization's workforce profile. To support this process, a workforce information team will be established within OHR. This approach will bring HR closer to managers, enabling them to understand the HR and workforce issues at operational level and enabling them to make a more direct contribution to the success of the Strategy.

## **C. COMMUNICATING THE STRATEGY**

Copies of this Strategy and a summary version will be made available to staff. The Strategy will be widely distributed, posted in the Intranet and publicized throughout UNDP, using a variety of methods including presentations, bulletin articles and e-mails.

## **D. DEFINING POTENTIAL RISKS**

As part of the development of this document, an assessment has been made of the risks that could affect the successful delivery of the Strategy. The following table, which breaks down the perceived risks under 'Institutional', 'People' and 'Other' subheadings, will be maintained and reviewed throughout the Strategy.



## INSTITUTIONAL RISKS

Risk	Likelihood	Impact	Risk Management Approach/ Mitigating Actions
<p><b>Failure to obtain senior management buy-in into the process</b></p> <p>Lack of clear senior management ownership, commitment and leadership</p>	Low	High	<ul style="list-style-type: none"> <li>Establish a senior management group to oversee development and implementation of the Strategy</li> <li>Ensure a regular review and annual reporting to all staff at the Global Staff Forum</li> <li>Ensure support from the staff representatives (Staff Council/Staff Association) to the formulation and implementation of the HR Strategy</li> </ul>
<p><b>Organizational-cultural resistance</b></p> <p>An organizational environment and culture that does not embrace change</p>	Medium	High	<ul style="list-style-type: none"> <li>Presentation of a positive and realistic view of the Strategy</li> <li>Provide all staff with as much information as possible</li> <li>Establish joint working parties and team-building initiatives at all levels</li> <li>Promote shared norms and goals, hold regular dialogue with bureaux and offices, to increase trust</li> </ul>
<p><b>Loose compliance of corporate HR policies</b></p> <p>Offices operate in silos and apply rules and policies in a subjective and inconsistent manner</p>	Medium	High	<ul style="list-style-type: none"> <li>Emphasize the importance of a corporate approach to HR</li> <li>Implement controls to ensure compliance with corporate HR policies</li> </ul>
<p><b>The nature of SSAs and Service Contracts</b></p> <p>These short-term non-staff contracts without benefits affect motivation and allegiance to UNDP, thereby exposing the organization to risk.</p>	High	High	<ul style="list-style-type: none"> <li>Ensure that proper controls are in place to prevent fraud</li> <li>Examine the possibility of other contract modalities</li> </ul>

## PEOPLE RISKS

Risk	Likelihood	Impact	Risk Management Approach/ Mitigating Actions
<p><b>Failure to get all staff to share same understanding of purpose</b></p> <p>Low levels of mutual understanding undermine the capacity to hold real dialogue and to reach decisions</p>	Low	High	<ul style="list-style-type: none"> <li>Definition of stakeholder requirements and clear plan with well-defined roles/responsibilities and deliverables</li> <li>Use of communication plan as an integral part of the Strategy, to keep all staff informed of the progress on an ongoing basis</li> </ul>





Risk	Likelihood	Impact	Risk Management Approach/ Mitigating Actions
<b>Limited buy-in and ownership</b> Staff have been excluded by limiting their input and involvement, particularly in the early stages of the Strategy	Medium	High	<ul style="list-style-type: none"> <li>• Ensure full representation and participation at initial stages of the Strategy</li> <li>• Define inclusive and consultative mechanisms to inform staff of developments and solicit their ideas</li> </ul>
<b>Expectations not met</b> Staff expectations must be managed ahead of the implementation of the Strategy	Medium	High	<ul style="list-style-type: none"> <li>• Ensure expectations are realistic and be open and honest about progress and issues</li> </ul>

## OTHER RISKS

Risk	Likelihood	Impact	Risk Management Approach/ Mitigating Actions
<b>Funding</b> Imbalances between the financing requirements to implement the Strategy and current allocations	Medium	High	<ul style="list-style-type: none"> <li>• Ensure full buy-in from senior management at the highest level throughout Strategy lifecycle but particularly at start-up to secure funding</li> <li>• Adjust key deliverables of the Strategy to align it to the available funding</li> </ul>
<b>Failure to deliver on time</b> The Strategy critically requires timely delivery of results as well as strict compliance with agreed implementation deadlines	Low	Medium	<ul style="list-style-type: none"> <li>• Agree on realistic milestones and implementation methodology in the early stages of the Strategy</li> <li>• Establish a contingency plan</li> <li>• Define a monitoring and evaluation plan to check the implementation of Strategy and a focal point to monitor the progress on implementation</li> </ul>





## E. MONITORING THE IMPLEMENTATION OF THE STRATEGY

The Human Resources Strategy followed extensive internal consultation with managers, staff from headquarters and country offices, and joint working groups with the staff representatives in the context of the development of the UNDP Strategic Plan. Delivering the Strategy will require close dialogue with all staff at headquarters and in the field, combined with an open interaction with the senior management, as well as staff representatives.

Formal mechanisms to review the progress and effectiveness of the Strategy, and to refine it as appropriate, will be integral to the UNDP's internal planning and budgetary procedures. Regular monitoring and assessment against set key targets will be maintained during the implementation of the Strategy to determine the effectiveness of the activities, to identify possible constraints at an early stage and to intervene promptly if the actual result does not match the original expectations.

The Implementation Plan (see Annex) across the three Strategy Dimensions will be reviewed on an annual basis with feedback being sought from the Operations Group, staff focus groups, Staff Association and OHR. Also, an interdisciplinary task force mainly composed of country offices staff will be set up to provide inputs on the implementation, monitoring and improvement of the Strategy. Finally, progress reports will be periodically reviewed by senior management and included in UNDP's Annual Reports.

**'Regular monitoring and assessment against set key targets will be maintained during the implementation of the Strategy to determine the effectiveness of the activities, to identify possible constraints at an early stage and to intervene promptly if the actual result does not match the original expectations.'**



## IV. KEY DELIVERABLES OF THE HR STRATEGY

### DIMENSION 1: TALENT SOURCING

Key Outcomes	Outputs	Lead Unit/s
Workforce profile aligned with corporate needs and requirements for organizational effectiveness	<ul style="list-style-type: none"> <li>A new workforce planning and monitoring system established</li> <li>Workforce analysis reports updated and published every two years</li> <li>Gender parity report published annually</li> </ul>	OHR/ Bureaux (BX)
A talented, motivated, diverse and high performing workforce that meets organizational requirements	<ul style="list-style-type: none"> <li>An updated recruitment system resulting in candidate pools and based on the revised Competency Framework put in place</li> <li>Inter-agency mobility accord implemented to facilitate the exchange of staff</li> <li>A core (mandatory) induction programme designed and implemented for all staff</li> <li>A new simplified performance management system linked with the Competency Framework developed and implemented across the organization</li> <li>New contractual modalities prepared in accordance with ongoing UN reforms</li> <li>A mentoring system formulated and implemented targeting specific staff groups (LEADs, new recruits, female middle managers)</li> </ul>	OHR/ line managers
A succession management process that is credible to staff, timely, and effective in matching skills and competencies with business needs	<ul style="list-style-type: none"> <li>Succession management system in place:                             <ul style="list-style-type: none"> <li>- a stakeholder-validated process that is transparent, fair and efficient</li> <li>- an in-house skills inventory</li> <li>- candidate pools for key categories of staff</li> </ul> </li> <li>Candidate pools with participation of all Bx and units assessed and pre-trained for employment in crisis and post-conflict countries (SURGE project)</li> </ul>	OHR/Bx
Clarity of roles/responsibilities, enhanced competencies and strengthened systems in support of HR management across the organization	<ul style="list-style-type: none"> <li>Thorough review of options for the transfer/off-shoring of HR functions to regional service centres (RSCs)</li> <li>A structured training and learning programme for HR staff designed and implemented to ensure professionalization and appropriate staffing of the HR function in the country offices</li> <li>An HR communication strategy and related products developed</li> <li>An updated and more user-friendly HR web portal put in place for all staff</li> <li>Pilot migration of HR functionalities to the Atlas Human Capital Module (payroll, talent management and performance management)</li> </ul>	OHR/Bx

### DIMENSION 2: STAFF CAPACITY

Key Outcomes	Outputs	Lead Unit/s
A workforce equipped with the required skills and competencies to perform at their highest potential	<ul style="list-style-type: none"> <li>Certification/staff development programmes revised in areas such as project management, finance, procurement, human resources and International Public Sector Accounting Standards (IPSAS)</li> <li>Management/leadership programme developed and implemented for first time managers, middle managers and senior leaders</li> <li>Role-based and substantive learning programmes offered to staff throughout their careers linked to the streams defined in the Competency Framework</li> </ul>	Line manag- ers/OHR/staff



Key Outcomes	Outputs	Lead Unit/s
Learning and development platform established for providing career opportunities to staff	<ul style="list-style-type: none"> <li>Competency Framework integrated with all key aspects of HR management, particularly career development</li> <li>Career development centre established in OHR/Learning Resources Centre (LRC)</li> <li>Candidate pools as well as the new performance management system integrated and more focused on career development with particular emphasis on the role of managers</li> <li>Mobility policy defined to give staff opportunities</li> </ul>	OHR/line managers
A gender-balanced and diverse workforce that reflects the UNDP commitment to gender equality	<ul style="list-style-type: none"> <li>The Gender HR Action Plan finalized and implemented:               <ul style="list-style-type: none"> <li>a gender HR taskforce within the senior management panel</li> <li>tailored initiatives for retention of early- and mid-career women</li> <li>a leadership development programme for women</li> <li>gender-balanced candidate pools, especially for those categories with significant workforce gaps</li> <li>gender review of UNDP HR management every 2-3 years</li> <li>a reintegration initiative for supporting women on special leave without pay</li> <li>inter-agency mobility accord effectively implemented</li> </ul> </li> </ul>	OHR/line managers

### DIMENSION 3: ENABLING ENVIRONMENT

Key Outcomes	Outputs	Lead Unit/s
A work environment characterized by trust, results orientation and personal/professional opportunities	<ul style="list-style-type: none"> <li>The justice system supported for consistent, timely and effective treatment of grievances</li> <li>A training and development system in place to ensure that ethical and professional leadership is integrated more fully across the organization</li> <li>A counselling/mentoring/networking system established for confidential support to line managers</li> <li>An effective mechanism established to promote regular interaction between senior management, OHR and staff representatives</li> <li>Rigorous GSS results followed up through appropriate measures and action plans as required</li> <li>Training programme on conflict management at the workplace established at country offices and HQ units</li> </ul>	OHR/line managers with relevant partners
A working environment conducive to a healthy work-life balance	<ul style="list-style-type: none"> <li>Staff well-being programmes in priority areas updated and implemented (health, stress management and HIV and AIDS in the workplace)</li> <li>A coordinated HR response and support system developed for staff in crisis country situations</li> <li>Options proposed to support spouse employment piloted at HQ, regional and country levels</li> <li>New initiatives in place to support effective implementation of the work-life policy with special emphasis on more flexible working arrangements and tele-commuting options</li> <li>A framework established to address issues related to people with disabilities in areas such as employment, accessibility and raising awareness</li> </ul>	Line managers/OHR





## MONITORING AND REPORTING

Key Outcomes	Outputs	Lead Unit/s
A working environment conducive to a healthy work-life balance	<ul style="list-style-type: none"><li>• Bi-annual report prepared and presented to the Operations Group (OG) on the implementation of the HR Strategy</li><li>• An accountability mechanism established through the creation of a senior management HR group to review on a regular basis the compliance of HQ and country offices with HR policies and procedures</li></ul>	OHR



# ANNEX: IMPLEMENTATION PLAN

## DIMENSION 1: TALENT SOURCING

**Goal 1.1: To identify workforce needs and the profiles that will be required, where and when, in order to deliver on development results in the years ahead**

Expected Outcomes	Outcome Indicator	Outputs	Responsibilities and Partnerships	Short term	Medium/ Long term
Workforce profile aligned with corporate needs and requirements for organizational effectiveness	Rationale for the HR component of biennium budgets	<p>A new workforce planning and monitoring system established</p> <p>Workforce analysis reports updated and published every two years</p> <p>Gender parity report published annually</p>	<p>Task manager: OHR</p> <p>Partners: RBx, HQ units, Ex-O and COs</p>	<p>Through 2009</p> <p>1Q 2009</p> <p>1Q 2009</p>	1Q 2011

**Goal 1.2: To effectively recruit, develop and retain talent in UNDP**

Expected Outcomes	Outcome Indicator	Outputs	Responsibilities and Partnerships	Short term	Medium/ Long term
A talented, motivated, diverse and high performing workforce that meets organizational requirements	<p>Proportion of organizational units (HQ, RSCs, COs) satisfied with the competency profile of new recruits</p> <p>Proportion of UNDP professional staff with prior experience in another UN agency</p> <p>Proportion of LEAD candidates found suitable for offer of employment</p> <p>Proportion of NOs found suitable for international posts</p> <p>Proportion of general service staff found suitable for conversion to professional category (P and NO)</p> <p>Gap between actual performance and selected corporate diversity benchmarks (e.g., developed-developing, regional; for gender, see Goal 2.3)</p> <p>Job satisfaction ratings in the GSS (by category)</p>	<p>An updated recruitment system resulting in candidate pools and based on the revised Competency Framework put in place</p> <p>An inter-agency mobility accord implemented to facilitate the exchange of staff</p> <p>A core (mandatory) induction programme designed and implemented for all staff</p> <p>A new simplified performance management system linked with the Competency Framework developed and implemented across the organization</p> <p>New contractual modalities prepared in accordance with ongoing UN reforms</p> <p>A mentoring system formulated and implemented targeting specific staff groups (LEADs, new recruits, female middle managers)</p>	<p>Task Manager: OHR</p> <p>Partners: CO/HQ Line Managers, HQ units, RSCs</p>	<p>1Q 2009</p> <p>Continuous</p> <p>2Q 2009</p> <p>1Q 2009</p> <p>3Q 2009</p>	<p>Continuous</p> <p>Through 2009</p>





**Goal 1.3: To ensure that succession management will be effective, open, transparent and make use of identified candidate pools in a targeted manner**

Expected Outcomes	Outcome Indicator	Outputs	Responsibilities and Partnerships	Short term	Medium/ Long term
A succession management process that is credible to staff, timely, and effective in matching skills and competencies with business needs	<p>Proportion of vacant positions (by category) open for more than three months</p> <p>The workforce analysis on the retention rate increased</p> <p>Candidate pool established in line with the succession planning tool/matrix</p> <p>Proportion of vacant positions (by category) that required internal or external re-advertisement for candidate selection</p> <p>Number of staff identified and deployed under SURGE.</p> <p>Staff satisfaction with succession management (GSS, by category)</p>	<p>Succession management system in place:</p> <ul style="list-style-type: none"> <li>- a stakeholder validated process that is transparent, fair and efficient</li> <li>- an in-house skills inventory</li> <li>- candidate pools for key categories of staff</li> </ul> <p>Candidate pools with participation of all Bx and units assessed and pre-trained for employment in crisis and post-conflict countries (SURGE project)</p>	<p>Task Manager: OHR</p> <p>Partners: RBx, HQ units, and COs</p>	<p>1Q 2009</p> <p>Through 2009</p>	

**Goal 1.4: To strengthen the human resources function throughout the organization**

Expected Outcomes	Outcome Indicator	Outputs	Responsibilities and Partnerships	Short term	Medium/ Long term
Clarity of roles/responsibilities, enhanced competencies and strengthened systems in support of HR management across the organization	<p>HR analysis in the Strategic Plan, CPDs and CPAPs</p> <p>Proportion of HR advisory staff who have passed threshold professional certifications</p> <p>Proportion of HR advisory staff who have attended at least one major HR training or learning event during the previous 12 months</p> <p>Client satisfaction with OHR in the HQ services survey</p> <p>Overall capacity enhancement and strengthening of resources in various HR units</p>	<p>Thorough review of options for the transfer/off-shoring of HR functions to RSCs</p> <p>A structured training and learning programme for HR staff designed and implemented to ensure professionalization and appropriate staffing of the HR function in the country offices</p> <p>An HR communication strategy and related products developed (e.g. a monthly or quarterly 'HR Update')</p> <p>An updated and more user-friendly HR web portal put in place for all staff.</p> <p>Pilot migration of HR functionalities to the Atlas Human Capital Module (payroll, talent management and performance management)</p>	<p>Task Manager: OHR</p> <p>Partners: RBx, COs, OSG</p>	<p>4Q 2009</p> <p>3Q 2009</p> <p>4Q 2008</p> <p>1Q 2009</p> <p>Through 2009</p>	

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## DIMENSION 2: STAFF CAPACITY

### Goal 2.1: To enhance staff competencies and skills to perform at the highest levels

Expected Outcomes	Outcome Indicator	Outputs	Responsibilities and Partnerships	Short term	Medium/ Long term
A workforce equipped with the required skills and competencies to perform at their highest potential	Proportion of staff (by category) that have passed relevant core professional certification requirements (e.g., PRINCE 2, procurement, finance, etc.)	Certification/staff development programmes revised in areas such as project management, finance, procurement, human resources and IPSAS	Task manager: line managers  Partners: OHR/LRC, staff members	2Q 2009	Continuous
	Proportion of programme staff who have completed at least one specialized Virtual Development Academy (VDA) course	Management/leadership programme developed and implemented for first-time managers, middle managers and senior leaders		4Q 2008	
	Proportion of operations staff who have completed at least one specialized course in their area of work	Role-based and substantive learning programmes offered to staff throughout their careers linked to the streams defined in the Competency Framework		Continuous	
	Compliance with learning plans in RC As (by unit – HQ, RSC, CO s)				
	Staff satisfaction with learning opportunities (GSS, by category)				

### Goal 2.2: To provide career choices so that staff can fulfil their career aspirations in line with organizational requirements

Expected Outcomes	Outcome Indicator	Outputs	Responsibilities and Partnerships	Short term	Medium/ Long term
Learning and development platform established for providing career opportunities to staff	All generic job descriptions (JDs) internalize the Competency Framework	Competency Framework integrated with all key aspects of HR management, particularly career development	Task Manager: OHR  Partners: line managers, Bx	3Q 2008	
	All job advertisements are based on required competency of the job-streams and all terms of reference are populated with required competencies	A career development centre established in OHR/LRC		3Q 2009	
	The sourcing of candidates is governed through the candidate pools and finally approved by the central review body	Candidate pools as well as the new performance management system integrated and more focused on career development, with particular emphasis on the role of managers		1Q 2009	
		Mobility policy defined to give opportunities to staff		2Q 2009	





### Goal 2.3: To continually aspire to achieve and sustain gender equality

Expected Outcomes	Outcome Indicator	Outputs	Responsibilities and Partnerships	Short term	Medium/Long term
A gender-balanced and diverse workforce that reflects the UNDP commitment to gender equality	<p>Gender staffing ratios (by category, level and unit – HQ, RSCs, COs)</p> <p>Proportion of LEAD and JPO entrants in each cohort that are female</p> <p>Proportion of early- to mid-career women who stay with UNDP</p> <p>Job satisfaction among women (GSS, by category)</p>	<p>The Gender HR Action Plan finalized and implemented:</p> <ul style="list-style-type: none"> <li>- a gender HR taskforce within the senior management panel</li> <li>- tailored initiatives for retention of early- and mid-career women</li> <li>- a leadership development programme for women</li> <li>- gender-balanced candidate pools, especially for those categories with significant workforce gaps (enhanced through head hunting, if necessary)</li> <li>- gender review of the UNDP HR management every 2-3 years</li> <li>- a reintegration initiative for supporting women on special leave without pay</li> <li>- inter-agency mobility accord effectively implemented</li> </ul>	<p>Task manager: OHR</p> <p>Partners: line managers</p>	Through 2009	

## DIMENSION 3: ENABLING ENVIRONMENT

### Goal 3.1: To provide opportunities for individuals and teams to grow in a value-driven environment of trust, performance and accountability

Expected Outcomes	Outcome Indicator	Outputs	Responsibilities and Partnerships	Short term	Medium/Long term
A work environment characterized by trust, results orientation, personal/professional opportunities	<p>Staff responses on issues of ethics, integrity and trust in management at all levels (GSS, by category, region and unit)</p> <p>Number of cases of ethics violations and harassment reported and substantiated (by category, region and unit)</p> <p>Rebuttal cases as a proportion of annual staff performance assessments (by category, region and unit)</p>	<p>The justice system supported for consistent, timely and effective treatment of grievances</p> <p>A training and development system in place to ensure that ethical and professional leadership is integrated more fully across the organization</p> <p>A counselling/mentoring/networking system established for confidential support to line managers</p>	<p>Task manager: OHR, line managers</p> <p>Partners: OAI, Ombuds-person, LSO and Ethics Office</p>	<p>Continuous</p> <p>4Q 2008</p> <p>3Q 2009</p>	<p>Continuous</p> <p>Continuous</p>

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Expected Outcomes	Outcome Indicator	Outputs	Responsibilities and Partnerships	Short term	Medium/ Long term
		An effective mechanism established to promote regular interaction between senior management, OHR and staff representatives		4Q 2008	Continuous
		Rigorous GSS results followed up through appropriate measures and action plans as required		Continuous	Continuous
		Training programme on conflict management at the workplace established at country offices and HQ units			

### Goal 3.2: To ensure that staff can pursue a healthy work-life balance

Expected Outcomes	Outcome Indicator	Outputs	Responsibilities and Partnerships	Short term	Medium/ Long term
A working environment conducive to a healthy work-life balance	Staff satisfaction with work-life balance (GSS, by category)	Staff well-being programmes in priority areas updated and implemented (health, stress management and HIV and AIDS in the workplace)	Task manager: line managers, OHR	4Q 2009	Continuous
	Proportion of requests for spousal employment resolved successfully	A coordinated HR response and support system developed for staff in crisis country situations	Partners: HR Director network, UN Cares, COs and HQ units	4Q 2009	Continuous
		Options proposed to support spouse employment piloted at HQ, regional and country levels		4Q 2009	
		A framework established to address issues related to people with disabilities in areas such as employment, accessibility and raising awareness		2Q 2009	
		New initiatives in place to support an effective implementation of the work-life policy with special emphasis on more flexible working arrangements and tele-commuting options		1Q 2009	





## MONITORING AND REPORTING

Expected Outcomes	Outcome Indicator	Outputs	Responsibilities and Partnerships	Short term	Medium/Long term
HR strategy implementation monitored, assessed, discussed and adjusted on a regular basis	<p>Staff awareness of the HR strategy and progress towards implementation</p> <p>Staff Council perception of HR Strategy implementation.</p> <p>HR performance on the Balanced Scorecard (by HQ unit, region, RSC and CO)</p>	<p>Bi-annual report prepared and presented to the OG on the implementation of the HR Strategy</p> <p>An accountability mechanism established through the creation of a senior management HR group to review on a regular basis the compliance of HQ and country offices with HR policies and procedures</p>	Task Manager: OHR	<p>4Q 2008</p>	1Q 2010





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