



unicef
for every child

HUMAN RESOURCES
STRATEGY

ONEHR 

2018-2021

Cover: Central to UNICEF's Human Resources Strategy is attracting and retaining the best qualified people with the skills and commitment to make UNICEF's global vision a reality.

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Contents

Foreword	3
Introduction	5
Overview	7
Goal 1: Shaping a workforce that meets UNICEF's current and evolving needs	9
Goal 2: Developing and leveraging the talents of managers and staff	15
Goal 3: Creating a results-based culture of accountability, effectiveness and efficiency	17



UNICEF's Human Resource Strategy will enable staff to effectively deliver results for children.

Foreword

The past few years have been defined by a rapidly changing development landscape and a range of transformative initiatives at UNICEF, as we endeavor to further scale up and expand our impact in improving the lives of children and young people everywhere.

As we gear up to deliver on our ambitious 2018–2021 Strategic Plan, UNICEF has made significant investments to ensure that its most important resource, our highly skilled and incredibly dedicated people, are provided the work environment and support to give their best in service of our mission.

Building on a number of key reform initiatives, the OneHR function is committed to supporting managers and staff in shaping an empowered workforce that meets UNICEF's evolving needs.

Our partnerships with staff, UN sister agencies and external organizations will continue to be an important factor in pursuing these goals. The HR Strategy is a product of these partnerships and we are deeply grateful to all who have co-created it with us. In particular, we thankfully acknowledge the invaluable support from the Bill & Melinda Gates Foundation.

We are excited to continue the journey of implementation!

Eva Mennel

Director, Human Resources, on behalf of UNICEF's OneHR community



Our Human Resource Strategy aims to shape a workforce that meets current and evolving needs.

Introduction

The UNICEF Strategic Plan, 2018–2021 sets out ambitious goals, result areas, change strategies and enablers, and includes important areas of focus for the human resources function. The Strategic Plan will be translated into action by our most important resource: the knowledge, skills, experience and enthusiasm of over 13,000 staff working across 190 countries and territories, about 85 per cent located in the field.

UNICEF's human resources function creates the environment that enables our global workforce to implement the Strategic Plan. We do this by:

- Attracting and retaining the best qualified people with the skills and commitment to make UNICEF's global vision and Strategic Plan a reality;
- Providing them with the leadership, guidance, tools and support they need to excel and continuously develop their capabilities to meet today's challenges, while preparing for tomorrow's; and
- Nurturing a culture where all managers and staff are accountable and recognized for using their strengths to achieve results and demonstrating behaviours that are consistent with UNICEF's values.

The **2017 Human Resources Reform initiative** identified four key levers that will drive the creation of this environment:

- Simpler, faster and higher-quality recruitment;
- Honest and effective performance management;
- Strategic HR partnering with the business; and
- Excellence in service delivery and continuous improvement through the Global Shared Services Centre.

Overview

UNICEF's Human Resource Strategy for the period 2018–2021 supports UNICEF's Strategic Plan and incorporates the 2017 Human Resources Reform initiative. The strategy has three high-level goals:

Goal 1: Shaping a workforce that meets UNICEF's current and evolving needs and creating an empowering work environment where staff can excel in realizing UNICEF's mission.

Goal 2: Developing and leveraging the talents of managers and staff to successfully contribute as individuals, in teams, and across organizational boundaries.

Goal 3: Creating a results-based culture of accountability, effectiveness and efficiency where everyone understands what is expected of them and where performance is recognized and rewarded.

On the following pages, we set out how we intend to deliver on these goals.



UNICEF works to enhance diversity in all its forms, including gender equality, geographical diversity and inclusion.

Goal 1

Shaping a workforce that meets UNICEF's current and evolving needs and creating an empowering work environment where staff will excel in realizing UNICEF's mission.

The constantly evolving and unpredictable demands on UNICEF call for a flexible, versatile, mobile and responsive workforce, and a work environment that encourages and rewards staff to perform at their best.

HOW WE WILL DELIVER

By becoming business partners trusted by managers and staff to consistently:

- Provide strategic management support based on a thorough understanding of the business;
- Offer reliable and practical advice based on principles and values;
- Champion fair and equitable treatment of staff at all levels; and
- Clarify the roles and responsibilities of all stakeholders and create synergy through collaboration.

HR Business Partners are a driving force in helping UNICEF's managers and staff shape the workforce and the workplace to implement the Strategic Plan in the world's ever-changing environment. They are 'one-stop shops' for their clients and support both managers and staff at every stage through the full employment cycle. Their technical knowledge and expertise, their understanding of and focus on their client's business, and their knowledge of data and analytical ability equip them to work proactively with managers and staff to identify challenges and opportunities and jointly devise strategies to continuously enhance individual and team performance.

By strengthening a culture where all staff are fully engaged, can contribute fully and equally to their full potential, and can express their voice freely and without fear of reprisals, in an environment free from any form of harassment or abuse of authority.

In doing this, we will actively and continuously exercise the organization's duty of care towards all staff, national and international, in all duty stations around the world, including the most difficult ones.

By further enhancing diversity in all its forms, including gender equality, geographical diversity and inclusion, as part of ensuring that UNICEF has the right workforce.

While attracting and retaining diverse talent will remain a priority, we will focus equally on ensuring that all our staff are safe, included and afforded equal opportunity to thrive and contribute.



UNICEF works to ensure that all staff are empowered to reach their full potential.

By positioning UNICEF's global workforce for continued success by emphasizing geographical and functional mobility and strengthening career management and development. The annual mobility exercise strengthens the workforce in two important ways:

- Geographical mobility fosters knowledge transfer and continuous learning while equitably sharing the burden of serving in the most challenging locations.
- Functional mobility enhances staff versatility and fungibility while helping to break down silos.

Most importantly, mobility promotes a greater appreciation of everyone's contributions and supports a culture of collaboration.

Career management and development initiatives improve our value proposition to staff and ensure that UNICEF remains an attractive employer. We help managers and staff plan for their next steps by clearly communicating career opportunities and success factors for career growth, and by helping them use the available programmes and tools to support their aspirations.

By streamlining and simplifying the recruitment process and sourcing talent strategically we ensure that we expeditiously place the right people in the right place at the right time, while minimizing the burden on line managers. Managers now have greater flexibility to shape the process of selecting staff and ensure that the approach is meaningful to the position they are recruiting. At the same time, managers now have greater accountability for the quality of selection and candidate experience, including providing candidate feedback and supporting the incumbents in their new roles to position them for success.



Our culture emphasizes how individual performance contributes to UNICEF's ability to measurably improve children's lives.

Goal 2

Developing and leveraging the talents of managers and staff to successfully contribute as individuals, in teams, and across organizational boundaries.

A commitment to the professional development of all staff is essential if we are to adapt to the changing environments in which UNICEF operates and remain competitive in attracting and retaining the most qualified staff. All of this will require strengthened or new skills. A new Global Learning Strategy will support UNICEF's Strategic Plan and help guide how we deliver on these requirements.

15

HOW WE WILL DELIVER

By fostering a culture of continuous learning and investing in personal and professional growth. Given UNICEF's need for increasingly flexible deployment options, staff need to be able to meet new challenges wherever they occur. To do this, staff must have a wide range of technical capabilities, core skills and knowledge, and be prepared to learn new skills. A commitment to lifelong learning thus becomes an essential success factor for all staff. While we will provide the principles, tools and resources, managers

must provide the guidance and support to encourage their staff to develop and grow. Staff in turn must be willing to make their professional and personal development a priority by dedicating the requisite time and effort.

By strengthening skills for cross-cutting priority areas, new areas of intervention and strategic engagement with new partnerships, including with foundations, development banks, and the private sector. The Strategic Plan identifies new areas for prioritization and focus, including among others urbanization, migration, climate change, adolescents, and mental health. UNICEF will also seek to leverage wider change nationally and globally through advocacy, communications and campaigning.

By equipping managers to manage their teams and lead them to their full potential. Heads of office and managers at all levels in offices around the world carry the ultimate responsibility for delivering results for children. They will be selected, developed and assessed based not only on the results their teams achieve, but also on how they achieve them vis-à-vis their staff and partners. Managing in complex and uncertain environments and taking the appropriate risk are other factors of strategic importance.

Goal 3

Creating a Results-Based Culture of Accountability, Effectiveness and Efficiency, where everyone understands what is expected of them and where performance is recognized and rewarded.

The success of UNICEF's Strategic Plan demands that UNICEF create a culture where all managers and staff are accountable for using their strengths to achieve results and consistently exhibit behaviours in line with UNICEF's values.

A key component of the 2017 **Human Resources Reform initiative** was the area of performance management and the establishment of clear linkages between individual performance and organizational results through the objective setting process. This enhances every staff member's understanding of how their performance contributes to UNICEF's ability to measurably improve children's lives.

HOW WE WILL DELIVER

By creating an honest and agile performance management culture to enhance organizational effectiveness and efficiency. This is an area where good progress has been achieved, but more still needs to be done. As we move to a strength-based approach to managing performance and creating enabling workplaces, UNICEF's culture needs to evolve as well, so that ongoing and honest feedback is embraced as accepted and expected practice by managers and staff alike.

All staff share the responsibility for their full and tireless commitment to the cause of children. UNICEF will continue to fairly and honestly evaluate the performance of each individual, and all staff will be held fully accountable for their work and contributions to UNICEF's goals. In addition to focusing on their individual performance, staff are expected to work collaboratively within their teams and offices, recognizing that the challenges of the future cannot be tackled successfully by any individual in isolation.

By strengthening managers' ability to effectively recognize strong performance and manage underperformance. Managers' performance in this regard is as important as their technical contributions and will be evaluated accordingly. Managers must also make maintaining staff motivation and engagement a priority and create a work environment that allows everyone to contribute to their full potential.



We aim to ensure that all staff share the responsibility for a full commitment to the cause of children.



Together, we will continue to enable strong results for children.



United Nations Children's Fund
3 United Nations Plaza
New York, NY 10017, USA

