

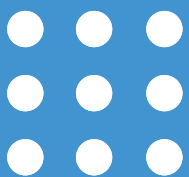


HUMAN RESOURCES STRATEGY 2014-2017

Strengthening our agility, performance
and shared responsibility for results



MESSAGE FROM THE EXECUTIVE DIRECTOR





Babatunde Osotimehin

*Executive Director Under-Secretary-General
of the United Nations*

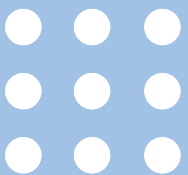
An organization is its people, and I am very proud of the people of UNFPA. UNFPA could not deliver the results expected from us and fulfill its commitments every day without them. Therefore, I have made Strategic HR management a center-piece of the management reforms we are pursuing, centered around three overarching principles – agility, high performance, and shared responsibility. We want to build an organization where talent is nurtured and high performance rewarded; where organizational design and team behavior promotes high motivation, innovation and results-orientation; and where every manager makes ‘people management’ a top priority.

I believe the vision detailed in the Human Resources Strategy will help us, as an organization, go from strength to strength. I invite every single person working in this organization to internalize this Strategy and work towards building a better UNFPA. Because at UNFPA everyone counts.

No woman should die giving life. No girl should be violated or forced into marriage. Information about, and access to, contraception should be universal. And all human rights of all people need protection. Passion, courage and professionalism are needed to bring about the changes in the lives of women, adolescents, and youth that are required for the world to prosper.

01

CONTEXT

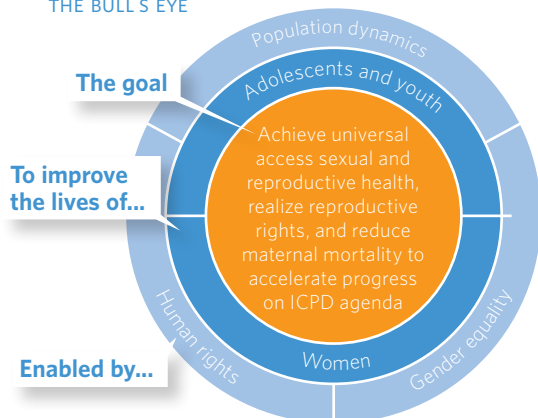




ALIGNMENT OF HUMAN RESOURCES TO THE STRATEGIC PLAN AND BUSINESS MODEL

Going into the future UNFPA must ensure it is in a position to deliver on the Bull's eye, and continue to advance the International Conference on Population and Development (ICPD) agenda on sexual and reproductive health and rights with a focus on the rights-based approach and the most vulnerable groups. UNFPA also needs to contribute to advancing gender equality, women's and girls' empowerment, and sexual and reproductive health and rights, including the most vulnerable and marginalized women, adolescents, and youth. With UNFPA's support,

THE BULL'S EYE



the world has seen considerable advances in many areas. But much more is needed.

The UNFPA Strategic Plan for 2014-2017, and its associated Business Model and Integrated Budget set out the ambitious results we hope to achieve over the next four years as well as a continued agenda for organizational change. This will allow us to deliver results with greater agility, performance and shared responsibility for results. Transforming the way we respond to changing needs, particularly at the country level – with a focus on reshaping organizational skills mix, culture, design, and collective performance – is a cornerstone of the change agenda. This Human Resources (HR) Strategy provides the overall direction for HR transformation at UNFPA. It is aligned with, and contributes to, organizational effectiveness and efficiency as reflected in the Strategic Plan.

"The ideal UNFPAer should be a person who has passion for our mandate. This passion motivates someone to move every extra mile it takes to make a positive contribution."
UNFPAer, Eastern & Southern Africa

"UNFPA works on issues not many want to deal with, the hidden areas in people's lives. You have to be understanding, tolerant, open and non-judgemental, deeply understand the issues and believe in what you do."
UNFPAer – Asia & Pacific

An important starting point for the HR Strategy is recognizing that HR management is a shared responsibility. HR management, once understood to be the sole prerogative of the Division of Human Resources (DHR), becomes a responsibility of all line managers in a strategic

partnership with DHR. Accordingly, this is an HR Strategy for the whole of UNFPA.

The Strategy has been developed through a highly consultative process soliciting inputs from a cross-section of managers, staff, and member states. It builds on the gains from the previous HR Strategy as well as more recent initiatives embedded in the UNFPA Business Plan 2012–

2013. It takes into account views expressed through UNFPA's Global Staff Surveys, and surveys done on UNFPA HR Services. In addition, it draws on lessons learned from other development organizations and leading practices, inside and outside, the UN system.

The HR Strategy is guided by three overarching **principles** that drive the effective management of the organization's people and achievement of organizational objectives.

"Every day I remind myself that my work is making a difference in the world, that I am part of an extraordinary group of people and an organization like UNFPA with a powerful mission that is trying to change the world. That makes me proud of what I do every day!"

UNFPAer, Headquarters

Agility

UNFPA's workforce needs to be more agile and responsive, with the soft and hard skills and competencies to reflect the changing needs of the organization. This implies identification of workforce requirements and solutions, and empowering talent with the skills, tools, systems and support needed to work more effectively, and be more adaptable.

High Performance

The HR Strategy promotes a high-caliber, motivated workforce that works in partnerships internally and externally, with an emphasis on results, innovation, solution driven collaboration, and team performance.

Shared Responsibility

HR management is everyone's business. People at all levels of the Organization must work together and be accountable to each other to improve our ability to deliver on UNFPA's mission and better the UNFPA workplace.

The effective management of Human Resources is critical to delivering on UNFPA's strategic direction in relation to all four elements of the Business Model:

What, Where, How, and Who, as well as in response to workforce trends.

"What"

The substantive focus of UNFPA is captured by the "bull's eye", which has enabled the organization to focus its efforts and brought an important coherence to UNFPA's work. UNFPA's goal is the achievement of universal access to sexual and reproductive health, the realization of reproductive rights, and the reduction of maternal mortality. Reaching this goal would bring enormous benefits to people across the world.

The most recent UNFPA Global Staff Survey shows that an exceptionally high number of staff (almost 100 per cent) understand and are committed to the mission and goals of the organization, and are willing to put in extra effort to help achieve UNFPA's goals. Building on and further nurturing this enormous dedication is essential for achieving our strategic objectives. The often sensitive nature of our mandate as well as the scale of change we hope to achieve – both in partner countries and inside the organization – require individual skill, courage, and drive, as well as enabling workplaces, teams and managers.

"Where" and "How"

UNFPA has a truly multicultural organization operating programmatically in over 150 countries and territories across the globe. UNFPA works in all regions and in low, lower-middle and upper-middle income countries with very diverse needs. The new business model guides how UNFPA will engage in different country contexts. The new approach is based on not trying to do everything everywhere as well as better addressing the changing needs of UNFPA's partners in government and civil society by shifting away – where appropriate – from "delivering things" to "delivering thinking". It also embraces the increasing role that partnerships play in how UNFPA delivers its programmes, including in particular other UN agencies and development partners.

The interventions UNFPA delivers across the globe can be grouped into four modes of engagement: advocacy and policy dialogue/advice; knowledge management; capacity development; and service delivery. The desirable mix of these different modes of engagement is based on local conditions and can change rapidly. In some countries only one mode needs to be applied, in others all four. It is essential



to achieve maximum results by optimising limited resources.

To respond to these dynamic country realities, UNFPA needs to adopt a more needs driven business approach starting with the design of programmes and, correspondingly ensuring appropriate office structures and skills mix - which may entail taking hard decisions swiftly.

The UNFPA workforce ("UNFPAers") needs to be diverse, mobile and flexible. UNFPAers must master different modes of engagement as well as have, or build, the required skills to work in countries affected by humanitarian crises, high degrees of social injustice, or denial of human rights. Influencing, communications, and resource mobilisation skills are key. In addition, the organization needs to continue to strengthen the ability of UNFPAers to comply with global and corporate standards.

"Who"

A fundamental aspect of the "who" element of the business model is that the organization currently has a tripartite structure, with country offices, regional offices, and a global headquarters. The Strategic Plan revisits the respective roles and responsibilities within the tripartite structure. Country offices will be

responsible for implementing programmes, regional offices for providing support and quality assurance to country offices and engaging with regional entities, and headquarters for providing normative guidance, providing quality assurance in critical areas, and engaging in global advocacy and intergovernmental policy discourse. On the operational side, regional offices are being strengthened to support partnerships, outreach, oversight, and support the strategic re-positioning of country office skills and structures.

This means continually fine-tuning to ensure everyone is where they need to be doing the right things at the right time. UNFPAers must see themselves as part of a wider UNFPA team where everyone works flexibly and collaboratively to ensure we get things done.

"We are human, promoting the politics of the personal. We are fearless, showing people their innermost selves. We are tireless, affirming everyone's right of self. We are balanced, fighting for equality. We are joyful, celebrating diversity. We seize the day! We are UNFPA".

UNFPAer, Eastern Europe & Central Asia

Workforce Trends

A number of HR workforce trends impact on UNFPA and must be considered to enable UNFPA to align its HR needs with its overall organizational delivery.

"Only by being transparent, acting together and cooperating across structural lines can we accomplish what we need to accomplish".

UNFPAer, Headquarters

UNFPA is experiencing its own internal demographic challenges

The organization will continue to have relatively high numbers of staff retiring during the next several years. There is also increased mobility within the wider workforce and the need to ensure the refreshment and continued skills development of UNFPA's staffing base by facilitating movement in and out of the organization, as well as between different functional areas. At the same time, UNFPA needs to consider how to retain high quality talent and ensure business continuity and the maintenance of its institutional memory.

"The ideal UNFPAer has to be switched on in delivery, innovative and multi-skilled to cope in the multi-functional role they have to work with".

UNFPAer, Eastern & Southern Africa

Workforce preferences and changing expectations

Demographic and generational changes in workforce composition and preferences demand new behaviors, skills and styles of leadership to cope with a dynamic and shifting environment of innovation and change. There is a need to accommodate and maximize the potential contributions of an increasingly diverse workforce, including large numbers of national staff and complementary personnel, with different needs and expectations by providing a more flexible workplace and innovative ways to deliver work.

Increasing competition for leadership and specialised talent

Talent markets are highly competitive, particularly for sourcing effective leaders and certain specialized professions. People with the right skill sets that can offer world class contributions to UNFPA are increasingly hard to find. This environment and the ease and availability of search tools for job seekers make it easy for high performers and scarce talent to find, and choose to take, positions with other competitors.

"UNFPAer' should be a label of professionalism, competency but also virtue, reliability, transparency, and integrity. Because we have a marvelous organization and we must be its image".

UNFPAer, West & Central Africa

The need for strong Organization "Branding"

The advent of social media and search technology has put increased emphasis on being able to effectively differentiate UNFPA, and make the organization attractive enough to stand out through "branding" and targeted outreach and attract the right type of talent at the right time.

The changing development landscape and decreased competitiveness of UN system

Stakeholders are increasingly demanding more for less, driving cutbacks in compensation packages, and affecting UNFPA's ability to compete for talent. The erosion of benefits for members of the UN community serving in non-family, crisis contexts and hardship duty stations, together with increasing security concerns, make it more and more challenging for UNFPA to attract and retain qualified talent in difficult duty stations.

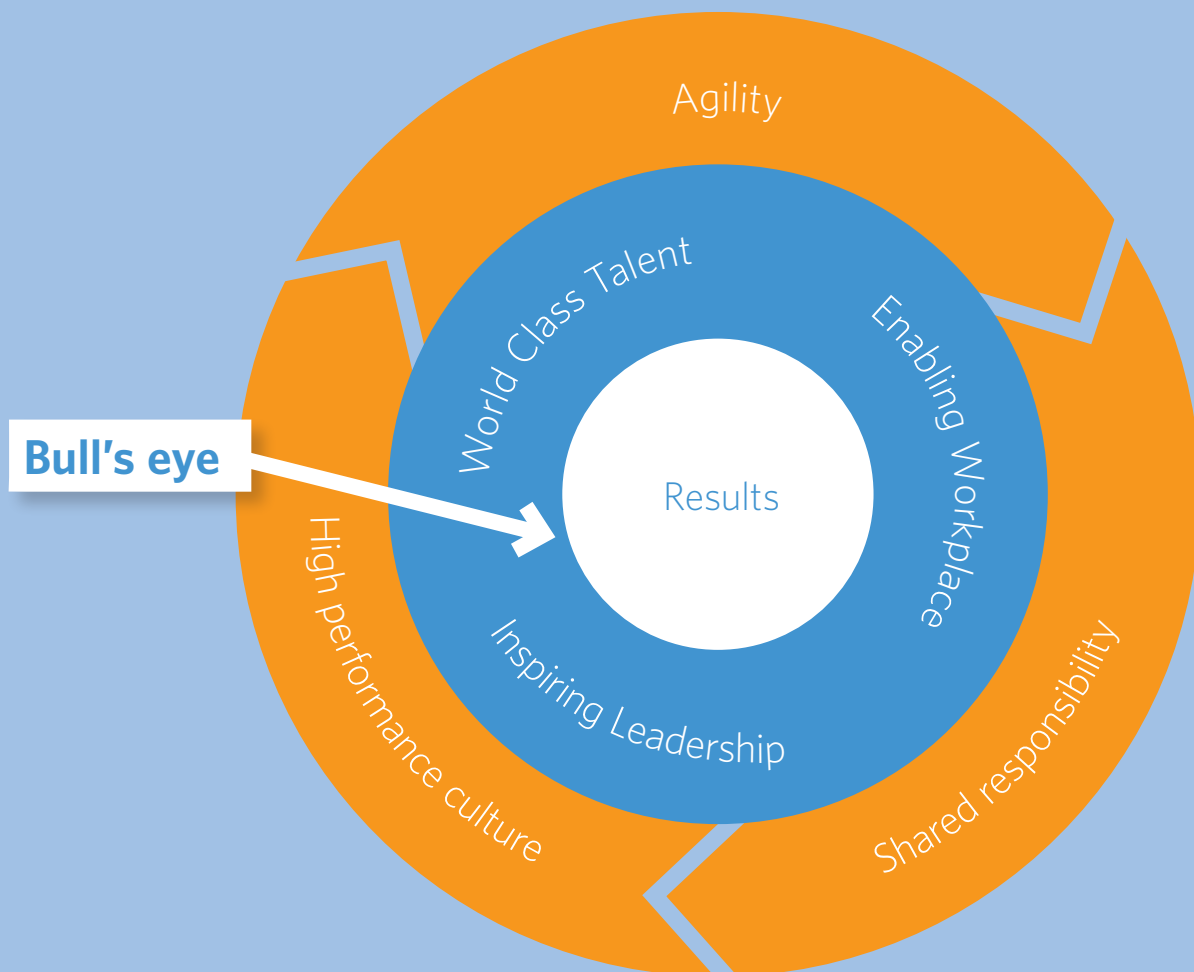
Increased harmonization and collaboration on HR issues across the UN Common System

There is a need to harmonize practices and make greater use of shared services to generate greater efficiency and effectiveness. It is also necessary to find new solutions to incentivise both inter-and-intra organizational mobility and working in difficult duty stations, leveraging spousal employment, and differentiating organizations as employers of choice while preventing unhealthy competition. UNFPA should engage further in supporting the Resident Coordinator system and the leadership role it can play in advancing the ICPD agenda.

OBJECTIVES OF THE HR STRATEGY

The Strategy provides a holistic approach which is guided by the principles of **agility, high performance, and shared responsibility** and supported by the mutually reinforcing goals of **integrated talent management**, creating an **enabling work environment**, and forging **inspiring leadership**. These principles and goals are interdependent, inextricably linked, and aligned with each other.

THE STRATEGIC ROADMAP



02

FROM STRATEGY TO ACTION

STRATEGIC GOALS

Goal 1

World Class Talent

UNFPA must become an organization known for its world class talent and for attracting, developing and placing the right people, in the right place, at the right time.

Goal 2

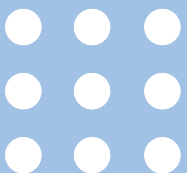
Enabling Workplace

UNFPA must create an organizational design and culture in which people are the best they can be, and feel valued, respected, and empowered to be courageous, innovative and deliver on UNFPA's mandate.

Goal 3

Inspiring Leadership

UNFPA must build an inspiring leadership culture with strong, ethical, and consistent leadership behavior, including self-directed leadership.





Goal 1

World Class Talent

UNFPA must become an organization known for its world class talent and for attracting, developing and placing the right people, in the right place, at the right time.

Achievement of this goal requires UNFPA to design and roll out HR interventions intended to generate the following outcomes: Driven by programmatic needs and the application of the Business Model, UNFPA proactively **plans and places** its workforce in the right place at the right time; UNFPA continually grows and **develops** its talent; UNFPA effectively **manages performance**; and UNFPA improves its ability to **attract, recruit and on-board** new staff when required. The recently revised Competency Framework is the foundation for development and career progression, performance management, placement and selection. The Competency Framework encapsulates skills and behaviors required to perform effectively and courageously in all settings - putting an emphasis on what is required for each individual and team to contribute to the results UNFPA intends to achieve over the next four years.

Desired outcome - UNFPA proactively plans for placement of the right people, in the right place, at the right time.

The case for change

Conventional HR metrics currently used by UNFPA such as turnover rates and time to fill vacancies, are basic measures that help answer simple questions of an historical nature and, at best, show changes in organizational trends. While valuable, they offer UNFPA limited predictive power. Demand forecasting is more reactive than strategic, falling short of genuine workforce planning. UNFPA needs to use workforce planning more proactively to strategically forecast the organization's talent needs and guide talent development, retention and acquisition accordingly.

One of the biggest challenges facing UNFPA is its ability to build a robust talent pipeline, with the complex mix of skills required to deliver its mandate. A closer examination of its 'bench strength' has revealed that there are significant gaps. Early identification of high performers with the potential to fill defined gaps and take on new responsibilities is vital to UNFPA's continued success.

"We UNFPAers are unique and exceptional in continuous learning and adapting to changes. UNFPA invests in its staff members by creating an enabling learning environment. This is unique to UNFPA".

UNFPAer, Asia & Pacific

HR outputs

In order to achieve results, before the end of 2017 UNFPA will have:

- strong workforce planning capabilities and talent analytics enabling proactive forecasting and evidence-based response to talent needs;
- hiring managers equipped with the information they need for effective decision-making;
- regular assessment of UNFPA's bench strength in place.

Some initiatives that are either planned or underway to achieve these outputs include: the introduction of seven Strategic HR Partners in the regions, essential for linking HR action more closely with programmatic needs; the creation of an HR dashboard for access by hiring managers; and the recruitment of a workforce analytics specialist within DHR.

Desired outcome - UNFPA continually grows and develops its talent.

The case for change

UNFPA is committed to growing talent from within. UNFPA's learning and development practices are a critical component of talent management. Continuous learning and development is key. Emphasis is not only on the professional development required for people to better perform their functions, but also on enhancing their own 'currency' in their profession, including through on-the-job

learning. This can be achieved through informal and formal learning opportunities, promoting a learning culture in the organization, and encouraging greater use of knowledge sharing and social networks.

An area of dissatisfaction highlighted in the Global Staff Survey, is that managers are not sufficiently engaged in the on-going development and retention of their teams. UNFPA needs to encourage broader ownership and involvement in staff development at all levels of the organization. Managers need to be better equipped (and held accountable) for the significant role and responsibility they have as mentors and coaches.

"We should be proactive and creative, open minded people that positively leverage on their successes and those of their colleagues and enjoy it".
UNFPAer, West and Central Africa

HR outputs

In order to achieve results, before the end of 2017 UNFPA will have:

- focused investment in learning and development on critical skills required to implement the Strategic Plan and associated business model;
- an articulated career framework that specifically targets the needs of both international and local personnel;
- optimised the use of technology for distance Learning;
- talent pools populated by candidates ready for placement in critical positions.

Some initiatives that are either planned or underway to achieve these outputs include: a leadership pool for rotation posts; enhanced use of professional certification; the Learning and Educational Assistance Programme for local staff; and promotion of Resident Coordinator as a career path.

Desired outcome - UNFPA effectively manages performance.

The case for change

UNFPA's highly regarded performance appraisal and development (PAD) system has become a transformative business practice and a tool for performance accountability. Compliance with completing appraisals is high and the multi-rater feedback feature is one of the most advanced in the UN system. Nevertheless, some challenges remain. Concerns have been expressed, particularly regarding the genuine engagement of managers in providing honest and constructive feedback in a timely manner. There is also a perceived lack of action by the organization in recognizing and rewarding work well-done and dealing with poor performance.

Effective performance management needs to go beyond simply applying a performance system "correctly". UNFPA needs to make performance matter by moving beyond mere compliance and focusing on actual utilisation. UNFPA needs to build a high performance culture, as well as deal consistently with underperformance. UNFPA needs to encourage staff to be courageous and innovative and



embrace new ways of working. UNFPAers need to receive meaningful feedback and recognition, and to be clear on the linkages between performance and rewards.

HR outputs

In order to achieve results, before the end of 2017 UNFPA will have:

- an approach in place which measures team performance;
- a new system for rewards and recognition that places a premium on team performance;
- established measures to incentivize courageous behavior and innovation as opposed to risk-adverse behavior at all levels of the organization;
- managers with the capacity to set limits and consequences for performance who are held accountable for applying them.

Some initiatives that are either planned or underway to achieve these outputs include: the introduction of seven Strategic HR Partners in the regions tasked to support managers in consistently assessing performance; a new rewards and recognition policy; regular,

transparent communications on the successes of high performers and the consequences of under-performance.

Desired outcome – UNFPA improves its ability to attract, recruit and on-board new staff when required.

The case for change

UNFPA's own demographic challenges, the difficulty in finding suitable candidates for less desirable duty stations, as well as changing workforce and workplace expectations, make talent management one of the biggest challenges facing the organization. Dovetailing into the UNFPA 'OneVoice' campaign and the Communications Strategy, UNFPA needs to take full advantage of the strength and appeal of its mandate to attract high caliber talent, despite the relative decline in the attractiveness of the compensation package. The advent of social media has put much greater emphasis on the need to actively promote UNFPA's "brand" and differentiate the organization in a competitive labor market.

"Commitment to the mandate should not just be an ideal, but a day-to-day reality. A UNFPAer should in all circumstances be proud to say 'Yes I am part of this Organization!'"
UNFPAer, West & Central Africa

UNFPA has improved its sourcing and attraction of talent through better job

application management, including tracking and use of a web-based job application system. However, it is important to ensure higher quality screening standards through rigorous and consistent selection processes and background checking. At the same time there is a need to streamline and significantly reduce vacancy rates, as well as the length of time it takes to recruit for a position, as this remains a major area of dissatisfaction for business units.

HR outputs

In order to achieve results, before the end of 2017 UNFPA will have:

- means for branding the organization as an employer of choice;
- effective approaches to actively target candidates, ensuring the organization maintains a diverse workforce (including geographic, gender, and difficult to attract occupational groups);
- high quality, transparent, and more timely selection processes in place.

"The ideal UNFPAer is a teamworker that can nourish and leverage UNFPA's strong "family" culture of mutual respect and support".

UNFPAer – Headquarters

Some initiatives that are either planned or underway to achieve these outputs include: processes to reduce on-boarding time and enhance the on-boarding experience for new candidates;

further use of social media and technology; and establishing additional strategic partnerships to more actively engage with sources of qualified talent both globally and regionally.

UNFPA to design and roll out HR interventions intended to generate the following outcomes: At every level UNFPA has an **optimal design** for development results; all UNFPAers are supported and held accountable for creating an **inclusive workplace culture**, UNFPAers are **empowered** to be courageous and innovative.

Desired outcome – UNFPA has an optimal design - for the organization as a whole, for business units, and for each individual - creating a landscape where there is clarity of purpose and clarity of role(s).

The case for change

Diversity in needs, locations and modes of engagement will require revisiting roles and responsibilities to provide the type of workplace where everyone is able to optimally support effective implementation of the Strategic Plan and needs driven programmes.

Offices must be given the necessary additional tools and support to be able to align their structures with their new delivery requirements. This has important implications for the mix of skills, experience, and competencies required to meet overall office objectives, driven by programmatic needs. At the level of each individual this means ensuring each job description is coherent, and that all jobs are designed in a manner which enables every person to understand exactly how they fit within the structure and can best contribute to expected results, and thereby to the office and organization as a whole.

The results of UNFPA's Global Staff Survey also revealed some concerns related to both overall workload as well as work distribution. It is important to provide everyone with the necessary working conditions to allow them to succeed. This can be facilitated by ensuring appropriate workloads and meaningful assignments. It is also vital that different contractual modalities – for staff and complementary personnel – are used correctly. Job design and contract types must be determined in a fair and equitable manner, on the basis of operational imperatives, and in recognition that the organization requires both staff serving over the longer-term, as well as specialized expertise for limited periods to address particular organizational needs.

Goal 2

Enabling Workplace

UNFPA must create an organizational design and culture in which people are the best they can be, and feel valued, respected, and empowered to be courageous, innovative and deliver on UNFPA's mandate.

"Within UNFPA there is respect for people, their ideas, non-discrimination, and this enables each of us to shine and give our best".

UNFPAer, Latin America & the Caribbean

UNFPA needs to create an enabling workplace which means that everyone -- individually and through teams -- is able to maximise their contribution. Achievement of this goal requires



HR outputs

In order to achieve results, before the end of 2017 UNFPA will have:

- approaches to support the organization to determine optimal and cost effective structuring of offices to meet the requirements of the strategic plan;
- approaches to support individual offices to implement desired structuring including definition of individual roles, and determination of equitable workloads, required skills mix, and use of appropriate contractual modalities;
- mechanisms in place to support offices to review and refine individual roles and skills mix within their overall structure as necessary to respond to changing delivery needs and requirements.

Some initiatives that are either planned or underway to achieve these outputs include: DHR participation in advisory missions to country offices to ensure the staffing architecture and skills meet programmatic requirements; development of HR policies related to job design, classification, and reclassification; and the introduction of seven Strategic HR Partners in the regions to provide support and advice to change management processes.

Desired outcome – All UNFPAers are supported and held accountable for creating an inclusive environment.

The case for change

In addition to providing UNFPAers with clarity of purpose and role, UNFPA needs to reinforce this with an inclusive workplace culture that removes barriers to contribution.

The results of UNFPA's Global Staff Survey show that work location, or the environment that people work in, is the most significant factor driving variations in the way they

experience working at UNFPA. While there were many positive areas highlighted by the survey, it showed that UNFPA can still improve, particularly in certain workplaces. UNFPA must ensure it operates in a fair and transparent manner and holds everyone accountable for their impact on workplace culture.

"Because everyone cares, people skills in this highly active and changing environment are vital".

UNFPAer, Eastern & Southern Africa

HR outputs

In order to achieve results, before the end of 2017 UNFPA will have:

- identified the main barriers to the achievement of an inclusive workplace culture within the organization;

- developed an action plan for removing these barriers, including clear roles and responsibilities for all involved;
- support available for implementing the action plan, including a clear accountability framework.

Some initiatives that are either planned or underway to achieve these outputs include: conducting Global Staff Surveys every two years to assess levels of staff engagement; and promotion of learning afternoons by individual offices to enable them to fully leverage their respective results.

Desired outcome – UNFPAers are empowered to fully maximize their contribution.

UNFPA staff are committed to, understand, and are willing to put in extra effort to achieve the organization's mission and goals. To fully leverage this commitment, UNFPA has to create the conditions that empower UNFPAers to fully maximize their contribution.

UNFPA is a truly multicultural organization, as diverse as the communities that it serves. The organization needs to celebrate this diversity and recognize that the best workplace is one that draws strength and values the unique perspectives of all UNFPAers and enables everyone – individually and through teams – to make their best contribution and realize their full potential.

“UNFPAers are people who care deeply for people, are committed, compassion driven and take risk to voice difficult subjects like sexual and reproductive health and rights, policy dialogue for better sexual and reproductive health of women and young people, and gender equality”.

UNFPAer, Asia & Pacific

Another important aspect to fostering empowerment is a commitment by the organization to transparency at all levels. The organization has to operate on the principle that full and free access to information should be provided, unless there are legitimate reasons to do otherwise, and that UNFPAers are encouraged to actively share information with each other. This will ensure that staff can see, and feel encouraged to act on, opportunities for contribution and collaboration.

HR outputs

In order to achieve results, before the end of 2017 UNFPA will have:

- implemented HR-related processes that optimize transparency

- developed an action plan focused on leveraging diversity and building trusting environments where staff are free to express their thoughts and opinions openly;
- support available for implementing the action plan.

Some initiatives that are either planned or underway to achieve these outputs include: a review of all HR processes; and promoting collaborative problem solving and open communication.

Goal 3

Inspiring Leadership

UNFPA must build an inspiring leadership culture with strong, ethical, and consistent leadership behavior, including self-directed leadership.

The management of HR is a shared responsibility that requires inspiring leadership at all levels of the organization, including self leadership. In order to build this culture, UNFPA needs to focus on the design and roll-out of HR interventions intended to achieve the following outcome: Strong ethical and consistent leadership behavior is demonstrated at all managerial levels of the organization

Desired outcome – Strong, ethical and consistent leadership behavior is demonstrated at all managerial levels of the organization.

The case for change

All of UNFPA's priority pillars are strongly interconnected – the achievement of one will also require achievement of the others. The importance of inspiring leadership cannot be overstated. Bold transformative leadership can help shape national, regional and global change in critical areas such as reduction of inequality and discrimination, promotion of human rights, enabling access to services and leveraging new resources for the benefit of women and girls.

Internally, leadership skills impact the ability to effectively manage talent. The importance of the role of leaders in acting as coaches and mentors, and facilitating the development and



performance of their teams has already been highlighted. The quality of leadership helps shape the reputation of an organization as a great place to work, affecting its ability to attract and retain talent and obtain needed resources. Inspiring leadership is also critical to creating an enabling environment - helping everyone to understand their role and building trust to foster a positive and productive workplace.

Leadership is not yet exercised and encouraged enough at all levels throughout UNFPA. This exists at two different levels. First inspiring leadership is needed to support greater transparency, innovation, creativity, enhanced internal and cross-functional collaboration, and external engagement and outreach to impact change and raise the awareness about UNFPA's core mandate issues. Second, some line managers need to further develop their basic managerial skills to be fully effective in this capacity (for example, managing people, budgets, work planning and oversight). The challenge is to place greater emphasis on the behaviours the organization expects leaders at all levels to exhibit consistent with the organization's core values as articulated in the Competency Framework (exemplifying integrity; demonstrating commitment to UNFPA and the UN; and embracing diversity). In UNFPA, change is coming at a more rapid pace than ever before, creating uncertainty, disruption, but

also opportunity. The organization increasingly depends on adaptive leadership at all levels to guide it through change and build trust to promote courage and innovation, rather than risk-averse behavior.

HR outputs

In order to achieve results, before the end of 2017 UNFPA will have:

- a multi-layered and consistent approach to leadership development at all levels and aligned with organizational imperatives;
- strengthened leadership capability allowing leaders to motivate teams to achieve high impact results and perform in an innovative; creative, and collaborative manner;
- strengthened managerial capability in critical core managerial areas such as finance, procurement and HR management;
- Initiatives aimed at early intervention and settling limits and consequences for behavior which is not consistent with UNFPA core competencies.

Some initiatives that are either planned or underway to achieve these outputs include: Provision

*"Creativity is key. We cannot continue to do the same things we have done over the years which have not yielded results as fast as we have desired".
UNFPAer, Eastern & Southern Africa*



of managerial skills training in areas such as finance and procurement, development of emotional intelligence capabilities, broadened scope of the “Lead UNFPA” programme; and revision and promulgation of the Competency Framework with special focus on managerial competencies.

Desired outcome – Strong, ethical and self-directed leadership is exercised at all levels of the organization.

The case for change

While inspiring leadership is critical to creating an enabling environment which in turn helps everyone to understand their role and by building trust fosters a positive and productive workplace, a truly creative and innovative workplace is only achievable if individuals exercise self-directed leadership. All UNFPAers need to be more proactive, looking for opportunities to contribute by developing themselves, understanding how to leverage their own talents, and collaborating with others to bring out the best in themselves and all those they work with – they must realize the leader within.

HR outputs

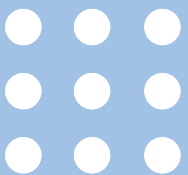
In order to achieve results, before the end of 2017 UNFPA will have:

- A work environment in which staff are able to exercise self-directed leadership to individually and collectively deliver results across different environments and adapt to change, adjusting strategies and priorities swiftly in response to changing situations and local conditions;
- mechanisms in place to enhance the quality of staff behaviour by creating incentives to demonstrate desired behaviours and sanctions to prevent undesirable behaviours;
- approaches in place to improve the capacity of staff to exercise self-directed leadership and hold them accountable for this as part of their PAD discussions.

Some initiatives that are either planned or underway to achieve these outputs include: provision of coaching to enhance confidence and capabilities to take on new challenges; a new policy that provides recognition and rewards for innovation; and revision of the Competency Framework including articulation of both positive and negative competencies.

03

MAXIMISING THE VALUE OF DHR





In order to realize the vision detailed in this HR Strategy, DHR must play the critical role of 'enabler', supporting the cultural and behavioral changes needed. This involves maximizing the value provided by DHR by designing the appropriate DHR structure to best meet the needs of clients and building the capacity of DHR staff.

Feedback obtained from across all levels of the organization indicates that DHR needs to more consistently identify and deliver on the areas of greatest stakeholder need and demand. DHR is perceived as currently being under-resourced in terms of staffing levels and having a Headquarters-centric approach that is too distant from the 'core business' of UNFPA in country offices. Many UNFPA staff have limited awareness of exactly what DHR does, what the HR relationship is with UNDP, and how the work of DHR supports and contributes to the organization.

Implementing the various reforms outlined in this Strategy requires a profound transformation of DHR's role within the organization. While progress has been made in many areas, the work of DHR still needs to shift further along the continuum from administrative processing to being that of a trusted strategic partner to managers and staff, from sanctioning to enabling, and from control to support. This

requires clarity of what DHR offers (and will not offer) and realigning its structure, including roles, responsibilities and reporting lines. In doing so, DHR will be better positioned to flexibly respond to the competing and shifting demands for its services, and will be better aligned to meet the challenges of the Strategic Plan and Business Model.

A transformed DHR will place a client-oriented culture at the heart of its operations, enabling the Division to be viewed as a service provider and a trusted partner that adds value. A cornerstone of this transformation is the introduction of HR Strategic Partners to Regional Offices which will serve the dual purpose of strengthening the decentralized regional architecture, as well as strengthening the HR landscape. Streamlined processes and system improvements will ensure that the service DHR provides is simplified and more targeted, and hence will support a world where every pregnancy is wanted, every child birth is safe, and where every young person's potential is fulfilled.

"We work not only for people but also with people.

Therefore wherever we work, everybody counts".

UNFPAer, Eastern Europe & Central Asia

This is to acknowledge and thank all those who contributed in various ways to the collaborative process used to develop this HR Strategy in support of building a better UNFPA.

