

Human Resources Issues

**Presentation by the Director, DHRM
to the Standing Committee**

18 September 2012

The Human Resources Agenda

- Follow up to the Global Staff Surveys:
 - * Fear of speaking up
 - * Leadership
 - * Internal communications
 - * Career development *and also*
 - * Staff health and welfare
 - * Learning
 - * HR Services
 - * Performance management
 - * Diversity
 - * Workforce planning
- Policies
 - * Local assignments, including NPOS
 - * International Recruitment
 - * Comparative review
 - * Special measures for reduction in force
 - * Personal Grade Awards
 - * SIBA
 - * Contracts
- Common system issues
 - * Mobility
 - * Conditions of service
 - * Job classification
 - * Hardship and security designations
 - * Rewards and recognition
 - * Mandatory age of separation

Responding to staffing needs

- Regular assignments
 - 90% of the 286 job openings in the September 2011 Compendium are closed, including 198 assignments taking place in 2012.
 - 75% of the 266 job openings announced in the March Compendium have been closed, including with 129 assignment decisions.
 - 318 job openings being advertised in the September 2012 Compendium.
 - Almost twice as many Fast Track job openings were filled in the last year: 132 compared to 72 for the prior year.

Responding to staffing needs

- Staff on temporary assignments (153, of whom 126 have an Indefinite Appointment)
- JPOs (67, a 25% drop since 2010)
- Staff holding Temporary Appointments (187, or 9.5% of all active international staff)
- Affiliate workforce
 - International UN Volunteers
 - Contractors, including through UNOPS
 - Stand by partner arrangements / consultants
 - Volunteers, interns

Streamlining the Postings Process

- The PPA was introduced in 2010 to replace the APPB
- Two years' experience shows that there are:
 - Opportunities to increase efficiency and reduce duplication of effort throughout the PPA
 - Opportunities to better leverage systems. Manual systems are inefficient and resource-intensive
- DHRM launched the streamlining project in February 2012. Nine process review teams met from April through July.

Streamlining the PPA: Progress Report

- Focus on key bottlenecks
 - Eligibility and Suitability screening
 - Manager's views, functional assessments
- Leverage technology for quick wins
 - Better, faster eligibility screening
 - Better tools for recruiters and managers
- Implementation
 - Pilot testing underway now: eligibility, manager and recruiter tools
 - Full implementation of streamlined PPA for March 2013 Compendium

Mobility and Field Service

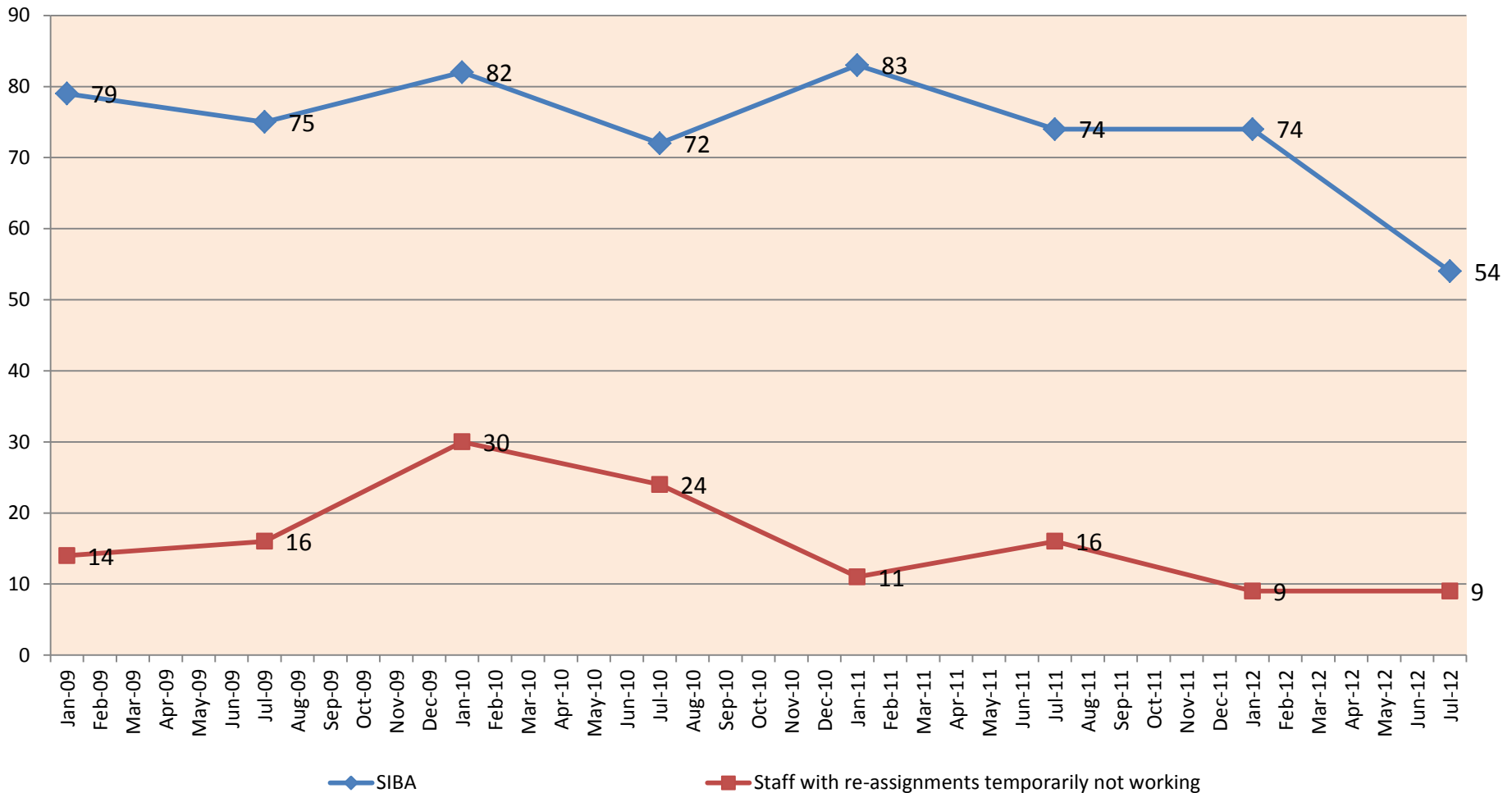
- 46% of all UNHCR staff, and 32% of all international staff, are in D or E duty stations.
- The common system is still adjusting to the new conditions of service in non-family duty stations. We are starting to monitor the unintended consequences.
- Increased availability of flexible work arrangements. Renewed focus on rewards.
- Seek GA support for better conditions for R&R, security evacuation and danger pay.

Inspections, evaluations and audits

- The Global Learning Center
- HR management functions in Budapest
- Implementation of PAMS
- Temporary assignments
- Staff welfare services
- Staffing capacity in certain functional areas
- SIBA

Trends in SIBA Count

Seasonal peaks (Jan/July) 2009 to date

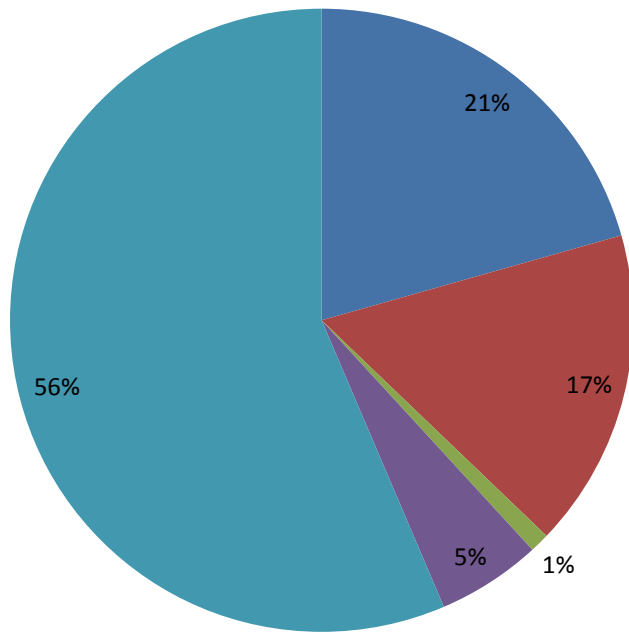


SIBA

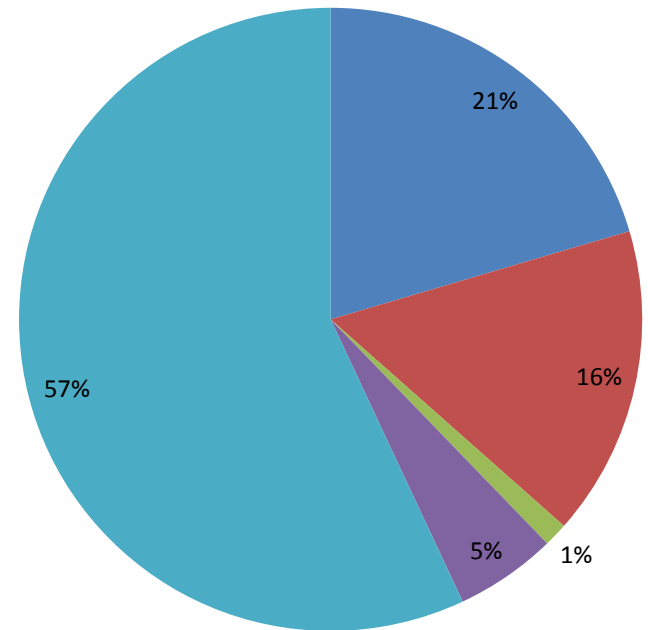
- By end August, the number dropped to 49, of whom 7 will have temporary assignments in September and 2 are going on SLWOP.
- UNHCR is taking proactive measures to reduce the number of staff in between assignments and not on temporary duty.
- DHRM will propose a policy with measures to reduce the number further and keep the duration limited.

International staff members by region of nationality

31 March 2011



1 September 2012

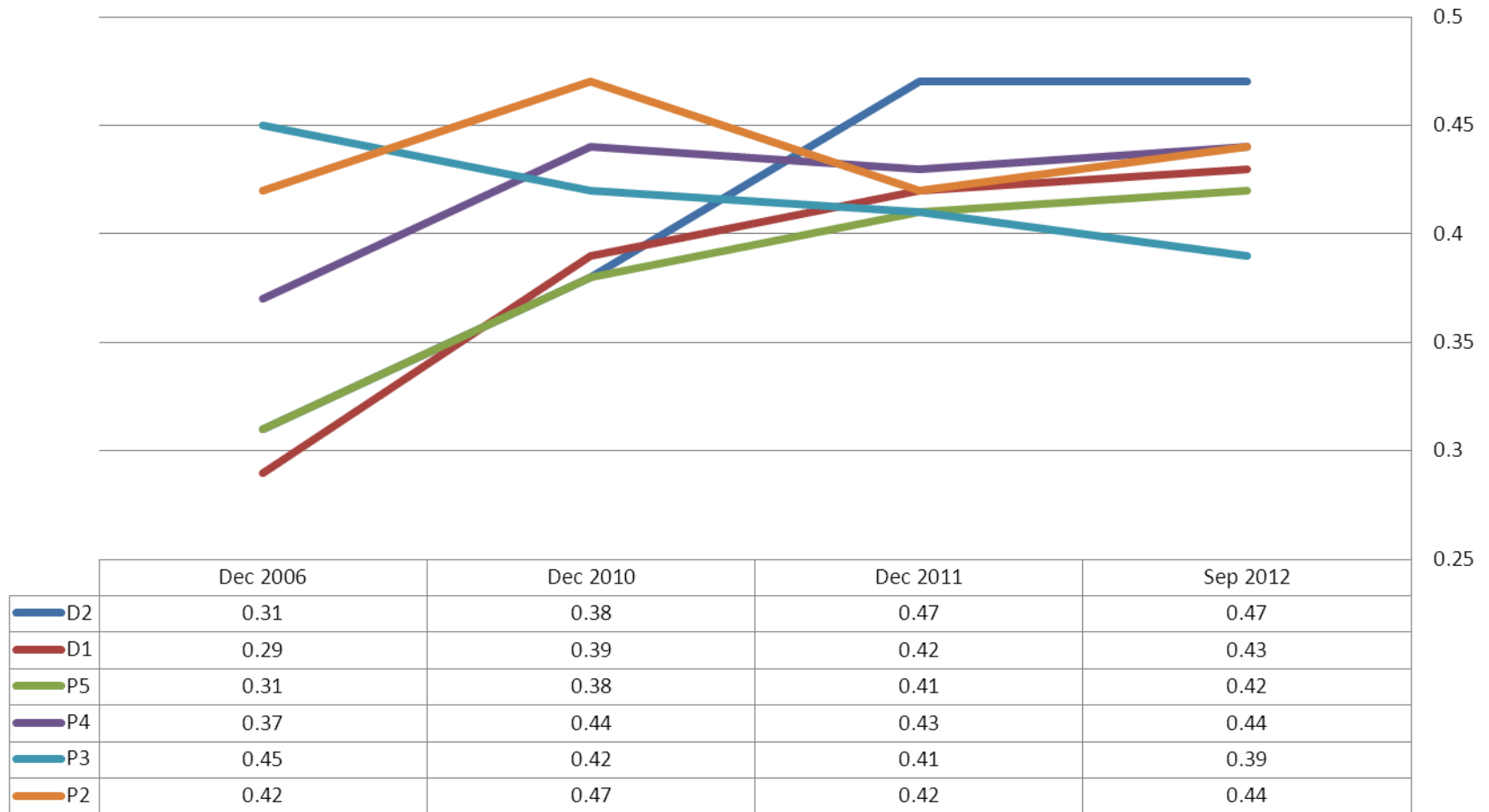


- African States
- Asian States
- Eastern European States
- Latin American and Caribbean States
- Western European and North American States

Gender and geography

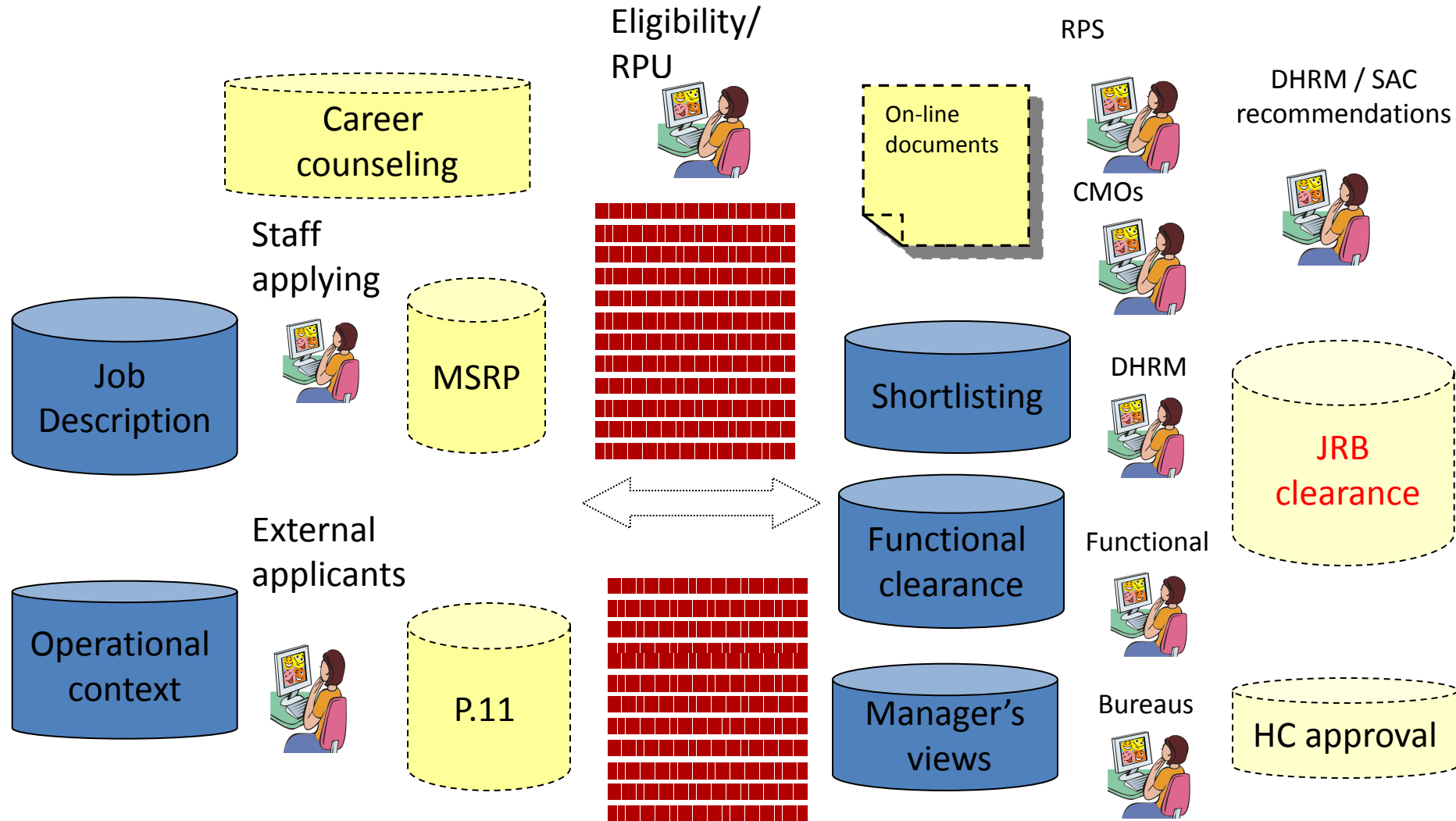
- 38% of staff members at the P5, D1 and D2 levels are from the 'south'. For D1 and D2 only, these staff are 41% compared to 38% last year.
- The continuing progress toward gender equity slipped from 42% to 41.5%. The drop in the number of P3 women merits close attention.
- We have not met our target of 60% female recruitment and conversion.

Toward gender equity – percentage of female international staff by grade



Thank you

New Talent Management Integrated process



Time to fill a post ---- 22 weeks to 16/14