Organizational Development and Management

Update
March 2009

Update Overview

- Roll-out of *Focus* and Global Needs Assessment

- Global Management Accountability Framework

- Decentralization and Regionalization

- Headquarters and Field reviews

- 2008 Global Staff Survey results

Roll-out of *Focus* and Global Needs Assessment

Feedback from field missions

- Direct link between protection assessments and operational planning considered positive

- Reinforces multifunctional teamwork

- User-friendly and intuitive

- Minor connectivity problems

Roll-out Progress

- *Focus* and GNA roll-out from mid-January to 6 March

- Total participants trained in the field: **873 from 116 countries**

- Regional Workshops: 16

- Country workshops: 14

- Total workshops: 30

- Training for HQ staff started in February with planning sessions continuing in March

Global Management Accountability Framework

Global Management Accountability Framework

- Map accountabilities, responsibilities and authorities across the organization in a single, comprehensive resource.

- Guide the revision of job descriptions (which will map individual accountabilities, responsibilities and authorities).

- Provide a compendium of essential management guidelines and tools.

- Become the backbone of UNHCR's management learning programmes.

Decentralization & Regionalization

Progress: Europe and Americas

- Structure for Office of the Director in Brussels defined and posts advertised

- Transfer of Americas Deputy Director's Office to Panama in line with ongoing structural reform process and further decentralization

Headquarters & Field reviews

DIST review: Process

- Purpose: review DIST's structure in relation to required services, to optimize field support and enhance cost-effectiveness

- Timeline: review conducted from Nov 08 to Feb 09 using CCMI funds

- Process: reviewed past initiatives, analysed current situation, conducted 3 field-missions and a client-survey of 350 staff

DIST review: Key outcomes

- Strengthen strategic ICT alignment and integrate it further into the organizational planning process

- Enhance effectiveness through rationalization of regional/country/field support

- Enhance cost-effectiveness through potential outposting and/or outsourcing, where appropriate

DIST review:
Proposed next steps

- Develop revised organisational design for ICT services

- Undertake cost/benefit analysis for further outposting and outsourcing

- Aim for a 2-year implementation timeframe

Human Resources
Process Simplification

Key findings:

- Need to establish better measurement systems (e.g. Key Performance Indicators)

- Potential for further process effectiveness and efficiency in a number of areas

- Better align processes with organizational units

- Improve understanding and effectiveness of interfaces between organizational units

Field Review: Workforce Deployment

- **Process:** Analysis undertaken of current workforce deployment to the deep field through field review survey and all-staff questionnaire

- **Key outcome:** potential for more senior staff presence in the deep field to enhance coordination with partners and bring decision-making closer to point of delivery

Field Review: Workforce Deployment Proposed Steps

- Develop results-oriented workforce strategy (i.e., assessments and aligning staffing and structures with objectives)

- Invest adequately in staff development to ensure sufficient pool of qualified senior staff, and their rapid deployment

- Revise HR policies to allow more flexible working arrangements at country/regional level (e.g., roving officers, job sharing, etc.)

- Link deep field deployment to career development

- Continue assessing staff welfare in deep field and revise policies/practices accordingly

Global Staff Survey

2008 results

- Survey administered from 28 July until 6 October 2008

- Higher response rate than in 2006: 57% vs. 44%

- Engagement level consistent with 2006: 61% vs. international cross industrial benchmark of 34%

Strengths

- Highly motivated, committed and engaged workforce

- Staff are proud of their work and the organization

- Clear about UNHCR's mandate and confident in their capabilities

Areas for improvement

Issues related to:

- Management / professional development

- Recruitment, promotion, and rotation

- Vertical internal communications

- Ethics

Next Steps

- **Establish a Steering Committee with representation from management and the Staff Council to ensure dedicated follow-up**

- **DHRM will nominate focal point to coordinate follow-up in HQ and Field**

- **Division and Bureau Directors, the Ombudsman and the Director of the Ethics Office to analyse results from their perspectives**

- **Representatives and managers in the field to lead a follow-up process in their offices**

Organizational Development and Management 21

Thank You