

**Executive Committee of the
High Commissioner's Programme
Standing Committee
58th meeting**

Human Resources

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I. Introduction

UNHCR's mandate is only achievable with staff willing to work in disturbingly dangerous places and in difficult situations.

The Division of Human Resources Management (DHRM) must therefore drive and promote effective strategies to attract, retain and protect the people willing to carry out the mandate of the organisation.

DHRM has set clear “**Human Resource Management Objectives**” to

- improve talent outreach and acquisition;
- improve client and service orientation;
- maintain high degree of staff motivation;
- improve performance;
- ensure workforce is skilled and knowledgeable through training, coaching and mentoring;
- undertake programs of work with due consideration to the well-being, safety and security of all colleagues be they staff or members of our affiliate workforce.



II. Responding to rapidly changing operational requirements

UNHCR:

Operates in 124 countries with 8,395 staff members including Junior Professional Officers serving in 441 offices worldwide.

In the last year DHRM facilitated response to emergencies in

- South Sudan;
- the Mali situation;
- Myanmar;
- Central African Republic;
- Uganda; and
- the Syria situation.



II. Responding to rapidly changing operational requirements contd.

Rotation framework:

- 626 regular positions filled;
- 949 temporary staffing needs met;
- 199 positions filled through fast track procedures;
- Issued new policies clarifying roles and responsibilities of staff and the organisation (SIBA);
- Issued new policy on temporary assignments;
- Significant automation of the posting and assignment processes, clarification of roles and reduced bureaucracy.



III. Caring for staff

Duty of Care

- 8,395 staff worldwide of which 7,718 are in the field.
- 50% of staff (all categories) are working in difficult and/or dangerous duty stations.
- 2,000 international professional staff: approximately one third in non-family duty stations.



III. Caring for staff contd.

- Proactive, preventative and reactive support.
- Interconnectedness of health and welfare.
- Impact of mobility on families.



IV. Maintaining a mobile and diverse workforce

- UNHCR seeks to recruit and retain highly qualified and diverse staff
- Strengthening talent outreach and acquisition
- Succession planning and talent management



V. Ensuring high quality performance and accountability

A. Performance Management

B. Contracts and Promotions

C. Global Learning Centre



V. Interagency collaboration

- Full engagement in the Human Resources Network of the United Nations Common System.
- Close collaboration with other UN agencies such as WFP and organisations with similar challenges such as ICRC.
- Partnering where possible to benchmark across several organisations and jointly develop solutions.





THANK YOU