



**UNITED NATIONS
DEVELOPMENT PROGRAMME
PEOPLE STRATEGY (2019-2021)**

FOREWORD

Working for the United Nations is more than just a job; it is a vocation.

At UNDP, we are united by a common purpose: to help countries and communities across the world pursue peaceful, prosperous lives, lived in harmony with the planet.

The 2030 Agenda and its 17 Sustainable Development Goals are our mission statement, and with a mission this important, it is not enough to have a talented, driven workforce that shows up every day, no matter how tough the job can get.

It is not enough to say that working for the United Nations is a privilege – though we know how much it is.

As an organisation, we need a people plan that matches the commitment of every person who works for UNDP and attracts the very best talent for the future.

People for 2030 is that plan. It is our commitment to everyone who works for UNDP, to UN Member States, and to the communities we serve.

I know that when we take care of our people, when we encourage and reward excellence and commitment, when we foster diversity and respect, and build flexible, family-friendly career paths, this vocation can also be a fulfilling adventure.

By investing in our people, we invest in everyone's future – building a UNDP that is fit for today's challenges and those ahead.



Achim Steiner
Administrator

United Nations Development Programme



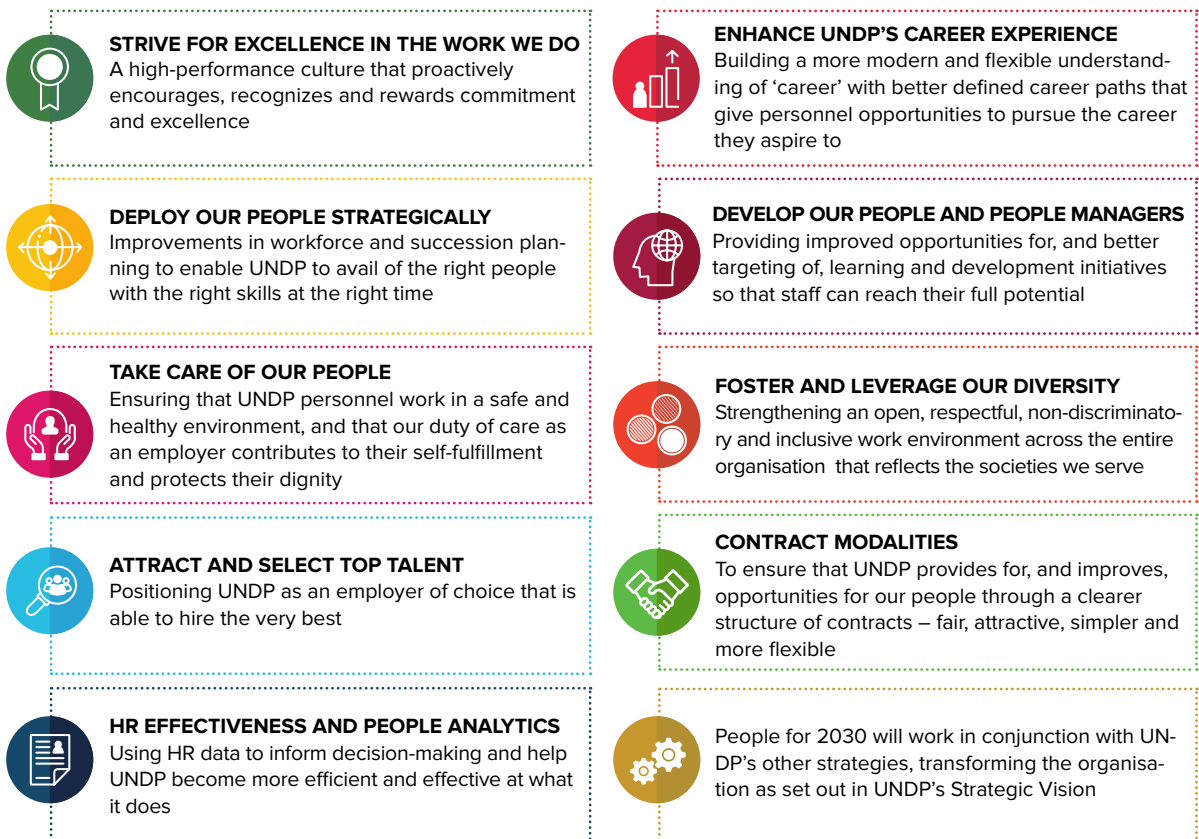
PEOPLE FOR 2030 IS A 3-YEAR STRATEGY IN WHICH EACH AND EVERY PERSON AT UNDP HAS A STAKE

This new strategy aims to progressively transform UNDP's culture and capacity to deliver more and better results. Together, we will:

- Share accountability for delivering the strategy and each make our own personal contribution to the work of UNDP
- Ensure that managers at all levels are capable of leading and developing people effectively
- Systematically address HR issues and their root cause in a holistic way
- Equip UNDP with modern and effective management tools and policies that will help personnel to feel valued and to give their very best.

STRATEGIC FOCUS AREAS OF PEOPLE FOR 2030

WE ENGAGED WITH UNDP'S PEOPLE TO IDENTIFY STRATEGIC FOCUS AREAS FOR THE NEXT 3 YEARS



WHY A PEOPLE STRATEGY?

The success of UNDP will depend on a supportive and diverse workplace that attracts, develops, and engages people of the highest calibre, in part by enhancing the capability of our managers. Equally important will be our ability to develop a shared culture based on teamwork and collaboration guided by our shared UN values, and which fosters high-performance, results-focus, agility and innovation.

People for 2030 has been developed against a complex and evolving backdrop that calls for a re-definition of what UNDP must deliver, and building the capacity of our personnel to deliver this mandate. Specifically, UNDP needs:

- To do more with less in meeting the expectations of stakeholders
- To continue operating effectively in a highly competitive market for talent
- To address considerable variability of people management skills across the organisation as a whole
- To become even more effective at doing what we do best

PEOPLE FOR 2030 ALSO COMES AT A TIME OF CHANGE AND PROGRESS WITHIN UNDP

UNDP's Strategic Plan and vision (2018- 2021) confirms our commitment to be ready for – and contribute to – UN-wide reforms. People for 2030 is a crucial step in ensuring this readiness for UNDP. Further, other changes within UNDP are currently being designed and implemented through several organisational reviews including; the Management Services Review, Bureau for External Relations and Advocacy Review and the introduction of the Global Policy Network (GPN). People for 2030 will collaborate to the successful implementation of these reviews as is appropriate.

PEOPLE FOR 2030 WILL TRANSFORM UNDP'S CULTURE AND CAPACITY TO DELIVER BECAUSE:

- It is an organisation-wide strategy in which every part, and each member of personnel within the organisation, has a stake. It is not an HR strategy. HR's role is to provide the tools, policies, procedures and advice in order for the organisation to deliver
- It entails a holistic approach, dealing systemically and systematically with issues and their root causes, not a series of quick fixes that leave underlying problems unaddressed
- It addresses the efficiency and effectiveness of UNDP as a whole, integrating personnel and performance
- It aims to equip UNDP with modern and effective talent management tools which, on the one hand, will help people managers manage, and on the other, will help personnel to feel valued, develop personally and professionally, and give their very best
- In contrast, the opportunity cost of not investing in People for 2030 is that UNDP would be ill-equipped to deliver our contribution to the 2030 Agenda; the organisation could fall behind other UN Agencies and global organisations in terms of people management; and, in financial terms, it will cost the organisation more in the long run to continue in the current state, forgoing the multiple benefits of getting the best from our motivated and talented personnel



OUR VISION

THE VISION OF PEOPLE FOR 2030 IS TO:

- Build a 'One UNDP' culture and employer brand that generates continuing fitness for the future – characterised by high performance and employee engagement; creativity, collaboration and continuous improvement; attracting and engaging talent
- Ensure that managers at all levels are oriented towards, and capable of, leading and developing personnel, and managing performance effectively – and fully own their part of People for 2030
- Incorporate a talent perspective into all aspects of management and organisational development
- Develop organisational and digital capabilities that enable personnel to strive for excellence and adapt to future challenges
- Transform HR into a function that drives organisational effectiveness, capability and value generation in partnership with managers

All personnel in UNDP share accountability in implementing People for 2030. It is an organisation-wide, not an HR, strategy that will be led from the front by an invigorated leadership team at the Executive Group and Country Office levels, underpinned by a holistic, talent management system and a highly professional and global HR function.

(Throughout People for 2030, 'personnel' includes all who work for UNDP; staff, consultants, service contractors, Junior Professional Officers, UN Volunteers and interns.)



STRIVE FOR EXCELLENCE IN THE WORK WE DO



INTRODUCTION

For UNDP to succeed, we must build a high-performance culture, whereby each individual and team is encouraged and enabled to give their best in a stimulating and engaging environment that proactively recognises and rewards commitment and excellence at all levels.

Feedback from personnel confirms frustration with individual performance management in UNDP. Personnel should feel that there is a direct link between high performance and career progression, as well as consequences of under or non-performance. Performance reviews should not be seen as compliance exercises.

PEOPLE FOR 2030 SOLUTION

To create and maintain a high-performance culture, all personnel should bear clear accountability for excellent performance and for participating appropriately in various performance management processes. Managers have a particular responsibility for enabling and managing performance, as well as more generally, for managing the psychological contract between the organisation and our personnel. As such, managers will need to be equipped with the necessary people management skills and systems to manage both individual and team performance proactively, ensuring accountability for results, and effectively linking performance of individuals with that of the organisation. More specifically, they will need to:

- Foster a culture of trust, transparency, honesty, dialogue, empowerment and collaboration critical for enabling excellence
- Be adept at defining meaningful employee performance objectives aligned with institutional goals
- Define and clearly communicate performance standards
- Identify performance gaps (signs of under- or non-performance) in a timely manner
- Coach employees for performance to ensure gaps are quickly and appropriately addressed
- Have impactful development and career conversations with their personnel (whatever type of contract they may hold)

RECOMMENDATION AND PROPOSED INITIATIVES

With the above in mind, the required culture shift and significant step change in the quality of performance management will be achieved through the following proposed measures and actions:

- Implement a more meaningful continuous dialogue between managers and personnel where we strive to shift the main focus of performance management from assessment and compliance to ongoing support and improving the quality of work
- Ensure and consistently implement linkages between performance and other talent processes such as: local and corporate talent reviews, decisions on selection and succession, nomination of personnel for leadership development and other similar programmes
- Implement recognition schemes to encourage innovation and team, individual, managerial and project excellence
- Put in place mechanisms to manage under-performance and effectively address non-performance
- Further streamline policy and procedures for performance management and development (PMD) and support their consistent implementation
- Enhance the capacity of managers to manage all aspects of individual performance effectively and introduce 360 degree assessment for managers
- Factor people management skills in the selection and assessment of candidates for management roles more consistently, recognise and promote managers with excellent people management skills, and ensure accountability of managers for effective people management
- Support personnel and managers with easy-to-use IT tools that help drive changes in behaviour



ENHANCE THE UNDP CAREER EXPERIENCE



INTRODUCTION

An increasingly dynamic and demanding operating environment, changing expectations of the modern workforce, and an intrinsic desire of individuals for growth and development all underline the importance of career management for UNDP and our personnel.

Currently, UNDP has five types of employment opportunities: 'Staff' [which is broken into the categories of Director (D) and Professional (P) for international roles, and General Services (GS) and National Officers (NO) which are national roles]; 'Individual Consultants' (IC); 'Service Contractors' (SC); Internships; Junior Professional Officers (JPO) and UN Volunteers, with some restrictions on moving between these categories.

A lifelong career with a single employer is no longer the primary aspiration of the new generation workforce. At the same time, while very few organisations, if any, can guarantee a lifelong career and employment to all their personnel, organisations nonetheless have a keen interest in attracting, retaining and developing the best talent. However, unless career opportunities are available in an organisation and there is clarity on how to advance or develop, talented professionals will not join, will not stay, or will become disengaged. For UNDP, this, in combination with other factors such as the project-based nature of work and current contractual modalities, results in a loss of talent which in itself creates additional costs.

While many personnel wish to stay and grow with UNDP, or with the wider UN System, we need to take account of rapidly changing attitudes to careers and changes in the world of work, where personnel are increasingly developing careers spanning diverse fields and organisations. UNDP needs to acknowledge and facilitate this as a key element of its career and employee experience, as well as employee value proposition.

PEOPLE FOR 2030 SOLUTION

Building on best practice, UNDP's new approach to career management will be framed by a more modern and flexible understanding of 'career', which is a complex, growth-oriented and multi-directional sequence of experiences and opportunities to enhance long-term employability. Specifically:

- Personnel will be the primary owners of their careers and, hence, will be proactive and self-driven in preparing for and pursuing development and career opportunities
- Managers will play a key role in identifying and supporting talent as a key asset to UNDP,
- Career management will be re-established as a critical organisational function which will aim to ensure that UNDP can attract, deploy and retain diverse talents
- UNDP will provide a clearer articulation of, and better advice on, career opportunities within the organisation
- UNDP will provide support to individuals in pursuing career opportunities within the UN system and also in enhancing their broader employability through skills, experiences, knowledge and networks

RECOMMENDATION AND PROPOSED INITIATIVES

With the understanding that UNDP's approach to career management must meet UNDP's business needs, the proposed actions will focus on the following:

DEVELOP A CLEAR CAREER FRAMEWORK

The future career framework will clarify UNDP's approach to career management. It will reflect a shift from a more traditional, upwards-oriented career model, towards a more holistic model. Personnel will be encouraged to deepen and broaden their knowledge, skills and competencies through moves between geographic locations, business areas and teams. It will establish a number of potential career



streams: development management and leadership; substantive expertise; and functional specialisations. The new framework will set out the requirements, entry points, growth trajectories within streams (including from GS/NO roles to P roles), and opportunities for moves between them. The new framework will also recognise the opportunity for development through moves within the wider UN system, as well as the fact that others will join UNDP as part of a portfolio career. It will indicate the many opportunities to join the organisation for shorter periods to work in specific roles, on time-bound projects, initiatives or deliverables. Among others, this will allow UNDP to meet its diverse talent needs, maintain flexibility and take advantage of the latest workforce trends.

It will be important to meet the future needs of UNDP by creating talent pools for key functions; developing personnel so that they have the necessary breadth of experience, coupled with the necessary competencies and skills for the roles that UNDP will require in the future. Career paths will be designed to ensure a sustainable supply of the required talent for these positions.

DEVELOP AND IMPLEMENT A NEW MOBILITY/ROTATION POLICY

Given the international nature of UNDP, mobility and rotation will be re-confirmed as key elements of the UNDP career framework. All D and P staff will be expected to be mobile, i.e. be ready to serve in any location, as determined by, and in the best interests of, the organisation and rotate on a regular basis. Internal positions will be advertised more proactively within the organisation.

In addition to promoting internal mobility between Bureaus, locations and functions, UNDP will work with UN agencies and other partners to promote and facilitate inter-agency mobility as a way to expand opportunities for the development and career advancement of high calibre talent.

LAUNCH TALENT REVIEWS

To enable UNDP to more purposefully identify and develop personnel for critical roles, promote a culture of high-performance and meritocracy, talent reviews will be established based on a more comprehensive model covering performance, potential and individuals' aspirations.

CAREER SUPPORT TO INDIVIDUAL PERSONNEL TO DEVELOP THEIR CAREERS AND TO STRENGTHEN LONG-TERM EMPLOYABILITY

UNDP will increase the availability and quality of career planning and development support resources and tools, including: individual career planning advice and coaching; support in building and applying new knowledge, skills and experiences in a dynamic environment of continuous learning and development; advice on internal and external mobility; and targeted career development initiatives for different categories of personnel.



DEPLOY OUR PEOPLE STRATEGICALLY



INTRODUCTION

People for 2030 aims to improve both workforce planning and succession planning. A workforce planning framework enables managers to make informed staffing decisions linked to the organisation's mission and strategic priorities. Succession planning ensures continuity as well as retaining and developing leadership competencies, skills and institutional knowledge for the future.

PEOPLE FOR 2030 SOLUTION

WORKFORCE PLANNING

A new workforce planning function will provide managers and decision-makers with the necessary information to identify and plan for talent shortages and surpluses. Together with an up-to-date digital solution, this will facilitate:

- **Moving from a reactive planning mechanism to a systematic, integrated and digital workforce planning approach which will strengthen the Office of Human Resources (OHR) partnership with leaders at central and local levels; providing advice on organisational design, staffing decisions, scenario forecasting and annual planning**
- **Corporate leadership will be able to identify talent shortages and surpluses and subsequently address these gaps through talent management solutions with data-driven decisions**
- **Leveraging the latest technology to map the evolving skills, competencies and experience of UNDP's global workforce in order to create greater opportunities for all talent, and to identify roles that are critical to business success**

SUCCESSION PLANNING

Succession planning will be a key component in ensuring that UNDP builds talent pipelines for critical roles with entry points at various levels; that personnel are deployed strategically; and that personnel are provided with an unparalleled career experience. The delinking of the Resident Coordinator (RC) function may provide a unique opportunity to improve UNDP's succession planning, and UNDP should build on the successful selection of a new cohort of Country Office leadership.

RECOMMENDATION AND PROPOSED INITIATIVES

UNDP should create a central workforce planning function and strengthen the existing succession planning function, which will work in close partnership with Bureaux and corporate leadership.

The main recommendations for workforce planning are to:

- **Carry out a job analysis to establish a new UNDP competency framework**
- **Implement a capability mapping function and tools to have an up-to-date view of UNDP's current workforce and its potential to deliver on current and future business needs**
- **Introduce a digital tool for workforce planning**

The main recommendations for succession planning are to:

- **Establish an annual rotation exercise for Country Office leadership and other positions**
- **Develop talent exchange programmes and other high-potential programmes to support geographic and functional mobility**
- **Introduce entry-level programmes for young professionals and people with disabilities**

DEVELOPING OUR PEOPLE AND PEOPLE MANAGERS



INTRODUCTION

People for 2030 will provide improved opportunities for, and better targeting of, learning and development in order to increase organisational capability and effectiveness and drive employee engagement.

Enhancing learning and development in UNDP aims to achieve three objectives:

- Elevate our organisational capabilities to enable UNDP to develop excellence in key areas such as project and programme management and other key competencies
- Develop individual capabilities driven by what one would need to succeed in the moment, thrive in one's current role, and grow in one's career
- Develop managers to manage themselves and their teams effectively

PEOPLE FOR 2030 SOLUTION

CONTINUOUS LEARNING MODEL

UNDP will adopt a new learning architecture which focuses on a continuous learning framework that focuses on:

- Education i.e. formal skills development
- Experience i.e. on-the-job learning, mentoring, development assignments
- Exposure i.e. formal learning opportunities, networking, feedback and coaching
- Environment i.e. tools, systems and infrastructure
- Development opportunities for UNDP's core competencies will be prioritised, such as project and programme management (PPM), use of digital tools and data analytics

PROVIDE DEVELOPMENT OPPORTUNITIES FOR UNDP'S PEOPLE MANAGERS

Current and future managers need to be empowered to develop and execute appropriate leadership and management behaviours. Indeed, the onboarding and leadership development of the new Resident Representatives (RR) and Deputy Resident Representatives (DRR) provides a valuable opportunity for UNDP to redefine our leadership culture.

For UNDP to successfully deliver on its mission, early identification of management and leadership potential, as well as succession planning for key roles, will be critical. Through the talent review process, personnel with managerial and leadership potential will be identified so that the organisation can invest in their development and growth, while also focusing on strengthening the diversity of UNDP's leadership pipeline. Reaching and developing new managers early on will strengthen our new leadership culture and UNDP's development impact.

RECOMMENDATION AND PROPOSED INITIATIVES

Develop and implement a learning and development strategy aligned with UNDP's Strategic Plan 2018-2021. This will also entail an updated governance structure for learning and development at corporate level and the related financial mechanism, known as the learning reserve. The strategy will build upon the following measures:

- Identify corporate learning needs aligned to the core competencies of UNDP and incorporating mandatory training
- Develop and provide targeted learning opportunities based on a corporate capability analysis, utilizing state-of-the-art IT solutions
- Enhance on-the-job learning opportunities including job shadowing, detail assignments and temporary rotations
- Work with managers to improve their ability to develop themselves and their teams



TAKE CARE OF OUR PEOPLE



INTRODUCTION

It is part of UNDP's duty of care as an employer to ensure that all our personnel work in a safe and healthy environment that contributes to their self-fulfilment and protects their dignity. As the organisation is increasingly operating in highly complex, and at times high-risk, environments, it is UNDP's responsibility to protect its personnel and care for their wellbeing. This allows all personnel working for UNDP to stay safe and secure whilst ensuring business continuity and the ability of the organisation to deliver on our mandate; personnel are unlikely to give their best if they feel that the organisation does not care for them.

UNDP offers a variety of services to its personnel, notably in terms of compensation, benefits, entitlements, health insurance schemes and compensation in case of malicious acts. There are a number of challenges affecting the general working environment in offices including: elevated levels of stress; the need to mitigate some of the most common health risks, as well as providing support to personnel serving in hardship duty stations.

PEOPLE FOR 2030 SOLUTION

A critical priority for UNDP will be to reconfirm our commitment to making every reasonable effort to protect personnel from harm in the line of duty, and provide a holistic response to existing challenges, guided by the relevant UN-wide strategies and inter-agency agreements on the duty of care.

UNDP's approach to our duty of care will be based on several key principles:

- While UNDP cannot eliminate all risks that our personnel face in the line of duty, we are accountable for making sure that personnel are informed of such risks and there are appropriate mechanisms and tools in the organisation to properly address and mitigate them
- UNDP's personnel share responsibility for their safety, health and wellbeing and have an obligation to follow the relevant UNDP policies and guidance
- All occupational safety, health and wellbeing actions and activities are undertaken with a view to 'do no harm' and ensure inclusiveness and appropriate confidentiality standards

RECOMMENDATION AND PROPOSED INITIATIVES

Building on systems and mechanisms already available in the organisation, the proposed actions will include the following:

- Establish a well-structured OSHW system, including governance mechanisms, risk assessment mechanisms, and a network of focal points across offices, in line with relevant UN directives
- Progressively implement agreed-upon duty of care commitments, with a special focus on personnel in hardship duty stations, including:
 - » Improving pre- and post-deployment support
 - » Ensuring compliance with minimum working environment standards
 - » Providing appropriate communication to personnel
 - » Undertaking health risk assessments (in collaboration with the UN medical services) and taking action in response to location-specific health risk assessments
 - » Improving the effectiveness of measures and processes related to consequences of malicious acts



- Provide targeted mobility and other support to personnel serving in hardship duty stations
- Support the implementation of the UN Mental Health Strategy with a focus on building awareness of mental health; the reduction of stigma around mental health issues personnel may face; availability of psychological and other support to personnel facing mental health problems; and prevention measures to address key mental health risks
- Further refine the health insurance offerings, requirements and arrangements for UNDP personnel with a view to ensure optimal coverage
- Continue the ongoing efforts in the prevention of sexual harassment, and expanding action to respond to other forms of harassment, particularly abuse of authority; further increase the focus on ethics and values, and strengthen accountability for living UN values in the workplace; and support effective workplace conflict resolution
- Develop resources for personnel to help them deal with the most common physical workplace safety risks and duty-station specific health issues and hazards (e.g. air and water quality, prevailing infectious diseases, susceptibility to natural disasters); promote the use of sustainable, 'green' practices in UNDP offices
- Implement programmes aimed to help personnel improve resilience and well-being; promote healthy practices and behaviours
- Ensure capacity of, and support to, managers to maintain an enabling working environment based on fairness, respect and freedom from any forms of harassment and abuse
- Implement concrete measures to make UNDP a more flexible and family-friendly organisation, such as:
 - » Improvements to parental leave policies and procedures
 - » A review of the organisational approach to flexibility in the workplace with a view to ensuring that it is leveraged more strategically to increase productivity, work effectiveness, workload management, well-being, and ability to maintain a healthy work-life balance
 - » Spouse support
 - » Measures to facilitate return to work after extended leave



FOSTER AND LEVERAGE DIVERSITY



INTRODUCTION

Respect for diversity has been one of the core values of UNDP governing the way the organisation operates and delivers our mandate. Indeed inclusion is integral to 'leaving no one behind', a key principle of the Sustainable Development Goals (SDGs). As a values-driven organisation, UNDP has an obligation to 'walk the talk' and ensure that UN values, including respect for diversity, are consistently lived by all our personnel.

While UNDP has maintained gender parity for close to a decade, women remain underrepresented at more senior levels. And although full gender balance has been achieved among members of the Executive Group and the new cohort of Resident Representatives, challenges remain.

Purposeful investment into strengthening an open, respectful, non-discriminatory and inclusive work environment across the organisation will enable UNDP to foster innovation, increase productivity and demonstrate our impact and credibility as a development leader and partner.

PEOPLE FOR 2030 SOLUTION

To succeed in fostering and fully leveraging diversity in our workforce, UNDP will prioritise organisational and individual action in the following areas:

- Addressing any forms of actual or perceived discrimination through modifications in internal policies, procedures, and practices
- Addressing specific challenges and needs faced by various groups through policy actions and special measures
- Enabling employees of all backgrounds and contract types to participate effectively in UNDP's work, and realise their potential, through investment in the creation and maintenance of an empowering, inclusive working environment

This requires fostering an inclusive organisational culture, whereby diversity is celebrated and inclusive behaviours are recognized at all levels of the organisation, with accountability for any forms of discrimination or exclusion.

RECOMMENDATION AND PROPOSED INITIATIVES

To further enhance the work already completed to achieve diversity objectives, strategically leverage diversity, and foster an inclusive working environment, the proposed actions will include:

- Re-enforce the responsibility and capacity of managers to build and support an inclusive working environment and culture where personnel from all backgrounds can participate fully, and effectively tackle all forms of discrimination and abuse (e.g. gender discrimination, homophobia and transphobia) in the workplace
- Ensure that the objectives of the Gender Parity Strategy (2018-2020) are fully achieved, both as they relate to representation targets as well as the quality of the working environment
- In line with the new UN-wide policy on disability inclusion:
 - » Continue and expand targeted employment and support programme(s) for persons with disabilities
 - » Continue investment in accessibility of UNDP workplaces and reasonable accommodation, including putting in place appropriate funding mechanisms for this
 - » Improve support to personnel who acquire temporary, partial or permanent disability while working in UNDP
- Implement measures to further ensure the inclusion of LGBTI colleagues and support their mobility within UNDP, in collaboration with UN Globe as appropriate
- Work at the country level to ensure close engagement, with and including, indigenous populations as well as other population groups facing marginalisation and discrimination
- Maintain ongoing focus on geographical diversity among various categories of personnel



ATTRACT AND SELECT TOP TALENT



INTRODUCTION

With the constantly changing development context and an ever-fiercer war for talent, UNDP needs to ensure the relevance and strength of our employee value proposition (EVP), that is the unique set of benefits which an employee receives in return for the skills, capabilities and experience they bring to an organisation, while also developing a strategic approach to talent acquisition. The highly competitive market for top talent requires a clearly defined offer, a targeted effort in talent outreach and recruitment to ensure its workforce consists of diverse, highly-qualified and committed individuals.

PEOPLE FOR 2030 SOLUTION

The recent recruitment drive for the role of UNDP Resident Representative demonstrated how a professional talent outreach campaign and selection process can influence and improve candidate quality, help achieve gender and diversity targets, provide an enhanced candidate experience, and importantly enhance the selection of high-quality personnel.

TALENT ATTRACTION

The changing expectations, behaviours and values of the modern workforce need to be reflected in the offer that we present to prospective candidates. The talent attraction efforts and employee value proposition should connect candidates to the mission, vision and values of UNDP. This will bolster the sourcing- and selection-related activities and be integral in making UNDP an employer of choice.

SELECTION AND RECRUITMENT

UNDP will achieve a more relevant and future-ready workforce by introducing robust, appropriate and objective assessment and selection processes that ensure new hires possess a high level of skills and competencies and are the right fit for the job.

Recent efforts to streamline recruiting processes have reduced the time to hire. It is imperative that these improvement efforts continue and thus it will be necessary to establish a corporate talent acquisition and recruitment function, as well as develop the capabilities of managers and personnel tasked with recruitment.

Furthermore, investment in the IT solutions for the outreach, application and onboarding processes is also required to improve the candidate experience, which in turn ensures that top talent is attracted to jobs at UNDP, complete their applications, and see their selection and onboarding as part of an unparalleled career experience.

RECOMMENDATION AND PROPOSED INITIATIVES

People for 2030 recommends a comprehensive overhaul of recruitment in UNDP by:

- **Embedding the concept of employee value proposition (EVP) in outreach strategies**
- **Leveraging IT solutions for the outreach, application and onboarding processes**
- **Establishing a corporate talent acquisition and recruitment function**
- **Implementing across UNDP best practices in talent sourcing, assessment and selection, including drawing on the skills of its existing workforce**



CONTRACT MODALITIES



INTRODUCTION

To meet the varied needs of UNDP and our talented personnel we will need to revise our current contractual modalities [Permanent Appointments (PA), Fixed Term Appointments (FTA), Temporary Appointments (TA), Service Contracts (SC), Individual Contracts (IC) and Internships] in order to ensure that they can sufficiently meet the needs of a predominantly non-core funded organisation. There is a need to set out clear criteria to ensure the use of the appropriate contractual modality including IC, SC and interns, meet our obligations concerning our duty of care and appropriate remuneration.

PEOPLE FOR 2030 SOLUTIONS

As one of the anchors for People for 2030, the new contractual framework shall be a holistic one that encompasses the totality of UNDP's workforce. A key feature will be a contractual framework that both supports a stable core personnel structure and allows for scalability in the delivery of UNDP's programmes and services. A nimble and agile configuration of its workforce structure will give UNDP a comparative advantage. The language used to describe different categories of personnel will also be revisited.

RECOMMENDATION AND PROPOSED INITIATIVES

The proposed review of the current contractual modalities framework will:

- Align contract modalities to the new career framework at UNDP
- In addition to current consultant contracts, introduce a new and more flexible modality to engage talent for specific programme and project work
- Enable issuance of longer-term contracts aligned with needs and funding streams



HR EFFECTIVENESS AND PEOPLE ANALYTICS

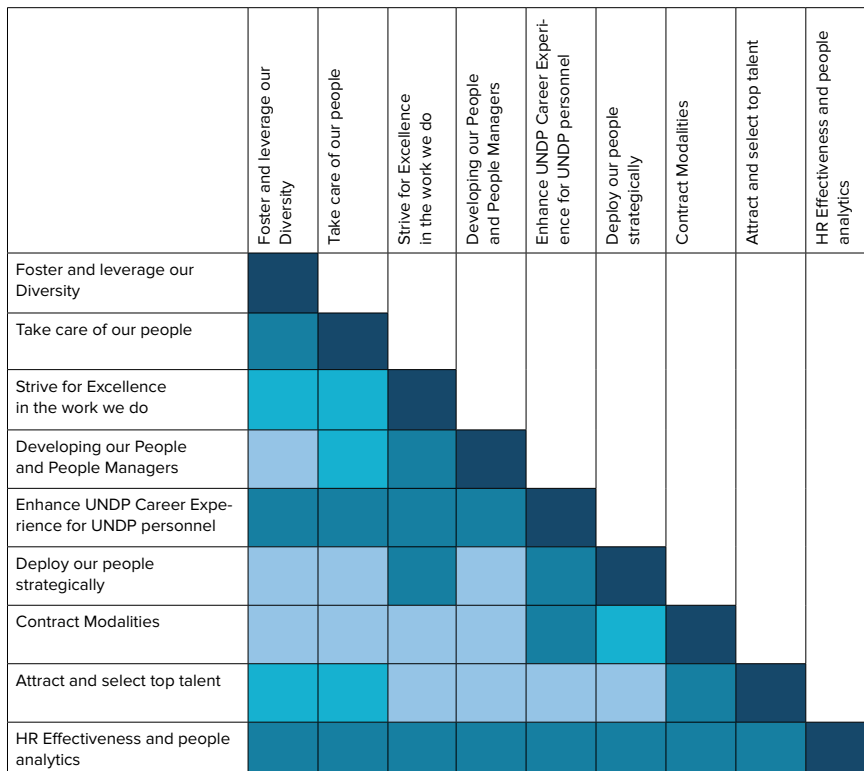


INTRODUCTION

In a rapidly evolving external context, coupled with constant pressure to be increasingly efficient and effective, there is a pressing need for an HR effectiveness and people analytics function – linking personnel, process and performance – which will equip UNDP to realise greater efficiency and quality in all the work we do. Recognizing that UNDP’s personnel are our greatest asset, HR measurement and reporting are a vital element in steering the organisation and ensuring that it is functioning optimally and on track to implement the strategic vision. Moreover, HR data and analytics will provide a regular ‘organisational health check’ which will alert leaders to problems in a timely manner.

Each focus area relies to some degree on work carried out in other focus areas.

The heat map diagram (darker colour = greater correlation) demonstrates these relationships, as discussed during People for 2030 consultations.



Greater correlation ← [Dark Blue] [Medium Blue] [Light Blue] [Very Light Blue] → Lesser correlation

PEOPLE FOR 2030 SOLUTION

Higher expectations of managers in addressing performance and development must be matched by the support provided in terms of information and targeted advice. The intention is to create a modern HR effectiveness and people analytics function which will provide personnel and managers with the information required to effectively manage and analyse key HR functions and processes.



RECOMMENDATION AND PROPOSED INITIATIVES

The HR function has an important role in helping develop the effectiveness of UNDP. The proposed actions are:

- **Office of Human Resources (OHR) will create a people analytics function which is capable of collecting, analysing and reporting personnel data in order to support the implementation of this strategy, and enable leadership to monitor the pulse of the organisation and take informed personnel decisions in a timely manner**
- **Develop a talent dashboard for managers**

SUCCESSFUL IMPLEMENTATION OF PEOPLE FOR 2030



People for 2030 can only be delivered via shared accountability for implementation across the organisation. In order to meet the objectives and desired outcomes, all focus areas must be carefully considered and sufficiently resourced. In tandem, realigning the structure and nature of the HR function, together with other efficiency gains, will allow UNDP to resource People for 2030 properly, and thus ensure its successful implementation.

OHR will be redesigned around 12 core functions which are needed to implement People for 2030 successfully:



“People for 2030 will make us more efficient, more effective, and a better place for everyone to work”

David Bearfield,
Director, Office of Human Resources



www.undp.org/peoplefor2030

