

GSS RESPONSE ACTION PLAN

MONGOLIA COUNTRY OFFICE

2019-2020

| Category | Objective | Action/Activity | Lead/Responsible | Timeline | Success Criteria (for Objective) |
|----------|--|---|------------------------|--------------------------------|---|
| Agility | Objective 1: Improve understanding of the organizational business strategy and long-term goals. Link the overall strategy and vision with CO objectives, unit objectives and individual development plans | During regular staff meetings share updates with all staff on key developments of UNDP, possible changes in policies, programs and other high-level changes that can be anticipated in near future. | All staff + management | Bi-weekly | Staff regularly updated on Organizational and policy changes |
| | | Team mapping sessions (visualize where the organization has been and where it is moving towards and how individuals and teams fit in, where are the gaps and what can be done to improve/manage) i.e. Sense making, Scenario synergy | All staff + management | Semi-annually | Organizational business plan reflected on BU and individual staff plans. Staff are more equipped for change management |
| | | Organize training session for staff members on Change Management, Resilience. Changes would include Organizational, Political and economic, i.e. country specific, and change in personal life. When possible, training is delivered by training specialist primarily working with private sector in order to learn from private sector best practices and keep the pace of UNDP in line with private sector. | Management | Annual (tentatively May 23-24) | |
| | Objective 2: Improve planning and visibility of plans | Implement SOPs at all levels, stick to the timelines and timeframes outlined in the SOPs, update SOPs after 3 months to reflect lessons learned and optimize for further use. | All staff | 30 April 2019 | SOP training conducted SOPs streamlined |

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| | | <p>Training on Risk identification, risk assessment, risk management.</p> <p>Encourage planning for known-knowns (Naadam festival, lunar new year and other events that affect delivery), known-unknowns (government changes, election, speed of government operations, etc) and unknown-unknowns (any other risk that may affect operations and delivery)</p> | M&E Analyst | July 2019 | <p>Risk training provided to staff</p> <p>Reports reflect possible risk and risk management planning</p> <p>Platform established</p> |
| | | Establish an information, knowledge and best-practice sharing platform (Microsoft team creation) where program and project staff are encouraged to share plans and share lessons learned, leverage and share resources. | All staff | Ongoing | |
| | | Bi-weekly CO meeting is facilitated/co-facilitated by staff members on rotation basis and raise various themes. | Staff + management | Regularly | |
| | Objective 3: Improve Client orientation and sensitivity to Client needs | Establish and implement innovative insight gathering tools and methods; use insights on all stages of program initiation and implementation. | Communication | Ongoing | Management and programme staff are well informed and have insights for better client service and better delivery |
| | | Establish timeframe for responding to client requests to reduce frustration and improve client orientation. | Programme and RR | May 2019 | Client relationship is improved |
| | | Hold annual consultation conference with major clients, stakeholders and partners (UNDP Open House event held either on International day for the Eradication of Poverty or UNDP anniversary); | Management + staff | October 2019 or February 2020 | |
| Performance | Objective 1: Improve staff performance and work satisfaction | Develop an easy interactive and extensive onboarding program conducted by relevant staff (IT, atlas, SOPs, POPP, etc.) for new recruits. | HR + Focal points | 3 rd quarter of 2019 | Well developed and continuously improved onboarding |

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| | Weekly appreciation exercise within the CO and its programs streamlined (30 second per staff during Monday coffee huddle). | All Staff | Ongoing | Work space utilization optimized |
| | Encourage usage of flexi-time arrangements as per the guidelines | Management | Ongoing | Staff are better equipped to deal with stress |
| | Improve work space comfort (decluttering exercise, reducing paper usage, optimizing office seating arrangements) | Working Group | June 2019 | |
| | Organize stress management trainings for staff and create a meditation corner for staff. | Staff Association | TBD | |
| Objective 2: Ensure proper workloads | Assess workload of GS and SCs (high risk group) in order to avoid risks associated with excessive workloads. | HR and Staff association | July 2019 | Staff workloads are better managed |
| | Make necessary arrangements to relieve excessive workloads; recruit interns where possible, conclude short term service agreements for miscellaneous services such as archiving, registration and fill out overall repeated templates etc. automation and use of free tools and apps. | Management | Ongoing | Staff satisfaction improved |
| Objective 3: Provide necessary guidance and proper tools to staff that will enable them to perform their duties. | Leader as a coach /mentor program for managers | Management | Tbd | Managers are better equipped with coaching skills |
| | Improve employee development programs such as peer to peer mentoring, buddy help to support personnel with performance issues or other challenges. | HR + Talent Development Committee | Ongoing | Office learning plan formulated and implemented |
| | Following a completion of the yearly performance planning cycle, formulate an office learning plan to address common learning needs. | Staff + Supervisor +Talent Development Committee | December 2019/January 2020 | Staff receive support for their career development and long-term goals. |

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| | | During performance planning meetings, have a discussion with staff about their longer- and shorter- career aspirations. Identify any development needs to progress towards aspired goals. Identify assignments that would help staff develop necessary competencies and obtain required experiences. | Staff + Supervisor | June, December 2019/January 2020 | |
| Empowerment | Objective 1: Utilize staff strengths | Identify and utilize staff strengths in various areas of operation. E.g. drawing on Operation team expertise during programme development planning, utilizing well performing SCs for temporary replacement opportunities, use lateral movements in the office where opportunities arise; hiring well performing PMs and AFOs of closing projects to new projects where possible, etc. | Staff + management | Ongoing | Staff strengths are identified and leveraged |
| | Objective 2: Volume-up staff voices | Quarterly conduct brain storming sessions on various bottlenecks, areas of improvement, opportunities, innovations and teambuilding. Develop recommendations for the management actions. Management can request for specific topics or challenges. | Staff | Quarterly | Staff are more solution oriented Staff initiatives and solutions are heard and implemented |
| | | Establish an open platform for idea sharing around innovation and improvements. Quarterly select most realistic proposals and make decisions in the direction of implementing or streamlining the proposed innovation. (advertise the innovative initiative to select 4 proposals per year) | Staff + management | Quarterly/ Annually | Staff are more engaged |

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