A WARM WELCOME TO THE FIRST EDITION OF HR MATTERS FROM MICHAEL LILEY, DIRECTOR OHR

It is deeply exciting to be leading OHR in such a dynamic time for UNDP, when numerous possibilities are afforded to us by the new Strategic Plan for 2014-2017. OHR will play a pivotal role during this period of change. The Strategic Plan describes the clear link between development results and the human resource inputs required to deliver them. In other words, the value that UNDP provides to the countries and communities that we serve lies in the skills, talents, and experience of our people: we are Talent that Makes a Difference.

I look forward to bringing you updates on the many areas of work that OHR is undertaking in support of the Strategic Plan through this newsletter. At UNDP it is certainly the case that HR Matters!

A FRESH APPROACH TO TALENT MANAGEMENT AT UNDP

One of the key roles that OHR plays within UNDP is in supporting the organization’s leaders with their core task of managing talent. The Strategic Plan places upon us the responsibility to train our leaders to manage the diverse pool of talent in their teams, equipping them with the tools to set the tone for inclusive, engaged and high performing work units. Several targeted leadership development programmes are being designed, and an exciting initiative started in May last year in partnership with the Regional Bureau for Africa (RBA).

The RBA Talent Management Programme for Female Professionals is UNDP’s first ever Talent Management Programme for aspiring female leaders, with 24 top performing women from 17 UNDP Country Offices in Africa taking part. This entirely new initiative was designed to support the participants to become the future managers and leaders of UNDP in the region.

The programme featured an innovative and unique design with both virtual and face-to-face learning supported by individual coaching. Customized, 6-month long development plans are now being put in place for each of the participants, with mentors from within RBA also being paired with each member of the group.

The feedback received from all sides indicates that the programme has been a great success to date, and several of the participants have already taken up new assignments and positions within UNDP. We are learning many lessons from this experience, particularly with regard to how OHR can continue to up our game in supporting Talent Management at UNDP, and for the Female Professionals in our workforce in particular. UNDP has already had requests from other UN organizations to learn more about this success story, and OHR is helping to make UNDP the place to look for best practice in this area.

PARTICIPANTS’ PERSPECTIVES

“I feel motivated and more confident, empowered by the skills I have developed and able to draw on the sense of community within the group to learn from each other and solve our shared challenges”

Christy Ahenkora (Ghana)

“People see that I bring an added value, and I have the skills and confidence to show what I am capable of. I developed more skills in managing a team and how to achieve objectives, particularly in helping people to be their best by offering feedback to improve performance”

Emma Ngouan-Anoh (Côte d’Ivoire)

“When a new career opportunity arose, a new position with a new function working in a new region, I felt confident to rise to the challenge, with the knowledge and support provided by the programme available to guide me.”

Emily Chakavarika (Zimbabwe)
**OHR Initiatives Introduced in 2013:**

Over the course of the last year OHR has introduced a range of new initiatives to support UNDP’s efforts in Talent Management and to become a more effective and efficient provider of HR management and Business Partnering solutions across the organization. Here are some of the highlights:

- A new performance appraisal system was launched, the Performance Management and Development (PMD) process, representing a new approach centered on dialogue between supervisors and supervisees to achieve strong performance.
- New partners have joined the Junior Professional Officer (JPO) programme, with nine JPOs from Kuwait joining UNDP in 2013. The Federal Republic of Nigeria also launched its JPO Programme, the first of the emerging economies to do so, and has advertised 37 JPO positions with UNDP and UN partners.
- Our Global Staff Survey (GSS) was streamlined to provide data that concentrates on the motivation and enthusiasm that our people feel for our work, helping us ascertain the level of Staff Engagement across the organization.
- The Chinese secondment programme was launched, a new corporate initiative to serve mutual knowledge-sharing between UNDP and the Chinese government.
- A refreshed Gender Parity Strategy for 2013-2017 introduces seven new actions to bring UNDP closer to our goal of attaining gender parity within UNDP by 2015.

**Looking Ahead: Our Service Delivery Model**

The start of 2014 sees OHR focusing on a crucial area of work that looks to the HR function across the whole organization, namely the development of our Service Delivery Model. This will describe how the leaders and people of UNDP (and our UN system clients) are provided with HR services at global, regional, and local levels in a clear, consistent, and client-centric fashion that is in step with the organization-wide changes accompanying our new Strategic Plan.

Please watch this space: more information will be coming soon!

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**DID YOU KNOW? UNDP HR Facts and Figures: All figures as of February 2014**

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<thead>
<tr>
<th>UNDP Workforce Data</th>
<th>Head Count</th>
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<tbody>
<tr>
<td>Total Number of UNDP Personnel:</td>
<td>17862</td>
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<tr>
<td>UNDP Staff Members:</td>
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<td>International Professional Staff:</td>
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<td>National Officer Staff:</td>
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<tr>
<td>Service Contract Holders:</td>
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<td>UNDP Gender Ratio (Staff Members only – Female : Male):</td>
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</tbody>
</table>

**OHR Services**

- OHR provides HR services to almost 18,000 UNDP personnel and 11,000 UN personnel worldwide.
- Key HR services provided by OHR/UNDP to clients across the UN system include Global Payroll; Benefits and Entitlements; administration of the Junior Professional Officer (JPO) programme; HR Business Partnering Services; and Case Management Services.
- The four teams of OHR consist of 194 staff members in total, working with an HR Community of approximately 300 personnel in UNDP Country Offices.