A NEW PLAN, A NEW APPROACH: HOW HR IS SUPPORTING UNDP’S LEADERS IN TAKING TALENT MANAGEMENT TO THE NEXT LEVEL - LIZ HUCKERBY, DEPUTY DIRECTOR OHR

As offices across UNDP gear up to deliver on our new Strategic Plan for 2014-2017 our organizational performance is under the spotlight. It’s no secret that organizational success today revolves around people, and the skills, talents and experience of our people constitute the value that UNDP provides to the countries and communities that we serve. How best can those of us who work in the HR function at UNDP support sustained improvement in how we manage our core asset, our people?

The relationship between managers and their supervisees has a critical impact on organizational performance: successful people managers lead to greater success. Most of us can reflect on our own workplace experiences to see the truth behind this: a particularly good experience with a manager may have helped us to perform at a higher level as an individual or part of a team, while exit-interview data shows that the number one reason that people leave their jobs is due to their relationship with their manager. The efficiency and productivity of UNDP is dependent on how our people managers lead their teams. This means that the most far-reaching way in which HR can provide support across the whole span of our workforce is by helping leaders and managers to be the best people managers that they can be, enabling them to build and inspire high-performing and successful teams. In 2014 OHR has made steady progress in ensuring that we are:

- structurally aligned to meet the needs of UNDP’s leaders and managers through Business Partnering
- providing management tools to fuel inclusive, engaged and high performing teams across UNDP

HR AS BUSINESS PARTNERS TO LEADERSHIP

Starting in 2013, OHR has undergone considerable organizational change to position us to be the most effective and efficient human resources provider we can possibly be. Our re-structured HR Business Partnering teams are now set up to provide more specialized, high quality HR Services to our clients, concentrating on the area of Talent Management where they can add the most value to organizational performance:

- Advising managers on people needs of the business
- Advising managers on dealing with people management issues
- Advising how to give effect to core Talent Management solutions

- Managing talent to gain efficiency and increase productivity while containing cost
- Creating an inclusive and engaging environment
- Leveraging the skills and abilities of UNDP’s people

This work all comes together with great managers leading engaged teams producing better results.

At the 2014 Global Management Meeting we took the time to acknowledge and learn from those who are already on this path, presenting videos from staff members in highly-engaged Country Offices such as Cambodia, Cuba, FYR Macedonia, Namibia, and Serbia. With the Strategic Plan driving our work, the HR community at UNDP will continue to develop our leaders, guide them in managing our talent, and ensure that everyone at UNDP is supported in being Talent that makes a Difference.
NEW TALENT MANAGEMENT SUPPORT

At the same time as our Headquarters re-structuring, we have improved talent management systems and tools, launched toolkits, and provided coaching to leaders and managers to better equip them to manage the diverse talent in their teams:

- OHR conducted a session with UNDP’s leaders titled “Innovation in Leadership to Unleash UNDP Talent” at the Global Management Meeting in March. This highlighted examples of best practices across UNDP where inclusive leadership has made people feel safe to innovate, know their contributions and deliver results.

- A new website titled Great People Managers was launched in March to support our managers and supervisors in enhancing their skills in every aspect of Talent Management.

- The new Career Management Space is the go-to place for tools and information to assist staff in considering their career development goals, including specific guidance to UNDP managers on how to support the careers of their team members.

- A pilot of a new UNDP People Management certification programme was launched in May. Developed in partnership with Harvard Business School’s ManageMentor, the programme provides People Management training and skills development that builds towards a certificate from UNDP accredited by Harvard Business Publishing.

- A new UN Conflict Sensitivity Course has been developed by Integrated Talent Management as part of a partnership with a UN Task Force. The course aims to strengthen the UN and its partners’ abilities to support conflict-sensitive programming across humanitarian, development, and peacekeeping settings.

- Developed by UNDP and UNEP, the UN-wide training tutorial Greening The Blue was launched. The tutorial demonstrates how UN operations can be run in resource-efficient, sustainable and accountable ways that make a difference for our organization’s environmental footprint.

CLIENT SERVICES ACROSS THE UN SYSTEM: WORLD FOOD PROGRAMME PROJECT GOES LIVE

Working in close collaboration with the World Food Programme (WFP), on 1 July 2014 Global Payroll Services/Staff Administrative Services successfully launched the WFP Locally Recruited Staff Transfer project. The project saw all WFP local staff successfully transferred from appointments governed by UN Staff Rules and Regulations to ones governed by FAO Staff Rules and Regulations. WFP local staff administered under UNDP Country Office payrolls will continue to be managed by UNDP with the major change that these staff members will now follow the FAO/WFP policy framework. A great deal of technical reconfiguration was necessary to meet WFP’s new business needs, and work is ongoing to ensure that client requirements continue to be met. The project was given excellent support by Regional Payroll Associates as well as HR/Payroll focal points in our country offices, providing an exemplary model of the UNDP HR community working together to successfully serve our clients.

FINANCE TRAINING AND CERTIFICATION PROGRAMME goes from STRENGTH to STRENGTH

FTCP is part of UNDP’s overall effort to professionalize the finance function by training staff members in Public Financial Management. Developed in partnership between the Offices of Human Resources and Financial Resources Management, the successful completion of the programme provides participants with the essential knowledge required in many financial management roles and assist in the application of IPSAS. The qualifications available through the programme (Certification, Diploma, Advanced Diploma and Professional Level) are provided by the Chartered Institute of Public Finance and Accountancy (CIPFA), and are recognized throughout UNDP, supporting each participant’s professional and career development.

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<th>FTCP in Numbers (as of July 2014)</th>
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<tr>
<td>Registered Participants (Cohorts IV)</td>
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<td>Number of Country Offices included</td>
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<td>Number of Completed Certifications</td>
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A fourth cohort of participants will start the FTCP this August. The evaluation ratings for the FTCP from those taking part have been very high and several UN partner agencies have expressed interest in participating. 25 participants from UNFPA and one from UNCDF took part in Cohort 3, with new participants from UNFPA expected to be included in Cohort 4.

The FTCP Team
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