



"What stands out in UNFPA's human resources practice is that compliance to rules and regulations is given high priority, recruitment/selection processes are transparent, gender balance is among the best, and there's respect for diversity."



"UNFPA treats its staff with dignity and respect. This is a relatively small organization with excellent human resources policies. UNFPA prioritizes learning and allows for staff development throughout one's career."



Working for Staff: UNFPA Human Resources

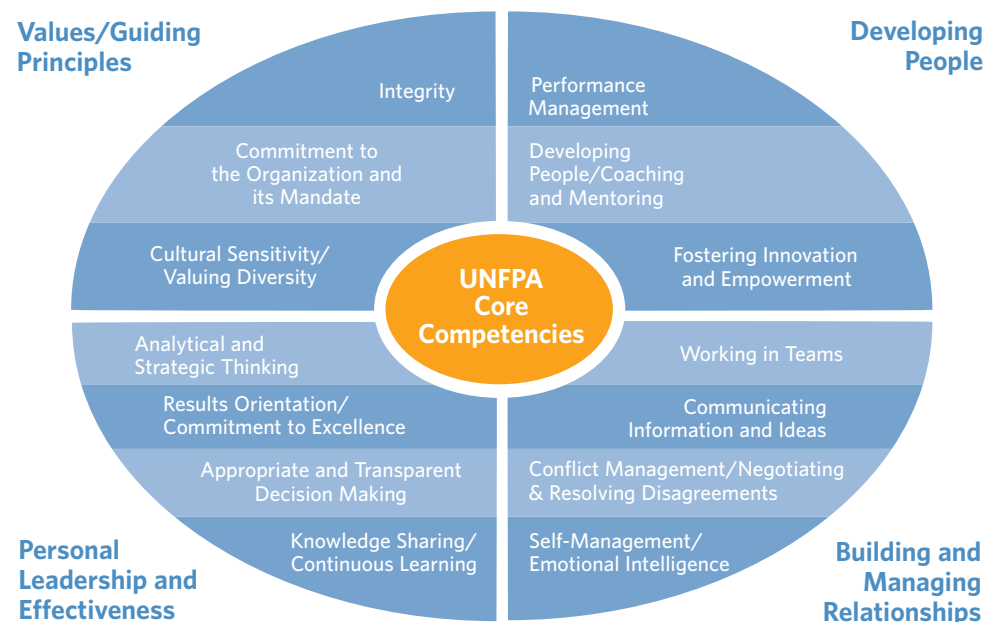
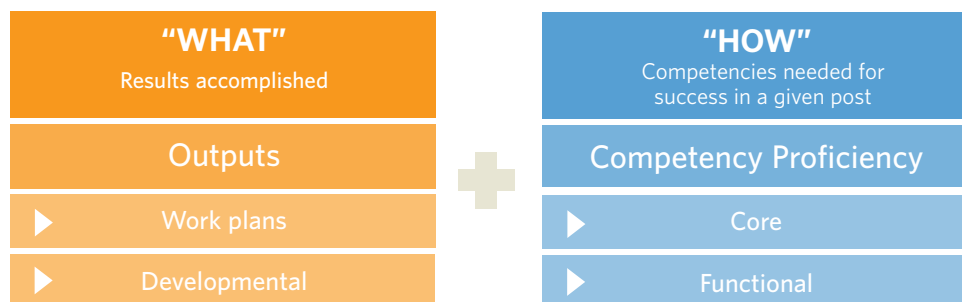
COMPETENCIES

UNFPA is one of the first within the United Nations system to have implemented a competency framework. Regarded as a 'best practice' management tool, it is the cornerstone of UNFPA's human resources strategy. The framework sets organizational standards and assists UNFPA in achieving its goals by:

- Specifying the functional requirements of the organization
- Providing the basis for everything from human resources planning to recruitment, rotation, career progression, performance management and staff development and learning

The competency framework is a guide for managers and staff to help understand the behaviours and skills that are expected of them. It makes it possible for staff to assess 'how' results are achieved, not only 'what' the results are.

- Defining competencies for staff at all levels
- Capturing core values and guiding principles
- Reflecting managerial and leadership priorities



PERFORMANCE MANAGEMENT

Our highly regarded Performance Appraisal and Development process, known as the PAD, builds on the competency framework. The emphasis is on continuous feedback and coaching. All staff, including senior management, participate in the PAD process. Its key features include:

- Linking individual work planning, performance results and staff development to the Office Management Plan and organizational priorities
- Providing confidential 360 degree (multi-rater) feedback from a variety

of perspectives, including self-appraisal, direct reports, co-workers, external partners and supervisors

- Assessing results achieved
- Assessing staff competency proficiency against organizational values and expected behaviour and skills conducive to organizational performance
- Gauging developmental results
- Linking performance to rewards and recognition

UNFPA's PAD system has been acquired by several other United Nations agencies and organizations, which are currently adapting this process and its underlying competency framework to improve performance.

PROMOTING WELL-BEING

Staff well-being and security are priorities at UNFPA for retention, staff motivation and performance. We endeavour to ensure that staff have appropriate levels of support to function effectively, feel valued and respected and are not placed in situations of unacceptable risk. UNFPA is committed to supporting staff – at headquarters and in the field – for a better work/life balance by:

- Promoting supportive human resources policies and programmes on flexible working arrangements, prevention of abuse and harassment, safety and security training, HIV/AIDS awareness and education, and a support network for spouses

- Designing initiatives to enhance staff support mechanisms for effective emergency preparedness and crisis response at all levels of the organization
- Introducing a policy on rewards and recognition
- Conducting staff surveys to gain feedback on various aspects of work and the work environment, and to identify organizational strengths as well as areas for improvement

Guided by its human resources strategy, UNFPA will continue to provide a work environment that reflects the values of gender equality, teamwork, respect for diversity, integrity and a healthy balance of work and life.

UNFPA'S MISSION

UNFPA, the United Nations Population Fund, is an international development agency that promotes the right of every woman, man and child to enjoy a life of health and equal opportunity. UNFPA supports countries in using population data for policies and programmes to reduce poverty and to ensure that every pregnancy is wanted, every birth is safe, every young person is free of HIV/AIDS, and every girl and woman is treated with dignity and respect.

All quotes are the opinions of UNFPA staff at various levels and the UNDP/UNFPA/UNOPS Staff Council. All photographs are by and of UNFPA staff.

United Nations Population Fund
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Because everyone counts



At UNFPA, the United Nations Population Fund, everyone counts – and that means staff count, too. Our inspirational mandate is carried out by dedicated women and men from all parts of the world.

UNFPA offers interesting and challenging work, learning opportunities, and an environment where staff feel valued and respected. We are from diverse backgrounds and regions and, in terms of gender balance, have one of the best records in the United Nations system. We work in five regional, six sub-regional and 123 country offices serving 158 countries, areas and territories.

UNFPA aims to foster an organizational culture that is open, outward looking, field-focused and future-oriented.

Comprehensive human resources measures are designed to have a positive effect on motivation and performance. Within the framework of the United Nations Regulations and Staff Rules, and as part of the United Nations common system conditions of employment, we are innovative and resourceful in the application of modern 'best practices'. UNFPA's emphasis on innovation has contributed to successful human resources initiatives that are being replicated by others in the United Nations system.

SURVEYS SHOW THAT STAFF:

- Believe in UNFPA's mandate and like working for an important cause
- Value opportunities for individuals to use and develop their skills
- Find the work challenging, satisfying and interesting
- Enjoy working with dedicated, motivated people from diverse cultures



"We at the Staff Council are all looking forward to continuing the very constructive and positive working relationship we have enjoyed with UNFPA and the DHR [Division for Human Resources]."



"The Rotation Panel does its utmost to meet both staff and management goals when making decisions. The timing of the rotation ensures the best possible transition for staff and their families."



"The organization has been making great strides in the area of staff development, creating opportunities for individuals who have demonstrated exceptional performance, and identifying and bringing in new talent."

HUMAN RESOURCES – A STRATEGIC PARTNER

The Division for Human Resources takes an active role in advancing UNFPA's goals and objectives. We actively participate in:

- UNFPA's senior management team
- Inter-agency bodies, with the goal of harmonizing human resources policies and practices across the United Nations system
- Various working groups of the UN Development Group, International Civil Service Commission, and the Human Resources Network of the UN system's Chief Executives Board on issues related to UN reform and the Resident Coordinator System
- Regular consultations with staff representatives

We aim to be flexible and adaptable to the changing needs and evolving requirements of global trends and the workplace. At many levels, the Division for Human Resources contributes substantive

ideas and innovative solutions dealing with broad human resources issues that impact the organization.

A COLLABORATIVE APPROACH

UNFPA's collaborative approach to human resources emphasizes the role of all managers as human resources managers. This approach reinforces human resources management measures through mentoring, coaching and regular dialogue with staff and managers – with a focus on planning, managing talent, improving performance and fostering discussions on career and learning. All managers are charged with upholding the principles of transparency, accountability, confidentiality and team performance. They are also charged with treating all staff with respect.

MANAGING TALENT

UNFPA endeavours to place the right people with the right skills in the right position at the right time. The ultimate aim is to ensure programme delivery – and the key is high-caliber staff.

Succession Planning

UNFPA is leading the way within the United Nations system in designing a succession planning framework. The model presents an approach to aligning UNFPA's 'human capital' with the Fund's strategic objectives. Succession planning is integrated with a variety of human resources initiatives, including recruitment strategies, leadership development, corporate learning programmes and career development opportunities. Knowledge-Transfer Notes make staff transitions more efficient, as they preserve knowledge and help orient staff to their new duties.

Recruitment

UNFPA seeks the best available talent from internal and external sources in order to meet organizational needs. A web-based application system expedites recruitment and feeds rosters of pre-screened candidates for critical positions. Joint outreach recruitment missions with other United Nations organizations are promoting UNFPA and attracting potential candidates. Our strategic use of external assessment centres is helping to determine the suitability of candidates for

positions with managerial responsibilities. Assessments are also used for staff development purposes.

Staff Rotation

UNFPA is a field-based organization. Over the course of an international career, UNFPA staff members will rotate to different duty stations throughout the world. Staff rotation is systematic and managed through an annual exercise that involves a peer review process. This process contributes to a more effective

and high-performing organization staffed with the best-qualified people, and it provides staff with opportunities that contribute to their professional and career growth.

Inter-Agency Mobility

Mobility is critical for strengthening the cohesiveness as well as effectiveness of the United Nations system's response to global challenges and for building a competent, versatile, multi-skilled and experienced international civil service.

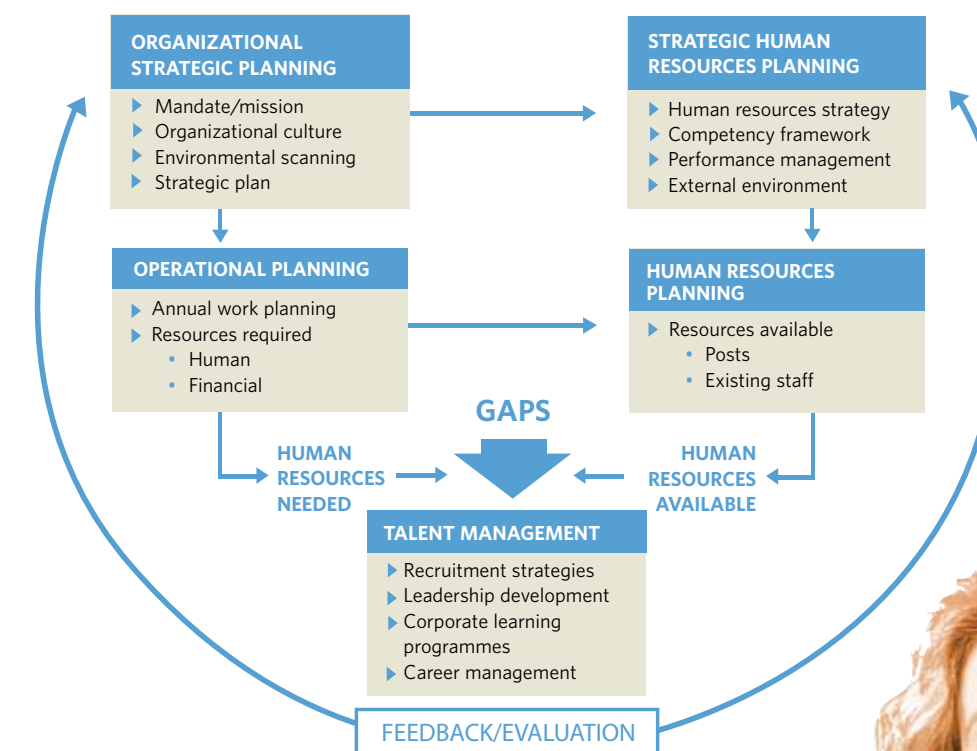
UNFPA is an active supporter of inter-agency mobility for its staff and subscribes to the Inter-Agency Mobility Accord.

Learning and Career Development

UNFPA is committed to promoting continuous staff development and offers informal and formal learning opportunities. The Division for Human Resources provides guidance through the process of creating career development plans. These plans empower staff to build their capacity for future positions.

Learning can take the form of training programmes, lateral moves or a temporary assignment in another duty station. We also work to prepare young staff to develop competencies for career success. UNFPA's Learning Catalogue lists learning topics and courses, both mandatory and optional, offered by UNFPA, the United Nations System Staff College and other external partners.

SUCCESSION PLANNING MODEL



"UNFPA has provided me with an opportunity to progress and grow within its ranks. UNFPA is an organization that identifies, nurtures and recognizes talent and hard work. This makes for a work environment that is conducive to professional growth, promotes progression and creates staff loyalty. I believe in the work we are doing to make life better for the individuals we aim to help."

