

UNFPA

Policies and Procedures Manual:

Human Resources: Policy and Procedures for Organizational Structuring

Policy Title	Policy and Procedures for Organizational Structuring
Previous title (if any)	
Policy objective	The purpose of this document is to set out UNFPA's human resources policy and procedures for carrying out organizational structuring such as establishing or realigning entire organizational units as well as managing changes to individual posts. This document also outlines special placement and selection measures for realignments of organizational units, and sub-processes for post design, classification, and reclassification.
Target audience	
Risk control matrix	Control activities that are part of the process are detailed in the Risk Control Matrix
Checklist	N/A
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Policy owner unit	Division for Human Resources
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UNFPA

Policies and Procedures Manual:
Human Resources: Policy and Procedures for Organizational Structuring

TABLE OF CONTENTS

I.	PURPOSE	1
II.	POLICY	1
III.	PROCEDURES	2
A.	ESTABLISHING OR RESTRUCTURING ORGANIZATIONAL UNITS	2
1.	Preparing an Organizational Unit Structuring Proposal	3
2.	Implementation of approved office structuring	5
	Establishment of new organizational unit	5
	Restructure of existing organizational unit	5
B.	MAKING INDIVIDUAL STRUCTURAL CHANGES	7
C.	ORGANIZATIONAL STRUCTURING SUB-PROCESSES	8
1.	Post design	8
2.	Post classification and reclassification process	8
3.	Requests initiated by heads of offices/ divisions	9
4.	Implementation of post classification and post reclassification decisions	10
	Implementation of new post classification or post reclassification of unencumbered posts	10
	Implementation of the post reclassification of an encumbered post	11
IV.	OTHER - Summary of Referenced Policies and Tools	12
V.	FLOWCHARTS	14
VI.	RISK MATRIX	16

I. PURPOSE

1. The purpose of this document is to set out UNFPA's human resources policy and procedures for carrying out organizational structuring such as establishing new units (including decentralized offices) or realigning entire organizational units as well as managing changes to individual posts.
2. The purpose of organizational structuring is to further the mandate of the organization by ensuring that it is able to meet organizational needs and efficiently uses its resources. It is necessary to ensure that UNFPA's structure is at all times aligned with its goals and mission and is to be carried out with the utmost integrity. It is not a tool to address performance or inter-personal issues.
3. This document also outlines the implementation of structural changes including special placement and selection measures for realignments of organizational units and the sub-processes involved in post design, classification and reclassification.
4. For the purposes of this policy, an organizational unit is defined as a division, branch, office and unit at headquarters, and outside headquarters as a regional office, a sub-regional office, a country office, and a decentralised office.
5. For the purpose of this policy, a head of unit refers to the representative, division director, regional or sub-regional director, country director or the Chief of Operations (or the delegated officer), as appropriate.

II. POLICY

6. The policy outlines the conditions and procedures for structuring organizational units and identifies control actions to mitigate potential risks related to the process as summarised below.
 - (a) Heads of unit must obtain approval from the Deputy Executive Director (Programme) (DED-P) for offices in the field, and Deputy Executive Director (Management) (DED-M) for HQ and offices under the Office of the Executive Director, and endorsement from their relevant director, to initiate the process of organizational structuring in cases in which this process is not initiated directly by the Executive Director.
 - (b) Normally organizational structuring will be carried out in conjunction with the country or regional programme, budget process, or changes in funding. Examples of drivers that may result in the need to create or restructure an organizational unit are provided in the following section: Procedures.

- (c) Any unit requesting organizational structuring must use the standardized documents available in the [“Organizational Structuring Administrative Tool”](#).
- (d) An organizational structuring proposal must be cleared by the head of unit and endorsed by the relevant director. The Division for Human Resources will initiate the clearance process and ensure all offices that need to be involved are consulted.
- (e) All organizational structuring proposals are approved by the Deputy Executive Director (Programme) (DED-P) for offices in the field, and Deputy Executive Director (Management) (DED-M) for HQ and offices under the Office of the Executive Director
- (f) For new organizational units, posts are filled in accordance with the [relevant provisions of the policy on personnel](#). In the case of a restructuring, posts are filled utilising the special process for placement and selection outlined in this policy.
- (g) In those cases where changes involve less than ten percent and no more than five of the posts within the unit, such cases may normally be managed on an individual basis and an organizational unit structuring proposal may not be required. However, the Director, DHR, may determine that it does entail a restructuring of the organizational unit, and that the corresponding process may need to be initiated.
- (h) Posts are designed, classified or reclassified, and filled in accordance with the sub-processes outlined in this policy.
- (i) Post design must be formalized in a generic or non-generic job description. A generic job description is the preferred option and should be used where feasible.
- (j) Posts are classified / reclassified by external classification services utilizing the master standards established by the International Civil Service Commission. Post classification / reclassification is required when a job description substantively differs from an existing generic or non-generic job description.
- (k) For any organizational structure with implications on office space, the [Policy for Real Estate Management at Headquarters Policy or Policy for Real Estate Management for Field Offices](#) and relevant security measures must be followed.

III. PROCEDURES

A. ESTABLISHING OR RESTRUCTURING ORGANIZATIONAL UNITS

7. To support achievement of UNFPA’s strategic objectives, the organization needs an optimal design for the organization as a whole, for each organizational unit, and for every individual post. Organizational changes can result in the need to modify the organizational structure by establishing or restructuring an organizational unit, or by changing some individual posts. Examples of organizational drivers that may result in the need to create or restructure an

organizational unit could include, but are not limited to:

- (a) Changing programme requirements;
 - (b) Expiration of finite mandates (such as programme cycles or technical assistance programmes);
 - (c) New country programme cycles and priorities;
 - (d) Post conflict or emergency situations;
 - (e) Changes in budget and funding;
 - (f) Audit findings or the outcome of investigations.
8. An organizational structuring process may be initiated by the Executive Director. Alternatively, approval to initiate the process to restructure an organizational unit or open a new decentralized office must be sought by the head of the organizational unit (“head of unit”) and endorsed by the responsible director using the “Request for Initiation of Organizational Structuring”. For establishment of a new organizational unit, since there is no head of unit, approval to initiate the process must be sought by the relevant director. Approval is provided by the Deputy Executive Director (Programme) (DED-P) for offices in the field, and Deputy Executive Director (Management) (DED-M) for HQ and offices under the Office of the Executive Director.

1. Preparing an Organizational Unit Structuring Proposal

9. The UNFPA representative has delegated authority to establish a decentralized office as part of programmatic activity in a workplan once the process has been endorsed by the responsible director and approved by the relevant Deputy Executive Director. All relevant programme, real estate/facilities, and security policies apply and staffing of the office must follow the procedures outlined in this policy.
10. All the forms, templates, and other documentation required for organizational structuring, including the “[Initiation Request Template](#)”, are contained in the “[Organizational Structuring Administrative Tool](#)”.
11. Once the request to initiate an organizational structuring process has been approved, a proposal outlining the recommended new structure must be prepared by the relevant head of unit with advice and support from the Human Resources Strategic Partner responsible for Headquarters or the relevant Region, respectively.
12. The organizational unit structuring proposal must be prepared using the “[Initiation Request Template](#)” and will include:
- (a) The purpose of the unit structuring proposal (i.e. creation of a new organizational unit or substantial restructure of an existing organizational unit);
 - (b) Location of the unit;

- (c) A succinct business case supporting the need to create a new unit or substantially restructure an existing unit, unless the structuring request has been initiated by the Executive Director. This includes the circumstances that have resulted in this requirement, an outline of the main outputs to be delivered by the unit and an explanation of how the proposed structure better supports the organization's Strategic Plan, and the country programme if applicable, and how it contributes to efficient use of resources;
 - (d) An organizational chart including all proposed posts, titles, grade levels, post numbers, and funding source for each post as well as reporting lines between the different posts. The organizational chart should contain both staff posts as well as other proposed positions utilising the service contract and/or the UN volunteer modality that may be used on a medium-term basis of approximately one year or longer. The organizational chart needs to demonstrate a logical, consistent, and coherent structure based on business needs. Careful consideration must be given to the appropriate contractual modality and funding source to be used for each position on the basis of the nature and expected duration of the associated tasks. Further guidance can be found in the [Policy on Personnel: Types of functions and corresponding contracts](#), the [Resource Management Policy](#), the [UNFPA Cost Recovery Policy](#), and associated guidance notes.
 - (e) When restructuring an existing organizational unit rather than the creation of a new unit, an organigram of the existing structure including all posts (including encumbered vacant and new), titles, post numbers, funding source for each post, current grade level, and reporting lines, as well as other positions utilising a non-staff contractual modality that have been used on a medium-term basis;
 - (f) An assessment of the financial sustainability of the organizational structure, including cost implications, cost classification and how funding will be provided. To obtain financial clearance, an "Organizational Unit Structuring Financial Template" must also be completed and attached. Further information and tools for developing and assessing the financial sustainability of the proposal can be found in the [Guidance Note on Financial Assessment for Proposals for Office Realignment](#)s. To the extent possible, post costs should be shifted away from Regular Resources to Other Resources (for further details please refer to [Guidance Note for Allocating Post Costs Across Funding Sources](#)).
13. Restructuring proposals will be cleared by the head of the requesting unit and endorsed by the responsible director. For organizational units that do not report to a director and instead report to the Executive Director or DED-M, the proposal will be signed off by the head of the requesting unit and submitted to the DED-M, who can then directly approve it. For establishment of a new organizational unit, since there is no head of unit, the proposal would be signed off by the relevant director.
14. Once the proposal is finalized it is uploaded by the head of unit, director, or Deputy Executive
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Director (Management), as applicable, to the OSAT.

15. The Division for Human Resources (DHR) will be notified once the proposal has been uploaded (Email: orgstructuring@unfpa.org) and access the proposal through the OSAT and initiate the clearance process. DHR must ensure all potentially affected offices such as the Division for Management Services, Programme Division, Technical Division, Legal Unit and the Office of the Security Coordinator, are consulted to assess the proposal's implications, prior to submission to the DED-M for organizational units in headquarters or the DED-P in the case of organizational units in regional or country offices for approval.
16. DHR will confirm the outcome in writing to the relevant head of unit and director to undertake corresponding actions.

2. Implementation of approved office structuring

Establishment of new organizational unit

17. For the establishment of a new organizational unit (including a decentralised office), after approval has been received, posts are designed and classified in accordance with the sub-processes outlined in this policy. Post vacancies are then filled in accordance with the applicable sections of UNFPA's [Policy on Personnel](#).

Restructure of existing organizational unit

18. After approval to restructure an existing organizational unit has been granted, the affected posts are managed in accordance with the sub-processes for post design, post classification, and post reclassification outlined in section C of this policy. The restructuring is undertaken in consultation, and with the support of, the relevant Human Resources Strategic Partner. All approved post changes must also be reflected accurately in the ERP system accordingly. It is recommended that the restructuring be guided by the special process for placement and selection outlined in this section.
19. Placement and selection in a restructured organizational unit can be done via job matching, an internal job fair or an internal and external competitive process, as outlined below.
20. The head of unit establishes an "Advisory Panel" to oversee the restructuring and provide recommendations on proposals for job matching, selection as a result of an internal job fair, and selection as a result of an internal and external competitive process.
21. The Advisory Panel is composed of a minimum of three people including the head of unit or designee. The Staff Association, where available, should be requested to either nominate a representative to serve on the Advisory Panel or instead to endorse the Advisory Panel membership proposed by the head of unit. The Advisory Panel members must have the appropriate skills and experience to be able to assess and make proposals on the suitability

of the individuals under consideration for matching and selection. To enhance impartiality and transparency, Advisory Panel members may include staff from another United Nations organization or non-staff such as individual consultants contracted to take part in the restructuring exercise.

22. As a first step, the Advisory Panel determines which posts have not substantively changed (as defined below) by comparing the new and previous job descriptions. In the case of encumbered posts that have not substantively changed, the Advisory Panel may recommend that the incumbent be matched to the post. At the discretion of the head of unit and with approval from DHR, all posts in the new structure including encumbered posts may be subject to a competitive selection process instead of matching the incumbents. In all cases where multiple staff encumber a generic or substantively similar post, and at least one but not all of those posts will be abolished due to restructuring, matching is not possible and all such posts will be treated as abolished.
23. Encumbered posts that are determined to have substantively changed or are reclassified at a different level (upwards or downwards) or in a different category as part of the restructure of an organizational unit must be treated as abolished posts, and incumbents may not be placed on these posts. These posts will be considered newly established posts and filled as new vacancies. This is because such posts have been deliberately redesigned, rather than reflecting a gradual change in responsibilities over time on the part of the incumbent.
24. In addition to encumbered posts which will not be subject to matching, vacancies arising from the creation of a new post and unencumbered posts must be filled through a competitive selection process.
25. In order to minimize the impact on staff in the organizational unit which is being restructured, in the first instance it may be decided to hold an internal job fair for all available posts. These posts will be open to applications internally only from staff members in the affected unit. Positions communicated to staff as part of the internal job fair will remain open for a minimum of five working days. Staff members who have already been matched to a position are still eligible to apply and be considered for vacancies as part of the internal job fair.
26. For the internal job fair, the requirement for a minimum number of candidates for each vacancy will be waived. In the event that no internal candidate is short-listed for a vacancy as part of the internal job fair the head of unit can immediately request for the post to be advertised and filled through a regular internal and external selection process.
27. The internal job fair will utilise an assessment process applying appropriate selection tools such as competency-based interviews and testing to evaluate all internal candidates who are shortlisted by the Advisory Panel for each vacancy. Written tests, if required, are to be scored anonymously by at least two suitably skilled individuals. The head of unit must determine the tools and parameters to be used and the respective weighting that will be applied in advance of commencement of the assessment process.

UNFPA

Policies and Procedures Manual:

Human Resources: Policy and Procedures for Organizational Structuring

28. The Advisory Panel may add additional members on an ad-hoc basis for any particular vacancy or involve other individuals in other aspects of the selection process as appropriate. For example, other individuals may be requested to prepare and assess technical tests, if additional expertise is required to accurately assess the suitability of candidates.
29. If at least one internal candidate is found suitable for a post, the suitable candidate(s) will be recommended for selection in ranked order by the Advisory Panel, subject to satisfactory performance in the most recent past performance appraisal.
30. Any remaining posts for which no suitable internal candidate is identified following the internal job fair will be filled as part of a normal internal and external competitive selection process in accordance with the applicable selection procedures in UNFPA's Policy on Personnel.
31. Before final decisions on matching and selection are taken by the head of office, all recommendations will be subject to review by the competent Headquarters or Regional Compliance Review Board.
32. A staff member who is left unplaced will be subject to the terms of, and protections contained in, the relevant parts of the [UNFPA Separation from Service policy](#).
33. The Director of DHR retains the right to establish special implementation procedures for placement and selection for any specific restructuring of an organizational unit if deemed to be in the interest of the organization.

B. MAKING INDIVIDUAL STRUCTURAL CHANGES

34. Structural change may not involve restructuring and substantively reviewing of an organizational unit and may instead affect only one or a few individual functions in an office such as abolishing or creating a post, or making a substantive change to the main duties and responsibilities of an existing post.
35. Where changes involve less than ten percent and no more than five of the posts within the unit, such cases may normally be managed on an individual basis and an organizational unit structuring proposal may not be required. However, the Director, DHR, upon receipt of a request for individual changes within a unit, may determine that it does entail a restructuring of the organizational unit, and may request the head of unit in which the post(s) are located to initiate an organizational unit structuring process regardless of the number or proportion of posts affected.
36. Individual structural changes will undergo budgetary review to ensure changes are in line with the approved budget and applicable financial regulations and rules.
37. Individual staff posts are designed, classified / reclassified, and filled in accordance with the

sub processes outlined in section C of this policy.

38. Non-staff contractual modalities required on a medium to long-term basis are created and filled in accordance with the relevant policy governing that contractual modality (for example the policies on [Individual Consultants](#) and [Service Contracts](#)).

C. ORGANIZATIONAL STRUCTURING SUB-PROCESSES

1. Post design

39. In order for a new post to be created or an existing post to be changed, the post design must be formalized in a job description, and the post must be classified / reclassified according to the established procedures, and then approved in UNFPA's integrated budget.
40. UNFPA uses two types of job descriptions: generic job descriptions and non-generic job descriptions:
- (a) UNFPA maintains an Inventory of Generic Job Descriptions. A generic job description describes the level of responsibility, accountability and nature of work that is performed by two or more staff members doing substantially the same job within the organization. A generic job description should always be applied to a post whenever feasible rather than creating a non-generic job description.
 - (b) A non-generic job description is only required where the level of responsibility, accountability, and nature of work of the post deviates substantially from any other post within the organization, or where a generic job description that accurately describes the post does not exist. Non-generic job descriptions are created using UNFPA's approved "[Job Description Template](#)".

2. Post classification and reclassification process

41. Once a job description has been created for a new post or updated for an existing post it must be classified / reclassified on the basis of the relevant master classification standards established by the International Civil Service Commission. Post classification / reclassification is the mechanism used for determining the grade level of posts on the basis of clearly established criteria, and for ensuring that posts with the same level of responsibility and accountability are graded at the same level. UNFPA utilizes external job classification services to enhance neutrality and transparency in the classification and reclassification of posts.
42. A post classification is carried out for new posts that have not previously been classified.
43. A post reclassification is carried out for existing posts when the related duties and responsibilities in an existing post's job description will substantively change. The substantive change relates to duties expected to be performed by the incumbent on an on-

going and continuous basis, rather than only temporary or exceptional changes of a strictly limited duration such as coverage of another post's functions due to a vacancy or absence, or performance of a short-term project or assignment. In general, a job description can be considered not to have substantively changed if the grade level would remain the same and the revisions affect less than twenty percent of the related functions and would not materially alter the technical area involved or overall level of complexity.

3. Requests initiated by heads of offices/ divisions

44. The procedure for classifying a new post or reclassifying an existing post will differ depending on whether the job profile is contained in a generic or a non-generic job description.

Generic job descriptions

45. When a generic job description is considered to accurately reflect a post's job profile, the head of unit submits a "Request for post classification / reclassification form" to the respective Headquarters or Regional Strategic Partner seeking application of the relevant generic job description to the post.

46. However, this is only necessary for an existing post if the duties and responsibilities in the generic job description would be substantively different to those of the existing post. If they are identical, the generic job description can be directly applied without going through the request procedure.

47. If a request for application of a generic job description is required because the post is new or there will be a substantive change to an existing post, the request will include:

- (a) The generic job description to be applied;
- (b) An organizational chart showing the post's placement within the relevant unit. The post must be part of a logical, consistent, and coherent organizational structure;
- (c) An explanation as to why the generic job description accurately characterizes the job profile;
- (d) Confirmation of how funding will be provided for the new post, or for the upgrade to an existing post, if the generic job description carries a post classification level higher than the previous job description.

48. Since generic job descriptions are already pre-classified, a post with a generic job description will carry the same post classification grade as the generic job description.

Non-generic job descriptions

UNFPA

Policies and Procedures Manual:

Human Resources: Policy and Procedures for Organizational Structuring

49. If a non-generic, rather than a generic job description is required, the head of unit is responsible for arranging a non-generic job description to be created or updated using UNFPA's approved "[Job Description Template](#)".
50. The relevant head of unit submits a request for post classification/ or reclassification of a post with a non-generic job description to DHR using the "[Request for Post Classification / Reclassification Form](#)".
51. A new job description can be directly applied to a post without the need for post reclassification when the revised job description is substantively the same as the existing post, in particular when it does not involve a change in grade.
52. When a request for post classification / reclassification is required because the post is new or there will be a substantive change to an existing post, the request will include:
 - (a) The new or updated non-generic job description for the post;
 - (b) An organizational chart showing the post's placement within the unit. The post must be part of a logical, consistent, and coherent organizational structure;
 - (c) An explanation supporting the need for the new post or updated job description for an existing post;
 - (d) Confirmation of how funding will be provided for the new post or for the upgrade of an existing post, if the job description results in an upward reclassification.
53. DHR will review the request and as appropriate take action to have the new post classified or existing post reclassified.
54. DHR notifies the head of unit requesting post classification / reclassification, in writing, of the post classification decision. The documentation used to establish the level of the post will be made available upon request.
55. Within 15 working days of notification of the post classification / reclassification decision, the requesting head of unit may ask for a reconsideration of the decision on the classified level of a post.
56. DHR will review the case and, if appropriate, arrange for another post classification / reclassification to be conducted. The documentation used to establish the classification level of the post will be made available upon request.

4. Implementation of post classification and post reclassification decisions

Implementation of new post classification or post reclassification of unencumbered posts

57. Once classification of a new post or reclassification of an existing unencumbered post is approved and the corresponding budget is confirmed as per the established procedures, the effective date will vary depending on when the new or revised function is approved in the budget. The post vacancy will be filled at the new classification level in accordance with the terms of the relevant parts of the [UNFPA Policy on Personnel](#).
58. When the downward reclassification of an existing post without an incumbent is approved, the post will be filled at the lower post classification level.

Implementation of the post reclassification of an encumbered post

59. When post reclassification of an encumbered post will be implemented, the manner in which implementation is managed will depend on whether the post is being reclassified as the result of a gradual change in responsibilities by the incumbent, or instead has been deliberately redesigned to change the post's duties.
60. If the job description for an encumbered post needs to be reclassified due to a gradual change in responsibilities over time, the incumbent will have had the opportunity to demonstrate suitability to perform the divergent functions. Accordingly, the incumbent can be maintained in the post if it is reclassified at the same level, or if the post is upgraded, promoted if the incumbent possesses the minimum academic qualifications and experience specified in the new job description and has demonstrated fully satisfactory performance documented via formal performance appraisal. Such placement is not possible if the post is upgraded by more than one level, or if there will be a change in category between International Professional, National Professional, or General Service.
61. Alternatively, there may be a need to reclassify a job description for an encumbered post at a lower level due to a gradual reduction in the level of responsibilities over time. In these circumstances, the reclassification will not negatively affect the incumbent's existing contractual status, salary, or entitlements, provided the incumbent has demonstrated fully satisfactory performance documented via at least one formal performance appraisal. The incumbent may remain in the post retaining the current grade and salary level on the understanding that reasonable efforts will be made by the staff member and the organization to facilitate appointment to a post at the same personal grade.
62. In circumstances in which an encumbered post has been deliberately redesigned with a different job description entirely, the original post should be abolished and a new post be created. As the incumbent will not have been performing the changed responsibilities of the post, the incumbent has not demonstrated suitability for placement in the reclassified post and the post will be considered newly established and filled as a new vacancy.
63. In consultation with the post's head of unit, DHR will carry out a review of the post's new job description to confirm whether the reclassification is due to a gradual change in responsibilities or whether it was deliberately redesigned.

UNFPA

Policies and Procedures Manual:

Human Resources: Policy and Procedures for Organizational Structuring

64. When the post reclassification has resulted from a gradual change in responsibilities, DHR will review the incumbent's qualifications and experience and performance appraisals to determine whether the incumbent meets the requirements to be placed in the reclassified post.
65. If the incumbent is eligible for placement in the reclassified post, DHR will provide notification in writing to the post incumbent.
66. When an incumbent is either not eligible for placement in a post that has changed due to a gradual change in responsibilities, or else encumbers a post that is reclassified due to being deliberately redesigned, this will be treated as an abolition of the current post and establishment of a new post. The newly established post will be treated as a new vacancy, and filled in accordance with the terms of the relevant parts of the [UNFPA Policy on Personnel](#).
67. An incumbent who is not selected for the vacancy will be subject to the terms of, and protections contained in, the relevant parts of the [UNFPA Separation from Service policy](#).

IV. OTHER - Summary of Referenced Policies and Tools

<i>Name of Policy / Tool</i>	<i>Remarks</i>
Organizational Structuring Administrative Tool (OSAT)	Contains all the templates and guidance notes referenced in the policy
Policy on Personnel	Outlines UNFPA's types of functions and corresponding contracts Also Covers different human resources procedures related to different types of contractual modalities e.g. fixed-term appointments, individual consultants
Service Contracts	UNDP policy on service contract holders which also covers service contractors engaged by UNFPA
UNFPA Separation from Service Policy	Outlines procedures and protections for staff related to separation from service
Inventory of Generic Job Descriptions	Contains a reference bank of pre-classified UNFPA generic job descriptions
Resource Management Policy	Articulates the framework that governs the Integrated Budget, including cost classification, planning, allocation and management of the corresponding financial resources.
Cost Recovery Policy	Describes the implementation of Executive Board decision 2013/9 for UNFPA's internal purposes of a harmonized methodology and rate for the recovery of

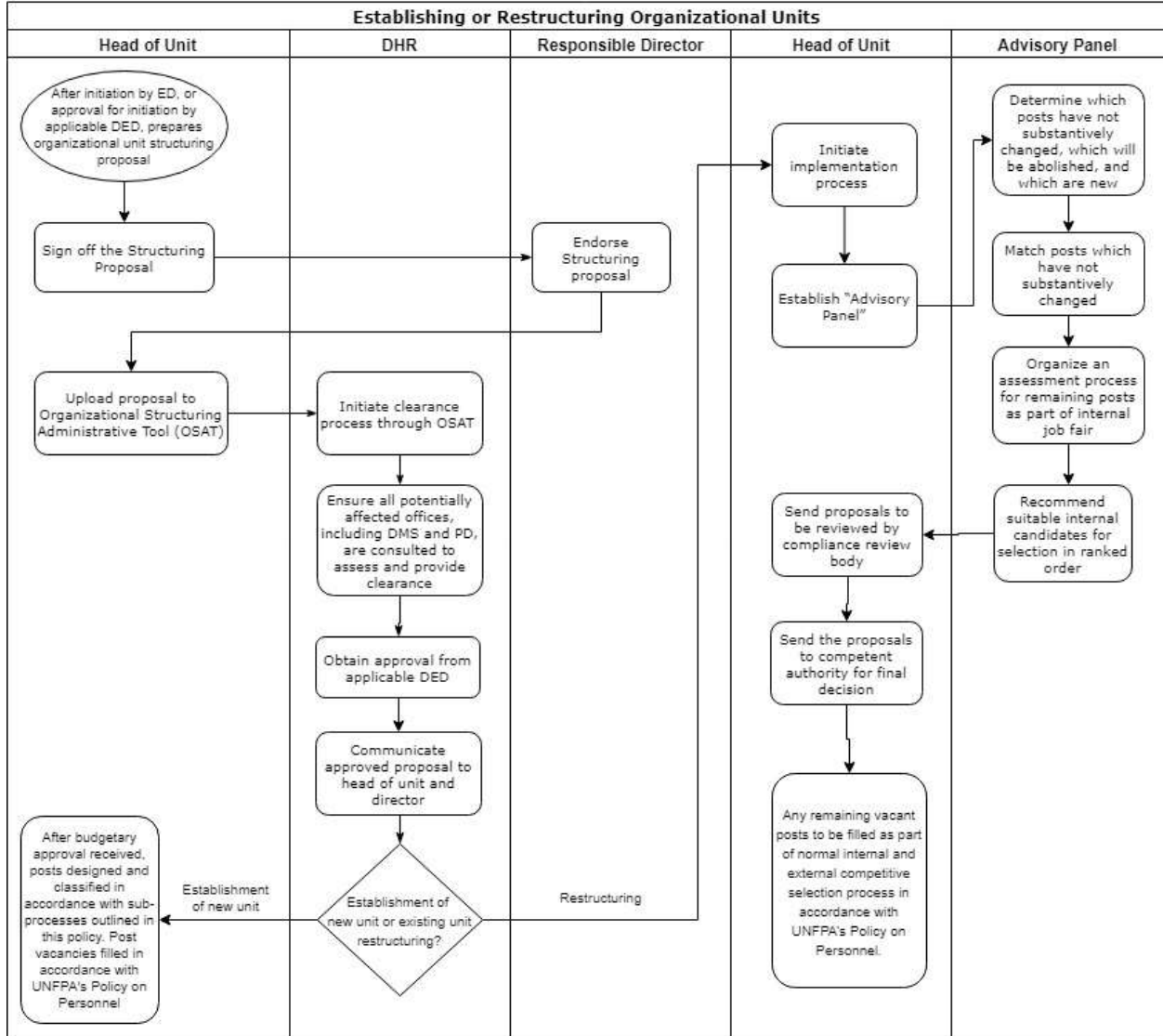
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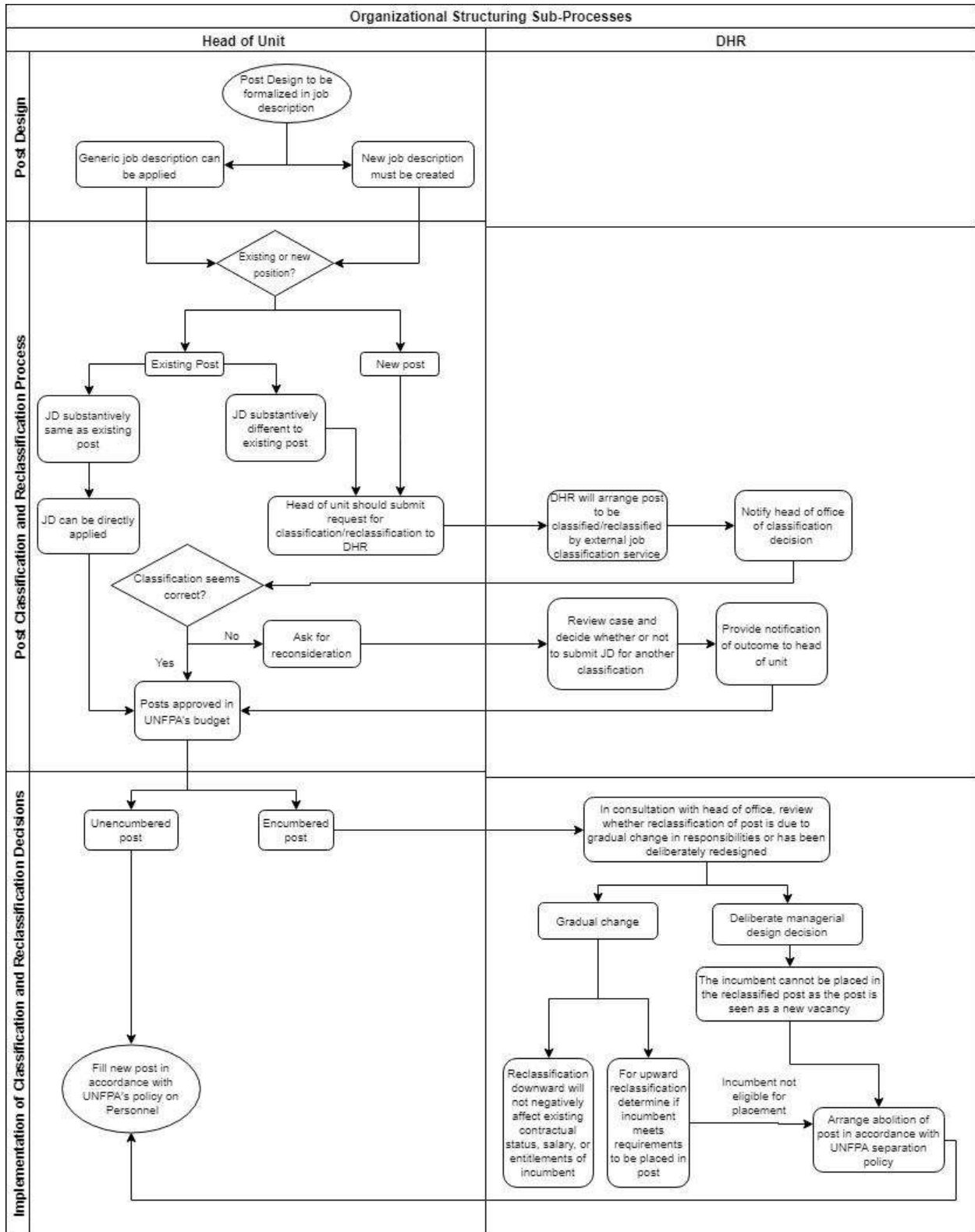
Policies and Procedures Manual:

Human Resources: Policy and Procedures for Organizational Structuring

	indirect costs as well as direct costs the organization incurs to administer other resources.
Guidance note: Financial assessment of organizational unit structuring proposals	Provides information and tools needed to develop and assess financial sustainability of office realignment proposals.
Guidance Note for Allocating Post Costs Across Funding Sources	Provides guidance on pro-rating post costs across funding sources, including when issuing staff contracts against such posts.
Real Estate Management policies	Policies and Procedures relating to the management of real estate for field offices.
Job Description Template	Provides a template for the creation of a new or change of an existing job description.

V. FLOWCHARTS





UNFPA

Policies and Procedures Manual:
Human Resources: Policy and Procedures for Organizational Structuring

VI. RISK MATRIX

Control	Risk Description	Control Objective	Control Description	Activity	Who Performs
IC-1.0	Organizational Structuring is carried out unnecessarily resulting in a less than optimal use of resources and a negative impact on staff engagement	Organizational structuring is carried out only when required to optimize resources and safeguard staff engagement	Unless initiated by the Executive Director, initiation of organizational structuring must be approved by the DEDs		DEDs
IC-2.0	New structure of unit does not meet the needs of the organization	Every unit structure should support the Organization's Strategic Plan, and country programme (if applicable), and contribute to efficient use of resources	An organizational structuring proposal must be prepared and DHR ensures it is reviewed and cleared by all affected offices.		DHR
IC-2.1		After approval to restructure an existing organizational unit has been granted, the affected posts are managed in consultation, and with the support of, the relevant Human Resources Strategic Partner and an Advisory Panel.	DHR		
IC-2.2		Before final decisions on matching and selection are taken by the head of office, all recommendations are subject to review by the competent Headquarters or Regional Compliance Review Board.	DHR		
IC-3.0	New organizational structures cannot be financed	The financial implications of organizational structuring must be able to be met within the Organization's budget.	Implementation of organizational structuring is subject to budgetary approval		DMS
IC-4.0	There is inconsistency across the organization on the nature and level of posts' duties	Every post should be correctly classified at a level consistent with others performing similar duties	Generic job descriptions should be used wherever feasible and all posts are subject to external classification		DHR