

Human resources, including staff welfare

Executive Committee of the
High Commissioner's Programme

Standing Committee
67th meeting
21 October 2016

65 Million uprooted by war, conflict or human rights abuses (Dec. 2015)

464 locations

129 countries

10,300 staff members (June 2016)

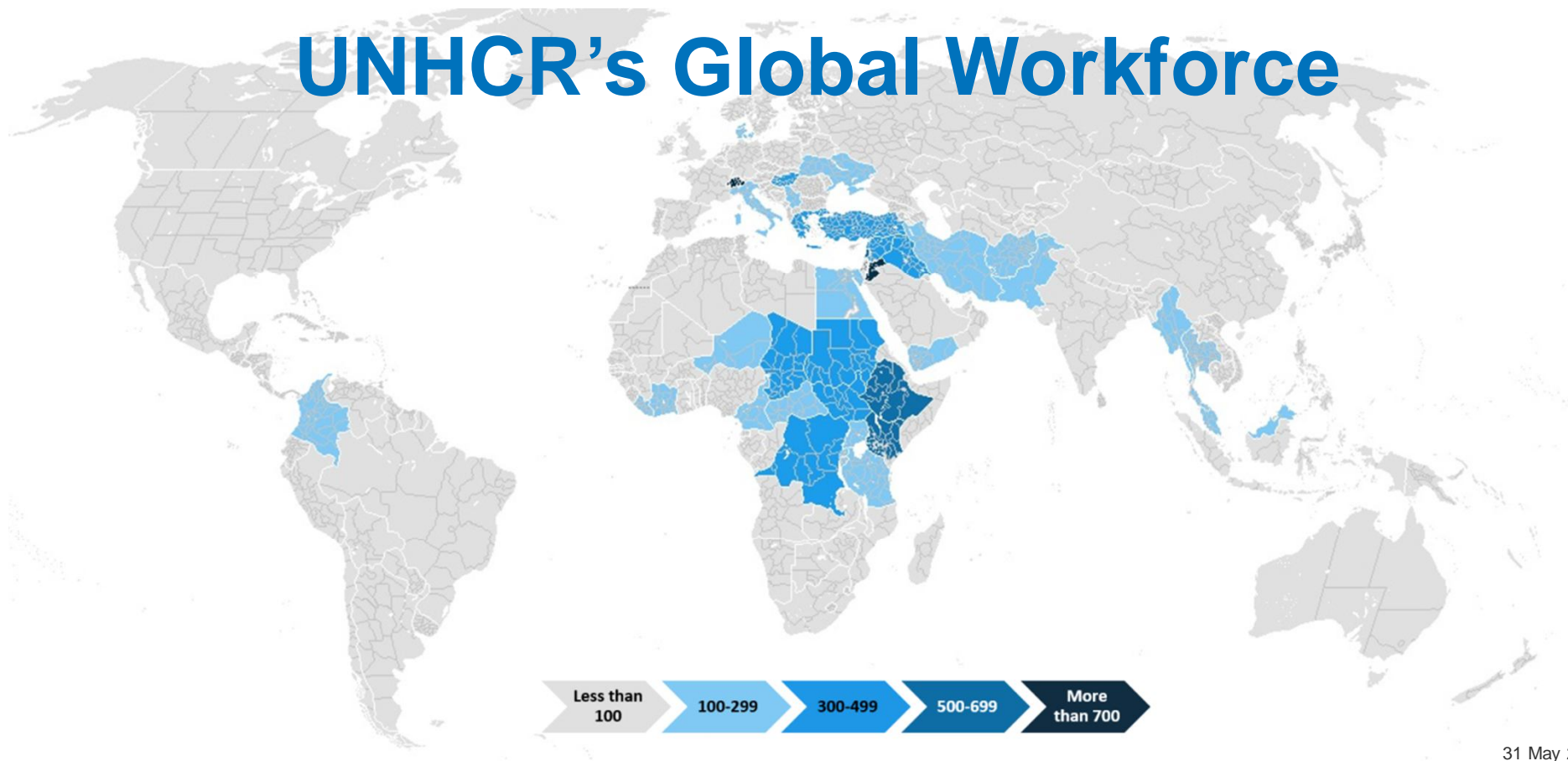
87% in the field

5,000 flexible workforce (Dec. 2015)

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UNHCR's Global Workforce

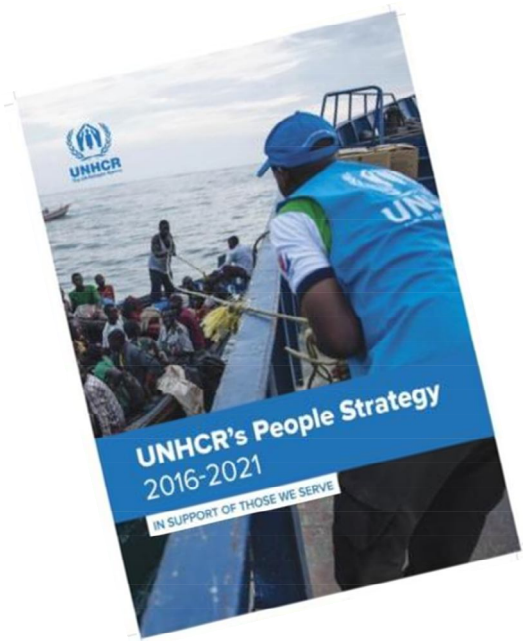


31 May 2016

Sources: DHRM, UNOPS, Emergency Service

UNHCR's People Strategy:

A collective responsibility



Goal 1

Preparedness and diversity

Better aligning and diversifying our workforce

- Business partnering
- Business intelligence – data driven HR decision-making



- Capacity-Building Initiative (CBI): 60 positions
Project control, child protection, cash-based, ICT, etc.
- Entry-level Humanitarian Programme (EHP): 34 candidates
53% women and 47% men from 27 countries
 - 11 Talent Pools
- Increased opportunities for national staff

Goal 1

Preparedness and diversity

- Review of UNHCR's approach to inclusion, diversity and gender equity in the workplace
- "Framework for the Future" (Dec. 2016)



Change in culture and behavior needed



Goal 2

Performance and competence

Investing in career development, leadership and learning

- Transformation of the career management function
- Completion of 37,000 learning courses; key role of GLC in the context of emergencies
- Activation of the human resources emergency standby capacity
- Certification programmes: HR, supply chain, programme management, protection, leadership
- Enhanced performance management



Goal 3

Flexibility and timeliness

Responding quickly to new developments on the ground

- New thinking and approaches required
- Fairness, transparency, respect for all categories of the workforce



- Analysis of flexible workforce arrangements (2016)
- Assignments policy to be adjusted
- New Contracts policy, up to three year Fixed Term Appointments
- Successful upgrade of ERP human resources module

Goal 4

Care and support

Focusing on our workforce's security, safety and wellbeing

- Preparedness, role of managers
- Strengthening HR capacity in the field, HR certification
- Psychological preparation and end-of-assignment debriefings: close to 500 sessions
- Psychosocial support: 5,700 individual interactions
- Improvements in staff accommodation and offices : US\$ 1 million earmarked





Thank you.

