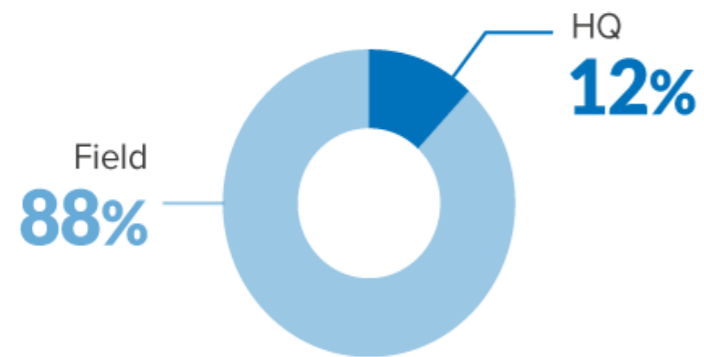


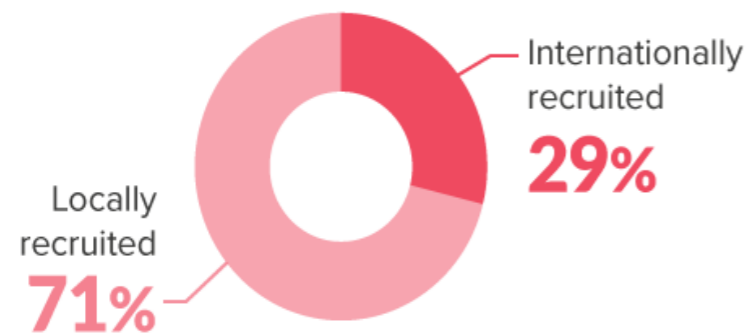
Our people

Close to 17,000 in 131 countries. 37% in D&E duty stations.

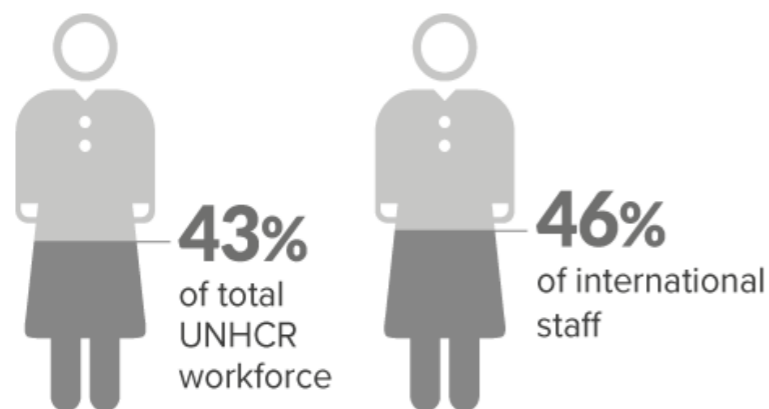
UNHCR staff presence



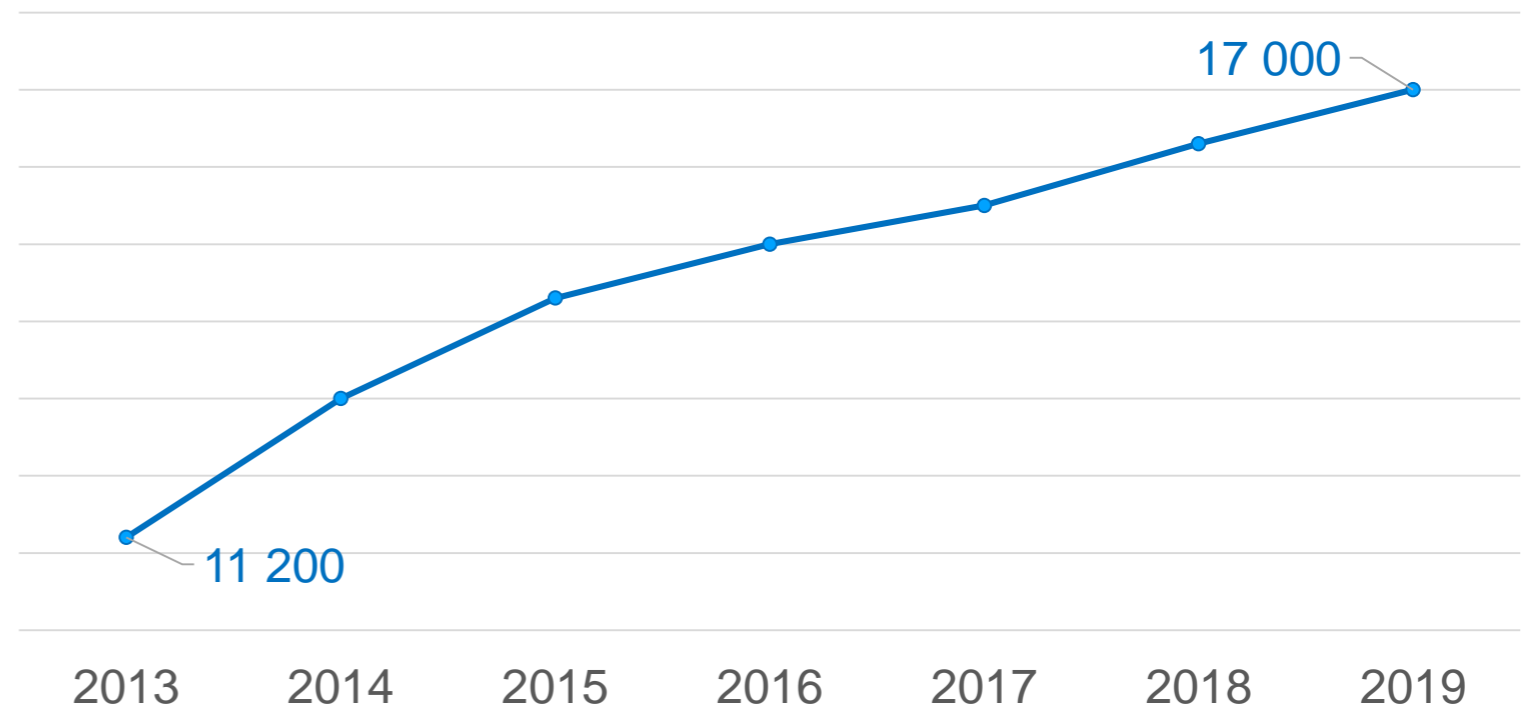
UNHCR staff by place of recruitment



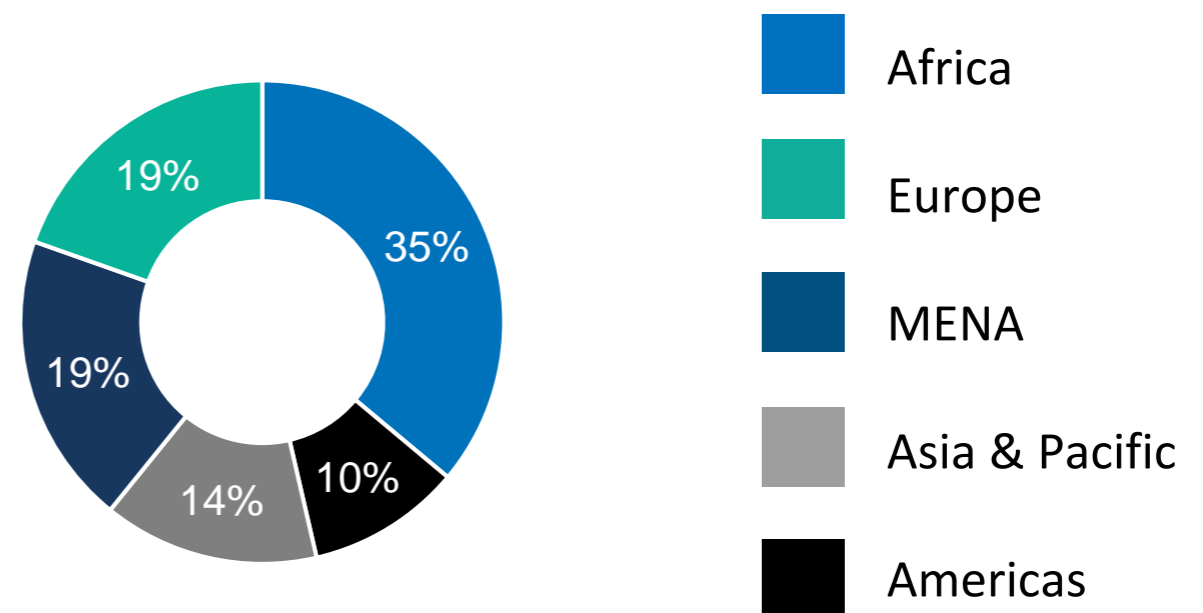
Women represent



Total workforce



Our people come from



The HR transformation

Challenges

Staffing difficulties

Lack of end-to-end accountability

Complex processes

Unmet expectations of employees and managers

Outdated people management systems & practices

Findings



DHR needs to transition from a mainly reactive and transactional HR service to one that positions the Division as a strategic partner to operations.

Objectives

Strategic partner to Operations

Enabling work environment and culture

Equipped Leaders

Effective workforce Management

Robust foundation for HR delivery

Main initiatives

HR Partners in all Regional Bureaux – stronger field presence

Diversity & Inclusion focus

Strategic Workforce planning

People Analytics- data management

Succession planning

Integrated Talent Management

Leadership Development

Strengthened Performance Management

Duty of Care focus/Staff wellbeing

New HR operating model

Fit-for-purpose HR tech

A marathon not a sprint

OPTIMIZATION

2021 - 2022

TRANSFORMATION

2019 - 2021

FOUNDATION

2017 - 2018

INITIATION

2015 - 2017

- UNHCR's People Strategy 2016-2021
- HQ Rapid Organization Assessment (Feb 2017)

- HR Review
- HR transformation resources secured
- New structure designed and new posts defined and advertized
- New strategic priorities defined and roadmap developed
- Key performance indicators established

- HR strategic partnership with operations and managers established
- Strategic workforce planning implemented
- Data management and analysis capacity in place
- Core HR processes simplified
- Career support, learning and performance aligned
- Leadership development introduced
- Review of performance management and behaviors initiated

- Field driven, client oriented and highly efficient HR activities
- Staffing needs well anticipated and met
- HR policy leading edge
- Robust people management
- New Performance management model in place
- Working and living environment improved
- Talent optimized and developed
- Workforce truly diverse