

Executive Committee of the High Commissioner's Programme

Standing Committee
64th meeting



UNHCR
The UN
Refugee Agency

**Human resources,
including staff welfare**

60 Million persons of concern

(Dec. 2014)

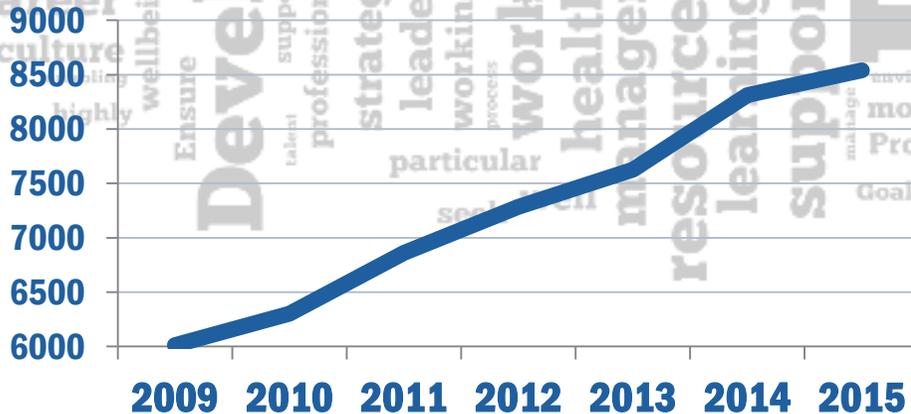
9,700 staff members

88%

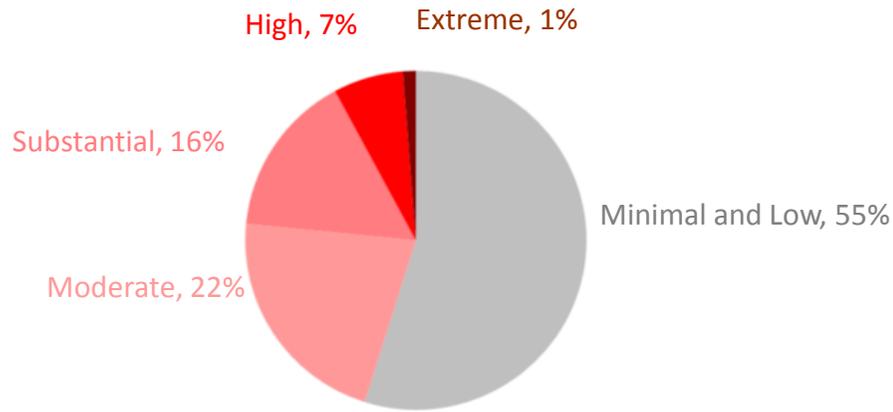
in the field

(July 2015)

Number of field staff

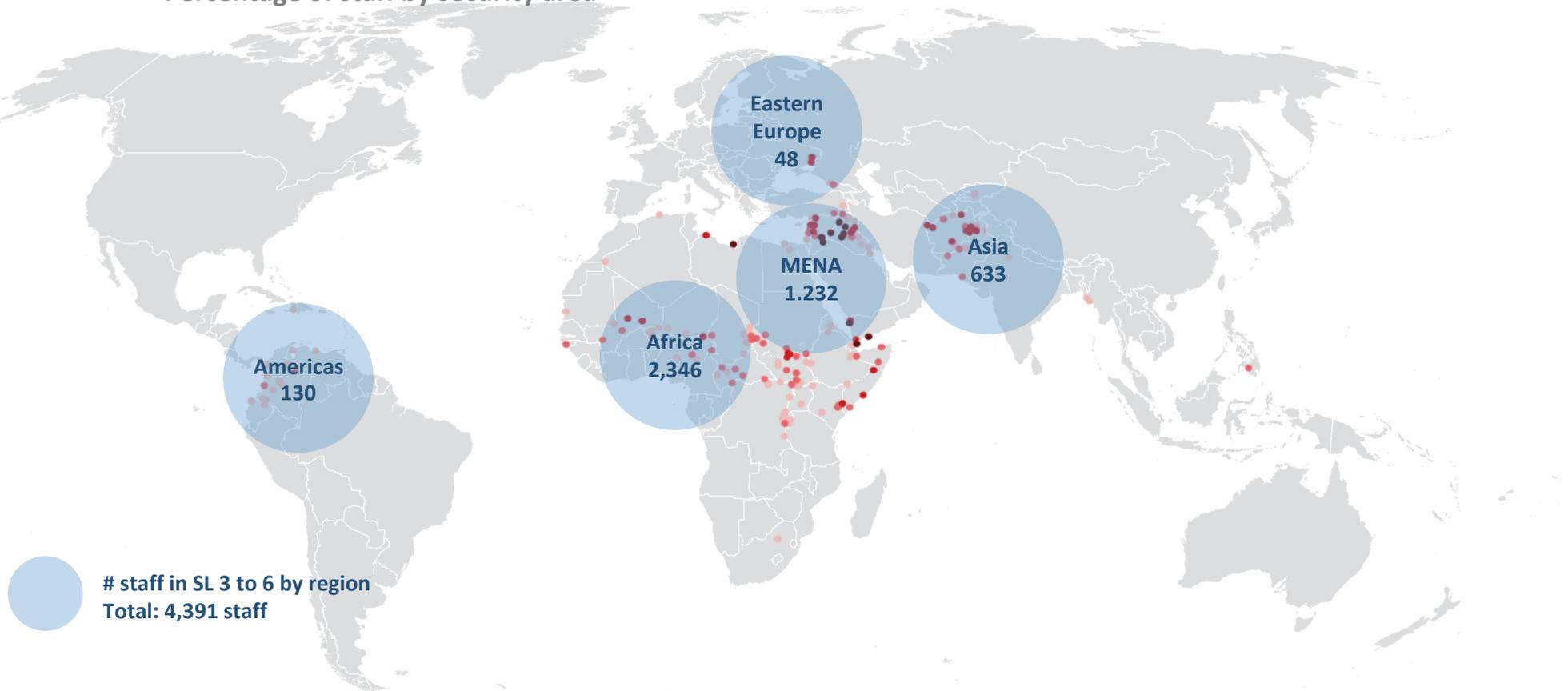


UNHCR Staff in moderate to extreme threat areas



- Security Level 3
- Security Level 4
- Security Level 5
- Security Level 6

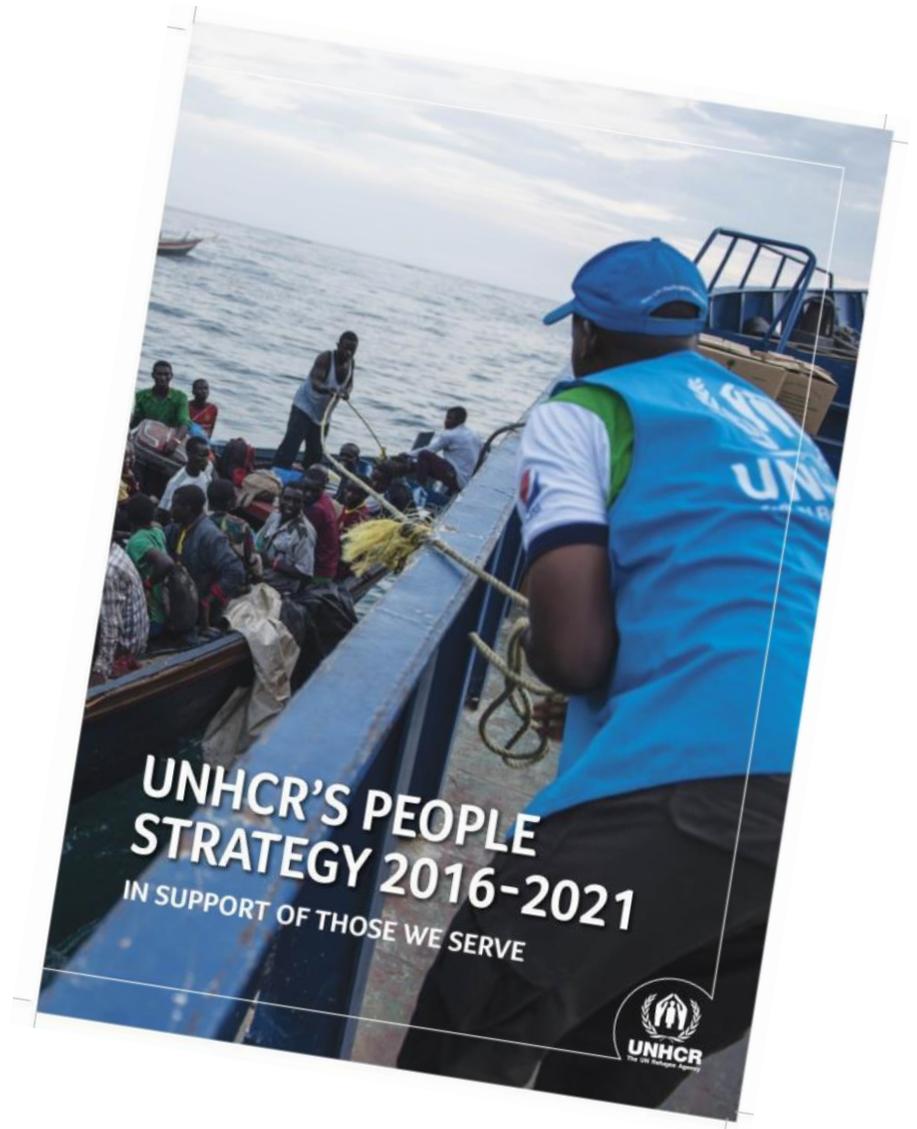
Percentage of staff by security area



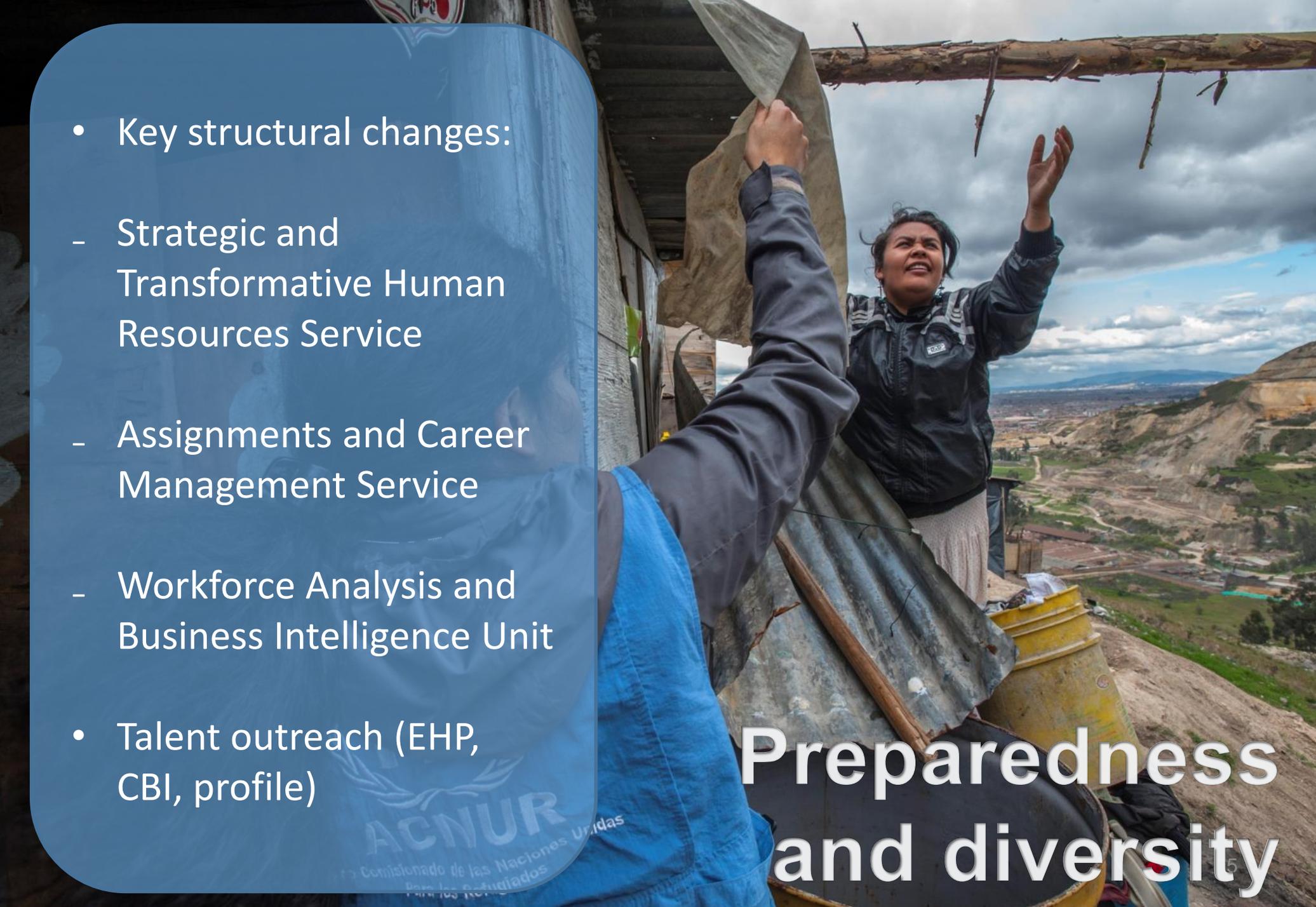
People Strategy 2016-2021

4 GOALS

1. Preparedness and diversity
2. Performance and competence
3. Flexibility and timeliness
4. Care and support



- Key structural changes:
 - Strategic and Transformative Human Resources Service
 - Assignments and Career Management Service
 - Workforce Analysis and Business Intelligence Unit
- Talent outreach (EHP, CBI, profile)



**Preparedness
and diversity**

ACNUR
Comisionado de las Naciones Unidas
Para los Refugiados

Staff from **154**
countries

38%
women

UHCR
The Refugee Agency

Speaking **454 languages**

Diversity

Gender

Cultural
Background

Nationality

Age

Language

...

Experience

A group of people, including a woman in a blue UNHCR bag, gathered around a table outdoors in a refugee camp setting. The background shows a yellow building with a window and other people in winter clothing.

Performance and competence

- New ToR for the career management function
- Global Learning Centre
 - Workshop on Emergency Management (WEM) in French
 - Competency-based learning initiatives
 - Certification programmes
- Simplification of the performance management processes and systems

- 2015 “Revised policy and procedures on assignments”
- Review of our approach to engaging and managing our flexible workforce
- Emergency human resource capacity (10 HR staff on standby)

A man wearing a blue cap and a blue vest over a white shirt is assisting a person on a wooden ramp. The man is leaning forward with his hands outstretched, supporting the person. The person being assisted is wearing a light-colored shirt and dark pants. In the background, other people are visible, some wearing white shirts and caps, and a white tarp is draped over a structure. The scene appears to be outdoors, possibly at a port or a construction site.

**Flexibility
and timeliness**

- Psychosocial support to 1,850 people
- National Staff Immunization Initiative (Chad)
- Training in the use of emergency trauma bags
- Systematic psychological preparation+debriefing for assignments in D and E duty stations
- Framework for the provision of support to staff in high-risk environments
- Improved living and working conditions (“Innovation Norway”)



Care
and support

A woman with long dark hair, wearing a blue vest with the NHCR logo, is smiling as she serves food to children at a table. The table is set with plates of rice and fish, and several green and white plastic cups. In the background, other people are visible, and the setting appears to be an outdoor or semi-outdoor dining area. A blue semi-transparent overlay covers the left side of the image, containing text and a list of bullet points.

Transformation of HR capabilities and capacities:

- ERP System upgrade
- HR certification programme
- Engagement in the wider UN system

Thank you.

