



UNHCR
The UN
Refugee Agency



UNHCR's People Strategy 2016- 2021

In support of those we serve

UNHCR's first ever People Strategy

- Context of continuity and change
- Our workforce, our most valuable resource
- People Strategy (2016-2021) enabling us to revisit and strengthen the way we recruit, care for, support and manage our human talent



A unique organization A unique workforce

What makes us
unique...

- The nature of our work
- The character of our staff
- UNHCR as a career, not simply a job
- The dynamic context of UNHCR's operations
- A wide range of capabilities and skills



Six guiding principles

A woman on the left, wearing a blue UHCR vest over a grey hoodie, is handing a package wrapped in clear plastic to a woman on the right. The woman on the right is wearing a blue headscarf and a black top. They are standing in front of a stone wall. The UHCR logo and text are visible on the vest.

1.
**SUCCESS
THROUGH
OUR PEOPLE**

**2. BALANCING
PERSONAL
NEEDS AND
OPERATIONAL
DEMANDS**

3.
**EMBRACING
DIVERSITY**

4.
**WORKING IN
PARTNERSHIP**

5.
**A FLEXIBLE
WORKFORCE**

6.
**A COLLECTIVE
RESPONSI-
BILITY**

UNHCR's Four People Goals

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

MISSION STATEMENT

UNHCR seeks to be optimally prepared to respond to global forced displacement challenges, through a diverse workforce of talented and highly performing people, who are flexibly and timely deployed, and who benefit from comprehensive care and support from the organisation.



Goal 1. Preparedness and diversity

UNHCR addresses current and future humanitarian challenges through a **diverse workforce** of talented people.

- We better anticipate global operational demands for staff and skills
- We value diversity and provide an inclusive working environment
- We attract, hire and retain highly qualified people

Goal 2. Performance and competence

UNHCR has a **competent and high-performing workforce**, empowered to meet increasingly complex operational needs



- We actively support staff growth and development
- We promote effective performance management
- We aim at excellence through leadership

Goal 3. Flexibility and timeliness

UNHCR deploys
its people
where and when
they are needed

- We manage staff mobility in a fair and efficient manner
- We maximise the potential of our flexible workforce arrangements
- We support staff in managing their mobility



Goal 4.

Care and support

UNHCR promotes an environment that **fosters health and resilience**

- We ensure quality health and wellbeing system for our workforce
- We are supported by highly professional HR staff and systems
- We foster a culture of trust, communication and core values





Way forward – 2016-2017

- 5-year implementation plan (key objectives, roles and responsibilities, indicators)
- Review process
- Key activities:
 - Workforce planning/data-trends analysis
 - Strategic HR (new unit): Leadership Development/Talent management ; HR strategy implementation ; coordination of HR aspects of emergency preparedness and response
 - Career Management/Managed Mobility
 - Implementation of physical and mental health survey results
 - HR transformation activities
 - Language policy, contracts policy

We welcome
your comments
and feedback...

By e-mail to:
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Subject: People Strategy