



UNHCR's People Strategy 2016-2021

IN SUPPORT OF THOSE WE SERVE

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UNHCR's ability to provide protection and assistance to an ever-increasing number of persons of concern is dependent on its people. These people – talented, compassionate, with high integrity – are called upon to respond to large-scale humanitarian crises and are willing to work in some of the most difficult and dangerous locations in the world. As the demands upon UNHCR have both expanded and evolved in recent years, the commitment, adaptability and professionalism of those who work for the organization make them the greatest resource of the Office. Such circumstances require a strategic approach to recruiting, placing, supporting and developing our people. This People Strategy defines that approach.

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FOREWORD FROM THE HIGH COMMISSIONER

Looking at UNHCR's evolution over the last decade, I am struck by two driving forces: those of continuity and of change. Our work – delivering protection and supporting solutions for refugees, asylum-seekers, stateless persons and internally displaced persons – remains an unwavering constant in this complex world, anchored by the mandate with which we have been entrusted.

Yet the ways in which we deliver protection, assistance and solutions in support of persons of concern have greatly evolved. To name but a few: our urban policy and work on alternatives to camps; the use of cash-based interventions; the introduction of biometrics; our age, gender and diversity approach; and our emphasis on community-based protection and accountability to persons of concern. All of this is occurring in an environment that recognizes the centrality of partnerships in our ability to deliver – partnerships with host countries, national and international NGOs, the UN family, donor governments and an increasingly broader range of development and private sector actors.

I have been inspired and gratified by the ability of those who work for UNHCR to innovate and to embrace change, while remaining true to our core values. It must be within the DNA of the unique individuals who choose to serve in an organization like ours: I have consistently seen throughout my travels how the people who work for UNHCR are driven by their regard and hopes for our persons of concern.

As an organization, UNHCR, too, has experienced a significant transformation, due in large part to the number, magnitude and complexity of the emerging and protracted crises we face. Ten years ago, UNHCR was responding to 17 million persons of concern; today, that number has more than tripled, reaching nearly 55 million. Similarly, our global expenditure has jumped from USD 1 billion to over 3.3 billion – even as 45 percent of the budget, which is based upon the needs of persons of concern to UNHCR, remained unmet despite the unprecedented generosity of donors. This evolution has also brought significant human resources challenges.



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In the last three years alone, UNHCR has responded to five Level 3 crises, which has challenged the international community and the organization alike. To respond to the crises, staff and flexible workforce have increased with many working for extended periods in high-threat locations. Prolonged exposure to human tragedy and unsafe conditions, oftentimes without access to adequate medical facilities and nutrition, raises the risk of secondary trauma, burnout, depression and long-term health conditions. With nearly 50 percent of UNHCR staff now working in such locations, it is ever more incumbent on the organization to do its utmost to protect and preserve its people for the long term.

Since the demands upon UNHCR and our workforce show no signs of abating, this strategy is therefore timely, and I am convinced its implementation will enable us to revisit and strengthen the way we recruit, care for, support and manage our human talent – those who serve and strive to empower our persons of concern – in both the immediate and the long term.

António Guterres

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INTRODUCTION

UNHCR's *raison d'être* is international protection – protection for millions of the world's most vulnerable people¹. Though the content of that protection is grounded in universal human rights and international law, including the 1951 *Convention relating to the Status of Refugees*, its delivery is highly-context specific and labour intensive. UNHCR can only deliver protection through its workforce, who remains its most valuable resource.

With the number of people forcibly displaced by conflict, persecution, generalized violence or human rights abuses at the highest level on record and with new crises continuing to unfold even as protracted crises endure, it is appropriate that the Office review and restate its strategy for managing and supporting those who carry out this important work.

As at 31 December 2014, UNHCR had 9,411 staff, 74 percent of whom were nationally recruited. Given the need to rapidly respond to changes in its operating environment, UNHCR also has flexible operating arrangements with a range of partners, such as the United Nations Volunteers (UNV) and the United Nations Office for Project Services (UNOPS). In total, more than 12,000 persons were working for the organization at the end of 2014.

While staff are the focus of this Strategy, many elements are equally relevant to the care and support of people working for UNHCR under other flexible workforce arrangements.

UNHCR's People Strategy must be informed by and respond to the way in which the organization, its mission, and its workforce are truly unique.

¹ The High Commissioner for Refugees is mandated by the member states of the United Nations to lead and coordinate international action for the protection of refugees and the resolution of refugee problems. The Office's primary purpose is to safeguard the rights and well-being of refugees and asylum-seekers. UNHCR's Executive Committee and the UN General Assembly have authorized involvement with other groups, including stateless persons, former refugees who have returned to their homelands, and internally displaced persons.

WHAT MAKES UNHCR UNIQUE...

1 THE NATURE OF OUR WORK

Of necessity, and by definition, UNHCR delivers protection in some of the most challenging, volatile and even dangerous contexts. Our operational environment is one of conflict, crisis and forced displacement. Our people witness and respond to incredible human suffering and need, just as they participate in and support human resilience. UNHCR's People Strategy must support staff as they work to protect and assist persons of concern in these challenging circumstances.

2 THE CHARACTER OF OUR PEOPLE

Given the above, UNHCR attracts a truly special kind of people, who are driven by compassion and integrity, and with a desire to contribute to the world in which they live. Such personal values – as well as the diversity of a staff drawn from 154 countries and who speak more than 450 languages – are essential to the performance of the duties with which they are entrusted. UNHCR staff are effective precisely because they reflect the great diversity and courage of the people we serve. UNHCR's People Strategy must welcome and continuously nurture these values, as well as the diversity of UNHCR staff, throughout their careers.

3 UNHCR AS A CAREER, NOT SIMPLY A JOB

As an organization, UNHCR is exceptional for the high level of commitment among its staff. The most recent Global Staff Survey found that 97 percent of respondents have a strong belief in the goals and objectives of UNHCR, while 93 percent are willing to put in extra efforts to help the organization, and 88 percent are proud to work for UNHCR. The longevity of staff careers with the organization is, therefore, perhaps not surprising, though it is highly unusual for most employers today. Combining all assignments, over 30 percent of active staff have worked at UNHCR for more than 11 years, while over 50 percent have worked at UNHCR for more than 6 years. This loyalty and longevity greatly benefits UNHCR and our persons of concern. Yet, compounded by the complexities of staff rotation and the need to reconcile family and personal life, longevity comes with unique personal and professional demands. UNHCR's People Strategy must be responsive to these demands, including in the areas of career management, staff welfare, contracts policy, learning and leadership development.

4 THE DYNAMIC CONTEXT OF UNHCR'S OPERATIONS

Inherent in UNHCR's mandate are fundamental operational challenges. The number of individuals forced to leave their homes per day due to conflict and persecution increased four-fold over the last four years, reaching 42,500 people – a small city – every single day. UNHCR cannot predict the unpredictable. Yet it must be prepared to respond at a moment's notice, through its workforce, with lifesaving protection and assistance. While emergency teams are deployed within 72 hours, whole operations may need to be staffed through "fast track" and other deployment procedures, which cannot happen to the detriment of persons of concern served by existing operations. Responding to the needs of those we serve requires tremendous flexibility on the part of UNHCR as well as its people.

5 A WIDE RANGE OF CAPABILITIES AND SKILLS

UNHCR staff cover a vast array of functional areas, ranging from site planning, information management and financial control to public health, education and the prevention of and response to sexual and gender-based violence. As operational demands evolve, the Office must meet an increasing need for specialists and new skills. At the same time, it must balance this specialization with the continuing imperative for well-rounded staff and leadership with diverse skills and experiences.

SIX GUIDING PRINCIPLES

THIS PEOPLE STRATEGY IS UNDERPINNED BY THE FOLLOWING PRINCIPLES:

1 SUCCESS THROUGH OUR PEOPLE

First, and most important, is the recognition that UNHCR's greatest asset is its workforce, whose vast majority is working in the field and is nationally recruited.

2 BALANCING PERSONAL NEEDS AND OPERATIONAL DEMANDS

Given the nature of our work, UNHCR staff are regularly challenged with reconciling personal aspirations and needs and operational demands. Of necessity, a high proportion of our staff must carry out their work in difficult and non-family duty stations. UNHCR's People Strategy must enable response to rapidly changing requirements, while staying mindful of and mitigating, where possible, the impact on staff and their families.

3 EMBRACING DIVERSITY

It is essential that our policies and practices value, embrace and reflect the diversity of our staff and the people we serve. UNHCR's People Strategy should drive efforts to attract and retain a workforce that is diverse in the broadest sense, and to foster leadership behaviours that inspire our staff.



4 WORKING IN PARTNERSHIP

With fewer than 10,000 staff and some 3,000 people working under other flexible arrangements, UNHCR's capacity to protect and assist more than 50 million persons of concern is greatly bolstered through the collaboration and complementarity of its many partners. UNHCR's concept of partnership starts with persons of concern themselves and embraces countries of asylum, of return and of resettlement, without whom UNHCR could not deliver protection or solutions. It further includes national and international NGOs and UN sister agencies. It is essential that our people reflect this ethos, demonstrating a capacity and drive to work collaboratively in support of persons of concern.

5 A FLEXIBLE WORKFORCE

UNHCR has long relied on the capacity, skill and commitment of colleagues working alongside UNHCR staff through flexible workforce arrangements. Stand-by partners give the Office added flexibility to rapidly respond to emerging crises or needs for specific expertise, so that it can expand, contract or shift the workforce as conditions change. With unprecedented needs among persons of concern, and a 45 percent gap between our needs-based budget and actual funding last year, UNHCR has an obligation to be as efficient as possible in its use of human and financial resources. UNHCR's People Strategy must therefore facilitate an effective and efficient blend of staff and workforce under other contractual arrangements.

6 A COLLECTIVE RESPONSIBILITY

Achieving the goals of this People Strategy is a collective responsibility and undertaking, to be shared by UNHCR's leaders, senior managers, joint staff-management dialogue mechanisms and all staff, with guidance, support and services provided by the Division of Human Resources Management (DHRM) as a strategic partner.



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UNHCR'S FOUR PEOPLE GOALS

This Strategy identifies how UNHCR will address key human resources challenges over the next five years, strengthening our ability to respond effectively to those we serve. It is based on the Office's human resources 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 organization.

It therefore focuses on four goals, distilled from the above:

1 PREPAREDNESS AND DIVERSITY

- We 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

2 PERFORMANCE AND COMPETENCE

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

3 FLEXIBILITY AND TIMELINESS

- We manage staff mobility in a fair and efficient manner
- We maximize the potential of different workforce arrangements
- We support staff in managing their mobility

4 CARE AND SUPPORT

- We ensure a 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

PREPAREDNESS AND DIVERSITY

UNHCR ADDRESSES CURRENT AND FUTURE HUMANITARIAN CHALLENGES THROUGH A DIVERSE WORKFORCE OF TALENTED PEOPLE

1.1 UNHCR BETTER ANTICIPATES GLOBAL OPERATIONAL DEMANDS FOR STAFF AND SKILLS

Increasing instability and conflict have resulted in a rapid expansion of UNHCR's workforce over the past five years. While we will never be able to fully predict the timing or scope of humanitarian crises, we must be as prepared as possible to respond to the needs of our persons of concern and to mitigate the risk of workforce misalignment. This requires a foundation of systems for gathering data, and intelligence for analysing trends that drive demand for numbers, locations, experience and skills of staff. In this regard, we will seek to enhance partnership between DHRM and the regional bureaux and functional divisions, to ensure that a continuous flow of communication informs workforce planning. We will also strengthen analytical capacity to better anticipate future staffing needs.

ACTIONS

- Develop an up-to-date picture of the current skills mix and capacities within UNHCR.
- Strengthen strategic relationships between DHRM, the bureaux and divisions to build and maintain a shared understanding of evolving staffing needs, including both volume and functional areas/expertise.
- Establish strategic capacity to assess data sources for trends and better inform workforce planning and decision-making.
- Design tools and systems supporting the assessment of both current and future capacity gaps, as well as projected staffing needs.
- Develop innovative and practical approaches to close short and long-term capacity gaps.

1.2 UNHCR VALUES DIVERSITY AND PROVIDES AN INCLUSIVE WORKING ENVIRONMENT

We are proud of the diversity of UNHCR's workforce, which we think is one of our great strengths as an organization and helps us find innovative solutions in responding to humanitarian crises. We remain committed to attracting, retaining and developing a workforce that is diverse in the broadest sense – not only in terms of gender but also in terms of race, religion, colour, national or ethnic origin, language, marital status, sexual orientation, age, socio-economic status, disability, political conviction, as well as background, experience, skills, perspective or any other distinguishing feature. We believe that a diverse workforce flourishes where there is a culture of inclusion, so we seek to create an inclusive working environment in which all staff feel valued and respected irrespective of difference, and are enabled to perform at their very best.

ACTIONS

- Explore the barriers and opportunities for a diverse workforce in terms of careers in UNHCR, and work with leaders, managers and staff to enhance opportunities.
- Develop a more effective accountability system in support of delivery on diversity targets, including gender.
- Work with leaders, managers and staff to promote a shift in attitude and practice towards a more inclusive and respectful working environment.
- Continue to mainstream good practice on diversity and inclusion into the recruitment, progression and development of all our staff.
- Recognizing the benefits for staff and organizational performance, explore opportunities for greater flexibility in careers and working arrangements.

1.3 UNHCR ATTRACTS, HIRES AND RETAINS HIGHLY QUALIFIED PEOPLE

Given the nature of UNHCR's work, it is essential that its people have the right mix of life experiences, attitude and qualities that will enable them to succeed in their demanding roles. UNHCR's people must be reliable, flexible, innovative team players and problem-solvers, able to work within and demonstrate respect for different cultures. Demands for skills and capabilities evolve, and there is an increased need for specialists in the field as well as at headquarters. UNHCR will implement a more structured approach to the profiling of jobs and people, for outreach and selection, in order to strengthen matching and minimize delay in deployments. This approach should also seek to enhance UNHCR's emergency response capacity and avoid unexpected staff depletions in ongoing operations.



ACTIONS

- Strengthen talent outreach strategies, and maintain pre-screened pools of skilled and experienced external candidates.
- Ensure that UNHCR's contracts policy and range of contractual options are not only attractive to external applicants, but also supportive of the long-term retention of highly-performing staff.
- Provide induction and orientation programmes for new recruits, including mentoring.
- Develop clear job profiles and operational contexts that support efficient and effective applicant matching.
- Enable staff to record accurate information about themselves in the HR systems, facilitating better staff profiling and matching.
- Develop automated application filtering tools to facilitate eligibility and suitability screening.
- Keep staff informed of evolving functional needs, and ensure that all existing staff have meaningful opportunities to develop their skills and capacities in anticipation of those needs.
- Increase opportunities for qualified nationally recruited staff to compete for international vacancies, including through the development and promotion of career growth strategies.
- Encourage greater responsibility from managers with regard to hiring and promoting in the workplace.

GOAL 2

PERFORMANCE AND COMPETENCE

UNHCR HAS A COMPETENT AND HIGH-PERFORMING WORKFORCE, EMPOWERED TO MEET INCREASINGLY COMPLEX OPERATIONAL NEEDS

2.1 UNHCR ACTIVELY SUPPORTS STAFF GROWTH AND DEVELOPMENT

The establishment of an innovative global learning center has greatly expanded opportunities for UNHCR's workforce and partners, wherever they are, to acquire knowledge and better manage their career paths, in particular through the "Learn and Connect" online platform, which offers access to a wide array of learning programmes aligned with UNHCR's strategic and operational priorities. Further enhancing career and learning opportunities for all UNHCR staff remains a priority in the years ahead. In addition, we will ensure that the growth and development of UNHCR's workforce reconciles current and future staffing needs with the experience, competencies, career and life priorities of national and international staff. The new Assignments and Career Management Service will strengthen UNHCR's capacity to successfully navigate these various and sometimes competing factors. In particular, career counselling of staff will be informed by closer cooperation among DHRM, regional bureaux and divisions on organizational staffing needs, both immediate and projected.

ACTIONS

- Reinforce the role of Career Management Officers as skilled and knowledgeable counsellors working in partnership with staff while supporting operational needs.
- Continue to develop learning options, addressing a range of functional areas and competencies and utilizing innovative formats and technologies to bring learning closer to learners.
- Foster a culture of continuous learning, enabling staff to build their skills and capacities, with attention to the needs of national staff as well as international staff.
- Strengthen the role of managers in the field in the development of careers that reconcile organizational needs and individual aspirations.
- Provide additional developmental opportunities for staff, including strategic secondments to partner organizations.



2.2 UNHCR AIMS AT EXCELLENCE THROUGH LEADERSHIP

UNHCR staff are highly motivated and committed to our persons of concern. This motivation can inspire them to excellence, particularly when they are supported by strong leadership. UNHCR's managers play a critical role in the organizational culture. We look to our managers as leaders, coaches, mentors and role models. They are responsible for facilitating the development and performance of their teams, and for creating enabling environments. With many staff members recruited during the crises of the 1990s, a significant number of UNHCR's senior managers are expected to retire within the coming five years. While this will result in an inevitable loss of experience and knowledge, it also represents an opportunity for talented colleagues from a new generation.

ACTIONS

- Identify, build and manage leadership talent pools.
- Develop current and future leaders through programmes that include assessment, coaching, shadowing and blended learning, with a strong focus on behaviours in support of UNHCR's core values.
- Develop the means to assess the performance of leaders as leaders, with accessible and targeted development opportunities to address areas identified for improvement.
- Undertake succession planning, including the development of leadership pools, to cover all critical positions, especially those held by people to retire soon.

2.3 UNHCR PROMOTES EFFECTIVE PERFORMANCE MANAGEMENT

UNHCR expects, and requires, high performance of its staff. It is committed to a performance management system in which individuals take responsibility and are held accountable for their performance; are recognized for their achievements; and are mentored to develop their potential. Where performance does fall below expectations, it is essential that areas for improvement be clearly identified; that staff receive candid, timely feedback; and that appropriate improvement opportunities be provided. Trust in the performance management system will be reinforced by systematic, fair and transparent procedures to assess the suitability of staff for new roles and assignments. Managers bear a particular responsibility for fostering a culture of trust, transparency, honesty, dialogue, collaboration and innovation.

ACTIONS

- Guide and support managers to approach performance management as a continuous dialogue between supervisee, supervisor and reviewing officer on past and expected performance.
- Foster implementation of the performance management policy in a consistent manner, with the use of clear performance assessment criteria aligned to roles and functions.
- Develop additional training for managers on delivering fair and open feedback to staff.
- Support staff in understanding the feedback and ratings process, as well as their role and responsibilities in effective performance assessment.
- Recognize high-performing staff and continually seek suitable opportunities to retain them.
- Provide opportunities for all staff to enhance their performance through a range of means, including mentoring, coaching, learning and career development.
- Develop workable strategies aimed at early intervention and improvement of behaviours inconsistent with UNHCR's core values.
- Address issues related to staff not meeting performance expectations and ensure systematic, fair and transparent procedures to remedy performance.

FLEXIBILITY AND TIMELINESS

UNHCR DEPLOYS ITS PEOPLE WHERE AND WHEN THEY ARE NEEDED

3.1 UNHCR MANAGES STAFF MOBILITY IN A FAIR AND EFFICIENT MANNER

A unique, even defining, aspect of UNHCR is its mandatory mobility policy for international professional staff. A system of staff rotation is essential to UNHCR's capacity to deliver its mandate, as it ensures the availability of staff worldwide to respond to the needs of people of concern, even in duty stations with difficult living and working conditions. Operationally, the rotation system brings added complexity to the responsibility of managing, caring for and supporting UNHCR staff, yet it is contingent upon a degree of burden-sharing among staff. This People Strategy first commits to ensure that rotation is implemented in a fair and transparent manner. In addition, it will seek to implement rotation in a way that builds skills and experiences that are supportive of career development, and is aligned with evolving organizational needs.

ACTIONS

- Enhance and refine, as needed, the policy on assignments and the rotation model that serve as the foundations of managed mobility in UNHCR.
- Establish a fair and transparent process for functional assessments and clearance.
- Review the methodology and system for assigning international staff to posts, with an emphasis on suitability, fairness, transparency and efficiency.

3.2 UNHCR MAXIMIZES THE POTENTIAL OF DIFFERENT WORKFORCE ARRANGEMENTS

Flexible workforce arrangements allow UNHCR to quickly respond to a shift in workforce requirements and needs for specific expertise. People working under those flexible arrangements support a wide spectrum of UNHCR's efforts, including in specialized areas such as water, sanitation and nutrition, and more general roles, such as protection, supply or field support. These arrangements give UNHCR added agility to rapidly expand, reduce and shift the workforce in response to operational demands. UNHCR also uses the services of a variety of emergency stand-by partners, and it maintains a range of stand-by arrangements and deployment schemes. Given their critical importance, UNHCR will formulate a new strategic approach to engaging, managing and supporting members of the flexible workforce. Particular emphasis will be given, where possible, to the consistent and equitable treatment of our entire workforce.

ACTIONS

- Develop an organization-wide affiliate workforce strategy.
- Enhance partnering arrangements with UNV and UNOPS to further clarify responsibilities, to strengthen selection processes and improve deployment timelines.
- Ensure proper collection and recording of information on the flexible workforce, including performance.
- Develop tools to enable the monitoring and analysis of trends in the use of flexible workforce arrangements.

3.3 UNHCR SUPPORTS STAFF IN MANAGING THEIR MOBILITY

The sheer volume of assignments in recent years has put tremendous pressure on human resources administration. UNHCR is committed to managing the assignments process to provide greater notice in advance of staff moves and to administer assignments in timeframes that are sensitive to the impact on their personal lives. The policy and processes behind assignments must provide an equitable framework for rotation and preserve the operational flexibility required to meet today's global challenges. They must also give due consideration to the welfare of staff and their families through substantial forward planning and timely, open communication.



ACTIONS

- Modernize the administration and system for assigning international staff to posts.
- Provide professional staff applicants subject to rotation with timely advice and feedback, so that they are able to better target their applications.
- Ensure that staff applicants are able to monitor the progress of their applications, enabling them to manage their career planning.
- Deliver proactive communication and support to staff in need of regular assignments, including temporary solutions.

GOAL 4

CARE AND SUPPORT

UNHCR PROMOTES AN ENVIRONMENT THAT FOSTERS HEALTH AND RESILIENCE

4.1 UNHCR ENSURES A QUALITY HEALTH AND WELLBEING SYSTEM FOR ITS WORKFORCE

As reflected in responses to the 2014 Global Staff Survey, staff are proud of their work and are strongly committed to the organization. However, due to the nature of UNHCR's work and operational environment, staff may be exposed to human tragedy, primary and secondary trauma, security threats as well as health and safety risks. The high level of commitment by many staff to the work of the organization may impact personal life, including relationships and families. It is therefore imperative that even in the most difficult working environments staff can depend upon excellent health and wellbeing support. We will ensure that UNHCR's health and welfare services stay at the forefront of advances in global occupational health and wellbeing. These services must earn the confidence and trust of all staff, allowing them to benefit fully from the support available. In addition, the use of aggregated data to identify trends and risk factors will continue to inform advances in the delivery of staff health and wellbeing services.

ACTIONS

- Develop practical strategies and solutions for monitoring, preventing, reducing and mitigating key risks that affect staff health and wellbeing.
- Develop tools that support individual and team resilience in diverse environments.
- Strive towards making UNHCR a family friendly organization as an element of individual resilience, in particular within the context of mandatory mobility and high-risk assignments.
- Ensure adequate accommodation and living conditions for the workforce.
- Implement on a continual basis relevant advances in occupational health and wellbeing services.



4.2 UNHCR IS SUPPORTED BY HIGHLY PROFESSIONAL HUMAN RESOURCES STAFF AND SYSTEMS

Globally, UNHCR seeks to ensure that human resources staff are provided with opportunities to develop within the human resources career stream, and that a range of sound policies, procedures and systems are in place to enable them to perform their functions in support of the staff. DHRM will continue to modernize existing tools, and plans to transform the human resources administrative and transactional function into one of human resources management, which is more strategic, forward-looking and proactive.

4.3 UNHCR FOSTERS A CULTURE OF TRUST, COMMUNICATION AND CORE VALUES

The prevalent culture across UNHCR is that of a community, typically described by staff as “family”. As in any family, however, tensions and conflicts can arise. Managers and staff, including in particular human resources staff, will be supported with the skills and means to resolve conflicts at the earliest stage, restoring a positive and productive work environment. In addition, clear communication about human resources decisions, as well as transparency in policy implementation, will be critical to build trust and confidence.

ACTIONS

- Improve professional human resources capacities through targeted recruitment, specialized learning (such as HR certification), strategic deployments and a comprehensive review of the role, responsibilities and skills of staff performing HR functions.
- Review HR policies, procedures and systems so that they allow timely and appropriate response to changing operational needs.
- Ensure that a “client service orientation” is at the heart of the HR response.
- Enhance the analytical capacity of DHRM as a key element of workforce planning.

ACTIONS

- Implement a human resources communication strategy to increase outreach and foster interactive communication on HR issues among staff at all levels.
- Develop human resources initiatives and policy changes based on an inclusive approach that considers the perspectives of people across all diversity groups.
- Communicate on those initiatives and changes from an early stage with staff and key internal stakeholders, such as senior leadership and the Staff Council.
- Improve strategies for effective and timely conflict management at all levels in the organization.
- Improve strategies aimed at early intervention and improvement of behaviours inconsistent with UNHCR's core values.



IMPLEMENTATION AND ASSESSMENT OF THE PEOPLE STRATEGY

This Strategy will result in a five-year implementation plan. The plan will contain clearly defined activities, targeted benchmarks and milestones, and a process for reviewing progress in its implementation.

Periodic updates will be made available to all staff and to the Executive Committee of the High Commissioner's Programme. Reviews will include an assessment of the Strategy's effectiveness and should permit refinements when and as needed.

A comprehensive review of the Strategy and its implementation will be undertaken in 2021.

A COLLECTIVE RESPONSIBILITY

OUR MANAGERS

- Inspire their teams through communication and open discussions around clear, common goals aimed at enhanced delivery.
- Embrace and effectively undertake their HR responsibilities towards their staff and members of the flexible workforce.
- Support staff health and wellbeing in the workplace, in strategic partnership with DHRM.
- Work closely with HR in definition of roles and job profiles; identification of current and future staffing needs; assignment of staff to posts in a fair, timely and optimal manner; identification of talent; and succession planning.
- Contribute to support team building, as well as team and individual resilience.
- Encourage high performance from their staff and teams, and effectively engage with their staff on performance matters, delivering fair, consistent, open and honest feedback.
- Provide and allow for staff career growth opportunities, including through coaching, mentoring, shadowing and training.
- Avail themselves of leadership and management as well as conflict resolution learning opportunities.

OUR PEOPLE

- Embrace career development and growth opportunities, aligned to both their personal aspirations and organizational needs.
- Maintain personal high performance, ethics and integrity.
- Contribute to strong team performance by supporting a spirit of collaboration both within the organization and with its various partners.
- Show openness to constructive feedback.
- Avail themselves of opportunities to sustain personal health and wellbeing in and out of the workplace.
- Support and contribute to staff-management dialogue mechanisms to ensure staff perspective continues to feed the People Strategy throughout its implementation.

OUR LEADERS

- Contribute to informed projections of organizational direction and priorities as well as staffing needs.
- Support policies and the transformation of the HR function which enable the achievement of the People Strategy and champion its delivery.

PEOPLE STRATEGY

DHRM

- Build understanding and commitment to the People Strategy, championing a shift in focus from transactional HR to a more strategic, proactive and forward-looking approach.
- Coordinate, monitor and evaluate implementation of the People Strategy.
- Improve professional human resources capacities and expertise.
- Design and refine the tools, systems and means to deliver on the People Strategy goals.
- Maintain effective strategic partnerships with other HR functions across the UN system.
- Build and maintain partnerships grounded in mutual trust with regional bureaux and functional divisions to ensure that a continuous flow of communication informs workforce planning.
- Develop effective, fair and user-friendly policies that embrace diversity and inclusiveness.
- Communicate effectively with staff, managers and key internal stakeholders in order to foster trustful relationships.
- Mainstream a client service orientation in the HR response.

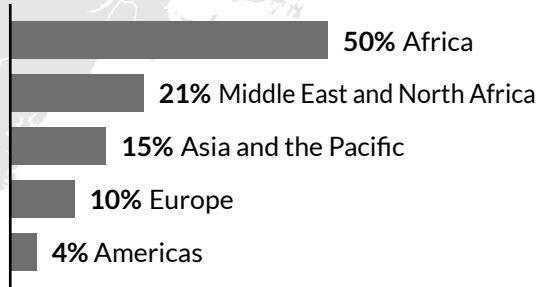
OVERVIEW

63% MALE 37% FEMALE

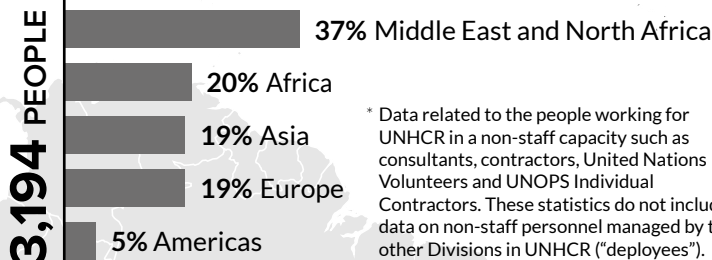
Data as at 31 December 2014

WORLDWIDE PRESENCE

PERCENTAGE OF STAFF BY UNHCR REGION OF OPERATION

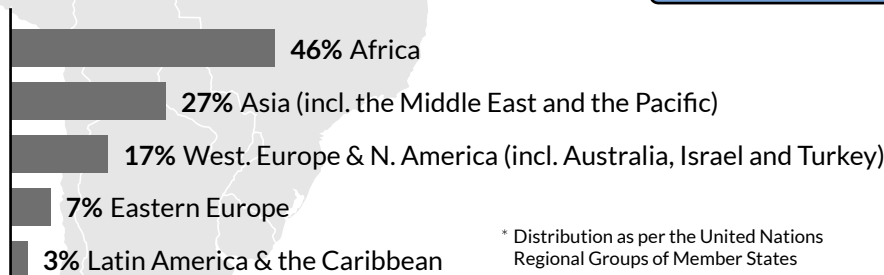


PERCENTAGE OF AFFILIATE WORKFORCE* BY UNHCR REGION OF OPERATION

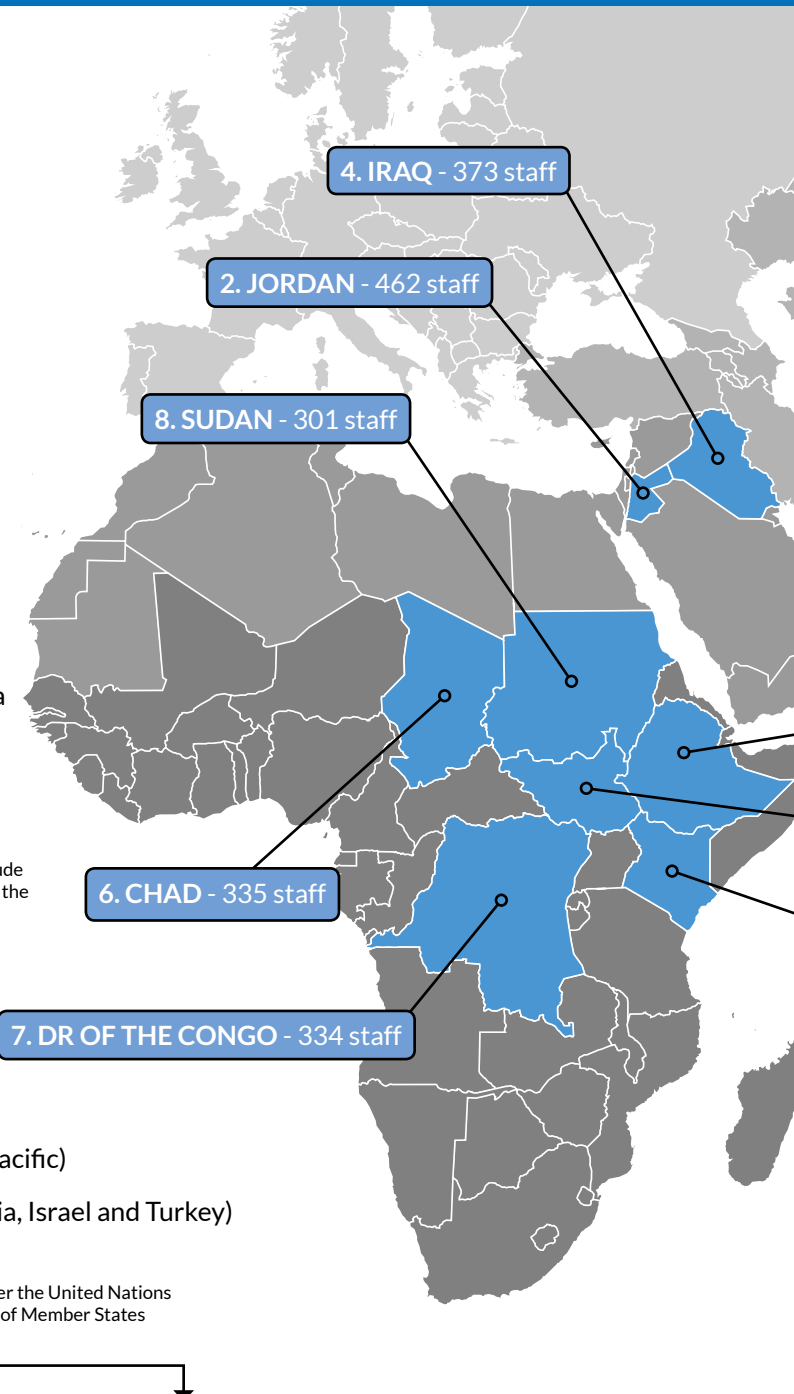


* Data related to the people working for UNHCR in a non-staff capacity such as consultants, contractors, United Nations Volunteers and UNOPS Individual Contractors. These statistics do not include data on non-staff personnel managed by the other Divisions in UNHCR ("deployees").

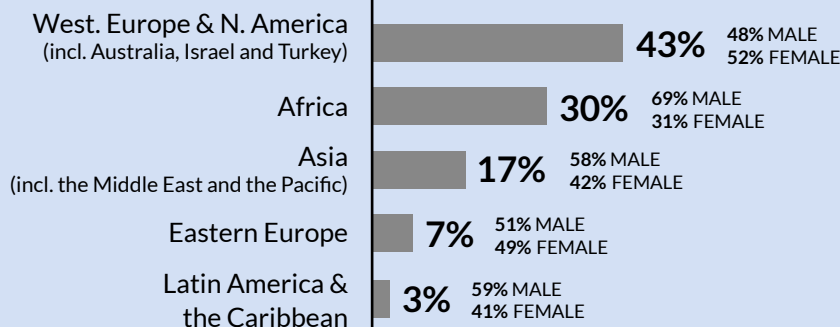
PERCENTAGE OF UNHCR STAFF BY REGION OF ORIGIN*



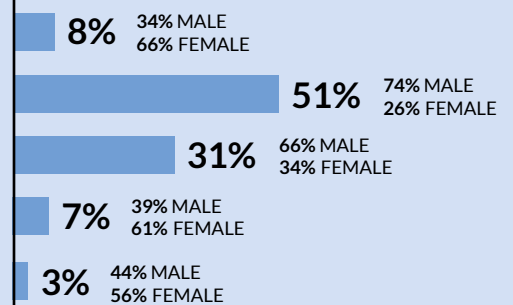
* Distribution as per the United Nations Regional Groups of Member States



INTERNATIONAL STAFF



NATIONALLY RECRUITED STAFF

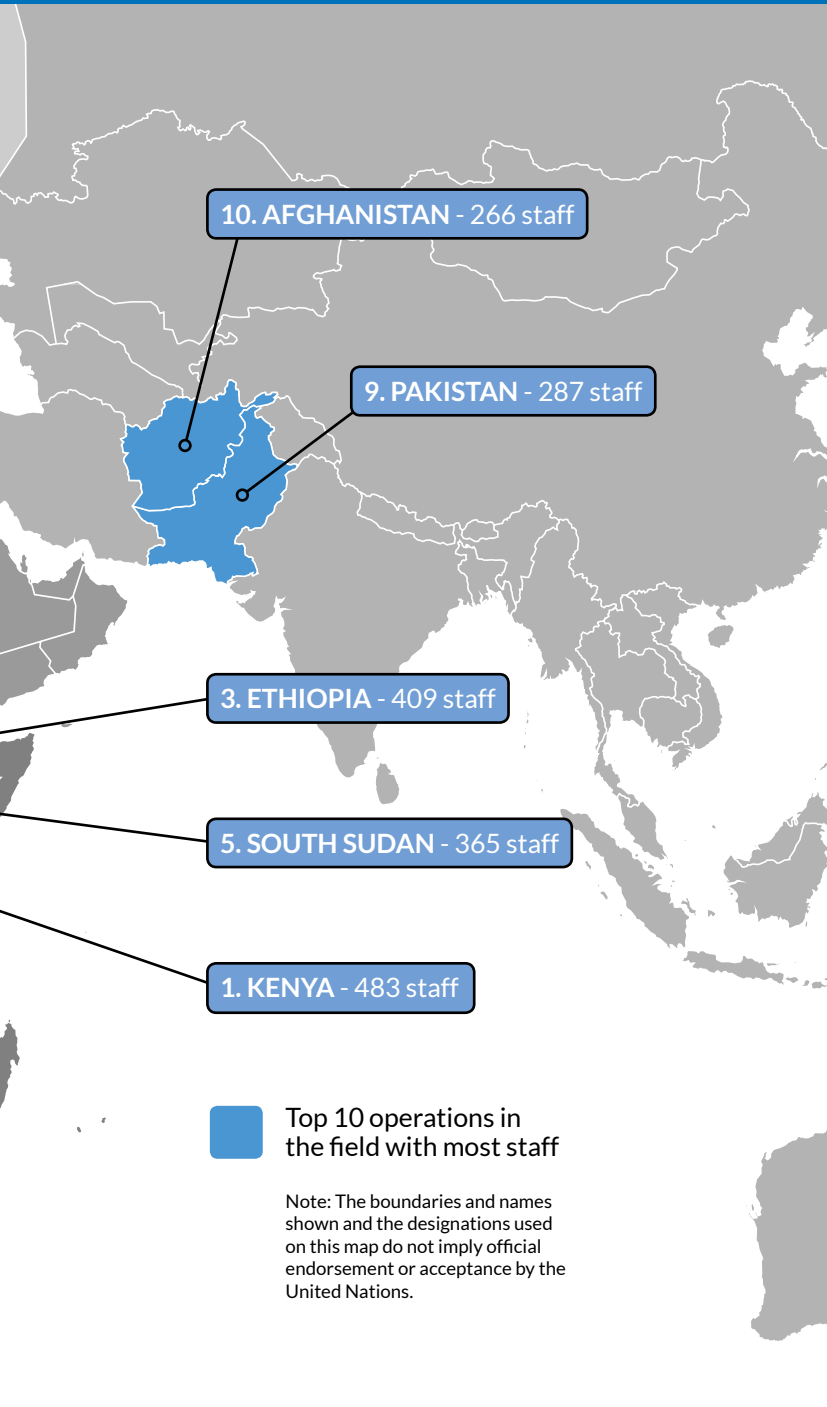


IN **126** COUNTRIES

AT **461** LOCATIONS

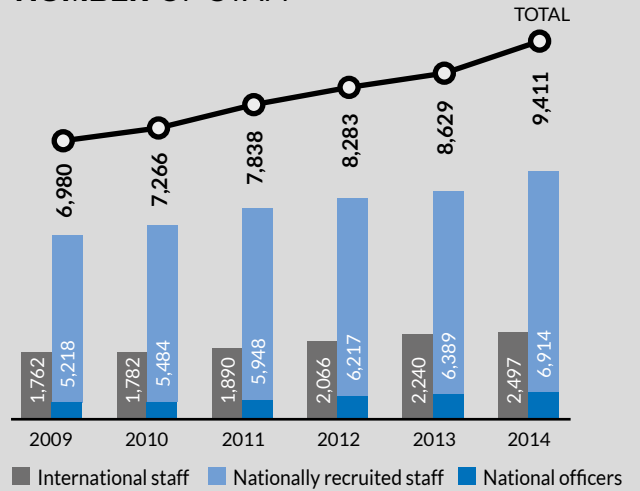
154 NATIONALITIES **452** LANGUAGES SPOKEN

42 AVERAGE AGE



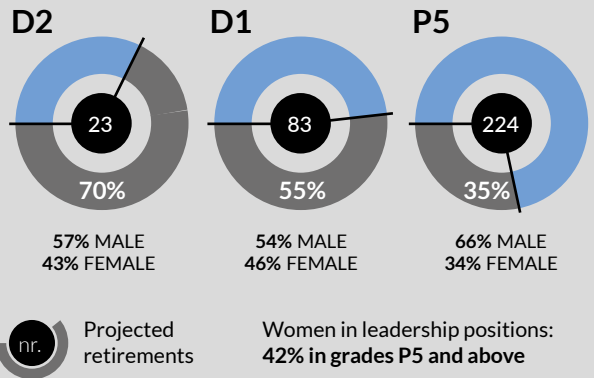
2009-2014 TRENDS

NUMBER OF STAFF

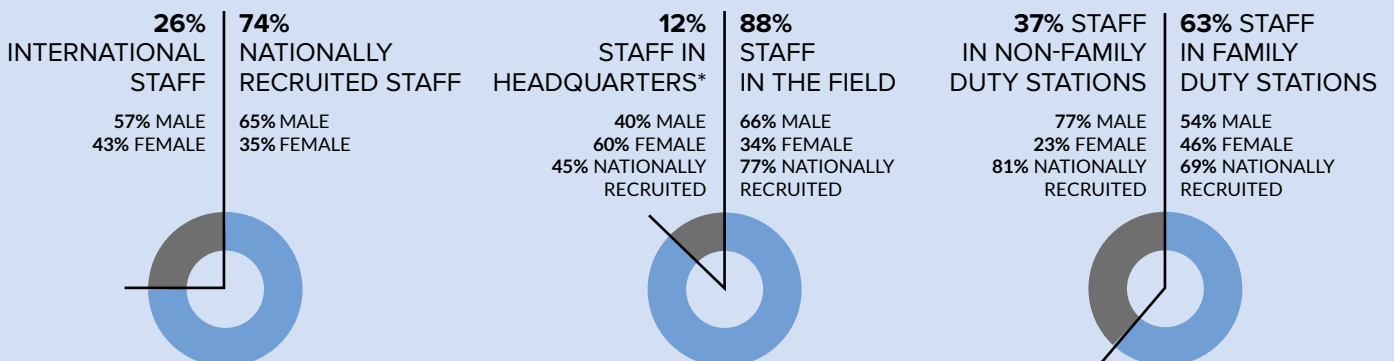


LEADERSHIP

ANTICIPATED STAFF DEPARTING FOR RETIREMENT IN THE NEXT 5 YEARS (2016-2021 PROJECTIONS)



STAFF DEMOGRAPHICS



* Geneva, Budapest, Copenhagen, Brussels



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The UN Refugee Agency

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