



People Strategy 2021-2025: Our Road Map for the Future



**United
Nations**

Prepared by: The Office of Human Resources of the Department of Management Strategy, Policy and Compliance and the Office of Support Operations of the Department of Operational Support
United Nations
New York

August 2021

Cover: Members of UN Police and the South Sudan Police Services taking part in a rope pulling competition, hold hands in camaraderie, during celebrations to mark the International Day of Peace. The Day is observed annually on 21 September. Juba, South Sudan, 21 September 2011. UN Photo/Isaac Billy

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75 YOND

SHAPING OUR FUTURE TOGETHER



Secretary-General António Guterres is attending the International Conference on 40 Years of Hosting Afghan Refugees in Pakistan, organized by the Government of Pakistan and the UN Refugee Agency (UNHCR). Mr. Guterres speaks on the role of youth in the United Nations of the 21st Century at a town hall with students at the Lahore University of Management Sciences.

Lahore, Pakistan, 18 February 2020. UN Photo/Mark Garten

Foreword by the Secretary-General

Last year marked the 75th anniversary of the United Nations. It will also be remembered as the year the COVID-19 pandemic caused immense suffering to people and societies around the world and significantly set back global efforts to achieve the Sustainable Development Goals.

As we look ahead to a sustainable recovery from the trials of the pandemic, our principles and goals remain the same: to promote more safe, just and inclusive societies for all, based on our shared vision to leave no one behind, protect our planet and promote peace.

2021 must herald a decade of ambitious action to deliver the SDGs by 2030, with leadership and direction provided by the entire United Nations system. To effectively fill that role and address the global challenges of international peace and security, economic and social development, and human rights, we must continue to demonstrate our ability to adapt.

In 2017, I presented my vision for a new management paradigm to make the United Nations Secretariat nimble, effective and accountable. The goal is clear - an Organization that supports all its entities, especially field operations, to deliver on their mandates in a manner that exemplifies operational excellence and continuous improvement.

At the core of our ability to deliver are the thousands of personnel who serve the United Nations with pride and dedication. To enable us to perform we must undertake deep changes in human resources management, anchored in two main priorities. First, we need to focus more on results than on processes and value innovation. Second, we must be equipped to evolve to address present and future challenges, which are increasingly complex and interlinked.

This Strategy presents a vision for rebuilding the United Nations Secretariat's people's functions into a forward-looking, needs-responsive and integrated human resources management system. It will support our gender parity efforts and advance my commitment to ensure that our workforce is diverse and reflects the international character of our Organization. The Strategy also underscores the importance of working together with the entire United Nations common system to establish a truly global United Nations system workforce. Together, we can build a dedicated One UN that can continue to provide its essential services for people and the planet.



António Guterres
Secretary-General

Overview of the strategy

Since the 72nd General Assembly, sweeping changes have taken place in the development, peace and security and management pillars. The United Nations country teams, under the leadership of a new generation of resident coordinators, are now better equipped to support Member States in achieving the 2030 Sustainable Development Goals. The peace and security pillar has been restructured, guided by the need to place priority on conflict prevention and the focus on “whole-of-system” responses. Simultaneously, the Secretary-General’s new management paradigm and the ensuing reforms brought about a major change in the organizational landscape and the ways we work in the United Nations Secretariat.

This momentum of change necessitated a reorientation of all human resources functions to employ a new, systemic approach to their management. Rather than separate human resources areas and a succession of discrete initiatives, the human resources management reform efforts have been directed to building a results-focused, client needs-responsive and integrated framework, capable of anticipating and reacting to the fast-paced change of the operational environment of the United Nations Secretariat and its entities. The new, systemic approach has both required and enabled the rearticulation of the organizational long-term strategy, with a focus on achieving results for the Organization’s greatest asset—our people. This is best supported by a fully integrated human resources system that works seamlessly in tune with its internal and external interdependencies.

The strategy is intended to inform all of our people and stakeholders of this new approach. It is reflective of our endeavour to put our people at the core of what we do from the integrated perspective of:

- The Office of Human Resources of the Department of Management Strategy, Policy and Compliance, tasked with human resources policy, strategy and compliance;
- The Office of Support Operations of the Department of Operational Support, tasked with human resources operations, advisory services, operational training and health care management;
- Practitioners in executive offices and administrative units in missions, departments, offices and other entities that provide human resources services on the ground.

Opening of the 74th Session of the General Assembly. New York, USA, 17 September 2019.
UN Photo/Kim Haughton



Rabeea Khalid, a United Nations tour guide from Pakistan, speaks to visitors about human rights by the posters depicting the articles of the Universal Declaration of Human Rights, created by Brazilian artist Otavio Roth. New York, USA, 7 November 2019. UN Photo/Manuel Elías

Our people at a glance

Since its founding 75 years ago, the United Nations has evolved significantly. The Secretariat counts today on the dedicated commitment of over 36,000 staff and numerous other personnel who serve in locations around the globe, seeking solutions to the three thematic areas outlined in its the Charter of the United Nations: peace and security; the protection and promotion of human rights; and human development. Below are a few highlights that illustrate the composition of our workforce.¹

¹ For full workforce data with information on the respective populations, please refer to the report of the Secretary-General on the overview of human resources management reform for the period 2019-2020 (A/75/540) and the report of the Secretary-General on the composition of the Secretariat: staff demographics (A/75/591).



A world map where the Americas (North and South America) and parts of Africa and Europe are highlighted in blue. Within these blue regions, several countries are highlighted in yellow, indicating where UN country teams are working on the Sustainable Development Goals (SDGs).

162

Countries and territories
work towards
the 2030 Agenda

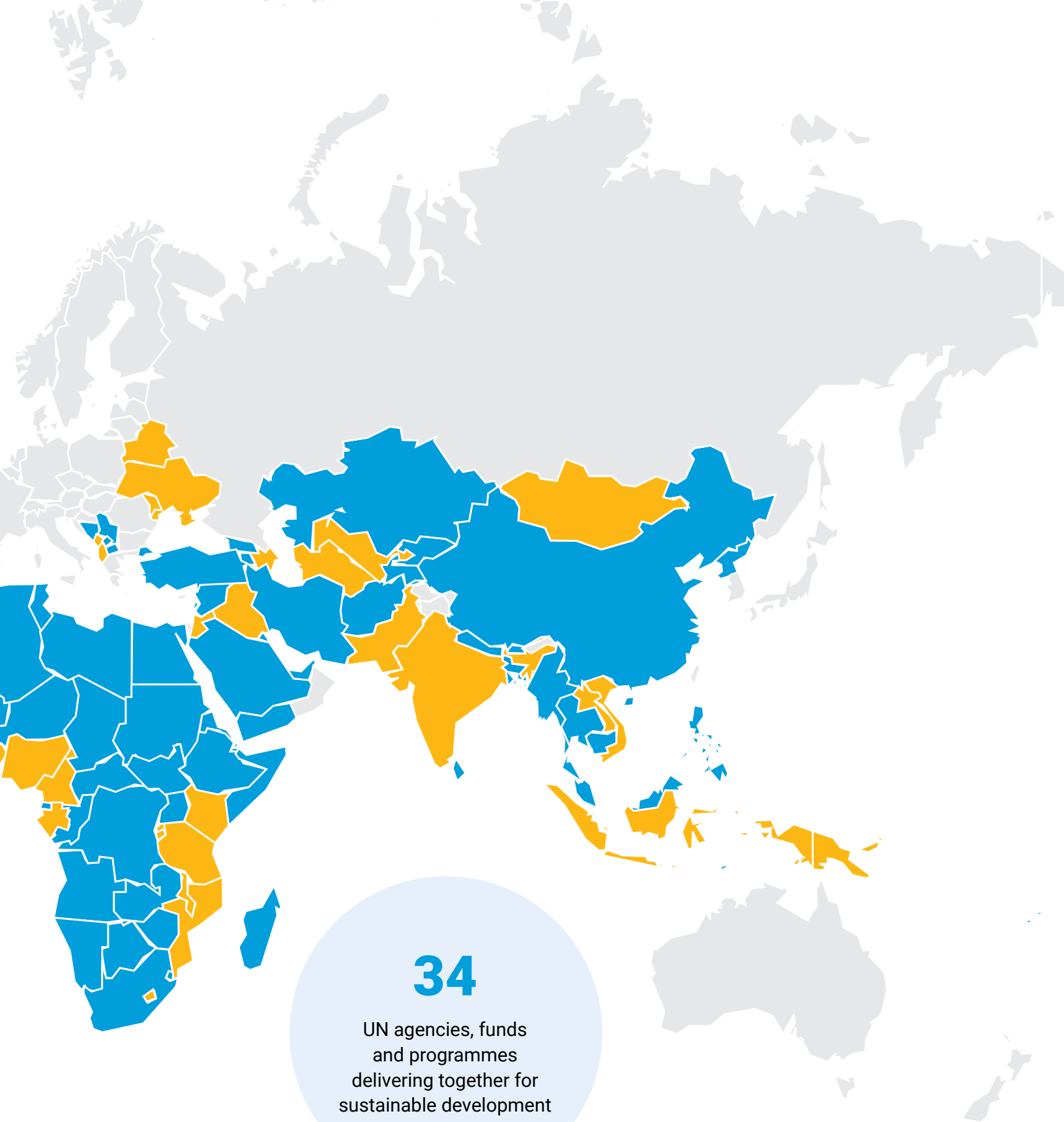
131

UN Country Teams
implement the UNSDG
strategic priorities

WHERE WE WORK¹

The countries and territories shaded in yellow show how UN country teams are working on the Sustainable Development Goals (SDGs); which UN agencies, funds and programmes are working on which SDGs, where, source of funding, implementing partners and more. Source: <https://unsdg.un.org>

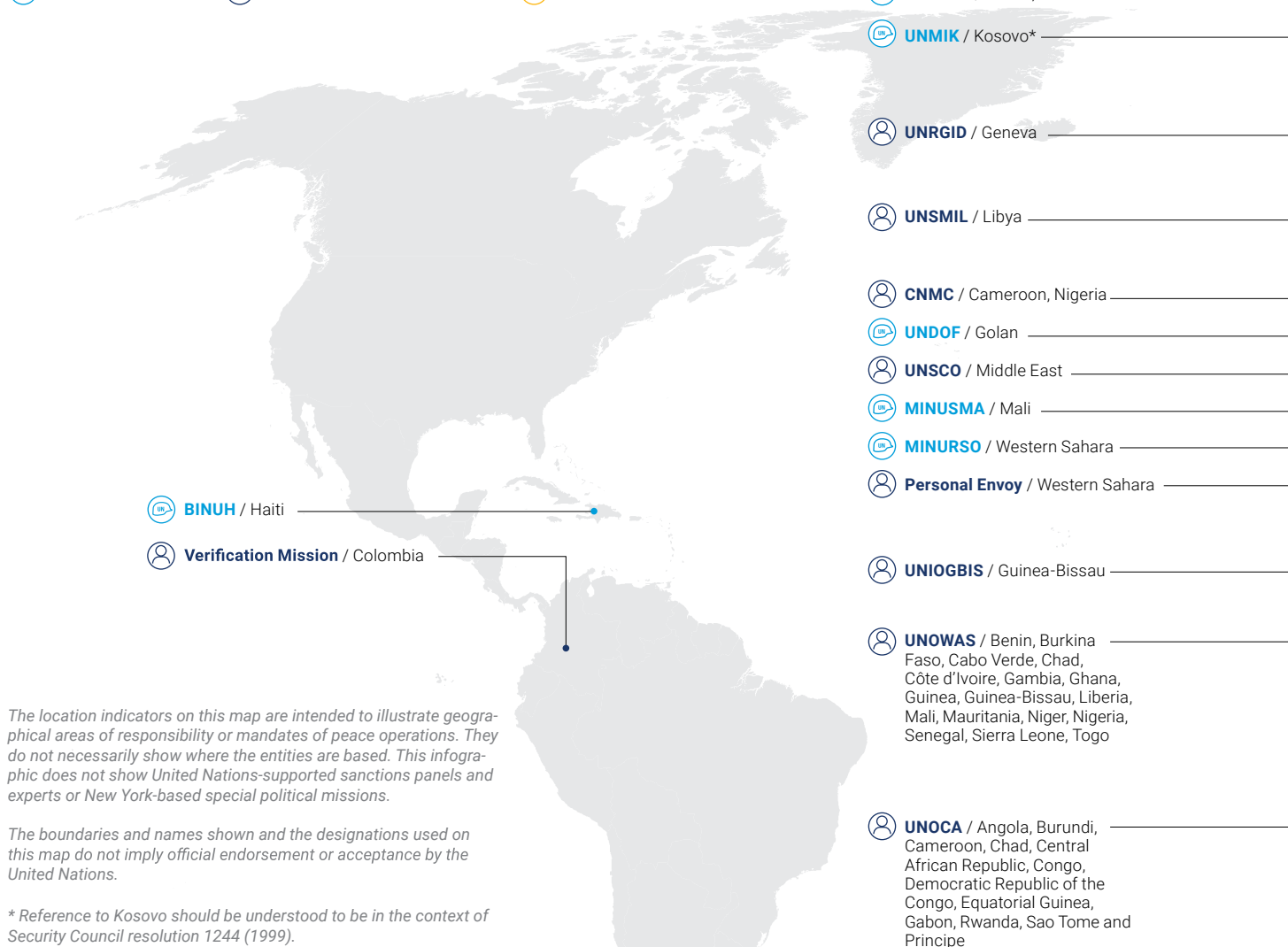
¹ The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or any area or of its authorities, or concerning the delimitation of its frontiers or boundaries.



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UN agencies, funds
and programmes
delivering together for
sustainable development

UNITED NATIONS PEACEKEEPING OPERATIONS, SPECIAL POLITICAL MISSIONS AND OFFICES

 Peacekeeping Mission
  Special Political Mission or Office
  Support Office



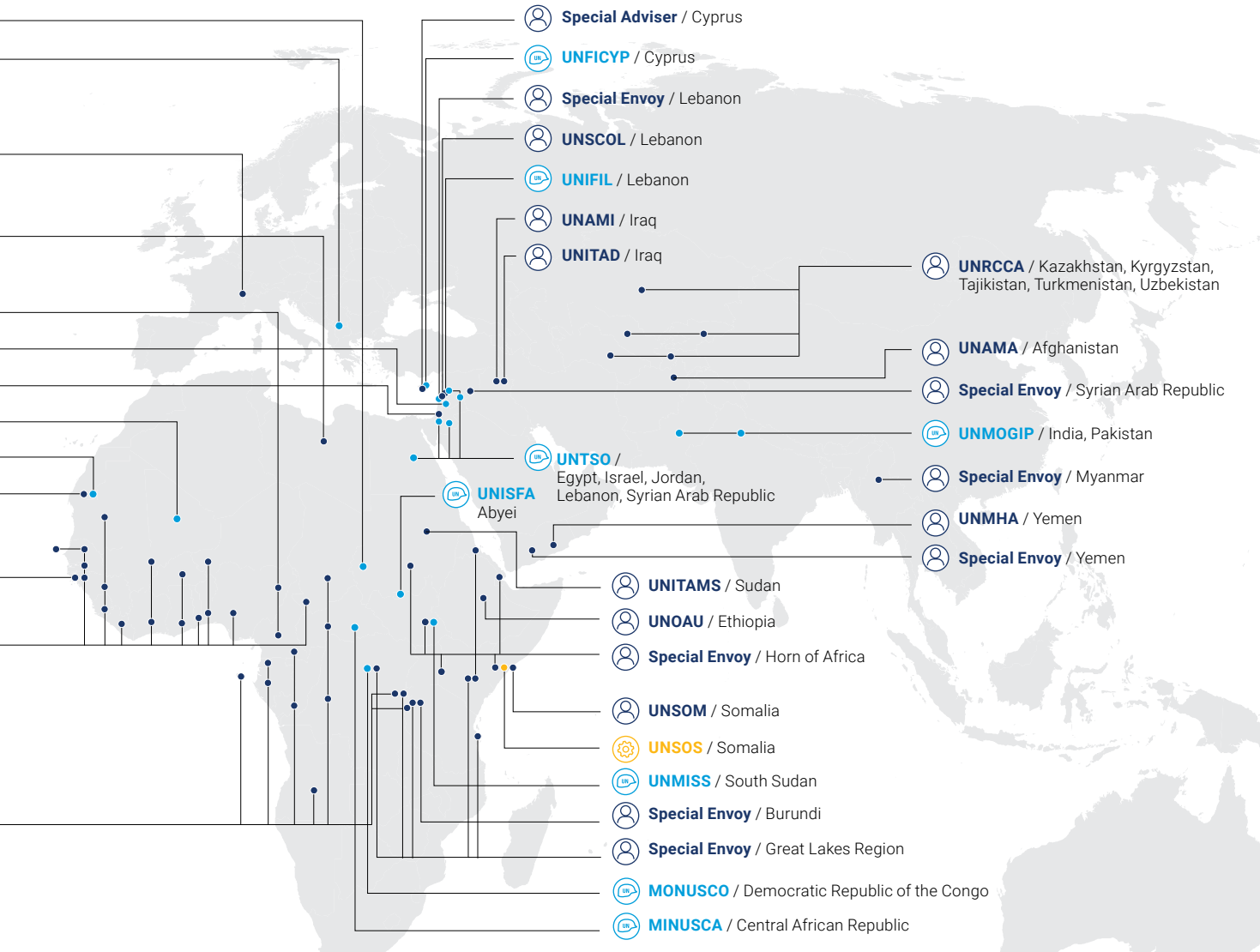
ACRONYM

BINUH	United Nations Integrated Office in Haiti
CNMC	United Nations support for the Cameroon-Nigeria Mixed Commission
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
UNAMA	United Nations Assistance Mission in Afghanistan

UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIOGBIS	United Nations Integrated Peacebuilding Office in Guinea-Bissau
UNISFA	United Nations Interim Security Force for Abyei
UNITAD	United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ Islamic State in Iraq and the Levant

In addition to the missions listed here, Personal Envoys and Special Advisers of the Secretary-General were deployed to Bolivia (Plurinational State of), Mozambique and Sudan in support of peacemaking, peacebuilding or peace consolidation efforts.

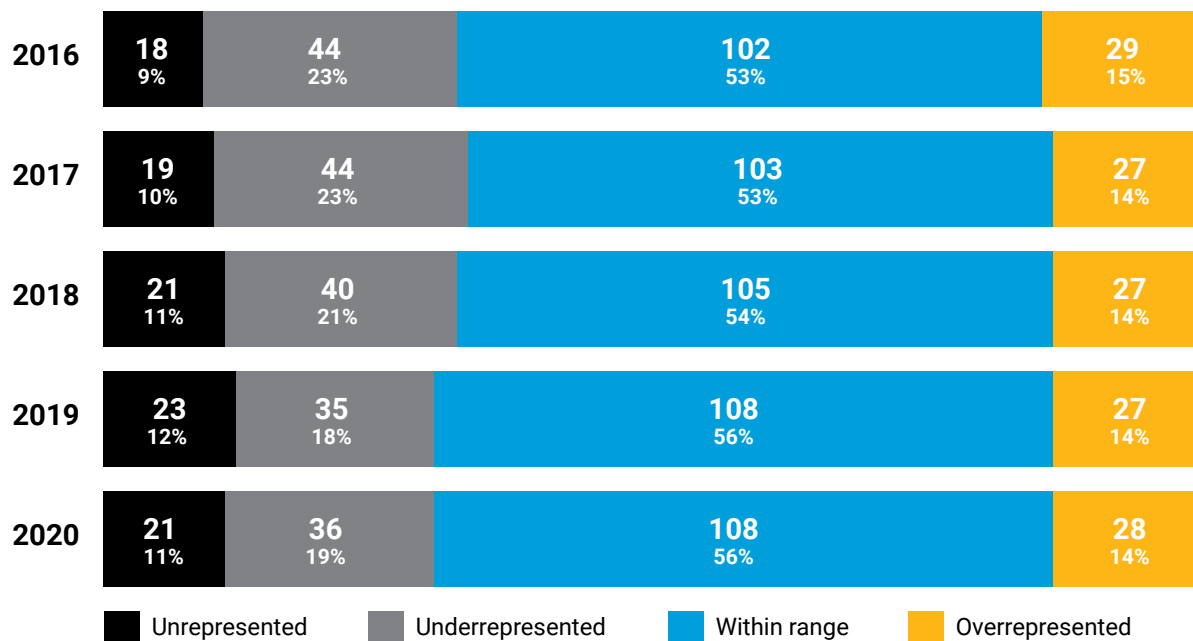
Source: 2020 Report of the Secretary-General on the Work of the Organization <https://www.un.org/annualreport/index.html>



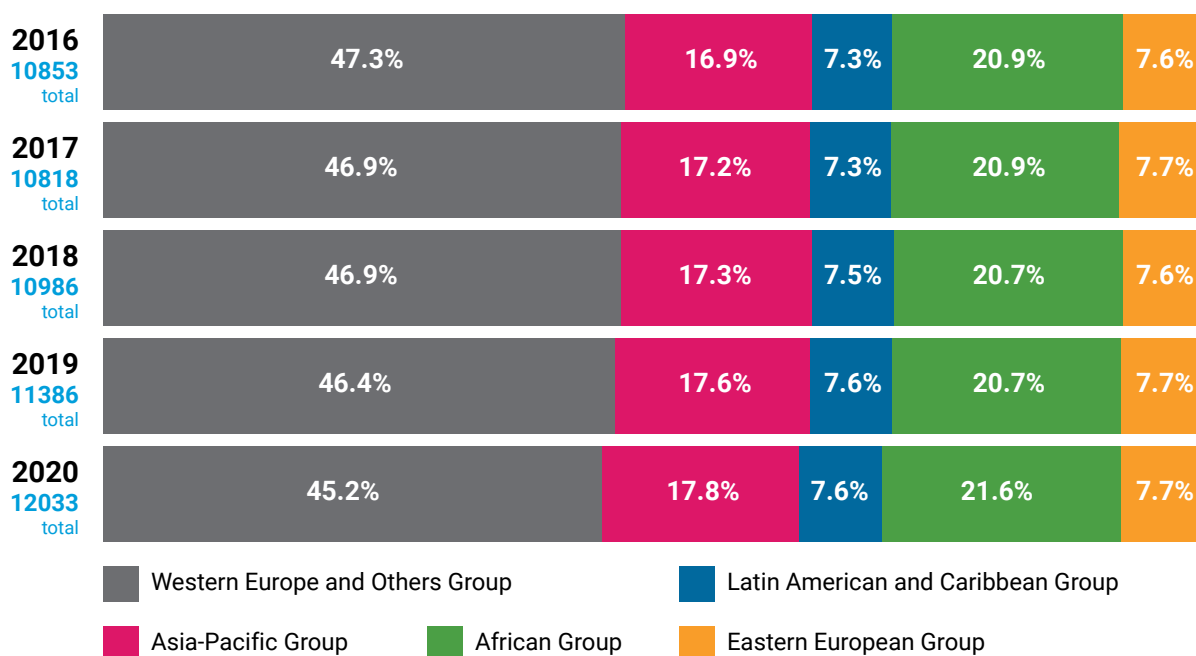
- UNITAMS** United Nations Integrated Transition Assistance Mission in Sudan
- UNMHA** United Nations Mission to Support the Hedaydah Agreement
- UNMIK** United Nations Interim Administration Mission in Kosovo
- UNMISS** United Nations Mission in the Republic of South Sudan
- UNMOGIP** United Nations Military Observer Group in India and Pakistan
- UNOAU** United Nations Office to the African Union
- UNOCA** United Nations Regional Office for Central Africa
- UNOWAS** United Nations Office for West Africa and the Sahel

- UNRCCA** United Nations Regional Centre for Preventive Diplomacy for Central Asia
- UNRIGID** United Nations Representative to the Geneva International Discussions
- UNSCO** Office of the United Nations Special Coordinator for the Middle East Peace Process
- UNSCOL** Office of the United Nations Special Coordinator for Lebanon
- UNSMIL** United Nations Support Mission in Libya
- UNSOM** United Nations Assistance Mission in Somalia
- UNSOS** United Nations Support Office in Somalia
- UNTSO** United Nations Truce Supervision Organization

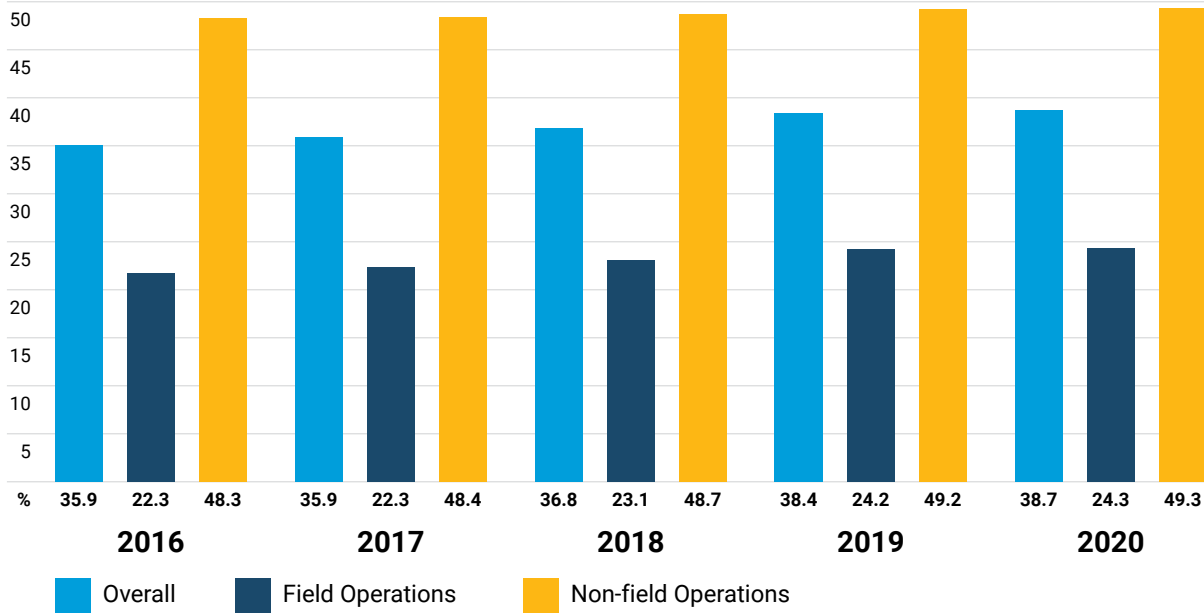
REPRESENTATION OF MEMBER STATES UNDER THE SYSTEM OF DESIRABLE RANGES AS AT 31 DECEMBER FOR 2016 TO 2020



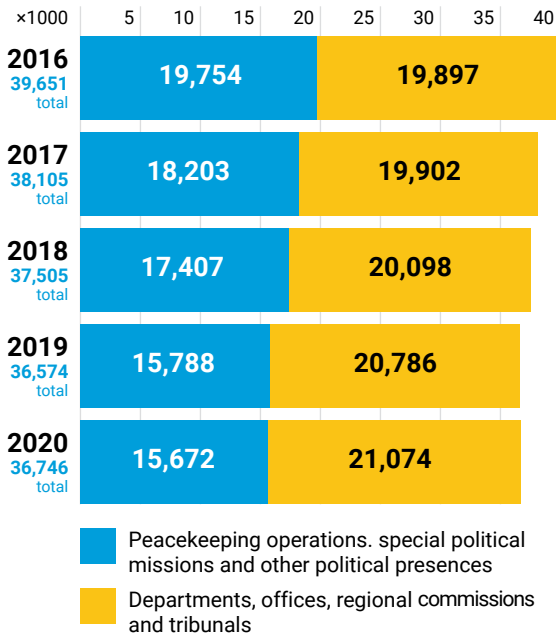
INTERNATIONAL STAFF BY REGIONAL GROUP AS AT 31 DECEMBER FOR 2016 TO 2020 (PERCENTAGE)



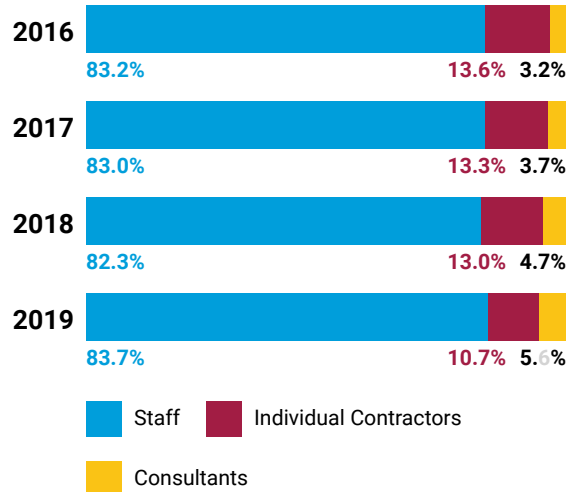
FEMALE STAFF IN THE UNITED NATIONS SECRETARIAT BY TYPE OF ENTITY (FIELD OPERATIONS, NON-FIELD OPERATIONS AND OVERALL) AS AT 31 DECEMBER FOR 2016 TO 2020 (PERCENTAGE)



NUMBER OF UNITED NATIONS STAFF AT PEACEKEEPING AND OTHER OPERATIONS, AND IN DEPARTMENTS AND OTHER OFFICES



STAFF, CONSULTANTS AND INDIVIDUAL CONTRACTORS IN THE UNITED NATIONS SECRETARIAT (PERCENTAGE)



World Urban Forum 10.

Abu Dhabi, United Arab Emirates,
13 February 2020. Photo UN-Habitat

Drivers for change

Drivers for change are those factors that are propelled by our evolving environment and provide the rationale for the human resources reform efforts. Many relate to the common goals of the international community as articulated in the 2030 Agenda and the Sustainable Development Goals. Several are specific to the United Nations system. Some are unique to the United Nations Secretariat and derive from the Secretary-General's management reform and other mandates. The drivers for change are examined through the lens of their impact on the human resources system. The list is not exhaustive but reflective of the ongoing analysis taking place to sharpen the focus, speed up progress and achieve meaningful and lasting impact of human resources management reform in the foreseeable future.



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

16 PEACE AND JUSTICE

17 PARTNERSHIPS FOR GOAL ACHIEVEMENT



COMPLEX INTERLINKAGES BETWEEN PEACE, DEVELOPMENT AND HUMAN RIGHTS

In recent years, complex interlinkages between the effects of climate change, migration crises, peace and security, demography and development have proved that action must be taken to address them concurrently through reinvigorated multilateralism and following the road map of the 2030 Agenda and the Sustainable Development Goals. The growing interdependence between country, regional and global action requires enhanced synergies between the normative and operational support functions of the United Nations system, and a more systemic approach of engagement, planning, implementation, monitoring and reporting. From a human

resources perspective, the shift requires a new, more proactive approach in strategic and operational workforce planning, an enhanced workforce focus on the part of human resources business partners, in entities and centrally, and sound support networks enabling managers and staff to achieve impact and results.



PROTRACTED NATURE OF CRISES

Bearing in mind the protracted nature of crises in many humanitarian and conflict-affected settings, adequate provision for business continuity and enhanced duty of care must be prioritized. The frequently changing deployment context also necessitates rethinking of approaches to career enhancement, notably to staff mobility.



Gladys Ngwepekeum Nkeh, UN Police officer from Cameroon serving with the UN Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), conducts a class on gender violence at a school in Bangui. Bangui, Central African Republic, 23 October 2017. UN Photo/Eskinder Debebe



DELEGATION OF AUTHORITY FRAMEWORK

The delegation of authority framework, a cornerstone of the Secretary-General’s management reform, has brought decision-making close to the point of delivery. A simplified, flexible human resources policy framework, coupled with effective and tailored human resources services delivery, will support decentralized decision-making and serves the needs of larger and smaller client entities alike, operating in different contexts.

“ The Regional Service Centre in Entebbe performs 55,000 payroll transactions for all African operations, every month. Behind every transaction, there is a human being with emotions, whom we support. ”



*Paulin Djomo
Chief, Regional Service
Centre in Entebbe, Uganda*



LEADERSHIP ACCOUNTABILITY AND SUPPORT

The implementation of the delegation of authority framework and the repositioning of the United Nations development system have required a more robust leadership accountability system. This has resulted in increased expectations of leadership to operationalize a profound cultural transformation that is more focused on results than on processes, values innovation

and demonstrates a greater readiness to take prompt corrective action when required. The strengthened leadership accountability system has also brought about a renewed focus on developing tailored training and capacity-building that empowers leaders and managers to achieve the cultural shift required.

“ We want current and future resident coordinators to be the best possible leaders. To achieve that, we want to provide them with individualized and just-in-time opportunities to learn, including from their peers and stakeholders. ”

Robert Piper



*Assistant Secretary-
General, Development
Coordination Office,
New York, USA*



LESS FINANCIAL PREDICTABILITY

Increasing demands to deliver results have come with new challenges in the financial landscape. The unprecedented liquidity crisis and the increased degree of funding earmarking in the United Nations system have led to continued cost pressure and less financial predictability. This has had implications for workforce planning and for contractual and appointment modalities, and has required the ongoing review of the mix of such modalities to bridge scale, capacity and skill mix requirements effectively.



Catherine Pollard, Under-Secretary-General for Management Strategy, Policy and Compliance, briefs reporters on the financial situation of the United Nations. New York, USA, 11 October 2019. UN Photo/Loey Felipe



RENEWED EMPHASIS ON DIVERSITY

Our people, the United Nations workforce, must reflect the diversity of the peoples that we serve. Upon assuming office, the Secretary-General placed a renewed emphasis on enhancing workforce diversity. Addressing diversity imbalances is helped by understanding the root causes and the systemic changes necessary to rectify them. While recruitment decisions are devolved, it is the responsibility of the human resources management functions to eliminate any barriers that prevent equal participation, to implement innovative, effective and transparent tools to avoid bias and to demonstrate the benefits of a cohesive and holistic approach to diversity and inclusion that fosters inclusive human resources management decisions.

“ Every aspect of United Nations work has to mirror the reality outside of the United Nations universe and the views of the people we represent, including youth and marginalized groups of the population. Our own decisions on resource allocation, selection of staff and workplace culture should be adapted to enable inclusivity and game-changing triggers of hope at every step.”



*Miwa Kato
Director, Division for
Operations, United Nations
Office on Drugs and
Crime, Vienna, Austria*



SOCIAL JUSTICE MOVEMENTS

Global, regional and local social justice movements and contemporary workplace developments have changed how employees, managers and organizations view workplace culture, conflict management, conduct and integrity. Definitions of diversity and inclusion, historically viewed in the United Nations system through the dual lenses of geographical and gender balance, have broadened.



DYNAMIC, TEAM-CENTRED ENVIRONMENTS

Fixed, traditional, hierarchical ways of working limit the capacity of organizations to operate with speed and agility in increasingly complex environments. Dynamic, team-centred organizations enable the rapid realignment of activities as needed, which requires the readjustment of structures, job classification practices, performance management and learning processes.



TECHNOLOGICAL BREAKTHROUGHS

Breakthroughs in technology – artificial intelligence, machine learning, robotic process automation, blockchain, biometrics recognition - offer opportunities to expedite and improve human resources processes. At the same time, technological innovations have given rise to new cybersecurity and privacy concerns, which have increased noticeably in the technology-dependent environment of working during the coronavirus disease (COVID-19) pandemic. Efforts to proactively identify opportunities for human resources process innovations that enable maximum digitization to support our people

in continuing to work seamlessly in a remote environment will have to go hand in hand with heightened vigilance about cyberspace threats.

“ COVID-19 taught us that when we work together, we’re stronger and we just do a much better job. I think innovation and agile mindsets have enabled us to walk the talk and help us move toward achieving the Sustainable Development Goals (SDG) together.”



*Anne Matthews
Director, Division of
Administration, UN ESCAP,
Bangkok, Thailand*

Staff members of the United Nations Office at Geneva during the 45th session of the Human Rights Council.

Geneva, Switzerland, 25

September 2020.

UN Photo / Jean Marc Ferré

Strategic human resources results framework

The results framework of the people strategy is articulated from the prism of the drivers for change, with a focus on the end result. The results framework comprises three long-term outcomes of human resources reform efforts, five intermediate priorities with a mid-term implementation horizon and four enablers that we will use to expedite and maximize value in the delivery of results for our people. The framework is depicted on the following page, outlining the key interdependencies between its components.



OUTCOMES



INTERMEDIATE PRIORITIES

Proactively
Preparing for the
future of work

Enhancing
engagement,
professional
satisfaction and
resilience

Mainstreaming
diversity,
inclusion and
addressing bias
and racism in the
workplace

Clearly
communicating
the organizational
expectations

Deepening
collaborations for
a truly One UN

ENABLERS

Innovation,
digitalization
and continuous
improvement

Systematic use
of evidence

Business
continuity

Staff
Involvement

The **three long-term outcomes** for the transformed human resources system would be the result achieved once all reforms are implemented. They reflect a more systemic approach to people management, in line with the imperatives for human resources integration. From this perspective, the three long-term outcomes that the strategy aims to achieve are: organizational agility; diversity and inclusion; and accountability.

The path towards fulfilling the three strategic long-term outcomes follows a number of consequential steps that we must take in order to achieve the ambitious agenda we have set.

To enable us to track progress, we have defined **five intermediate priorities** that reform efforts will focus on in the medium term. They are: proactively preparing for the future of work; enhancing engagement, professional satisfaction

and resilience; mainstreaming diversity and inclusion, and addressing bias and racism in our workplace; clearly communicating the organizational expectations, and deepening collaborations for a truly One UN.

We operationalize the strategy by providing guidance and support to client entities to enable them to respond effectively to the rapidly changing needs of those the Organization serves. This is reinforced by **four organizational enablers** that will expedite our work and increase our ability to deliver value by building on the strengths of the internal human resources functions. These enablers are: innovation, digitalization and continuous improvement; systematic use of evidence; business continuity; and staff involvement.



Atul Khare, Under-Secretary-General for Operational Support, speaking at a town hall at the United Nations Entebbe Support Base (UNESB). UN Photo RSCE/Kelly Strunk

OUTCOMES

1

Agility

Proactive and efficient planning, hiring, deployment and learning for a multi-skilled, mobile and adaptable talent pool



2

Diversity and inclusion

A diverse and inclusive workplace where the organizational workforce reflects the gender, geographical and other diversity dimensions of the peoples it serves.



3

Accountability

Efficient human resources services reliant on a simplified policy framework enabling entities to deliver the organizational mandates where team, individual and organizational performance are aligned and human resources risks are effectively managed.



LONG-TERM OUTCOMES

The three strategic, long-term outcomes of the human resources reform efforts are depicted in the previous page.

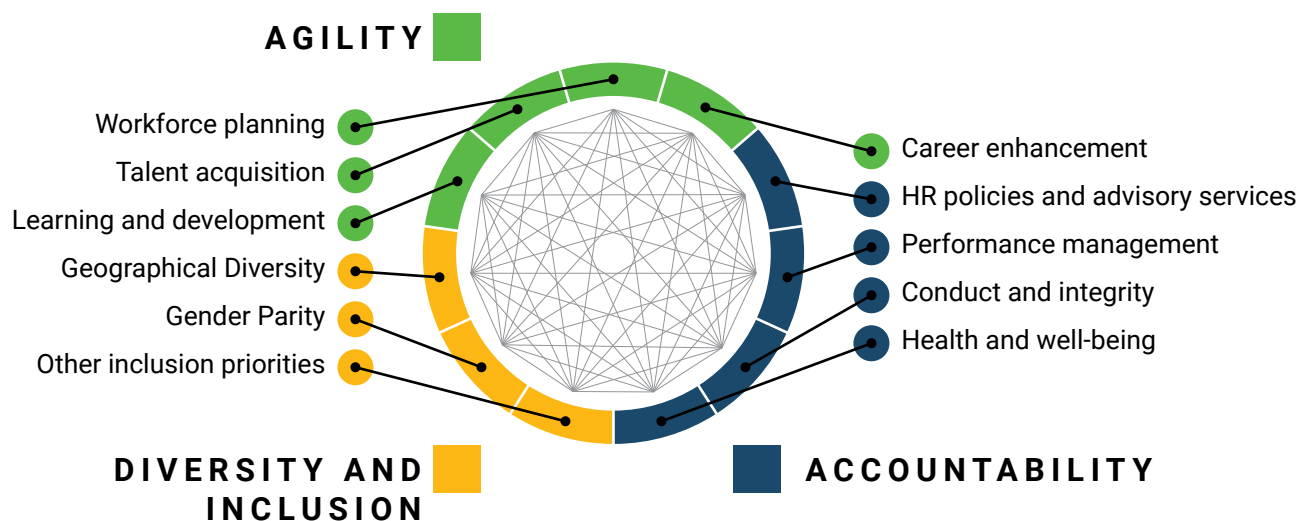
Outcome 1. An agile Organization is characterized by proactive and efficient planning, hiring, deployment and learning for a multi-skilled, mobile and adaptable talent pool. This outcome thus encompasses reforms that reposition workforce planning as a forward-looking and proactive function, drive innovative and efficient talent acquisition, align learning and development provision closely with organizational priorities and people’s expectations, and introduce enabling career enhancement mechanisms.

Outcome 2. A diverse and inclusive Organization fosters a workplace in which our people reflect the gender, geographical, racial and other diversity of the peoples of the world, and in which differences in background, perspectives, abilities and other characteristics are valued, in which we treat our workforce and each other fairly and equitably, and leverage our differences

to achieve greater impact for the peoples we serve. It encompasses reforms that are aimed at enhancing geographical diversity, achieving gender parity and ensuring the inclusion of people of all diversity characteristics.

Outcome 3. An accountable Organization provides efficient human resources services supported by a simplified policy framework that enables entities to deliver their organizational mandates efficiently within the delegation of authority framework, in which team, individual and organizational performance are aligned, and human resources risks are transparently and effectively managed. It encompasses reforms that streamline human resources policies to facilitate timely, efficient and high-quality advisory support and service provision tailored to meet entities’ operational needs and enable compliant exercise of delegated authorities, sustains a high-performance management culture, consolidates holistic conduct and discipline management and ensures health and well-being for all of our people.

The elements that form part of each long-term outcome are illustrated below.





AGILITY

From a human resources perspective, in order for our Organization to be truly agile, proactive and forward-looking workforce planning must be put in place, both in the entities and overall in the Secretariat, together with innovative and efficient talent acquisition, learning and development that is closely aligned with organizational priorities, and career enhancement mechanisms that enable our people to thrive.

Workforce planning and organizational design

Effective workforce planning will greatly assist our Organization in proactively preparing for

events that affect our people. It connects the detailed and more immediate operational workforce planning with its context-specific considerations of changing mandates and priorities at the entity level, with strategic workforce planning at the organizational level looking at the workforce, its demographics and capability trends as well as cultural transformations, holistically, so as to enable the Organization to minimize risks, such as talent shortages, and capitalize on opportunities, especially in an era of significant disruption. A strategic workforce planning framework provides a holistic approach to workforce planning, beginning with a strategic, cross-organizational and long-term vision to operationalizing workforce planning at the entity level. It features



A group photo of youth migration advocates that met with Secretary-General António Guterres on the side of the Intergovernmental Conference to Adopt the Global Compact for Safe, Orderly and Regular Migration. The Conference, taking place in Marrakech, Morocco, 10-11 December, was convened under the auspices of the United Nations General Assembly. Marrakech, Morocco, 10 December 2018. UN Photo/Mark Garten

strong linkages with the budgetary process and relies on a robust workforce analytics function with automated, timely, accurate and on-demand data extraction to provide the space for increased modelling and scenario-building. The strategic workforce planning framework also serves to inform the Secretariat about future skills gaps that may be filled in through talent acquisition (“buying”), skills gaps that may be filled through development (learning and development), or temporary skills gaps that may be filled through short-term experts, secondments and other affiliate workforce arrangements (“borrowing”) to ensure an optimum mix of skills, posts and people available at the right place and at the right time, at present and in the future.

Talent acquisition

Client-focused talent acquisition is built upon a framework that enables the Organization to identify, attract and acquire talent in an efficient, transparent and professional manner. Since the implementation of the management reform, innovative improvements in systems, methods and processes have been launched, many of which leverage advanced technologies.

Coupled with a client-driven approach to determining change priorities and building capacities, and a sharpened focus on candidate experience, these innovations enable entities with delegated authority for recruitment to meet their talent needs - present and future - with the required recruitment diversity, within flexible and efficient processes and allow shorter recruitment timelines.

Learning and development

In an environment of constant fluidity, continuous learning and development plays an essential role in equipping our managers, staff and teams with the knowledge, skills and other attributes needed

Effective workforce planning will greatly assist our Organization in proactively preparing for events that affect our people.

to discharge their responsibilities effectively. In order to enable this, it is imperative to fully align learning and development with programmatic priorities and the future skills needs across all aspects of the Secretariat’s work. In addition, learning and development must ensure the provision of a broad-ranged and flexible learning offering – including forms of continuous learning that encourage on-the-job learning practices and remote and online learning – that is tailored to individual, team and organizational learning needs. Given its strategic and cross-cutting role, the provision of learning and development in the Secretariat is guided by a long-term strategy with a 5-year implementation horizon.

Career enhancement

The increasing complexity of organizational mandates requires a sound career enhancement framework be put in motion that is anchored in the fundamental link between learning and skills development, and career fulfilment that is not solely reliant on expectations for upward career progression. The framework articulates the principles of a shared involvement of staff and the Organization in the path towards career fulfilment, distinct division of labour in delivering career enhancement opportunities, and the remit of the Organization to communicate clear future skill needs and expectations from our people, notably as relates to skill acquisition through mobility, which entails service in entities with diverse mandates across different geographical locations.



DIVERSITY AND INCLUSION

Spanning over a broad array of characteristics, including geographical diversity, gender parity and the inclusion of persons with disabilities, alongside more expansive dimensions achieving diversity in the United Nations Secretariat's workforce that reflects the multiple perspectives and characteristics of the peoples we serve, is an organizational imperative. This is not only by conviction; it is also a paramount duty of the United Nations Secretariat as a guardian of the Universal Declaration of Human Rights. Inclusion, which can be viewed as leveraging the benefits of this multidimensional diversity by accepting our differences and allowing them to coexist in a mutually beneficial way, enables us to thrive. By embracing diversity

and inclusion, we are better positioned to sustain a workplace where these differences in background, perspectives and abilities are valued and put in motion to deliver greater impact for the peoples of the world we serve.

Geographical diversity

The complexity of the global United Nations presence and mandates must be matched by a diverse, geographically balanced, gender-balanced, international and multitalented workforce that serves as a role model for the communities it serves. For this reason, the Secretary-General has pledged to increase geographical diversity, driven by a geographical diversity strategy for the United Nations Secretariat. The strategy aligns geographical diversity interventions in three groups: internal



Yetnebersh Nigussie, disability rights activist and lawyer, and 2017 Alternative Nobel Prize Recipient, briefs press on the issue of women with disabilities, during the twelfth session of the Conference of State Parties to the Convention on the Rights of Persons with Disabilities (CoSP12). New York, USA, 12 June 2019. UN Photo/Manuel Elías

direction, messaging, guidance, monitoring and awareness-raising, targeting top management and operations within a strengthened accountability mechanism; promoting vacancies through existing and new targeted outreach tools and platforms; and leveraging partnerships and networks, building on the knowledge, experience and resources of Member States, other United Nations entities and international organizations.

Gender parity

Gender parity remains a top priority for the Secretary-General following the launch of the system-wide strategy on gender parity in 2017. The ultimate target of the strategy is to achieve equal representation of women and men across the United Nations at all levels by 2028, and it envisages further measures to improve the attraction, development and retention of female talent. Guided by the strategy on gender parity, the United Nations Secretariat works towards achieving the ultimate gender parity objective through action in three main, interrelated and mutually reinforcing areas: a policy and accountability framework; recruitment and retention; and an enabling environment. The efforts include instituting an accountability mechanism for decision makers with respect to achieving gender parity objectives; reinvigorating recruitment and retention efforts, including through temporary special measures and the use of executive search functions and senior talent inventories to strengthen the recruitment pipelines focused on the hiring and retention of women; the development of female talent through mentoring opportunities and training programmes; and enabling environment measures such as capacity-building, improved workplace and accommodation standards in non-family duty stations, and other measures.

Achieving diversity in the United Nations Secretariat's workforce that reflects the multiple perspectives and characteristics of the peoples we serve, is an organizational imperative.

Other inclusion priorities

Diversity in the United Nations has historically been seen through the dual lenses of geographical representation and gender parity. However, social justice movements, major demographic shifts and the COVID-19 pandemic have expanded the understanding of diversity in organizational settings to include dimensions such as (dis)ability, race, ethnicity, language, religion, socioeconomic background, age, gender identity and sexual orientation, which the Secretariat aspires to understand, reflect and fully include among its workforce and across the human resources management system. Efforts to achieve that objective include eliminating barriers and biases and creating an enabling, safe environment, in which everyone's contributions are valued, thereby allowing the Organization to reap the benefits of a fully inclusive workplace.

Addressing bias and racism in the workplace

The Organization will engage in a campaign of dialogue and action for eradicating racism and promoting dignity in the workplace. The main purpose being to strengthen the equal treatment and full inclusion of all United Nations personnel, based on the principles enshrined in the United Nations charter.



ACCOUNTABILITY

An accountable Organization provides efficient human resources services supported by a simplified policy framework that enables entities to deliver their organizational mandates within the delegation of authority framework, in which the team, individual and organizational performance are aligned, and human resources risks are transparently and effectively managed. This outcome encompasses reforms that streamline human resources policies to facilitate timely, efficient and high-quality advisory support and service provision tailored to meet clients' operational needs and enable the compliant exercise of delegated authorities, sustains a high-performance management culture, consolidates holistic conduct and discipline management and ensures health and well-being for all our people.

Human resources policies and advisory services

Human resources policy development and advisory services delivery to support the delegation of authority are the backbone of an accountable Organization from a human resources management perspective and are simultaneously the key factor in achieving the reform results that lead to agility. Since the implementation of the delegation of authority framework, that the provision of simplified, flexible human resources guidance and client-centred, efficient services have been prioritized so as to enable entities to deliver their organizational mandates in a streamlined manner. This has required the deployment of a new, more robust process for determining human resources policy revision priorities together with the Management Client Board, which is focused



Secretary-General António Guterres addresses a town hall with United Nations staff serving in Ukraine during his visit to Kyiv, Ukraine, 9 August 2017. UN Photo/Krepkih Andrey

on substantive simplification over general policy revision, systematically reflects operational feedback and is guided by achieving most transformational, cost-effective and impactful results first. Simultaneously, the provision of human resources services has become more client-oriented and efficient through a single entry and streamlined, tiered service model that optimizes the provision of advisory support to client entities, allows for meaningful feedback on policy development and compliance, and enables the provision of comprehensive, data-driven and structured capacity-building support.

Performance management

Building a high-performance culture in our Organization is best supported by a performance management system that integrates four key dimensions: work planning that supports organizational and individual goal alignment and management; frequent interactions and dialogues; forward-thinking and supportive feedback; and collaboration and self-driven teams.

Once fully in place, the system will effectively steer the performance management process away from rote compliance, refocusing it on continuous, honest and transparent feedback for accountability and improvement, characterized by extensive use of multi-rater, 360-degree feedback, to be rolled out progressively to encompass all staff.

Conduct and integrity

As a central part of managing human resources risks, and with a renewed focus on strengthening accountability, ethics and integrity, conduct and discipline management has been consolidated to ensure an integrated, end-to-end approach and effective, global oversight throughout the conduct and discipline cycle. This approach is sustained

An accountable Organization provides efficient human resources services supported by a simplified policy framework that enables entities to deliver their organizational mandates.

on three pillars: prevention, enforcement and remedial action. The approach relies on a robust infrastructure composed of a strengthened leadership and managerial accountability system; extensive misconduct and victim assistance monitoring and tracking mechanisms; an integrated framework to respond to critical incidents; and a comprehensive capacity-building strategy. This strategy supports the network of practitioners in ensuring that the prevention, identification and resolution of conduct and discipline issues takes place proactively and supports well-informed decision-making by senior managers as they ensure an ethical and enabling environment for all.

Health and well-being

In addition to the positive impact on staff, maintaining a healthy workforce, both mentally and physically, can have an impact on such areas as health-care costs, absenteeism, employee productivity, recruitment and retention, culture and staff morale. For this reason, our Organization deploys a coordinated and comprehensive set of strategies to address the health needs of our people, including: awareness-raising around health matters and the promotion of health and well-being; capacity-building of health-care and non-health-care professionals; ensuring that health-care standards are adhered to and creating a supporting environment in which occupational safety and health is



Major General Stefano Del Col, Force Commander and Head of the United Nations Interim Force in Lebanon (UNIFIL), awards a diploma to Maj Xin in recognition of her achievements in the area of demining, a vital component of operational effectiveness and protection of civilians. The award was given during a ceremony held at UNIFIL headquarters to observe the International Day of United Nations Peacekeepers (29 May). Naqoura, Lebanon, 29 May 2020. UN Photo/Pasqual Gorriz

ensured and continuously promoted, and where mental and physical health can flourish.

The three outcomes and the human resources elements they comprise are not siloed; they are interdependent and mutually reinforcing within an integrated and coherent system. The backbone of an agile Organization is a client needs-centred talent acquisition system built to identify, attract and acquire talent in an efficient, fair and professional manner, which paves the way for achieving the ambitious geographical diversity and gender parity objectives that have been set. Implementing a 360-degree assessment for staff is a key element of instituting a high-performance management culture and is closely connected with building the capacity, including

through structured learning and development activities, of our leaders and managers to inspire trust. An essential aspect of a functioning career enhancement framework - staff mobility - is built upon the understanding that our people are intrinsically motivated to achieve professional excellence, which is in turn the core motivation that drives learning and skill development.

Therefore, the outcomes of the people strategy should be seen holistically, thus permitting continuous adjustment to align reform efforts with the increasing demands of the clients we serve, which has been depicted below.

KEY INTERLINKAGES AMONG THE ELEMENTS OF THE HUMAN RESOURCES SYSTEM

AGILITY **DIVERSITY & INCLUSION** **ACCOUNTABILITY**

		Workforce planning and organizational design	Talent acquisition	Learning and development	Career enhancement	Geographical diversity	Gender parity	Other inclusion priorities	Human resources policies and advisory services	Performance management	Conduct and integrity	Health and well-being
Workforce planning and organizational design	AGILITY	●	●	●	●	●	●	●	●	●		
Talent acquisition	AGILITY	●	●	●	●	●	●	●	●		●	
Learning and development	AGILITY	●	●	●	●	●	●	●	●	●	●	●
Career enhancement	AGILITY	●	●	●	●	●	●	●	●	●		●
Geographical diversity	DIVERSITY & INCLUSION	●	●	●	●	●	●	●	●	●		
Gender parity	DIVERSITY & INCLUSION	●	●	●	●	●	●	●	●	●	●	●
Other inclusion priorities	DIVERSITY & INCLUSION	●	●	●	●	●	●	●	●	●		●
Human resources policies and advisory services	ACCOUNTABILITY	●	●	●	●	●	●	●	●	●	●	●
Performance management	ACCOUNTABILITY	●		●	●	●	●	●	●	●	●	●
Conduct and integrity	ACCOUNTABILITY		●	●			●		●	●	●	●
Health and well-being	ACCOUNTABILITY			●	●		●	●	●	●	●	●

● Depicts a strong correlation ● Depicts a moderate correlation

INTERMEDIATE PRIORITIES

The strategic, long-term human resources reform outcomes will be achieved over time. To ensure that reform efforts remain on track, we have defined five intermediate priorities with a medium-term implementation horizon, as illustrated below.



**PROACTIVELY
PREPARING FOR THE
FUTURE OF WORK**



**ENHANCING ENGAGEMENT,
PROFESSIONAL SATISFACTION
AND RESILIENCE**



**MAINSTREAMING DIVERSITY,
INCLUSION AND ADDRESSING BIAS
AND RACISM IN THE WORKPLACE**



**CLEARLY COMMUNICATING
THE ORGANIZATIONAL
EXPECTATIONS**



**DEEPENING
COLLABORATIONS FOR A
TRULY ONE UN**



PROACTIVELY PREPARING FOR THE FUTURE OF WORK

What we will accomplish:

- We will **operationalize our new, forward-looking competency framework** to better guide workforce planning, recruitment, performance management and learning and development decisions.
- We will **implement a strategic workforce framework** introducing a process to recurrently identify the emerging skills and future functions to guide operational workforce planning in entities and inform talent management and consequent reviews of the strategy.
- We will leverage technology, client feedback and business analytics to introduce innovative services that **make the hiring and assessment process more efficient**, modern and appropriate so as to attract the best talent and remain competitive in an evolving global labour market.
- We will **put in motion an innovative, long-term learning and development strategy**, aligning the learning offerings with needs and expectations.
- We will **introduce a learning impact assessment framework** to improve learning outcomes, increase the return on investment and enhance learning equity.
- We will **roll out a new approach to mobility** in the Secretariat with strong linkages to learning and development and skill acquisition.

- We will **continue to provide advisory services and entity-specific support in the use of affiliate workforce** to help client entities deliver their mandates in a compliant, efficient and flexible manner.

How we will measure success:

- ✓ Number of workforce planning cycles delivered, identifying future skills and workforce needs and gaps
- ✓ Decrease in the timeline for regular and roster-based recruitment
- ✓ Increase in client satisfaction regarding talent acquisition
- ✓ Increase in the favourable ratings from staff on learning and development opportunities, as measured in the global staff engagement survey
- ✓ Impact assessments carried out to evaluate the flagship learning and development initiatives
- ✓ Mobility targets met
- ✓ Use of affiliate workforce in the United Nations Secretariat



ENHANCING ENGAGEMENT, PROFESSIONAL SATISFACTION AND RESILIENCE

What we will accomplish:

- We will continue to refine, roll out and **expand client- and people-centric models of human resources service delivery** to improve quality, timeliness and service orientation

and support our clients and partners in fulfilling their mandates and exercise their delegated authorities efficiently.

- We will **introduce a new global induction programme and improve the onboarding process**, taking advantage of global and local approaches and enhancing the use of technology to create a people-centred, conducive, seamless, efficient and transparent experience for all stakeholders in the process: incoming staff, line managers and human resources business partners.
- We will complete an **overhaul of our learning management system** to enhance our people's learning experience and foster collaboration, knowledge-sharing and co-creation.
- We will **deliver a one-stop hub for self-directed support resources aimed at career enhancement**, to be made available in the United Nations Secretariat so as to enable easier, more structured and more user-friendly access to these resources for all staff.
- We **will implement a mental health action plan** that is focused on creating a healthy workplace, reducing stigma and ensuring staff with mental health conditions are supported. We will also continue to seek and implement significant advances in occupational health and well-being so as to ensure that our personnel's mental and physical health can flourish.

How we will measure success:

- ✓ Impact assessment of the induction programme
- ✓ Increase in usage of online learning resources

- ✓ Increase of the favourable ratings from staff regarding career development opportunities, as measured in the global staff engagement survey
- ✓ Mental health action plan established and implemented



MAINSTREAMING DIVERSITY, INCLUSION AND ADDRESSING BIAS AND RACISM IN THE WORKPLACE

What we will accomplish:

- We will fully **align our global outreach activities** to achieve the goals of the Secretariat's geographical diversity and system-wide gender parity strategies.
- We will **conduct a comprehensive examination of our recruitment methods from a diversity perspective** to eliminate any potential unconscious bias or other exclusionary aspects.
- We will **implement the recommendations of the anti-racism taskforce** strategic action plan to address **bias and racism** in the workplace.
- We will systematically **conduct exit interviews** so as to enable us to understand why staff members leave, in order to devise sound retention measures.
- We will continue our efforts to **increase the availability of qualified female candidates for future vacancies** through the use of innovative mechanisms, such as pipelines and talent pools.



A view of participants at the event “Investment in Equality in Science, Technology and Innovation in the Era of Digitalization for Sustainable Development” on the occasion of the International Day of Women and Girls in Science. New York, USA, 11 February 2020. UN Photo/Manuel Elías

- We will **continue to provide applicants to the Young Professionals Programme (YPP) and potential candidates with clear and concise information**, across multiple platforms, on how to apply and prepare for the assessment process. We will ensure that information about the programme is being shared widely, with a focus on attracting talent from unrepresented and underrepresented Member States.
- We will deploy a robust methodology for data collection and **launch evidence-based measures to support the full inclusion** of persons with disabilities, lesbian, gay, bisexual and transgender (LGBT+) colleagues and other minority groups.

How we will measure success:

- ✓ Number of Member States in each category of geographical representation with percentage increase/decrease
- ✓ Gender representation per entity group, entity and level
- ✓ Increase of the favourable ratings from staff on the gender-related questions, and on addressing bias and racism in the workplace as measured in the global staff engagement survey
- ✓ Increase in the job satisfaction of staff self-identifying as minority groups, as measured in the global staff engagement survey



CLEARLY COMMUNICATING THE ORGANIZATIONAL EXPECTATIONS

What we will accomplish:

- We will **proceed with the human resources policy simplification and revision** process in a manner responsive to operational needs. We will be

guided by achieving the highest transformative value for the Organization first, incorporating a process economics lens through priorities endorsed by the Management Client Board.

- We will **enhance our performance management system** on the basis of the improvements piloted in 2020 for strengthened accountability and enhanced development. We will progressively **expand the deployment of 360-degree assessments** in our performance management process, with the aim of gradually encompassing staff at all levels.
- We will **build the capacity of human resources practitioners on the ground regarding all performance management matters**, in a structured manner targeting the handling of underperformance and other complex performance cases, while providing them with additional specialized support in dealing with complex cases.
- We will gradually **expand to full deployment of the end-to-end case management system to record, track and monitor conduct issues** across the United Nations Secretariat.

How we will measure success:

- ✓ Percentage of the annual human resources policy revision work plan, as endorsed by the Management Client Board, that has been completed
- ✓ Number of instances of advice and support provided to clients for resolving performance management-related matters
- ✓ Increase in the favourable ratings from staff regarding management's ability to deal with underperformance, as measured in the global staff engagement survey

- ✓ Number of entities and percentage increase in the usage of the global end-to-end case management system
- ✓ Number and percentage change of substantiated misconduct cases

DEEPENING COLLABORATIONS FOR A TRULY ONE UN

What we will accomplish:

- Under the guidance and coordination of the International Civil Service Commission, we will continue to ensure that the United Nations **offer conditions of service conducive to sustaining a strong One UN employer brand.**
- Under the auspices of the High-level Committee on Management and in collaboration with relevant stakeholders, we will assess the needs and formulate proposals for **a new contract modality** to enhance the organizational capacity to more effectively meet the future challenges of the United Nations operating environment.
- We will fast-track inter-agency work to **operationalize the principles of mutual recognition** throughout the United Nations system, in the area of human resources management.
- Fitting with the new role of the Resident Coordinator System, we will **put in motion a blueprint outlining career avenues – possible career moves – for Resident Coordinator System staff** within the United Nations Secretariat, agencies, funds and programmes, to inform succession planning, increase retention and satisfaction, whilst helping staff make informed individual career planning decisions.



Together Mentoring promotional video. URL: https://www.youtube.com/watch?v=Gd2meeFLL_o

- We will **consolidate and expand our peer-to-peer Together mentoring programme** across staff categories, levels and duty stations, whereby the staff of the United Nations Secretariat and of United Nations specialized agencies, funds and programmes benefit from each other’s career experience and broader professional experiences.
- We will **augment the scope of the OneHR business model** by proactively seeking to expand service lines and increase volume of common services to enhance harmonization and improve efficiency across the United Nations system.
- We will continue to **engage with and support the work of** the Office of the Special Coordinator and the Office of the Victims’ Rights Advocate.
- We will continue to build on partnerships with United Nations entities, Member States and regional institutions, in particular, the African Union, with enhanced tools and **the sharing of best practices to strengthen capabilities for risk management of misconduct**. Within the framework of the Action for Peacekeeping initiative, we will renew efforts to collectively **engage with Member States to reinforce accountability for conduct and discipline in peacekeeping operations** and to mutually commit to reach for excellence, in partnership with the Department of Peace Operations.
- We will continue to roll out the United Nations system workplace mental health and well-being strategy to **share best practices and create synergies for promoting a healthy workplace culture** and building capacities to support mental health.

How we will measure success:

- ✓ Conclusion of a new contract modality enabling the United Nations system to meet future challenges.
- ✓ Number of and increased percentage of inter-agency staff movements
- ✓ Staff turnover in the Resident Coordinator System with corresponding qualitative analysis
- ✓ Number of client entities in the United Nations system and volume of services provided within the OneHR business model
- ✓ Number of United Nations entities utilizing the tools available to record, monitor and track allegations of sexual harassment and sexual exploitation and abuse.

DELIVERY ENABLERS

The people strategy is operationalized by providing guidance and support to client entities so as to enable them to respond effectively to the rapidly changing needs of those the Organization serves. The strategy’s delivery is reinforced by four critical organizational enablers that will increase our ability to add value by building on the strengths of the internal organizational human resources function. The enablers are outlined below.

Innovation, digitalization and continuous improvement

Innovation, digitalization and continuous process improvement entail the periodic review, adaptation, simplification and upgrade of existing human resources business processes so that they are fully responsive to changing requirements and enable the Organization

to act with the required flexibility. They rely on robust data analytics, a user-centred design, to ensure that human resources tools genuinely meet clients' needs, and the leveraging of advanced technologies to reduce manual work and paperwork while maintaining quality and accountability.

Systematic use of evidence

While data and business analytics alone do not solve human resources challenges, they can provide the required insights into business functions and assist in the development of plans and the designing of solutions that optimize talent investments, while effectively monitoring the performance of workforce planning and organizational design, talent acquisition, learning and development, staff engagement, productivity, accountability, retention and more. More advanced analytics will be systematically deployed to provide a solid evidence base for directing human resources management reforms and decisions.

Business continuity

It is a business imperative that the Organization remains dynamic, responsive and ready to deliver effectively, efficiently and at all times, including in crisis situations such as the ongoing COVID-19 pandemic. From a human resources management perspective, business continuity implies ensuring that our staff and managers have the standards and tools that enable their continued focus on mandated work, regardless of the difficulties that such emergencies create.

Staff involvement

The involvement of all staff in the implementation of human resources management reforms will continue to expand. Within the overall trend of enhancing mandatory staff-management relations, we will seek to intensify communication with, and the involvement of, all staff by means of biennial, Secretariat-wide, global staff engagement surveys, alongside less formal joint formats. This will be coupled with regular and more robust internal communication to provide information, collect feedback and use it to improve human resources management performance and results.



After two weeks of dialogue, the 63rd session of the UN Commission on the Status of Women (CSW63) concluded with a strong commitment by UN Member States to safeguard and improve women's and girls' access to social protection systems, public services and sustainable infrastructure, ensuring that their design and delivery is transformed to prevent discrimination and create a 'level playing field' for women and girls. Participants celebrate at the conclusion of CSW63. New York, USA, 22 March 2019. UN Photo/Ryan Brown

Implementation alliance for the strategy

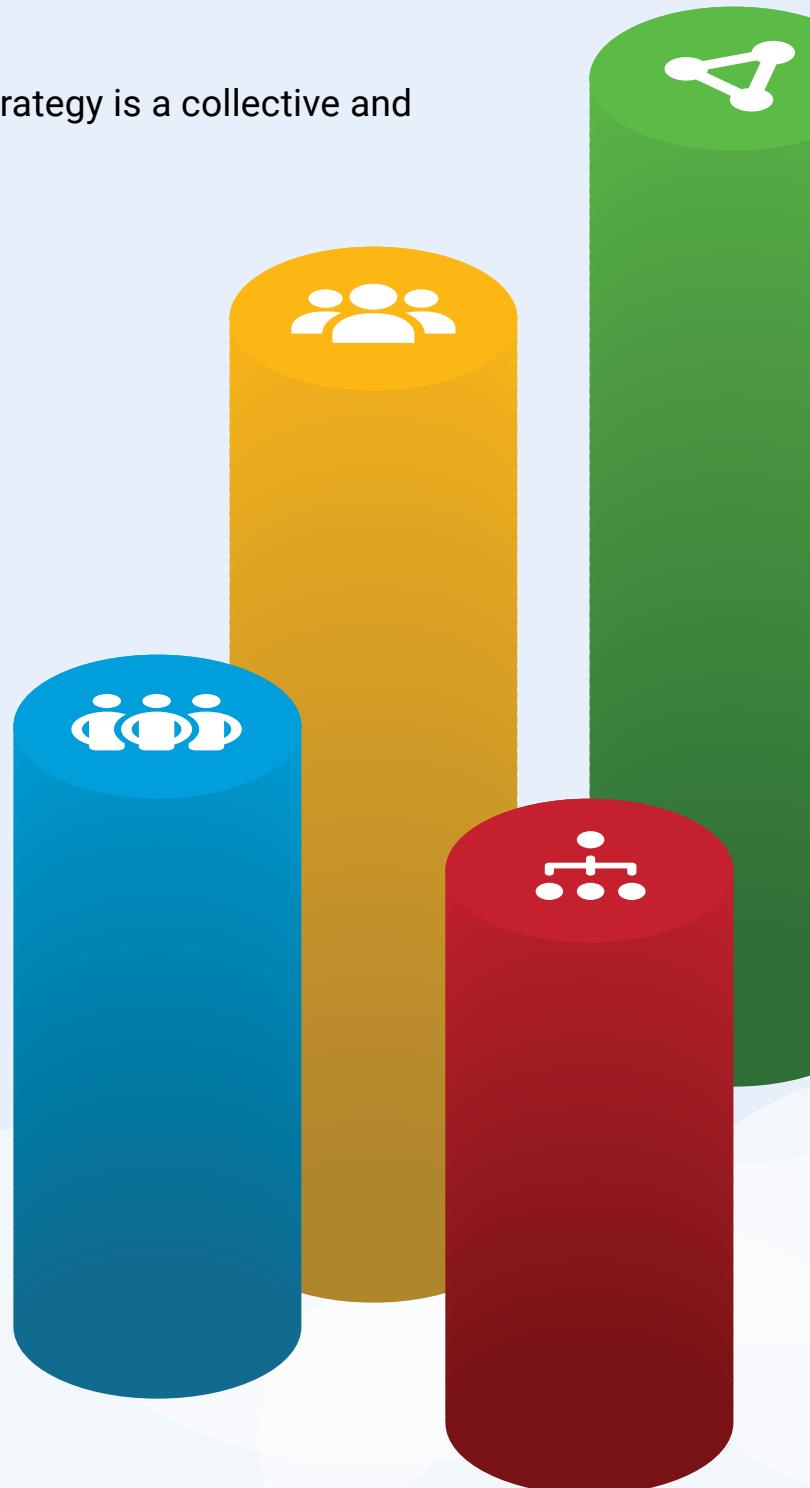
The implementation of the people strategy is a collective and joint organizational undertaking.

ORGANIZATIONAL LEADERSHIP

Defines the overall organizational strategy and thus guides the realignment of the people strategy; demonstrates commitment and support to the strategy and acts as a change agent in its implementation; ensures that the human resources reforms are sufficiently resourced to achieve the transformative results intended; leads by example.

OUR PEOPLE

Participate actively in all forms of staff-management relations to provide feedback to improve results and impact; avail themselves to the learning and development and career enhancement opportunities provided in the United Nations Secretariat; actively participate in building a high-performance culture by exemplifying individual performance, contributing to team performance and striving to improve organizational performance.



CLIENT ENTITIES MANAGERS

Inspire trust and effectively exercise the whole range of human resources management responsibilities towards our people; partner with human resources partners centrally and on the ground in workforce planning, talent acquisition and performance management; actively engage to provide coaching for career enhancement of our people; and avail themselves to learning and development opportunities to enhance their managerial capabilities.

UNITED NATIONS COMMON SYSTEM ORGANIZATIONS

Under the guidance of the Chief Executive Board, the Secretariat works jointly with the other common system organizations to prioritize reforms that bring a One UN workforce, a truly One UN, closer to reality.

THE OFFICE OF HUMAN RESOURCES

Coordinates and evaluates the implementation of the Strategy; ensures that human resources policies in place are flexible and conducive to the fulfillment of entities' mandates; ensures that impactful learning and development and career enhancement solutions are delivered to our people, ensures fluid communication with the Strategy's implementation alliance; and continues to expand relationships with internal and external stakeholders in a spirit of partnership and mutual respect.

THE OFFICE OF SUPPORT OPERATIONS

Provides a client-focused, high-quality and timely advisory and operational support to human resources business partners on the ground thus enabling exercise of delegated authorities and mandate delivery; develops innovative, flexible and impactful organizational design, talent acquisition, and learning and development tools and guidance with a focus on impact on clients' operations, workforce and candidates.

HR BUSINESS PARTNERS ON THE GROUND

Are empowered and supported by a transparent delegation of authority framework, capacity building and support allowing them to focus on devising efficient and impactful solutions for their clients at the entity level.

