

PEOPLE STRATEGY

2018-2021



OCHA

CREDITS

This document is produced by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). OCHA wishes to acknowledge its staff throughout the world that contributed to this document.

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Foreword

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Assistant
Secretary-
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Affairs and
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Dear Colleagues,

I am very pleased to share the OCHA People Strategy with you. People are the foundation of any organization, in particular ours. We can only successfully achieve OCHA's mission by supporting and investing in a dedicated and talented workforce, in other words, all of you.

The purpose of the OCHA People Strategy is to foster a work culture where all our staff can contribute to OCHA's mandate and fulfill their full potential while doing so. The strategy outlines OCHA's aspirations over the next four years and will respond to the broader reforms of the UN.

The strategy details how we will attract, recruit and retain OCHA staff and how we will care for and support them, in particular those living and working in difficult field contexts. It also notes how the organization commits itself to promote the health, safety and well-being of our staff. The strategy underlines how we will provide staff with new opportunities for learning, growth and development.

We are also committed to achieving gender parity and geographic diversity at all levels of OCHA, and in the words of our Secretary General, "creating a working environment that embraces equality, eradicates bias, and is inclusive of all staff."

The OCHA People Strategy belongs to all of us, and it is up to all of us to make it a success. All your comments have been invaluable to the development of this strategy and we have incorporated as many of your suggestions as possible.

I take this opportunity to thank each and every one of you. Your professionalism, your dedication and commitment are central to our success in achieving our mandate for those we serve. I look forward to continuing working with you as we implement this strategy.

My best wishes,

STRATEGIC PLAN 2018-2021



OCHA MISSION

OCHA *coordinates* the global emergency response to save lives and protect people in humanitarian crises.

We advocate for effective and principled humanitarian action by all, for all.



OCHA VISION

A world that comes together to help crisis-affected people rapidly get the humanitarian assistance they need.

STRATEGIC OBJECTIVES



1

Transformed coordination for a more efficient and tailored humanitarian response.



2

A more credible, comprehensive and evidence-based **situational analysis**.



3

An effective, innovative **humanitarian financing** system that meets the needs of crisis-affected people.



4

International acceptance of the centrality of **international humanitarian and human rights law, access and protection** that results in meaningful action for affected people, especially internally displaced people.



5

Leadership to drive transformative change for a more responsive and adaptable humanitarian system.

MANAGEMENT OBJECTIVES

1



Ensure that **OCHA is fit for the future**.

2

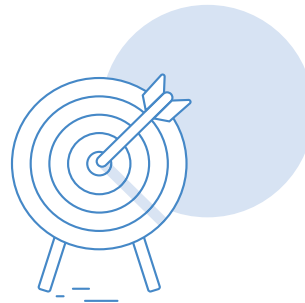


Enhanced sustainability of OCHA's financial resources.

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Background and Objective



The principal objective of the OCHA People Strategy is to support OCHA's ability to deliver its mission: to coordinate the global emergency response to save lives and protect people in humanitarian crisis, and to advocate for effective and principled humanitarian action by all, for all. To do this, OCHA needs to anticipate and manage our human resources requirements, as well as foster a work culture where all our people can contribute to OCHA's mandate and fulfil their potential.

Central to the People Strategy is OCHA's need to deliver our mandate under changing contexts, and to ensure that OCHA is fit for purpose through attracting, developing and retaining essential talent. OCHA will increase gender parity and geographic diversity when recruiting and fostering talent. OCHA must also work together on building a positive culture of respect and trust within the organization. The OCHA People Strategy is the first part of this initiative to outline the vision, aspirations and broad direction OCHA will pursue. This strategy will be followed with an action plan for ensuring that the objectives of the strategy are consistently met across OCHA.

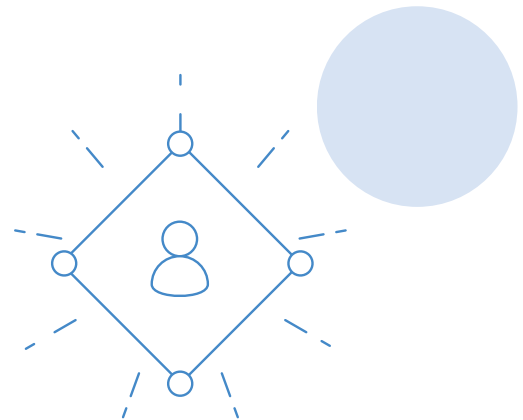
The People Strategy is based on the following four key principles:

- People are OCHA's foundation
- OCHA requires a flexible, diverse and mobile workforce
- OCHA invests in developing staff
- OCHA promotes a healthy and respectful work environment

The focus of the People Strategy is to make sure OCHA is fit for purpose by:

- Attracting, recruiting and retaining the diverse talent OCHA needs, in the most effective manner, for strategic, operational and managerial requirements.
- Growing OCHA personnel through learning and development.
- Establishing a culture of performance management with a focus on incentives, recognition and accountability.
- Promoting the health, safety and well-being of our people.

OCHA's four people-centred principles



1. People are OCHA's foundation

OCHA adds value to the humanitarian system through our people and talent. Our ability to lead, plan, promote, facilitate and respond to humanitarian crises must be supported by talented, dedicated, experienced and prepared national and international staff members.

2. OCHA requires a flexible, diverse, gender-balanced and mobile workforce

Central to a successful response is the ability to deploy the right people to the right place at the right time. This requires diverse skill sets, experience and knowledge to address immediate and longer-term humanitarian needs, and it will actively represent the global footprint of our organization. To ensure our success, OCHA requires new thinking and approaches to enable a more diversified talent pool of eligible candidates for all positions, especially management positions.

OCHA's workforce must be prepared to meet the requirements of any humanitarian response. This means that staff who have a range of specialized and general skills are supported through a framework that enables the movement of personnel in a managed, transparent and fair manner.

Recognizing the challenge that field-based entities have in maintaining a diverse, mobile workforce, the Secretary-General has called for a recruitment and mobility policy that simplifies recruitment and onboarding, enabling more rapid deployment to the field, and which adopts best practices from the UN common system. This People Strategy will adapt to broader Secretariat-wide changes.

It is of the utmost importance for OCHA to have a professional and effective workforce reflecting the organization's goals of diversity, gender parity and geographical representation.

3. OCHA will invest in and develop staff

OCHA's learning and development strategy is driven by a vision that demands high-calibre performance and competence as vital to delivering on our mandate. Recognizing the complexity of OCHA's role across the five core functions, a strategic approach to learning is essential to effectively equip personnel with up-to-date skills and knowledge and ensure they stay current in the ever-evolving humanitarian context. A critical element of the strategy is access to learning opportunities for field and headquarters staff, and for staffing groups across Professional, General Service and national staff.

4. OCHA promotes a healthy and respectful work environment

OCHA personnel work in some of the most challenging contexts. As part of our duty of care, OCHA will foster an environment that recognizes staff as our greatest resource, which requires that the health, security and well-being of our people are safeguarded, wherever they serve. It also means promoting a work environment that is respectful, empowering, caring, and free of harassment and discrimination.

The Internal Context and Opportunities



Expanding, reducing and changing field presence

The nature of OCHA's mandate and operations means that our field presence will expand, contract and change depending on the humanitarian situation. The evolving requirements of OCHA's offices, especially in the field, have a direct impact on the scale and scope of recruitment and human resources management.

OCHA undertakes a systematic review of the lifecycle of field operations based on a set of humanitarian and other relevant indicators. To mitigate any negative effects of rapid growth, as well as operational and reputational risks potentially associated with reduced field presences, OCHA will strengthen our lifecycle review process.

The organization design at headquarters and in field locations aims to foster effective coordination and collaboration among OCHA's pillars through stronger knowledge sharing, better workflows and more equitable workload distribution, effective decision-making and a more engaged staff at all levels. An adaptable organization design will help OCHA effectively and efficiently deliver in dynamic and changing environments. OCHA's organization design defines roles and responsibilities, identifies the organization capabilities needed, and defines the managerial hierarchy and leadership structure. Special attention to OCHA's field operations will include agreement on internal procedures and reporting lines to ensure we are aligned to meet OCHA's mandate effectively and efficiently.

Workforce Planning

OCHA will engage in proactive workforce planning to anticipate needs, while minimizing any impacts of external and internal changes on staff. Workforce planning will be informed by analysing staffing trends, understanding talent gaps, and forecasting recruitment needs and strategies to leverage internal talent.

Workforce planning will be conducted on a regular, predetermined schedule. The implementation of the workforce plan aims to provide OCHA with the operational agility to meet ongoing and anticipated requirements as well as demands resulting from new emergency situations. Workforce plans will also anticipate and include capacities for new initiatives.

Capacities from OCHA's surge mechanisms, including the Emergency Response Roster (ERR), Associates Surge Pool (ASP) and standby partners, will form a critical source of talent that will inform workforce planning. Effective use of the surge mechanisms will support short-term emergency needs to ensure that OCHA has a predictable source of additional capacity to address the needs of new emergencies. More systematic use of United Nations Volunteers (UNVs), in consultation with the UNV programme, as a cost-effective source of capacity will also be included in OCHA's workforce plan.

OCHA's national staff

OCHA's national staff are administered by the United Nations Development Programme (UNDP). To ensure that all OCHA staff are treated equitably, specific management support and oversight are required to manage this arrangement.

OCHA is also committed to the professional development of national staff and UN-administered General Service staff through training, coaching and, where indicated, exposure to professional growth.

Standby partners, consultants, contractors, volunteers and interns

OCHA has a duty of care to all personnel providing capacity for OCHA's operations in the field and at headquarters. This includes gratis personnel provided by standby partners, consultants, contractors, UNVs and interns. OCHA will actively promote duty of care for all, including non-staff personnel, during discussions on human resources management reform.

The External Context and Opportunities



Building a more field-focused organization

The OCHA People Strategy is informed by the UN Secretary-General's management reform efforts and will be adapted to meet its objectives as the reform process moves forward. The Secretary-General has stated that for the UN to confront its global challenges, it must recognize that it is primarily a field-based organization, and it must therefore build trust and empower managers and staff, simplify processes, increase transparency and accountability, and focus on efficient and prompt delivery to the field. As an emergency response organization to the field, OCHA requires a high degree of flexibility, agility and mobility within the UN regulatory framework and from its staff.

The Secretary-General has proposed to strengthen leadership by aligning responsibility, authority and accountability, and to move from a culture of ex ante controls to ex post compliance and accountability for results. Managers will be trusted to make decisions while being held accountable for those decisions through greater delegation of authority, including in human resources.

Standing administrative measures

In 2016, the Secretary-General adopted standing administrative measures for crisis and emergency situations. Upon certification of an emergency, the measures are applied on a six-month renewable basis to enable managers to respond quickly and accountably through a consistent and predictable set of standing measures, which comply with UN rules and regulations.

The standing administrative measures are a key start to recognizing that a crisis or an emergency situation requires tools to enable managers to act quickly and effectively in the area of administration, including human resources management. OCHA will utilize this mechanism as appropriate and in the context of the Secretary-General's reform efforts, and it will advocate for other areas where additional flexibility is required in the context of a crisis or an emergency situation.

Balancing OCHA's recruitment needs with the mandated UN staff-selection system

In 2016, a UN Secretariat-wide managed recruitment system was launched. Although it provided benefits for moving within the Secretariat, the centralized recruitment system limited the control that programme managers exercise over the timing and selection of candidates. The Secretary-General has recognized these challenges and has called for human resources procedures to be simplified and streamlined to reduce recruitment timelines, allow for greater mobility of General Service staff, and enable rapid deployment to the field and more incentives for staff to deploy to the field. The centralized recruitment system has also been put on hold to allow for a more comprehensive review and assessment of the system. Best practices for the UN common system will be evaluated for potential adoption by the UN Secretariat.

As part of these general reform efforts in the area of recruitment, OCHA will optimize the planning, preparation and use of available options to streamline staffing practices and adopt a proactive methodology for managing our recruitment needs. This includes OCHA expanding the recruitment process through the building of rosters, vetting pre-approved candidates for rapid recruitment and greater use of systematic lateral reassignments within OCHA.

Ensuring cost-effectiveness in a financially constrained environment

Over the past several years, the UN has had to balance the increasing needs of the people it serves, but with decreasing financial resources. Like most parts of the UN Secretariat, OCHA is now expected to do less, better. To mitigate the human impact of staffing realignments on contract extensions, promotions and general job security,

OCHA is committed to a fair, transparent and equitable process for all staff, in line with UN rules and regulations.

Attracting Talent



In the recent past, OCHA has relied mainly on the advertisement of job openings to attract talent for vacant positions. This reliance on job openings as the only means of outreach has led to a workforce that lacks the necessary diverse gender and geographic talent to effectively implement our mandate. OCHA will diversify our current approach to attracting and retaining staff to attract diverse gender and geographic talent from a variety of sources, including through supporting opportunities for national and General Service staff and targeted advertisements.

Talent sourcing of OCHA national staff and General Service staff

One area for talent sourcing is our cadre of experienced and qualified national staff, especially national Professional Officers. A process for systematically identifying national talent and talent from the General Service level will be put in place. OCHA Heads of Office will be responsible for identifying high-potential national staff, who will receive opportunities for training, surge assignments, mentoring and, where

appropriate, support for applications to international posts. Managers will be asked to identify talented national staff and General Service staff for assignments, such as emergency response assignments, so they can gain valuable exposure and experience for career progression.

OCHA will pursue options and solutions with UNDP and the Office of Human Resource Management to eliminate disincentives for national staff assuming short- or long-term international assignments.

Inter-agency outreach

OCHA will also source talent through secondments to and from the member agencies of the Inter-Agency Standing Committee (IASC), especially female talent and those coming from underrepresented countries. As part of the outreach efforts, OCHA will share job advertisements with various agencies, funds and programmes, and provide guidance on Secretariat recruitment practices to interested staff from agencies, funds and programmes.

Other outreach efforts

To secure additional new and viable talent, OCHA will conduct targeted recruitment campaigns—online and through other means—with universities and governmental and non-governmental organizations in underrepresented and developing countries. Country offices will also engage in this type of outreach when recruiting national staff for vacancies.

As part of the Secretary-General's outreach initiatives on gender parity, there is a proposal for collaboration between different Secretariat entities and the agencies, funds and programmes to create a shared database of qualified female candidates and a formal referral mechanism for female talent. OCHA strongly welcomes this initiative, and it will actively engage in the Secretary-General's initiative on gender parity as a way of promoting talent within OCHA and bringing talent to OCHA.

Recruiting Talent



Recruitment strategy for vacancies that are anticipated to be for one year or longer

The Secretary-General has called for a recruitment and mobility policy that simplifies and speeds up recruitment and onboarding, enables more rapid deployment to the field and adopts best practices from the UN common system.

While reform efforts are ongoing, there is flexibility within the current recruitment framework where in order to meet staffing requirements, roster-based recruitment can be undertaken as a way to reduce overall recruitment timelines.

OCHA will utilize this flexibility by issuing multiple field duty station job openings with the purpose of building viable rosters in the main functional areas. Interested staff who have been recruited on a temporary basis with OCHA will be advised and guided to apply so they have an opportunity to compete for a more stable and long-term position within OCHA. OCHA will also advise national staff, current and former UNVs, and staff from agencies, funds and programmes to apply. As part of the lessons learned, the rostering exercise will focus on building rosters of candidates who are available and interested to serve in the field and have all the required competencies.

Once viable rosters are established in functions such as Humanitarian Affairs, Information Management and Public Information, managers can issue a Recruit from Roster job opening that is open only to roster candidates, and thus significantly reduce the time for recruitment. The key to any successful rostering exercise is investment up front in terms of time, effort and resources, but this investment can create a recruitment process that is efficient and more productive for all managers. Managers are also advised to use the advertisement of individual vacancies as a means of populating rosters by ensuring that the maximum number of candidates who are suitable for a position are recommended at the end of the process.

OCHA will also establish parameters so the lateral reassignment authority by the head of department can be utilized as part of the recruitment strategy for long-term vacancies, and to give internal candidates already serving at a specific level the opportunity to be considered for suitable positions in different functions or locations. This mechanism can also allow for mobility from headquarters to the field and vice versa, as well as from non-family/hardship duty stations to family duty stations and vice versa.

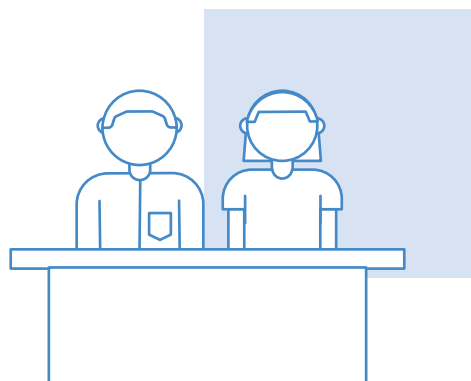
Recruitment strategy for short-term vacancies (less than one year)

The use of temporary appointments (for external candidates) and temporary assignments (for internal candidates) through a temporary job opening is intended for vacancy requirements of a shorter-term nature, whether on a time-limited initiative or to temporarily perform functions when there is a gap or need. When new requirements are required in the field or at headquarters, a temporary appointment or assignment can help OCHA to deploy expertise quickly through streamlined administrative processes.

Where an initiative is expected to be of a short-term nature, e.g. less than one year, the temporary appointment/temporary assignment is the preferred mechanism to quickly identify national and international candidates to perform the functions required, whether at headquarters or in the field. In cases of field expansion and drawdown, temporary appointments can provide a flexible option to ensure operational delivery.

The Associates Surge Pool (ASP) is populated through temporary job openings published on an annual basis and includes the range of humanitarian profiles. Selection can include testing, interviews and reference checks. The pre-clearance process allows for reduced time frames for the pre-onboarding recruitment phase.

Improving gender parity and geographic diversity



OCHA will strive for a workforce that visibly represents a gender balance at all levels of the organization, and a geographic diversity reflecting the communities we serve, and which reaps gains in efficiency and productivity proven to come from a diverse workforce. Gender parity and geographic diversity are necessary to OCHA's efficiency, impact and credibility. OCHA will actively support the Secretary-General's commitment to reach parity at the senior level by 2021 and parity across the Organization by 2028.

As part of the system-wide gender parity strategy, OCHA must achieve a 50 per cent incumbency rate for female staff at the P2, P3, P4, P5 and D2 levels by the end of 2018, and a 50 per cent incumbency rate for female staff at the D1 level by 2021. These annual targets were established based on OCHA's current staffing levels for female and male staff. The targets for General Service or national staff for the system-wide gender parity strategy will be established at a later time. However, OCHA will set internal targets for General Service and the national Professional Officer category in headquarters and field offices. OCHA will also establish internal targets to

ensure better geographic diversity within the Professional category.

Progress towards these targets will be published regularly on OCHA.net. A system will be implemented to review progress and actions taken to improve areas where insufficient progress is made, as well as recognition for staff who meet or surpass targets. Offices that are unable to meet their targets will be asked to recommend or implement special measures that will allow them to improve in this area.

To facilitate a cultural change within OCHA, all staff with managerial or supervisory responsibilities will be trained on eliminating unconscious bias in the workforce in general, and in job design, job descriptions, vacancy announcements and selection decisions.

In the first quarter of 2018, OCHA will establish an OCHA-specific gender parity action plan, incorporating specific actions in recruitment, training, learning and retention.

Corporate surge management



To effectively manage short-term requirements related to new, escalating or unforeseen humanitarian needs, OCHA maintains a variety of internal and external surge mechanisms that can be deployed individually or in combination to support operations. Through sequencing and complementarity, OCHA surge mechanisms provide critical capacity to temporarily support OCHA's emergency responses. OCHA's ability to provide this capacity relies on a corporate commitment to equitable participation in internal mechanisms; systematically identifying, strengthening and supporting the required capacities and predictable deployment processes.

Emergency Response Roster (ERR)

The ERR comprises 40 to 50 staff who volunteer to deploy at short notice for up to six weeks, or in the case of level-three and corporate emergencies, up to three months. The roster is populated twice yearly by staff who volunteer, have their supervisor's consent, are screened for suitability and undertake preparations to be deployment ready. In addition to providing a predictable pool of staff to deploy to emergencies, the ERR gives staff opportunities to use their experience and skills in different contexts for professional exposure and growth.

OCHA will reinforce the central surge management role of the ERR by setting corporate-wide targets for participation, as well as introducing incentives for professional growth and diversification. OCHA-wide statistics will be introduced to increase transparency and allow for greater analysis of surge needs, deployed capacities, gaps and trends.

Standby Partnership Programme (SBPP)

OCHA currently has agreements with 14 partner organizations that maintain rosters of experienced humanitarian professionals, many of whom have prior experience with OCHA and/or other humanitarian organizations. The SBPP allows for the deployment of gratis personnel for new and escalating emergencies. Standby partner experts deploy within four weeks of confirmation of a request and can be assigned to an OCHA emergency operation for up to six months. The SBPP provides a ready source of trained and experienced humanitarian capacity, and deployment costs are covered through partners' budgets. To optimize use of the SBPP, OCHA will put in place an outreach and development strategy, which will outline areas such as partnership priorities, awareness-raising on appropriate use of the SBPP, and developing and strengthening profiles.

Associates Surge Pool (ASP)

The ASP is a pool of external, pre-cleared humanitarian experts available to deploy for short- to medium-term temporary assignments. The pool comprises experienced humanitarian professionals, including those who have undertaken multiple OCHA deployments. Established to fill the gap between an emergency and longer-term recruitment, the ASP can also be used to cover staffing needs for opening, transitioning or closing offices. Typical deployments range from three to six months but can be extended for up to 364 days. The ASP will be the first option for temporary appointments.

United Nations Disaster Assessment and Coordination (UNDAC)

UNDAC was designed to help the United Nations and Governments of disaster-affected countries during the first phase of a sudden-onset emergency. UNDAC teams can deploy at short notice (12-48 hours) anywhere in the world. They are provided free of charge to the disaster-affected country and deployed upon the request of the United Nations Resident or Humanitarian Coordinator.

Actions

- OCHA will diversify our approach to attracting and retaining staff to attract diverse gender and geographic talent from a variety of sources.
- OCHA will establish viable rosters of available candidates in functions such as Administration, Humanitarian Affairs, Information Management, Public Information and Programme Management.
- OCHA will achieve gender parity in the Professional, General and national Professional Officer categories. OCHA will improve geographic diversity in the Professional category.
- OCHA will optimize all staffing tools to manage short-term and long-term staffing needs.

Overview of OCHA's vision and strategy for learning



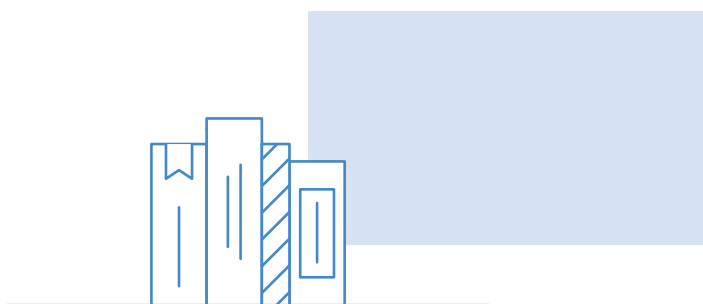
OCHA's learning and development strategy is driven by a vision that values high-calibre performance and competence as vital to delivering on our mandate. Recognizing the complexity of OCHA's role across the five core functions, a strategic approach to learning is considered essential to effectively equip personnel with up-to-date skills and knowledge to meet organizational demands and stay current in the ever-evolving humanitarian context.

Ensuring staff have access to learning opportunities is a critical element of the strategy, including emphasis on field and headquarters staff, and staffing groups across Professional, National Officer and General Service cadres. Accountability for learning lies with senior management, and individual managers and supervisors who are responsible for enabling their staff to benefit from learning and development opportunities in a fair and transparent manner. Staff members are also responsible for continuous learning and availing of learning opportunities on their part. Reference

is made to OCHA's Central Learning Fund, which supports targeted learning for select staffing groups, with priority given to senior managers and high-potential individuals, including international and national officers. The OCHA Learning Management System is the central portal for staff to access learning resources including distance learning resources and events, which are a primary channel to bring cost-effective professional development to staff.

OCHA's strategy for learning leverages partnerships with a range of actors, including the UN Secretariat, UN Staff College, standby partners, academia and others, to bring a wider range of resources and perspectives to OCHA's learning environment. The approach incorporates inter-agency learning opportunities to advance common approaches and build effective strategic and operational partnerships across the humanitarian system. Knowledge management is considered a key vehicle to leverage learning with attention to capturing and sharing lessons and good practices to inform future programmes.

Governance for learning



OCHA's commitment to learning is realized through a governance structure, which is set at the highest level to the Assistant Secretary-General (ASG), who has overall accountability for the agenda. In view of the recognized need for OCHA-wide ownership and effective coordination around a common learning agenda, a simplified structure supports this aim, including:

- People Strategy and Management Committee: Provides guidance and direction on OCHA's learning agenda and allocation of resources. The setting of annual learning priorities provides a targeted approach to drive learning in key areas of strategic importance to the organization.
- Global Learning Unit, Human Resources, Executive Office: Responsible for the implementation of learning programmes and services; technical advisory services and coordination of learning and training programmes across divisions, branches, regional and field offices (e.g. training providers, community of practice moderators); and monitoring and evaluation.
- Learning Champions: Branch/field voluntary focal points who serve as a liaison to the Global Learning Unit to promote the learning agenda and provide support and guidance to staff to pursue professional development.

Uniform and mandatory induction to ensure one OCHA and common professional standards in humanitarian coordination



A structured and guided orientation is a necessary step to ensure OCHA staff have a unified understanding of OCHA's role and undertake common approaches to humanitarian coordination work. The OCHA Induction Package is mandatory for all new staff to complete, and it provides information on OCHA's mandate, structures and

roles in support of coordination across the operational processes. It also provides tools for managers to consistently and effectively integrate staff into teams and the wider organization. Specific face-to-face individual induction training will be provided to key management groups (e.g. administrative and Humanitarian Affairs Officer cadres).

Core Curriculum with learning paths to guide professional development and drive performance



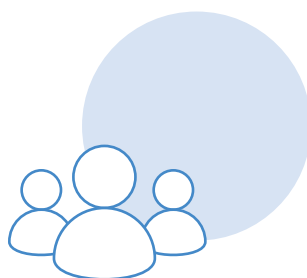
The Core Curriculum is the overarching framework for OCHA learning and is aligned with the priorities of the 2018-2021 Strategic Plan. It is anchored in OCHA-specific competencies covering its core functions to promote quality standards. The framework addresses core knowledge and skills, including humanitarian principles and standards, international humanitarian law and advocacy, operational processes in support of the programme cycle, and gender and protection. Key coordination competencies are also recognized as fundamental to OCHA's effectiveness and complementary to technical/substantive skills, including communications, facilitation, negotiation, consensus-building and partnership brokerage.

Functional Learning Paths build on competency frameworks and assessments of capacity against required skills and knowledge, and they provide information on available learning offerings. The approach aims to professionalize core skills and knowledge through established performance standards with guided development

opportunities and offerings. Learning pathways provide guidance for OCHA staff to undertake learning that is tailored to their operational context and demand driven to professional development needs.

Learning is delivered using a blended approach to ensure impactful learning through: i) formal training, ii) collaborative learning through thematic/technical forums, networks, and mentoring and coaching arrangements, and iii) experiential learning through development assignments (e.g. country/regional exchanges, secondments). Certification of acquired competencies is integrated into select Learning Paths, with the understanding that it provides an incentive for learning and supports minimum performance standards. Certification is a requirement for select functions in procurement, finance, human resources and fund management, with consideration to expand to other areas, such as international humanitarian law, humanitarian principles, facilitation/training and other areas, as appropriate.

Effective leadership and management performance



The importance of supporting effective leadership and management is a priority in OCHA's learning strategy, focusing on core requirements with tailoring to a coordination role. This is outlined in the OCHA Leadership and Management Development Programme Framework and is in alignment with the new Secretariat Leadership Model. A systematic approach is adopted that targets staff with existing leadership functions, as well as those who are iden-

tified as having a high potential for future roles, including OCHA leadership, D1s and P5s in management functions, middle managers (P4 and NO-D), and high-potential staff who are early in their career (P3/P2/NO-A, B, C). A structured leadership pathway with a menu of resources and options is available to create a tailored development plan in support of individual learning needs and career interests.

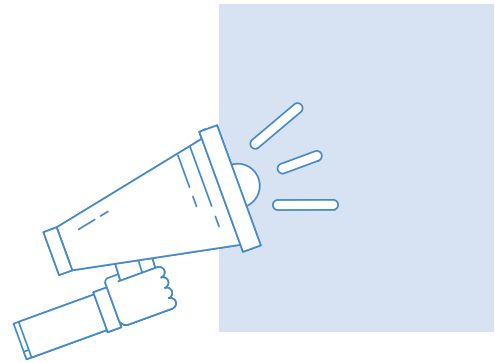
Career Support



In alignment with the wider Secretariat, OCHA will facilitate access to career support services for all staff. For staff who are being affected by transition processes in the context of office closure or down-

sizing, a targeted approach will be made available that provides access to coaching, skills-building and networking resources.

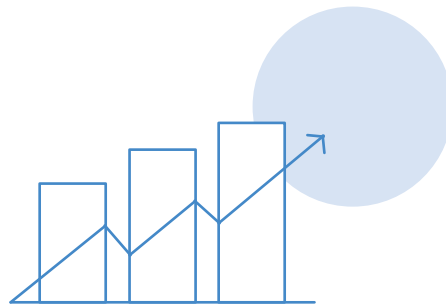
Leveraging talent among national staff and supporting career development



The value that national staff bring to OCHA's work is well recognized. Strong talent exists within this group, and more effort is required to leverage their potential to build a diverse community of managers and practitioners across OCHA.

To ensure progress on this agenda, managers will have to proactively identify highly capable national staff within a managed approach to talent growth. The strategy ensures that the learning needs of national staff are met with equitable access to professional development opportunities.

Leveraging talent for talent pools



Ensuring a strategic and systematic approach to leverage talent is a key feature of OCHA's approach to effective people management. Concretely, this is operationalized through various interrelated entry points in the context of performance management, staff development plans that align with organization priorities, and talent pools to enable a targeted and systematic approach

to succession planning. An important aim is to enable a diverse organization in alignment with gender parity and geographical diversity goals. The approach will build competencies to meet organization demands, and to adequately support identified staff for advancement in their careers within and outside OCHA.

Talent pools

The adoption of a more strategic approach to leverage and support diverse talent growth in the organization is embedded in the concept of the talent pool. The governance and operational processes are to ensure a strategic, systematic, fair and transparent approach to the identification and selection of staff to participate in the talent pool. Links with performance management outcomes are emphasized, and they inform strengths to build on and areas for more work. Assessment tools will also be used to identify talent and to inform individual development plans. The mechanism is structured as two sub-pools:

Diversity Pool

Development of a diverse staff through expanded outreach to bring people into the organization at a junior level, and subsequently preparing them with technical and managerial expertise/competencies to assume higher-level functions over a longer-term period. National staff are considered to be the main staffing group to benefit from this pool.

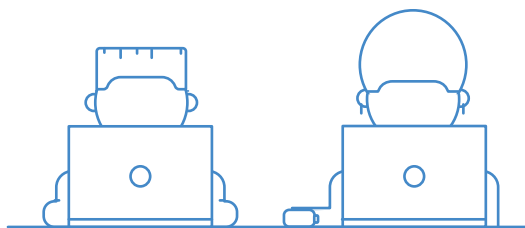
Manager Pool

Targeted development of high-potential staff, including existing managers and leaders (Branch/Section Chiefs, Heads of Office, Deputy Heads of Office), through tailored development plans, ensuring that succession planning supports leadership growth with high-calibre humanitarian coordination leadership qualities. Special efforts are made to promote women leadership development in support of gender

parity. Links are made with the wider humanitarian system, such as the United Nations Resident Coordinator/Humanitarian Coordinator track and other avenues across the UN system.

Actions

- OCHA will ensure that staff have access to learning opportunities, including field and headquarters staff, and staffing groups across the Professional, National Officer and General Service cadres.
- OCHA will leverage learning partnerships with a range of actors, including the UN Secretariat, UN Staff College, standby partners, academia and others, to bring a wider range of resources and perspectives to OCHA's learning environment.
- OCHA will provide a mandatory induction for all staff to ensure one OCHA and common professional standards in humanitarian coordination.
- OCHA will establish talent pools to increase diversity and for the targeted development of high-potential staff for management roles.



OCHA is committed to improving programme delivery by supporting staff performance and development and holding staff accountable for delivering on their responsibilities. To this end, OCHA will adhere to the current Performance Management and Development System (ST/AI/2010/5) to optimize staff performance at all levels through the following measures:

- Promoting a culture of high performance, personal development and continuous learning.
- Empowering managers and holding them responsible and accountable for managing their staff.
- Encouraging a high level of staff participation in the planning, delivery and evaluation of work.
- Recognizing successful performance and addressing underperformance in a fair and equitable manner.

OCHA will shift from a culture of monitoring general completion rates for performance evaluations to ensuring that managers properly use performance management as an evaluation tool to provide constructive feedback, acknowledge good performance, and address issues of underperformance through remedial action and targeted training.

OCHA will also focus on the performance management of the managers within the organization, and those managers accountable for ensuring the performance management framework is working efficiently.

Optimize current performance management framework for OCHA's benefit



OCHA expects and requires high performance of all staff members regardless of level or contractual status. OCHA senior leadership is committed to a culture that values performance management by fostering a culture of trust, transparency, honesty, dialogue and collaboration. OCHA is committed to a performance management system in which individuals are recognized for their achievements, mentored to develop their potential but also held accountable for their performance shortcomings.

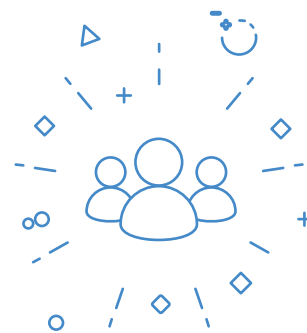
The performance management framework for OCHA includes:

- Providing guidance and support to managers to approach performance management as a continuous dialogue between the staff member, the First Reporting Officer and the Second Reporting Officer on past, present and future expected performance.
- Ensuring that all supervisors undergo mandatory performance management training, including training on how to deliver constructive, fair and open feedback to staff.
- Providing staff with opportunities to improve their performance through a range of means, such as mentoring, coaching, learning and career development.
- Implementing the performance management policy in a consistent manner, with clear performance-assessment criteria.
- Supporting all staff in understanding the feedback-and-ratings process, as well as their roles and responsibilities in effective performance assessment.

As part of the ongoing Secretary-General reforms, performance management will be reviewed, with a proposal to strengthen the current performance management framework through 360-degree feedback starting with senior management. OCHA will implement 360-degree feedback for all staff at the P5 level and above to consistently assess the performance of managers by supervisors, supervisees and colleagues.

Performance management compliance will also be strengthened to ensure managers regularly engage their staff in performance discussions, and to ensure the timely completion of performance appraisals. Managers' appraisals will include performance-appraisal compliance.

Shifting from performance compliance to rewarding good performance



As part of OCHA's performance management, high-performing staff who receive "exceeds expectations" or "outstanding" on select competencies will be identified for talent pools. These staff will be prioritized for professional training, coaching and directed learning. Staff will be supported to identify career growth opportunities, including higher-level positions and potential assignments outside of OCHA with various agencies, funds and programmes.

Supervisors will be encouraged to recognize high performance through letters of merit, certificates, citations or simple "thank you" messages from senior managers.

Addressing underperformance for a culture of accountability



To ensure OCHA is using resources in an effective and accountable manner, managers will be held accountable for consistently addressing poor performance, no matter how difficult, uncomfortable or challenging the situation may be, so as to ensure we are utilizing our resources in an effective and accountable manner. In turn, staff are obliged to also cooperate with this process. To reduce the likelihood of poor performance, managers are expected to take preventive actions, including:

- Communicating clear performance goals and expectations to staff members
- Providing regular and frequent feedback on performance
- Recognizing good performance, informally and formally
- Making full use of the initial period of the appointment for new staff members
- Ensuring that staff are making the most of development opportunities

In cases of underperformance, managers will systematically document the issues and counsel staff on expected improvements. Where no improvement is seen, the formal process for addressing poor performance will be instigated, including appropriate administrative action in consultation with Human Resources. All OCHA managers will have access to support mechanisms at

OCHA to guide their work with underperforming staff. OCHA will provide opportunities for managers to develop their skills in performance management through regular learning programmes. Human Resources will provide expertise to address underperformance and collaborate with managers to explore options for a systematic, fair and transparent procedure to remedy performance.

Actions

- OCHA will guide and support managers to approach performance management as a proper evaluation tool to provide constructive feedback, acknowledge and reward good performance, and address issues of underperformance through remedial action and targeted training.
- OCHA will recognize high-performing staff for talent pools.
- OCHA will provide opportunities for all staff to enhance their performance through a range of means, including mentoring, coaching, learning and development.
- OCHA will proactively address issues related to staff not meeting performance expectations and ensure procedures to remedy performance.

Every day, OCHA personnel demonstrate their extraordinary commitment to the organization's mission against a backdrop of increasing demands from affected communities and our partners, and round-the-clock accessibility and protracted assignments in sometimes insecure, isolated and difficult environments, and areas afflicted by conflict, violence and disaster. OCHA recognizes that this commitment can come at a cost, particularly when workloads are heavy and resources constrained.

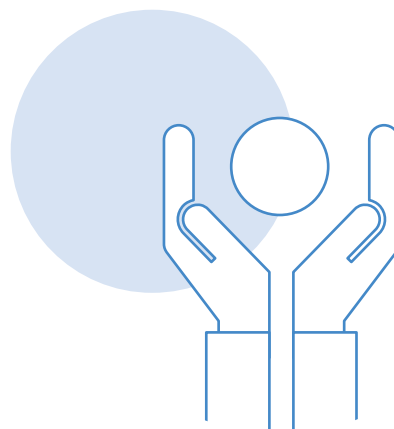
OCHA has a duty-of-care obligation for our personnel. This duty is particularly pronounced in high-risk environments. OCHA must meet our duty of care while also delivering on our mandate. The High-Level Committee on Management defines duty of care as “a non-waivable duty on the part of the organization to mitigate or otherwise address foreseeable risks that may harm or injure its personnel and their eligible family members.”

As part of the duty of care, OCHA will foster an environment that values people as our greatest resource, and put in place processes that promote the health, security and well-being of our people serving in all duty stations in an atmosphere that is respectful, empowering, caring, and free of harassment and discrimination.

Special attention will be paid to ensuring support for female staff, in line with the Secretary-General's commitment to ensure gender equity at all levels of the UN by 2030, and support for staff with disabilities, in accordance with ST/SGB/2014/3.

This essential responsibility is grounded in good management practice, and a healthy, secure and motivated workforce is necessary for an organization to be able to deliver on its mandate and attract and retain talent.

Health and well-being



OCHA understands health as “a state of complete physical, mental and social well-being, and not merely the absence of disease or infirmity.” A healthy workforce is vital for the effective functioning of OCHA.

OCHA personnel have a primary responsibility to ensure that they are following medical instructions and guidance and practising self-care for their own health. However, medical advice and services must be accessible to OCHA personnel and their families wherever they are deployed. OCHA will ensure that our personnel are informed on how to access these services, including information on medical insurance. OCHA will also work closely with UN Medical Services to ensure that all personnel deployed to the field, whether on a temporary or long-term basis, are medically cleared, with up-to-date vaccinations and a medical kit.

OCHA will also publish standardized medical evacuation procedures to make sure all staff and managers are aware of this critical procedure. In the event of a medical evacuation, OCHA personnel will be appointed a Human Resources (HR) focal point to ensure they have the necessary administrative support and advice before, during and after the medical evacuation.

OCHA acknowledges that the underlying stress associated with working in humanitarian operations can lead to health issues, including negative coping mechanisms, depression and burn-out. The 2015 OCHA Welfare Health Assessment noted that a lack of reciprocity between effort and potential rewards, i.e. an effort-reward imbalance, leads to emotional distress and other negative health effects. The long-term effects of these health issues cannot be underestimated. OCHA will support our personnel by referral to health professionals, and by ensuring that affected personnel have adequate time to recuperate and recover without perceived or actual adverse career consequences.

OCHA’s induction programme will include specific material on well-being, including how staff can contact the OCHA Staff Counsellor/Welfare Officer and the UN Staff Counselling services.

The most senior OCHA staff member in each field location is responsible for ensuring that options for welfare and well-being are identified and communicated to personnel.

Where possible, options on welfare-sharing arrangements with other UN agencies should be made. The responsibility includes collaboration with the OCHA Welfare Officer, staff and local interlocu-

tors to identify resources and opportunities for addressing stress and other areas of concerns, such as isolation and separation from family and friends. This requirement will be monitored through the annual performance management cycle of the Head of Office and staff surveys. A staff member's well-being can also be affected by not receiving the required administrative support, causing delays in salary or other payments of entitlements. To mitigate administrative-related stressors, OCHA will formalize an escalation procedure to

ensure these matters are addressed in a timely and professional manner. In addition, OCHA will enhance the efficiency of the administration by ensuring clients are better informed on policies, entitlements, and the roles and responsibilities of various offices, and by streamlining internal administrative processes to ensure timelier processing of entitlements in line with the Secretary-General's management reform efforts to make the UN more nimble, effective, transparent, accountable, efficient, pragmatic and decentralized.

Safety and security



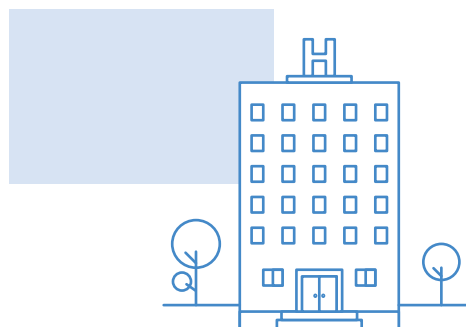
As per the UN Department of Safety and Security's Security Policy Manual, "the primary responsibility for the security and protection of personnel employed by United Nations system organizations, their spouse and other recognized dependants and property and the organizations' property rests with the host Government. (...) The UN has a duty as an employer to reinforce and, where necessary, supplement the capacities of host Governments to fulfil their obligations in circumstances where UN personnel are working in insecure areas which require mitigation measures beyond those which the host Government can reasonably be expected to provide."

The goal of the UN Security Management System is to enable the conduct of UN activities while ensuring the safety, security and well-being of personnel and the security of UN premises and assets. OCHA commits to providing our personnel with the

appropriate personal protective equipment and support, and to implement risk management measures in offices and residences, as decided by the Designated Official with the Security Management Team, and as required by the Security Management System Policy, Security Risk Management, Minimum Operating Security Standards and Residential Security Measures. OCHA will advise staff of training requirements and provide timely training opportunities to meet the requirements.

Staff will be held responsible for adhering to all laws of the host country; complying with all UN system security regulations and procedures at the duty station, both on and off duty; obtaining the necessary mandatory security clearance prior to any travel; comporting themselves in a manner that will not endanger their safety and security or that of others; and attending and completing security training relevant to their level and role.

Management of critical incidents



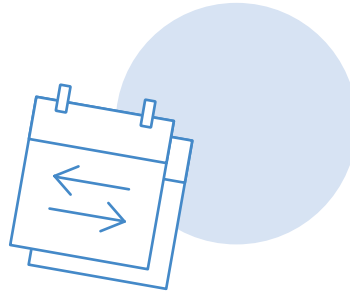
Despite the implementation of all reasonable physical and psychological risk management measures, critical incidents may occur, including death or serious injury. For staff who have experienced a critical incident, OCHA will ensure access to the resources needed to manage the physical, emotional and psychological effects of the incident. All staff affected by critical incidents will be appointed a HR focal point within 24 hours. The HR focal point will maintain frequent communication with the staff member or, if necessary, with an immediate family member on administrative matters, including ensuring that claims for entitlements and compensation are handled in a timely and professional manner.

The OCHA Welfare Officer will support staff, including directing them to available medical, psychosocial and other resources. Affected staff will also be advised on medical and psychological support and resources that are available for them and their families. The OCHA Welfare Officer and HR focal point will also help to support the staff member's transition back to work following the necessary recovery time from the critical incident. To trigger the appropriate response mechanism, staff and supervisors must ensure that any staff mem-

ber affected by a critical incident is reported on an urgent and mandatory basis to the Head of Office of the specific duty station and to the Chief of Human Resources.

The OCHA Guidelines on the Redeployment of Staff after Critical Incidents outline potential short-, mid- and long-term options for affected staff. OCHA will develop Standard Operating Procedures in consultation with affected stakeholders clearly outlining roles and responsibilities of concerned parties. The Critical Incident Review Committee, overseen by the ASG and supported by Human Resources, will ensure temporary or long-term placement decisions in those instances where action is required at a higher level for a mid- or long-term solution.

Work-life balance



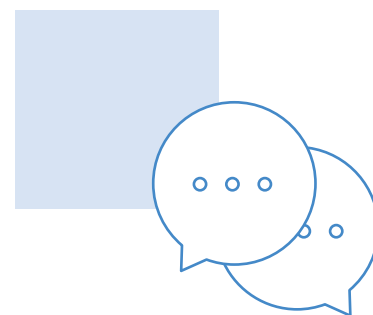
OCHA recognizes that all personnel will require some specific arrangements to manage their professional, private and family obligations. As part of this recognition, supervisors are responsible for planning the work in such a way as to encourage and enable all staff members, including themselves, to take annual leave, home leave, and rest and recuperation as due, and not to delay annual or home leave, except for emergency operational requirements. Rest and recuperation leave (when applicable) is essential for the health and well-being of all staff and should not be delayed.

Staff members can avail of flexible working arrangements under ST/SGB/2003/4 in the form of staggered working hours, compressed working schedule (ten working days in nine), scheduled break for external learning activities, or work away from the office (telecommuting), all subject to local conditions, priority requirements of the individual office and the supervisor's approval. The current framework on flexible working arrangements is under revision, so the policy may allow for more flexibility

in working arrangements, especially in the area of telecommuting, in the near future. Supervisors are encouraged to support staff to avail flexible working arrangements in all duty stations so long as they are supported by the local operational considerations and work exigencies.

In line with OCHA's commitment to the advancement of women within the UN, and to reach gender parity, special consideration will be made to support female staff, including, but not limited to, requests for flexibility. Supervisors are committed to ensuring that OCHA's work culture supports a woman's and parent's ability to advance professionally. Although Special Leave without Pay is not an entitlement, it is available in circumstances such as child care following maternity, paternity or adoption leave, for parental care, for family reunification when a staff member needs to relocate because of the movement of a spouse or partner, or for the pursuit of an advanced degree.

Encouraging and maintaining a harmonious and cohesive work environment



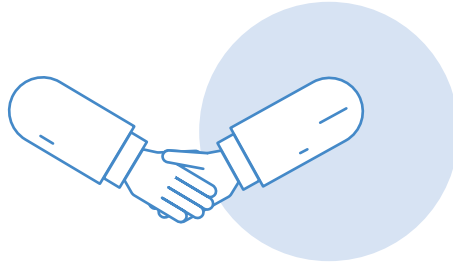
A harmonious and cohesive work environment increases the likelihood of staff satisfaction, and it improves productivity and the quality of the work experience. OCHA staff and supervisors are expected to work together to foster a harmonious and cohesive working environment to support OCHA in efficiently and effectively achieving our organizational objectives. In situations where working relations inhibit a harmonious and conducive environment, staff are expected to constructively raise this with concerned colleagues, line managers and/or HR staff. The United Nations Ombudsman and Mediation Services is another resource to call on for support to resolve tensions and disputes, including through coaching and mediation.

The Secretary-General's bulletin ST/SGB/2008/5 outlines accountabilities for all staff to foster a working environment that is free from harassment, discrimination and abuse of authority. The policy applies to all OCHA personnel, including staff members, consultants, contractors, gratis personnel and interns. The bulletin stresses that all staff members have a duty to take preventive measures or remedies, and when prevention has failed, to protect staff from further exposure to the prohibited conduct. Staff are expected to familiarize themselves with the bulletin to understand and uphold their roles and responsibilities.

Staff are also reminded that for the purpose of ensuring that the Organization functions in an open, transparent and fair manner, the Secretary-General has protections in place for individuals who report misconduct or cooperate with duly authorized audits or investigations. The protections against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations is outlined in ST/SGB/2017/2.

There will also be a UN Secretariat Staff Engagement Survey as part of the Secretary-General's overall management reform to assess the UN's organizational culture as it applies to specific organizational priorities and mandates, and also to identify and improve staff capabilities that support achievement of UN mandates. Based on the survey results, each department, office or mission, including OCHA, will have to undertake action planning in priority areas identified for strategic improvement through the survey. OCHA will also expand on the use of exit interviews as a means for collecting data, information and lessons learned on OCHA staff engagement, and identify priority areas where changes or improvements need to be made in order to retain more staff.

Building a culture of trust



An organization's culture is defined as a system of shared assumptions, values and beliefs that governs how people behave in an organization and significantly influences what an organization can accomplish. OCHA staff are committed to the work and ideals of this organization. To this end, staff and management must work together to build a culture of trust within OCHA. This culture of trust includes the following:

- Staff should be able to trust that managers are making sound and fair decisions based on the relevant regulatory framework and good management practice, and that those decisions are being communicated to all involved in a transparent and timely manner.
- Managers must be able to trust that staff are working professionally, with integrity, and conducting themselves in an ethical and professional manner and in compliance with their obligations under the UN staff rules and regulations towards the benefit of the Organization.
- Staff should be able to trust that their management and administration are working efficiently, transparently and with accountability.
- Staff and managers should feel comfortable to express themselves in a constructive and professional manner without fear of retaliation,

but they must also be able to listen to constructive feedback from others.

Building this culture of trust is a joint responsibility of OCHA staff and managers and all OCHA staff will be expected to uphold the above in their daily roles and responsibilities. OCHA management will also ensure managers are receiving feedback from staff and staff representatives through a formal complaints/feedback mechanism and engaging in a constant dialogue to support this important initiative.

Actions

- OCHA strives towards an environment that values people as our greatest resource.
- OCHA puts in place processes and practical solutions that promote the health, security and well-being of our people serving in all duty stations.
- OCHA will ensure an atmosphere that is respectful, empowering, caring, and free of harassment and discrimination.
- OCHA staff and managers will work together to build a culture of trust, transparency and accountability within our organization.

Within the framework of the “Creating a Better OCHA” document, a People Strategy and a Management Committee, chaired by the OCHA ASG, will be established. The committee will oversee people and talent management across OCHA and the implementation of the OCHA People Strategy.

The People Strategy and Management Committee will be responsible for developing a four-year action plan, in an order of priority, and for ensuring that the strategy’s objectives are being consistently met across OCHA. We recognize that the strategy has many ambitious goals and targets and not all can be achieved right away. The purpose of this OCHA People Strategy is to outline a vision of the organization that we want to be in the area of people management.

The committee is envisioned to address the implementation through a holistic approach, looking at solutions through various lenses from across OCHA, and to take into account the Secretary-General’s reform efforts. The implementation plan will have agreed realistic milestones for delivery in terms of short-, mid- and long-term priorities. Once defined, progress will be measured against these benchmarks and adjusted where needed.

The OCHA People Strategy is not an end in and of itself, but rather a living document that will continue to incorporate the changes and innovations dictated by operational realities in the internal and external environments, including those emanating from within OCHA and the UN reform agenda.

OCHA management remains committed to all the principles set out in the OCHA People Strategy, including the four main ones outlined below:

- OCHA is committed to the timely recruitment of diverse geographic and gender talent, and the concept of a mobile and flexible workforce.
- OCHA is committed to a strategic approach to effectively equip personnel with up-to-date skills and knowledge to meet organization demands and stay current in the ever-evolving humanitarian context. Ensuring staff have access to learning opportunities is a critical element, including emphasis on field and headquarters staff, and staffing groups across the Professional, National Officer and General Service cadres.
- OCHA is committed to a culture of performance management from a compliance and engagement perspective that rewards high-performing staff and has a culture of accountability for underperformance.
- OCHA is committed to an environment that values all of personnel as our greatest resource, and that promotes the health, security and well-being of our people serving in all duty stations, including a healthy work-life balance, in an atmosphere that is respectful, empowering, caring, and free of harassment and discrimination. Staff and management are committed to building a strong culture of trust and ongoing dialogue within OCHA.



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