



# Global Information Management Functional Team (GIFT)

Standards and skill sets for  
newly recruited  
Information Management Officers

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# Background

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The Global Information Functional Team (GIFT) IM Standards and Skill Sets working group was established in March 2019 with the primary goal to address gaps in the existing IM job profiles. The group worked against two main criteria:

1. Current IM profiles are outdated and, in most instances, do not reflect the range of tasks that IMOs actually perform on a regular basis.
2. There are critical skills we either need to create new profiles for or incorporate into existing profiles.

These skills need to be accurately reflected as they affect both recruitments and capacity building efforts of the organization.

On the premises that the work of the GIFT enables functional excellence in the field of Information Management, the group based its work around these key assumptions:

- There is a recognized organizational need to revise IM skill sets.
- Skill sets and competencies are cross-cutting as opposed to individual technical competencies.
- By revising IM profiles, we could appeal to a larger pool of candidates, contributing to improve geographic and gender diversity.
- By identifying new skill sets, we have an opportunity to up-skill existing staff in addition to recruiting new staff with newly identified skills.
- We will identify skill sets that will enable IMOs to work more fluidly with and better complement other key functions (e.g. PIOs, HAOs).
- There is a range of skills our IMOs are already putting at the service of the organization and that merit recognition through more formal TORs/JDs.
- As our IM vision is to have a clearer role to play towards achieving situational awareness and analysis, it is critical that new, more analytical skill sets are identified and embedded into our workforce.



# How does IM contribute to Situational Awareness?

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Situational Awareness places at the forefront of our work the ability to make the best informed, principled decisions within the context of available evidence and interpretation of facts with the vested interest of meeting the most pressing needs of affected populations.

In this context, management of information and the analytical processes that are associated with it need to be evidence-based and allow decision-makers to make informed, sound decisions in a fast-evolving humanitarian setting.

The group made two key considerations:

1. Over the next five years, we need to ensure that the IM workforce can count on the right people for the right job at the right time. This can be achieved by incorporating skill sets in our IM profiles that the group identified as core requirements to achieve functional and more broadly, organizational excellence.
2. If we develop new standards/requirements for newly recruited IMO's, we will contribute to more effective and efficient recruitment through a suite of versatile job descriptions - to be accompanied by proper HR guidance for hiring managers.



## Methodology

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The group worked against three core outcomes:

- I. Identify major gaps in key skills and competencies.
- II. Update the IM skill sets and roles currently in the IM toolbox, with a view to constructing new JDs through various applicable components.
- III. Work with EO/HR/OAD on a suitable process to formalize the new JDs.

The group started its work with a thorough review of the frameworks that underpin the current direction of OCHA's work, discussed with key business areas what skills are needed from the IM function to help OCHA achieve its core organizational goals and mandate.

This included a thorough revision of the current IM profiles and of the skill sets as laid out in the IM Toolbox, comparing each one with the reality of today's IM work, especially in the field. This analytical process including assessing the demand on IM staff – from both the management and external clients – aiming to identify what skills we, as an organization, possess, which skills we

require which our current workforce does not have, and finally which skills our IM workforce is putting at use the most vis-a-vis their actual roles and responsibilities.

Steering away from business as usual, OCHA has become a more agile organization, and one who has committed to nurture, promote and retain talent. At the same time, we have become more aware of the skills required to meet the growing demand of the fast-paced environment we work in.

So, what do we need to meet such demand?

The group worked with colleagues from different functions, backgrounds and expertise, which brought the necessary inter-disciplinary analysis and perspective to the process.

The group highlighted some important aspects of this process:

- IM is an overarching function, so an interdisciplinary team devoted to the new profiles drafting will be valuable and necessary.
- We need to align this work with the work done by the GIFT Diversity group.
- As a general consideration, the work of the GIFT should be included in people's workplan, given its important ramifications and the commitment it requires.

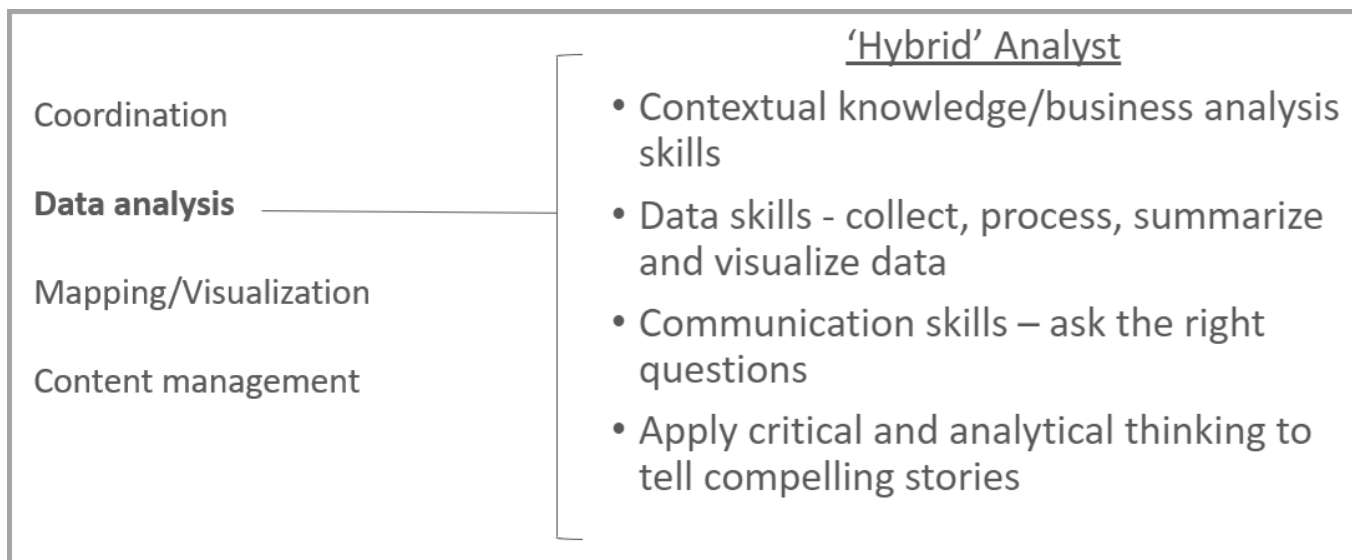


## Beyond the technical connotation of IM work

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IM work is not just about technical work. Our IM workforce deals daily with data gathering and analysis, coordination, partnerships and staff management, among others. Yet, if we look at today's IM job profiles, they do not adequately reflect the reality of our IM work.

A practical example is the work behind managing data. From the ability to collect, analyze, verify and summarize data, to the ability to discern what data is needed based on the use, data analysis encompasses a wide range of skills into one individual profile:



## Survey: Key Findings

A survey was conducted among all current IMOs at OCHA, to gather data around what IM work in the field actually entails, looking at level of involvement of staff in specific aspects ranging from more specialized areas such as Data Visualization to soft skills-based areas such as Coordination.

60 respondents took the survey. In line with the findings of the Gender and Geographic working group, given the prominence of male vs female staff in IM community, most respondents were male – 70.7% Male / 29.3% Female.

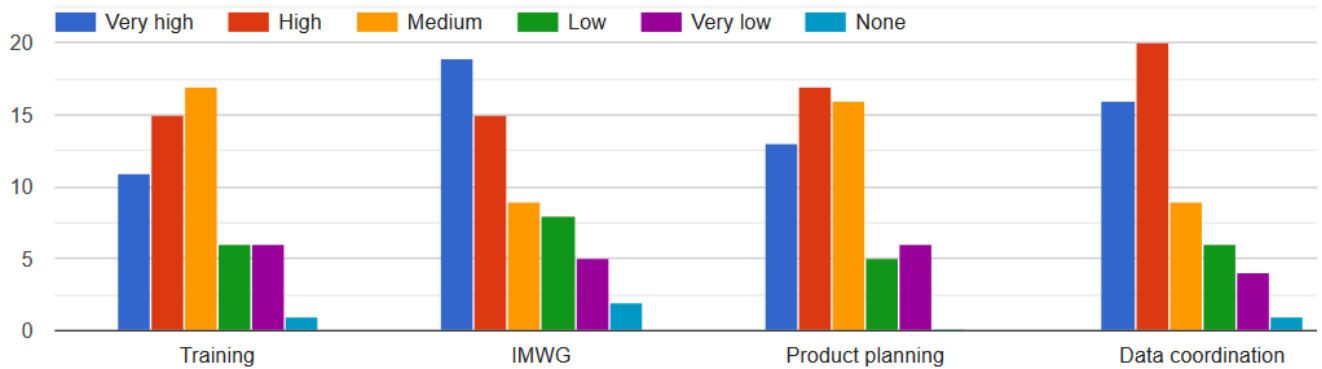
Respondents unanimously agreed on four overarching considerations:

- I. The newly identified skill sets reflect the reality of what IMOs in many instances are already doing - whether data analysis or content management - despite this not being appropriately reflected in current Job Descriptions.
- II. Trends have changed, the environment we operate in has too, and so has the demand on us. We must adapt to such changes.
- III. Most of our products have a visual component. A map is a type of visual. Data is only effective if presented in a visually compelling manner. Snapshots are visuals. So, de facto one of the skill sets identified - visualization - is already in high demand today. But are we able to meet such demand?
- IV. We are headed towards different kinds of products - for instance, interactive BI dashboards. Those require technical skills but also solid understanding of data collection and validation processes. It is therefore imperative that we upgrade IMOs skills and help them become more fluent in this new language.

Data shows the amount of work IMO are currently doing in five fields:

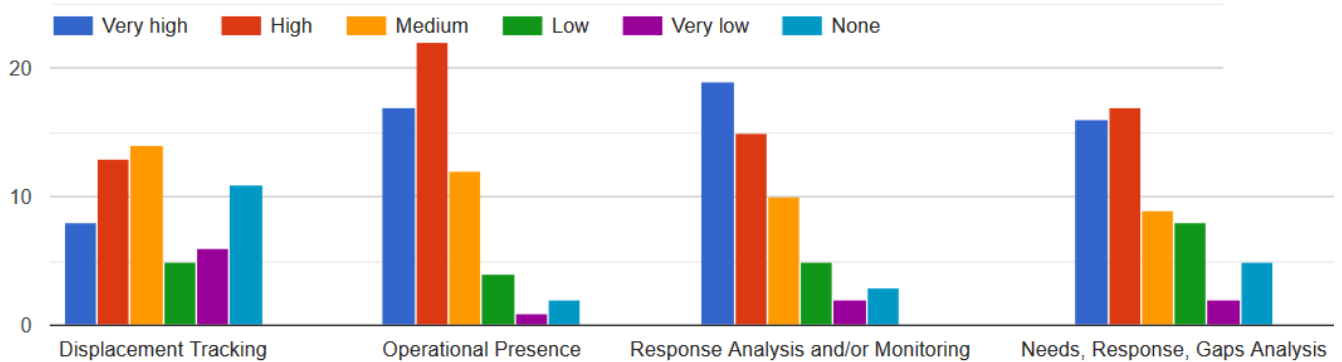
- **Coordination**

Coordination: what is your level of involvement in each of these activities?



- **Data Analysis**

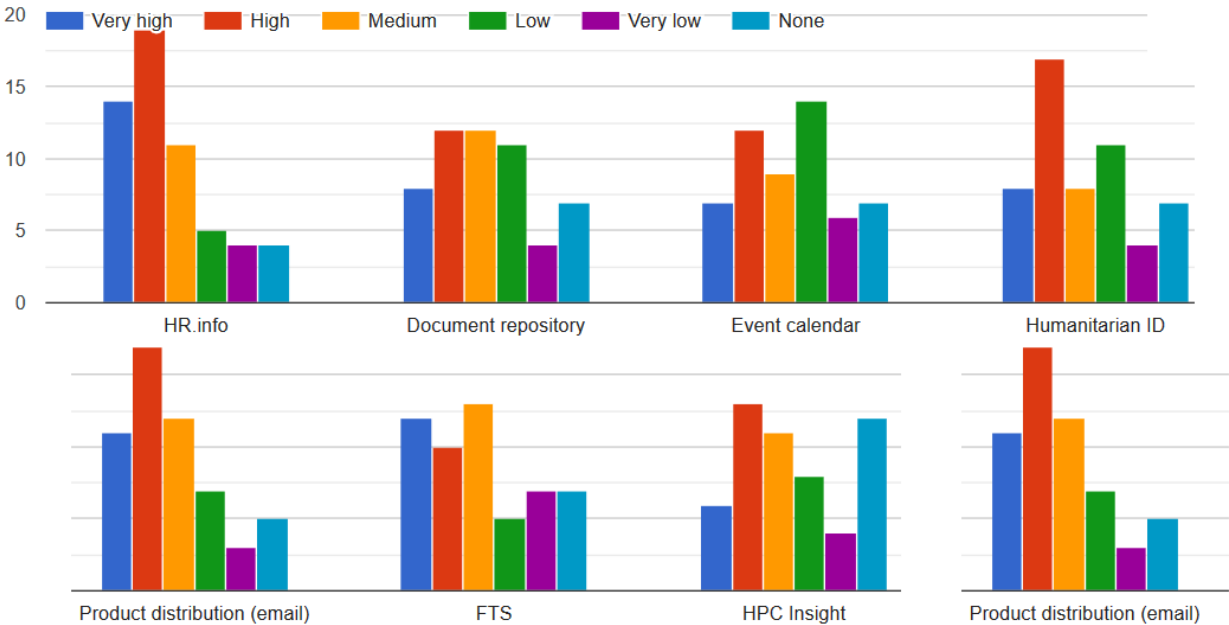
Data Analysis: what is your level of involvement in each of these activities?



- **Content Management<sup>1</sup>**

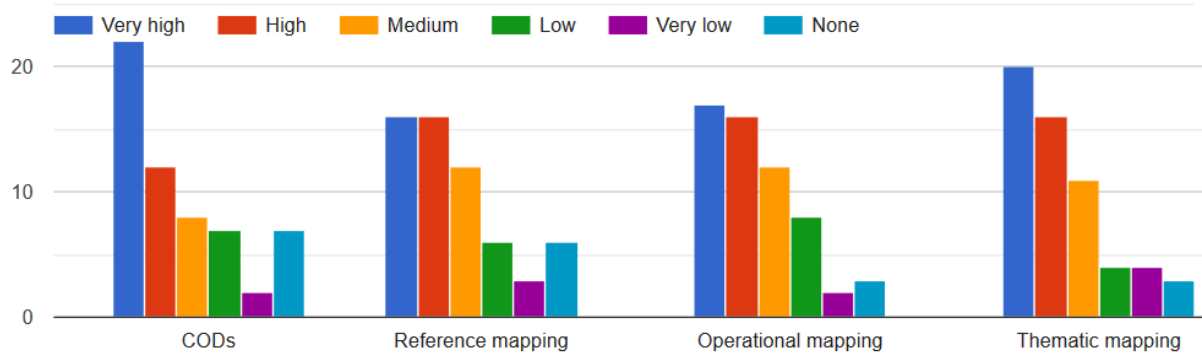
<sup>1</sup> Note: data refers only to areas where CM work is most prominent.

Content Management: what is your level of involvement in each of these activities?



• Mapping

Mapping: what is your level of involvement in each of these activities?

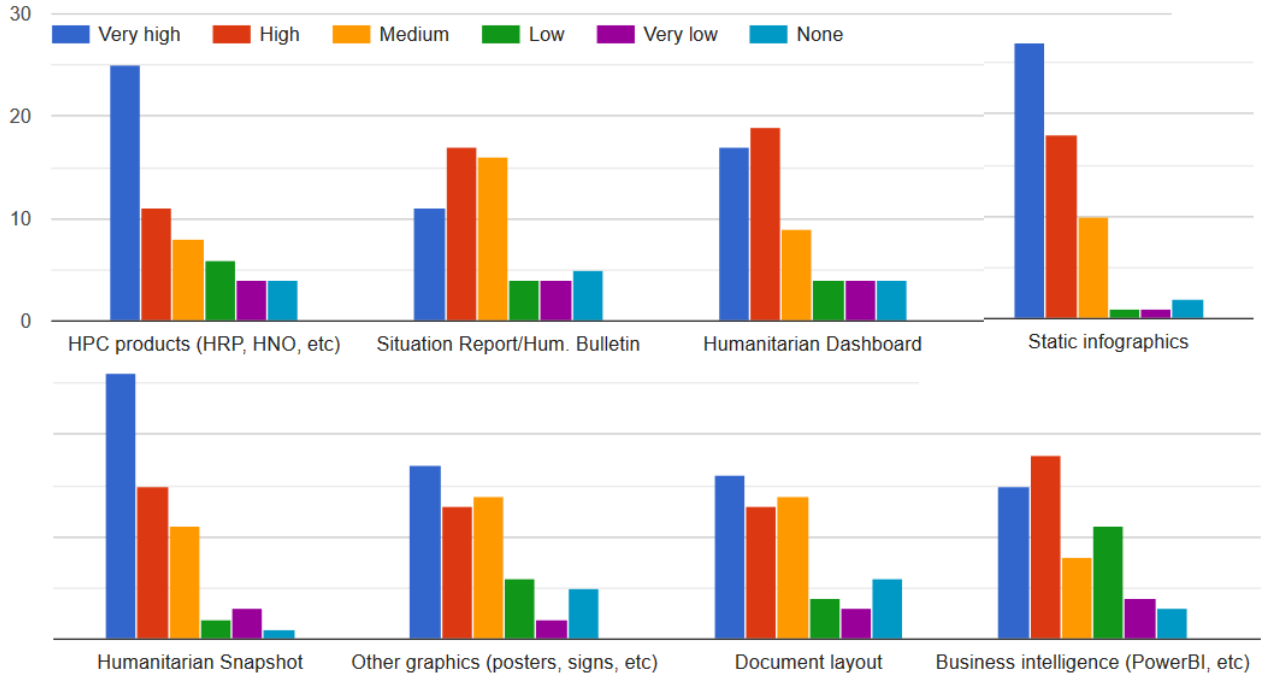


• Visualization<sup>2</sup>

<sup>2</sup> Note: data refers only to areas where CM work is most prominent



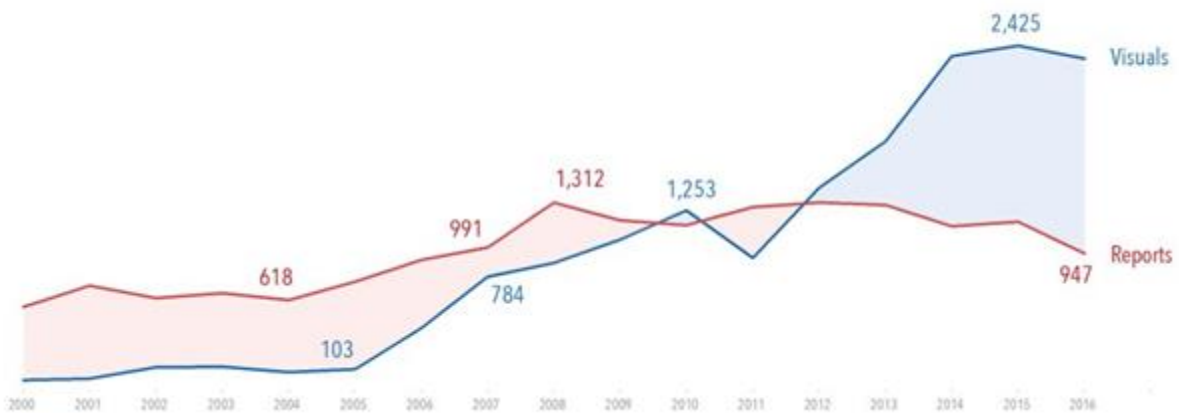
Visualization: what is your level of involvement in each of these activities?



## Key Conclusions

An in-depth analysis of existing IM profiles was undertaken, compared against the survey results and the cross-functional consultations conducted. This led the team to three main conclusions:

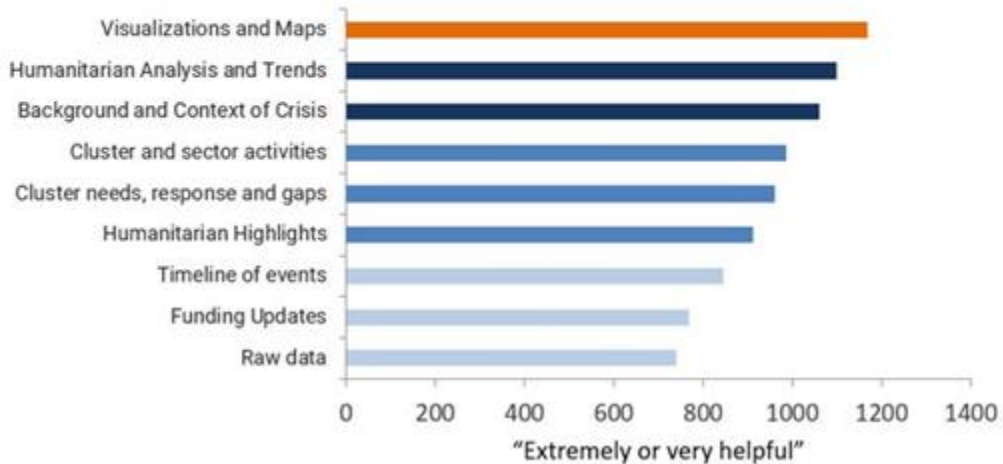
1. The demand for visual products has literally exploded (see below chart). Today, almost all IM products has a visual component. The visual component enables us to communicate and advocate more effectively and to repurpose IM products for a variety of reasons/audiences, including storytelling on web and social media platforms.



2. The IM products with a strong visual component are the most in demand. These often accompany more traditional reporting products - adding to the analysis or showing trends. And the demand for good, compelling visuals continues to grow.

## What information in OCHA's products do you find most useful?

- As expected, **visualizations** and **maps** are the most useful element of OCHA's reporting
- Accurate humanitarian **analysis, trends** and **background** information provide OCHA with a unique comparative advantage in the humanitarian space



This graphic refers to the findings of the survey.

3. Many of our products require a wider set of skills - from data gathering and analysis to content management, visualization and communications/outreach. This blend of skills will, especially in smaller offices, need to be undertaken by only a few staff.

## HIGHLIGHTS (1 week ago)

- Covid-19 preparedness and response scaled up
- Government has announced various COVID-19 control measures
- Gu rains have started with moderate to heavy showers
- Thousands of people displaced in Lower Shabelle region
- SHF to allocate US\$22 million but more resources needed



## KEY FIGURES

**4.1M**

# of food insecure people

**1.3M**

# of people in emergency and crisis

**2.8M**

# of people in stress

**1M**

# of children projected to be malnourished

**2.6M**

# of internally displaced persons

## FUNDING (2019)

**\$1.1B**

Required

**\$899M**

Received



FTS

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## ANALYSIS (1 week ago)

### Coronavirus (COVID-19) preparedness and response scaled up across Somalia

In conjunction with Somali authorities, UN agencies and partners in Somalia have consolidated the humanitarian components of the integrated Country Preparedness and Response Plan (CPRP) to address the humanitarian consequences of the coronavirus (COVID-19) pandemic. The two-pronged plan, which aligns with federal and state plans, focuses on scaling up specific COVID-19 related interventions, mainly by reinforcing healthcare services, while maintaining critical programmes and activities within the 2020 Somalia Humanitarian Response Plan (HRP).





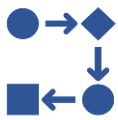
## Four new IM profiles

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Based on the data collected throughout the process, and in light of the evidence collected around to the reality of today's IM work, the group identified four core sets of skills and specializations which are currently not reflected in our IM job profiles:

- Data Visualization
- Coordination
- Content Management
- Analyst

For each one, the group elaborated on contextual analysis, rationale and a detailed list of skills - required and desirable - under each profile. The group also undertook a survey among IM staff to gather feedback on the newly identified profiles while getting a good understanding of the reality of IM work, the demand and the main gaps we are facing in terms of skill sets and know-how vis-a-vis the reality we operate in.



### Data Visualization

#### Summary of findings

Data visualization entails a set of skills that is increasingly utilized across all operations and business areas.

The reality seems to indicate some confusion between data visualization and mapping skills. The distinction is critical. We need to reduce the likelihood of hiring GIS officers who don't have the design and communication skills required to do good visualization, or designers who don't have the ability to manipulate GIS and other kind of data.

Overtime, we have seen how critical visualization is to our ability to 'tell a story', to show impact working with technology, analyzing data, and creating well-designed products that all our audiences can understand and utilize.

Collecting, analyzing and presenting data and information using visuals - whether maps, charts, diagrams or infographics - while being able to create compelling products such as snapshots, interactive dashboards, and spatial analysis through maps would give our IM workforce the ability to cross-over IM and use IM products to communicate and advocate while informing.

## Rationale

Given the dramatic increase in the use of visual products in OCHA, this review provides a unique opportunity to bring together Mapping and Visualization skill sets into a single skill set that comprehensively covers all visuals used by the IM function to support coordination, advocacy and situational awareness.

OCHA’s visual products are most effective and in-demand when they combine a variety of visual data. Infographics are understood to have the highest visual impact while retaining the rich data – in fact, most OCHA offices produce infographics - whether to accompany a Situation Report or to show funding progress in a given context.

The proposed Data Visualization skill set will allow for improved analysis and product development to support effective decision-making. The proposed skill set is also considered an important step towards:

- ✓ Modernizing and advancing OCHA’s IM workforce by instituting a combined profile that is increasingly utilized across all operations and business areas.
- ✓ Aligning more efficiently IM with other functions that are critical in field operations (for instance, communications, digital communications, outreach) which do require a strong visualization component.

This joined-up approach aims to reduce the likelihood of hiring strictly technical profiles (for instance for cartography) without the necessary design skills, or designers who don’t have sufficient understanding of data. The Data Visualization profile will strengthen OCHA’s ability to ‘tell a story’, working with technology, analyzing data, and creating well-designed, professional products. Clear-cut cartographic and visualization profiles can still be used within larger teams.

## Skill set description

Current	Proposed
<p><u>Mapping</u>: The mapping skill set is about using geographical information systems (GIS) and other tools to analyze and present spatial data. Mapping includes working on spatial common operational datasets (CODs), creating reference and operational maps, and using GIS to perform spatial analysis.</p> <p><u>Visualization</u>: The visualization skill set is used to turn information into insight and knowledge. It involves taking complex data and presenting it in a format that is easy to understand and tailored for a specific audience. Visualization is used to create products such as snapshots, dashboard and infographics.</p>	<p><u>Data Visualization</u>: Data visualization is about turning data and information into insights and knowledge using visual representations such as maps, charts, diagrams, and infographics. It involves a combination of skills ranging from communications, technology, data and design. Data visualization is used to create products such as snapshots, interactive dashboards, and spatial analysis through maps. Advanced GIS skills may be added if necessary.</p>

## Skills required

(HM to select and prioritize as needed)

- Mapping skills using tools such as ArcGIS, QGIS, MapBox
- Knowledge of design principles for effective data visualizations
- Knowledge of CODs
- Knowledge of HXL
- Excellent knowledge of Excel
- Excellent analytical skills
- Ability to work with large amounts of information and see the 'bigger picture'
- Communication skills, both written and oral
- Critical thinking: able to look at numbers, trends, and data and formulate conclusions based on findings
- Knowledge of visualization tools such as PowerBI, Tableau, Qlik, Adobe Software
- Advanced GIS skills (if required by the office)



OCHA's New Operating Model builds on structures, processes and people capable of working across functions flexibly and interchangeably. Since the ability to coordinate - internally and externally - is a core skill set for OCHA, this profile would provide coherence within and across functions (e.g. creating solid linkages between Coordination and IM), but also an opportunity for career progression for IM generalists who possess coordination skills and could therefore be afforded the opportunity to access middle/senior management positions.

## Rationale

OCHA's New Operating Model (NOM) is intended to enhance the cohesiveness and performance of the organization across all functions, reducing internal boundaries and maximizing the use of existing knowledge and resources. Therefore, expanding and strengthening the coordination skill set is a key step towards effective implementation of the NOM.

This skill set focuses on affording information management generalists an opportunity to broaden their exposure and experience, so as to become more marketable – for possible cross-functional job opportunities and for those who aspire to middle/senior management positions.

This skill set will also enable IM to branch out to other Functions and ensure more cross-cutting collaboration and cohesiveness.

## Skill set description

Current	Proposed
<p>This is primarily a set of 'soft-skills'. It includes:</p> <ul style="list-style-type: none"> <li>▪ Management of an IM team</li> <li>▪ Coordination with partners through an IM Working Group</li> <li>▪ Advising the Head of Office on IM issues, recruitment, planning and day-to-day management of products and people, including the responsible use of humanitarian data.</li> </ul>	<p>This skill set includes:</p> <ul style="list-style-type: none"> <li>▪ Management of IM, analysis and assessment teams/networks</li> <li>▪ Advising management on Humanitarian Programme Cycle (HPC) planning and roll out, including Humanitarian Needs Overview, Humanitarian Response Plan, Periodic Monitoring Review etc.</li> <li>▪ Delivering solid situational analyses to other OCHA business areas to support operational decision making, contingency planning, funding allocations, etc.</li> <li>▪ Managing the day-to-day work of an IM and Analysis Unit, including work planning, recruitment, performance management</li> <li>▪ Managing and supporting the provision of common services and products</li> <li>▪ Establish networks, including liaison with humanitarian partners, donors, government counterparts etc.</li> <li>▪ Understand and therefore support all OCHA functions in developing integrated reporting frameworks - e.g. Humanitarian Financing, Access and CMCoord reporting on common elements.</li> <li>▪ This role may also include serving as the Officer in Charge in the absence of HoO/DHoOs.</li> </ul>

## Skills required

(HM to prioritize and select as needed)

With an emphasis on 'soft-skills', the coordination skill set requires:

- Knowledge of a range of thematic issues (Protection, Access, GBV, SADD, deconfliction, etc.) with the ability to address complex problems with technical convergence, and an ability to communicate complex, technical content to non-technical audiences.

- Knowledge of the functional priorities of other technical experts in OCHA (CBPF, CMCoord, Policy, Access, etc) to identify problems and suggest methodical solutions.
- In-depth knowledge of the HPC, including the range of issues that needs assessment, response planning and monitoring and associated platforms entail (in support of the HPC rollout in a crisis).
- Ability to advocate for, and promote information management within, across and outside the organization.
- Ability to support and create advocacy opportunities based on technical expertise and available data.
- Ability to understand the information needs of various stakeholders and act as a bridge between technical and non-technical teams, facilitating effective two-way communications.
- Ability to build networks and manage relationships with all partners, including donors, government, UN organizations, NGOs, etc., leading technical task forces within respective operations to facilitate evidence-based decision making.
- Ability to design and deliver a comprehensive capacity-building package on IM in humanitarian response along with other units and partners.
- Ability to be an effective humanitarian diplomat by setting up an enabling environment to generate a productive dialog built on evidence-based information.
- Familiarity with OCHA's Data Responsibility Guidelines (or other comparable data responsibility guidelines).
- Familiarity with technical IMO skills and understanding of how to leverage these skills in support of effective coordination.



## Content management

### Summary of findings

Information management and digital presence go hand in hand. Any type of content today is produced, tested, hosted and shared digitally. But this can only be sustained if our staff has some 'fluency' in handling basic aspects of content management.

Content management (CM) is not only the process of organizing and consolidating pieces of content (text, graphics, multimedia) and their related tagging in the most efficient way. It is also about storing such contents one time in a main repository, which is known as a content management system, to be republished on multiple platforms and in a variety of formats.

In line with ongoing efforts to rationalize the way we store and share information, this skill set would ensure that staff become acquainted with basic CM principles and practices. By doing so, we would align IM and PI teams, who manage content in public facing web platforms.

## Rationale



Content management has become an essential component of information management in recent years. The increment of digital content produced in the humanitarian space and the proliferation of digital tools and platforms to manage it require not only for content management experts to further develop their skills, but for all OCHA staff to become “fluent” in content management principles and practice.

Some offices have aligned content management closer to public information teams, primarily to manage content in public-facing websites and tools. Other offices have kept content management within IM units. A third group have created joint PI-IM-Analysis units, with content management experts supporting both IM and PI processes and devising content production strategies (advising on best formats, data collection workflows, dissemination channels etc.).

With appropriate guidance on standards and processes, this skill set can help manage HPC tools and assessment/analysis projects, together with maintaining other corporate digital assets. This skill set should be added to existing profiles as necessary to have at least one CM focal point and one backup per office (based on team size).

## Skill set description

Current	Proposed
<p>CM is about making information easy to find and manage. Content management includes overseeing information sharing platforms such as HID and HumanitarianResponse.info, to make sure the content is up-to-date and easy to find, overseeing document management systems and doing data entry and basic processing. CM also includes working with partners to make sure they contribute data and information to common systems like FTS and OPS.</p>	<ul style="list-style-type: none"> <li>- CM is about making information easy to find and manage. The role would normally involve overseeing information sharing platforms like ReliefWeb, HumanitarianResponse.info, HID, Humanitarian Data Exchange, and other digital platforms such as unocha.org, to make sure the content is up-to-date, appropriately classified and disseminated to the right audiences, timely and relevant, reflecting each office’s priorities.</li> <li>- For this purpose, content managers must be aware of the ecosystem of humanitarian tools and services available to manage information and how OCHA manages its core digital assets to communicate priorities to affected population, partners, donors and member states. It also requires knowledge of various distribution platforms (mailchimp, google groups etc.) and - depending on the context - expertise in social media (sharing products via twitter, Facebook, etc.).</li> <li>- The role involves frequent interaction with the reporting and public information unit within the office and working with</li> </ul>

	<p>partners to make sure they contribute data and information to common systems. This may be achieved by training colleagues and partners on the use of digital platforms.</p> <ul style="list-style-type: none"> <li>- The role also requires knowledge of content management standards, best practices in formatting and tagging, understanding of how metadata is applied in different platforms and ability to follow guidelines – both technical and editorial - and ensure consistency.</li> </ul>
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**Skills required**

(HM to prioritize and select as needed)

- Experience with and understanding of open source CMS and APIs.
- Basic knowledge of HTML.
- Ability to work across teams to ensure synergy across functions.
- Knowledge of content management standards, best practices, basic taxonomy and best publishing practices utilizing APIs from core corporate platforms.
- Understanding of how metadata is used in different platforms, especially for API customization/use.
- Ability to follow technical and editorial guidelines and ensure consistency.
- Experience on conducting training on digital platforms.



**Hybrid Analyst**

*NOTE: While this profile has been fully developed and defined, the group agreed with the IM Functional Lead to put on hold until the IM Vision working group has made more progress, in particular with regard to defining the role of IM vis-a-vis Situational Awareness.*

**Rationale**

OCHA’s work in the field revolves around four main areas:

- ❖ Coordination: Predominantly led by HAOs.
- ❖ Data Collection: Involving both IMOs and HAOs.
- ❖ Data Processing: Specific to IMOs, the majority of whom are involved in data processing and visualization.
- ❖ Data Analysis: Predominantly led by HAOs with very few IMOs possessing the analytical skills and ability required by the work in this area.

OCHA has now been moving towards a situational awareness framework where analysis takes place throughout the spectrum. De facto, situational awareness encapsulates the management of information and the analytical processes that are associated with it.

With an ever-increasing influx of data and demand for more in-depth situational awareness, the desire for people with analytical skills to organize, analyze and communicate data is on the rise. In order to improve OCHA's ability to achieve situational awareness in a more integrated way and to achieve OCHA strategic priorities which do include situational awareness, more analytical skill sets are required that combine business knowledge and data-related skills.

In line with the reality of our current work on the ground, the proposed skill set outlines a hybrid profile able to guide data collection, analysis and organization by applying logical thinking.

## **Upskilling Current Staff**

Currently, analysis is carried out at the country and regional level and by various OCHA branches, including OAD (through strategic advocacy, although largely ad-hoc, but also as needed, point-in-time assessments to meet the needs of decision-makers), Coordination (tracking of programme cycle and associated trends), Information Management (tools and processes needed to support analysis), and Humanitarian Financing (predictive analytics for anticipatory financing).

Currently the majority of OCHA IMO's are not tasked with analytical functions. However, IMO's and HAO's are often conducting analysis throughout their work, as are other OCHA roles, mainly out of necessity or initiative. The work of this group offers a unique opportunity to bring the different efforts together to enable OCHA to strengthen and mainstream its analytical capacity throughout the organization.

OCHA should build the analytical capacity of staff through training and mentoring, including strengthening data analysis skills among HAO's and business analysis skills among IMO's. This profile can present career advanced opportunities for analytically minded staff and may particularly attract a more gender-balanced candidates pool than traditional IMO postings currently do.

The Advanced Training on Analysis in Humanitarian Settings (ATAHS) course executed by the Needs Assessment and Analysis Section is one such training which is designed to improve analysis in humanitarian settings. It refreshes knowledge and skills in specific analysis methods and tools for selected experienced OCHA staff members and relevant operational partners.

## **Next Steps**

The vision is for OCHA to support situational awareness by appropriately integrating an hybrid skill set - someone who understands how to apply data and analytical skills to address business problems, someone who can ask the right questions and apply critical and analytical thinking to gather strong, compelling facts and evidence.

OCHA should consider identifying and upskilling analytically minded IMO's and data oriented HAO's where they already exist, to move them closer to this profile, while including these analytical skills in new job openings. In particular:

- ✓ Managers will be encouraged to identify staff who may have an inclination (through skills and interest) towards the hybrid analyst profile.
- ✓ Interim job descriptions should be designed integrating hybrid analyst skills so that current staff can formally be tasked with more analytical work.
- ✓ Opportunities for training and mentorship will be identified for all staff and specifically for staff identified as “analysts”.
- ✓ IMB to work with OAD to integrate these functions for both IMO and HAOs.

## Proposed skill set

Specialty	Skills required
<b>Business/Contextual</b>	<ul style="list-style-type: none"> <li>• Experience working in development or humanitarian response or in a developing country</li> <li>• Knowledge of humanitarian contexts and coordination structures</li> <li>• Knowledge of the humanitarian sector in a country/region context (as applicable)</li> <li>• Knowledge of the leading evidence in the sector</li> <li>• Proven track record of experience designing and implementing rigorous and innovative methodologies for measurement in contexts with constraints (e.g. low resource environments, emergencies, etc.)</li> <li>• Proven understanding of how to answer decision-makers' questions through analysis.</li> </ul>
<b>Data</b>	<ul style="list-style-type: none"> <li>• Expert knowledge of collection, processing, and management of quantitative and qualitative data, including:</li> <li>• Data analysis methodologies and frameworks</li> <li>• Data manipulation and analysis tools (Stata, SPSS, R, Python, etc.) and qualitative tools</li> <li>• Knowledge of relevant humanitarian and development data sources</li> <li>• Ability to understand the characteristics of existing available data and identify information gaps</li> <li>• Experience with visualizing data including knowledge of visualization tools such as PowerBI, Tableau, Qlik (if applicable)</li> </ul>
<b>Analytical</b>	<ul style="list-style-type: none"> <li>• Experience with situational analysis including the demonstrated skills required at every stage of the humanitarian programme cycle (for example, assessments of needs, vulnerability and capacity of affected population, humanitarian response, risks, and/or monitoring)</li> <li>• Ability to communicate the knowledge gained, understanding achieved, and anticipatory predictions based on available data</li> <li>• Ability to convey the importance of evidence-based decisions as well as insights from analysis of data</li> </ul>

	<ul style="list-style-type: none"> <li>• Experience adapting and designing customized analytical outputs for decision-makers</li> <li>• Analytical and coordination skills to lead structured analysis in team setting as a collaborative effort.</li> <li>• Demonstrated skills in multiple areas of the analysis spectrum, from exploratory to prescriptive analysis</li> <li>• Ability to think strategically about uses of data and how data use interacts with data design</li> <li>• Able to identify potential biases and use methods to mitigate biases and political pressures</li> <li>• Ability to challenge key assumptions, provide alternative explanations, and look for inconsistent data</li> <li>• Ability to document analytical processes</li> <li>• Demonstrated ability to translate between data/science/technology and international development and humanitarian expert</li> <li>• Experience analyzing data from social monitoring systems, monitoring and evaluation work, or other survey work.</li> </ul>
<b>Business Specialist</b>	<ul style="list-style-type: none"> <li>• Understand the business and processes</li> <li>• Understand business problems and gather requirements</li> <li>• Understand user and decision-maker needs</li> <li>• Communicate with key stakeholders</li> <li>• Understand humanitarian coordination, including the humanitarian programme cycle</li> <li>• Understand the different types of analysis required along the Situational Awareness spectrum and how to classify user needs along the spectrum</li> <li>• Gather data based on requirements</li> <li>• Clean, blend, and analyze data</li> <li>• Understand data standards, databases, data fields, and columns</li> <li>• Familiarity with SADD datasets</li> <li>• Visualize data and create compelling stories with actionable insight</li> </ul>

### Desirable skills:

- ✓ Familiarity with HPC guidance on HNO / HRP/ Monitoring and experience working on these areas of HPC is preferred.
- ✓ Demonstrated experience coordinating multidisciplinary projects between data/science/technology and international development, humanitarian experts or any other relevant field from social, physical or biological sciences desirable.
- ✓ Proven ability to manage relationships with partners, including government, universities, UN organizations, NGOs and the private sector is an asset.
- ✓ Willingness to evaluate and adopt the latest advances in AI, machine learning, predictive analysis and visualization.
- ✓ Experience working with multiple stakeholders.

- ✓ Experience in transitioning technology from the research environment to users is desired.

## Recommended next steps

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1. In line with the NOM and following the recommendations from the Gender and Geographic Diversity Working group, establish a more formal relationship between OAD and IMB for IM recruitments. This would enable IMB to contribute its expertise not only to recruitments but also to career development and growth of field-based IM staff.
2. Initiate the process of drafting the new IM JOs in close collaboration and consultation with EO/HR/OAD, adhering to the newly identified skills sets, which are more reflective of the broad nature of OCHA's work in IM. On this, having met with EO/HR, the recommended course of action is twofold:
3. Use forthcoming openings to classify new JDs. This will ensure a more systematic approach bearing in mind the difficulty of keeping substantive changes within the 30% of the GJP and will initiate a classification procedure - resulting in classification of new JDs and onboarding of S/Ms with profiles aligned to updated skill sets.
4. Draft a suite of JDs for all the new skill sets/profiles identified in close collaboration with thematic experts in OCHA (e.g. for visualization, analysis, etc.).
5. Spearhead training to upskill existing talent. OCHA should commit to redouble efforts to increase skills and train the existing talent pool while actively working to expand its candidate pool for newly advertised positions. This will signal an organizational investment in career development of S/Ms and a willingness to nurture and retain talent.
  - a. Heads of IMUs/supervisors to identify staff for upskilling.
  - b. SDL and IMB to potentially lead and/or partner with other OCHA business areas to initiate such training.
6. In line with the recommendations from the Gender and Geographic Diversity Working group, devise efficient ways to capitalize on current talent, looking at how to upskill current IM staff, not just hire new staff with different qualifications.