UNITED NATIONS DEVELOPMENT PROGRAMME

PEOPLE FOR 2030: PHASE 2

2022-2025

PEOPLE FOR 2030 IS UNDP'S PEOPLE STRATEGY IN WHICH EACH AND EVERY MEMBER OF PERSONNEL HAS A STAKE

The goal of People for 2030, launched in June 2019, is to progressively transform UNDP's culture and capacity to deliver more and better development results.

The Strategic Plan 2022-2025 identifies the people strategy as a key enabler for scaling development impact. Having successfully implemented the first phase of People for 2030, the People Strategy now enters its second phase with the objective of:

- fully implementing the recently adopted people policies, systems and tools with the goal of ensuring that UNDP has the capabilities it needs and is able to accelerate impact, and

- encouraging and enabling our personnel to give their best in an organisation where the 'how' we work is as important as the 'what' we do; having the right people in the right place at the right time, and relentlessly focusing at all levels on leadership and management excellence as a key driver of a high-performance culture and positive employee experience.

The vision of People for 2030 can only be achieved if the transformative change occurs across UNDP globally, touching all personnel. UNDP personnel will therefore continue to share accountability for the implementation of the strategy.

If UNDP is not only to attract, but to retain, top talent – especially from the next generation workforce - UNDP has to live up to its employer brand promise which asks prospective colleagues to **"join a life-changing mission"**. That mission can and should be about changing the lives of UNDP's personnel by their experience of working for UNDP, and, through the work UNDP does, the lives of others around the world.

STRATEGIC FOCUS AREAS OF PEOPLE FOR 2030 PHASE 2 - 2022 – 2025

STRATEGIC WORKFORCE MANAGEMENT
Progressively aligning individual and collective capabilities with UNDP's priorities

SOURCING, ATTRACTING & SELECTING TOP TALENT
Becoming the employer of choice in the development world

BUILDING CAPABILITIES AND DEVELOPING PEOPLE
Supporting personnel in acquiring and developing skills critical for their performance

EXCELLENCE IN LEADERSHIP
Ensuring excellence in all aspects of UNDP's leadership team

ENABLING A HIGH-PERFORMANCE CULTURE
Shaping an environment that proactively recognises and rewards commitment & excellence at all levels

CREATING A REWARDING CAREER EXPERIENCE
Supporting UNDP people in reaching their full potential

POSITIVE PEOPLE EXPERIENCE AND ENGAGEMENT
Calling for a new way of interacting with personnel that is open, transparent, continuous, and action-oriented

BUILDING A DIVERSE, INCLUSIVE & EQUITABLE UNDP
Ensuring all personnel are empowered to contribute to UNDP's work

TAKING CARE OF OUR PEOPLE
Ensuring that all UNDP's people can maintain their health, safety and wellbeing at work

HR EFFECTIVENESS AND PEOPLE ANALYTICS
Driving organisational performance through people data

Foreword

Since 2019, UNDP's People for 2030 Strategy has been at the heartbeat of the organization's efforts to continuously evolve its human resources and people management systems -- aiming to provide personnel with the strengthened foundation they need to *co-create* critical development solutions with countries and communities across the globe.

With Phase 1 (2019-2021) now completed, 95% of the recommendations set out by the Strategy were implemented by the end of 2021. The resulting changes is helping UNDP to attract and retain some of the very best global talent while the well-being of our personnel is prioritized, exemplified by the range of new resources that are now in place.

Indeed, the 2020 Global Staff Survey reflects the progress we have made together with over 90% of respondents indicating that they are *proud* to work for UNDP.

To help the organization realize the bold objectives set out in our Strategic Plan (2022 – 2025), Phase 2 of the People for 2030 Strategy aims to further nurture the skills of our personnel. That includes providing them with the know-how and tools they need to get ahead of the rapid ongoing digital transformation while helping them to embrace the *future of work*.

This will be vital to allow the organization meet the acute development challenges of today -- and the future.

The commitment of UNDP personnel across the world to *embrace the changes from People for 2030* has been vital in making People for 2030 a success thus far, helping the organization to strive for excellence in people management and leadership.

As we enter the second phase of the Strategy, all of us must continue to challenge accepted wisdom and share bold new ideas to build on these results and shape an even more diverse, inclusive, and equitable workplace.

And through this shared accountability, UNDP will continue to further unlock the immense potential of its greatest asset – its personnel – in pursuit of one of the world's greatest missions: the 2030 Agenda.

Photo: UNDP/Michael Atwood

Achim Steiner
Administrator
United Nations
Development Programme (UNDP)

WHY A PEOPLE STRATEGY?

The goal of People for 2030, launched in June 2019, is to progressively transform UNDP's culture and capacity to deliver more and better results – enabling the organisation to successfully implement its Strategic Plan. **The main aim of the new Strategic Plan 2022-2025 is to work with countries to expand people's choices for a fairer, sustainable future, and build the world envisioned by the 2030 Agenda for Sustainable Development.** This already ambitious task is even more challenging because of the COVID-19 pandemic and other planetary emergencies.

Not only has the pandemic severely impacted progress towards the SDGs, but it has also fundamentally transformed the world of work, with a number of trends and lessons having emerged. In many cases, the changes to the way people work have become embedded in daily lives, and the workplace of the future is likely to be significantly different to the status quo ante. Among others, the pandemic has accelerated the shifts towards flexible working, use of technology and an empowerment culture based on trust and management by objectives.

UNDP, along with others, has the opportunity to embrace these new ways of working, reduce silos, open up to new ways of engaging talent and remove barriers to innovation.

People for 2030 Phase 1 focused on addressing structural and systemic issues, putting in place much-needed, forward-looking HR policies and capabilities that would enable UNDP and its personnel to reach their full potential.

People for 2030 Phase 2 aims to build on the considerable achievements so far by providing an organisational response to these shifts through the lenses of people and culture.

The UNDP Strategic Plan 2022-2025 identifies **People for 2030 as a key enabler** in terms of **scaling up development impact:**

> "By 2025, through implementing its People for 2030 Strategy, UNDP will have built the skills and competencies to respond to the development challenges of the future. Through attracting new talent and continually building the capabilities of its personnel... it will have strengthened its capacity to deliver.... Committed to excellence in people management and leadership at all levels, UNDP will continue to build an inclusive working culture, free from all forms of discrimination, exploitation or abuse.
>
> — UNDP Strategic Plan 2022- 2025"

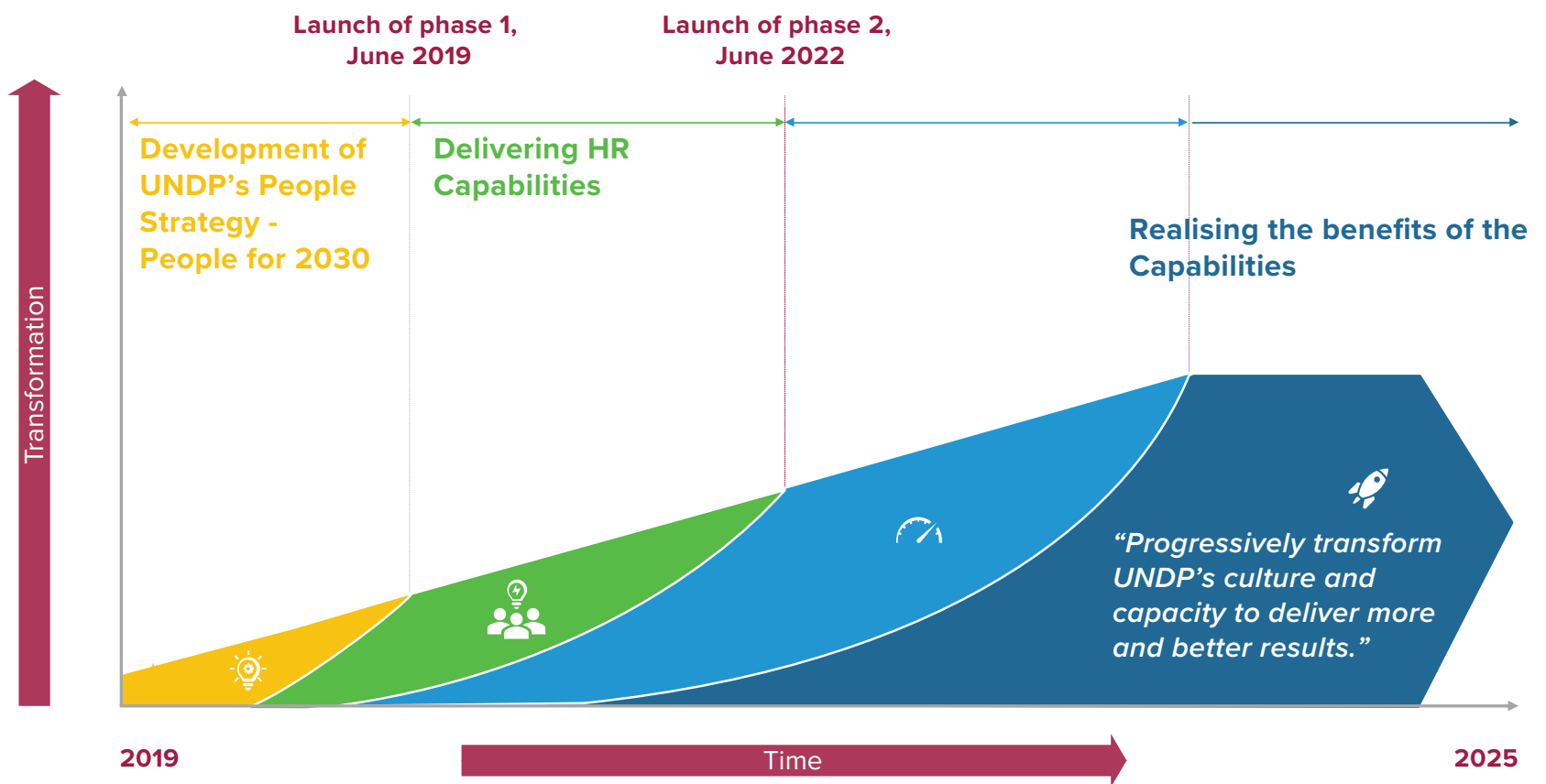As such, People for 2030 Phase 2 will focus on two key objectives:

1 Fully implementing the recently adopted people policies, systems and tools with the goal of ensuring that UNDP has the capabilities it needs and is able to accelerate impact

2 Transforming the culture - encouraging and enabling our personnel to give their best in an organisation where the 'how' we work is as important as the 'what' we do, having the right people in the right place at the right time, and relentlessly focusing at all levels on leadership and management excellence as a key driver of a high-performance culture and positive employee experience

Launch of phase 1, June 2019

Launch of phase 2, June 2022

Transformation

Development of UNDP's People Strategy - People for 2030

Delivering HR Capabilities

Realising the benefits of the Capabilities

"Progressively transform UNDP's culture and capacity to deliver more and better results."

2019

Time

2025

The objectives of Phase 2 will be achieved by continuing to follow the principles underpinning the People Strategy:

1. Sharing accountability for delivering the strategy and each making our own personal contribution to the work of UNDP

2. Ensuring that managers at all levels are capable of leading and developing people effectively

3. Systematically addressing HR issues and their root cause in a holistic way

4. Equipping UNDP with modern and effective management tools and policies that will help managers and personnel in general to feel valued and to give their very best.

By focusing on people, systems and culture, UNDP can unleash the full potential of its greatest asset – its personnel – in pursuit of one of the world's greatest missions: the 2030 agenda.

ACHIEVEMENTS OF PEOPLE FOR 2030 - PHASE 1

The first phase of People for 2030, from 2019-21, has risen to the challenge of implementing its ambitious vision. By concentrating on nine focus areas, it has successfully completed a system reset in the field of HR management, addressing a series of structural weaknesses in UNDP's human resources management systems and policies.

95%

of the **recommendations** made in the Strategy **have been addressed**, with **the remaining** recommendations **to be implemented in 2022**.

These changes range from the introduction of the new contract modality for project and other personnel, the development of the new competency framework aligned with the organisation's needs, the new career framework supported by Talent Reviews and the robust learning and development offer, to efforts to attract new talent and increase diversity though the payment of a stipend to interns and the launch of targeted talent programmes, as well as a significant investment into improving the quality of leadership.

The work that has been completed under People for 2030 Phase 1 has positively impacted a number of employee and organisational outcomes:
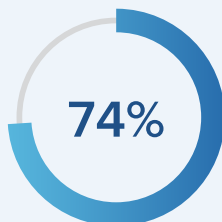
GSS RESULTS IN 2020

83%

UNDP staff engagement has reached highest level ever
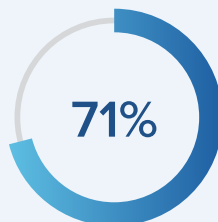
90%

of **respondents** to the 2020 Global Staff Survey (GSS) stated that **they are proud to work for UNDP**

This demonstrates that our personnel are highly motivated and share a common purpose, which is a key driver of high performance.
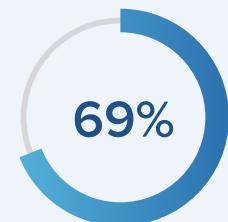
Staff Engagement

74%

5 percentage points increase in the **leadership and direction index**

71%

5 percentage points increase in **satisfaction, with opportunities to learn and develop competencies and skills**

69%

5 percentage points increase in satisfaction with **performance management**

The transformed Human Resource function at corporate level already generates important value for business leaders and the organisation as a whole, driving forward **effectiveness** and **enhancing capacity to deliver**.

MAKING CHANGE HAPPEN

In order to enable UNDP to deliver on the priorities set out in the Strategic Plan, People for 2030 - Phase 2 will therefore seek to capitalise on the achievements of phase 1 by focusing on the following strategic goals:

> Fully grasping the opportunities of the very rapid changes to the world of work and attitudes to it, which are being fueled in particular by the impact of COVID-19, the fourth industrial revolution and the fundamentally different attitudes to work of Gen-Zers – the next generation workforce.

A seismic shift is taking place in attitudes to how people work, and those organisations which fail to embrace these changes risk being left by the wayside. For the public sector and international organisations, this poses uncomfortable challenges in terms of changing long-established attitudes, working methods and policies, as well as accommodating the very different attitudes of a multi-generational workforce. However, if UNDP is to thrive and become the global development organisation for the 21st century, we must pivot rapidly and wholeheartedly to the future.

The future of work will be organised around a new set of principles: flexible working, use of advanced technology and automation of routine and transactional work, and a shift from command and control to an empowerment culture. This fundamental and rapid shift can enable UNDP to reduce silos, work collaboratively, open up to new talent and remove barriers to innovation.

Many Gen-Zers are driven by purpose, interesting work, opportunities for growth and the ability to have balanced lives, rather than simply financial reward, and we are well placed to capitalise on this through our new Employee Value Proposition. People for 2030 is designed with the future in mind and will enable UNDP to attract and retain the best talents of the future.

> Building on and implementing in full the new, future-oriented and effective HR and talent management systems, policies and processes developed under the first phase of People for 2030.

This will equip UNDP with the HR capabilities needed to accelerate development impact as part of a coordinated effort to drive forward operational excellence. This will require a particular focus on the following elements:

○ **Consistent and continuous delivery of joined-up, strategic people management,** which ensures that UNDP's people's capacities are fully aligned with organisational needs, or, in other words, that UNDP has the right blend of skills, knowledge, expertise and competencies – both in-house and on bench, to deliver on its organisational goals.

  This will require regular capacity needs and gap analyses in order to determine the nature and extent of any capacity gaps and the optimal strategies to address these gaps either through the development and deployment of existing personnel as well as the recruitment of new people. Among others, this would mean more purposeful investment in assessing the people implications of any major strategies, programmes and initiatives, and the formulation and implementation of relevant people plans across the organisation in order to ensure that Bureaus and Offices have the right people, in the right place at the right time.

  One important aspect of this is strengthening the ability of the organisation to rapidly identify and (re-)deploy required talent in a more agile way in order to ensure that most critical projects and priorities in any part of the organisation, or any emergency needs, are addressed in a timely and effective manner. Mapping capacity, implementing tools to match capacity needs with those who have the right knowledge, experience and skills, as well as the availability of processes and tools for rapid deployment and flexible management of goals and work would be key.

○ **Ensuring excellence in people management and leadership**. Leaders and managers have a crucial role in ensuring delivery through others, and their ability to perform their role has potentially the single most important impact on the organisation and its personnel. As such, it is vital to ensure that all those in leadership and people management positions reach a high standard of excellence in the jobs they are appointed to or occupy.

○ **Focus on delivering an excellent employee experience for personnel at all levels throughout the entire employee life cycle** so that UNDP continues to benefit from a highly engaged and motivated workforce and is recognised as an employer of choice - able to attract and retain top level talent in its fields of activity. This will require full implementation of all elements of the new talent management system developed in Phase 1 of People for 2030, ensuring excellence in people management aligned with UNDP's leadership model, as well as the development of a more mature staff engagement framework based on a robust listening architecture and the culture of feedback, coaching and continuous improvement, as opposed to a culture of fear and risk aversion.

○ **High quality service provision** which leverages the latest IT solutions in order to deliver an outstanding customer experience to UNDP staff and management as well as external clients across the UN system, and to optimise efficiency and cost-effectiveness.

○ **Measurement of inputs, outputs and outcomes, continuous analysis of critical data, and monitoring of key metrics** through the implementation of a new People Analytics strategy in order to enable continuous improvement, assess the effectiveness of the strategies, policies, processes and actions to correct course in an agile manner, understand and optimise the impact of the people strategy on business outcomes and people of the organisation, as well as enable senior leadership to take data-driven people and business decisions.

○ **Continuing to develop a world class HR capability** in order to strengthen a people-focused UNDP; putting in place and implementing high quality systems, policies and processes that represent global best practice, supported and delivered by excellent and appropriately resourced corporate HR teams and wider HR community. The HR function should be anchored on the four pillars of strategic business partnering, centres of HR excellence, delivery of high-quality HR services across the organisation, and effective people management by all line managers.

All personnel in UNDP will continue to share accountability for implementing People for 2030. It is an organisation-wide, not an HR, strategy that will be led by an invigorated leadership team at the Executive Group and Country Office levels, underpinned by a holistic and robust talent management system and a highly professional and global HR function.

STRATEGIC WORKFORCE MANAGEMENT

The **right capabilities**, at both organisational and individual level, are essential for any organisation to succeed. This is explicitly stated in UNDP's Strategic Plan. Making sure that such capabilities exist in UNDP requires both a clear understanding of the required competencies, skills, knowledge and experiences, as well as ensuring that these are readily available and accessible across the organisation, so we have the right person, in the right place at the right time. In this context, strategic workforce planning, and management have been, and remain, at the core of People for 2030 and require continuous focus and proactive investment.

Going forward, the main focus will be on progressively **aligning individual and collective capabilities with UNDP's priorities, through a blend of 'building', 'buying' and 'borrowing' talent strategies**.

This means that the recruitment of personnel externally will be combined with investment in **developing existing personnel** and **ensuring talent mobility internally**, while also **partnering with other organisations to leverage additional expertise** where necessary.

> *Expected Outcome:*
>
> *By 2025, UNDP is able to understand and effectively meet changing people needs and to balance supply and demand for talent, with a strong workforce that has the right mix of competencies, skills, knowledge and experience, aligned with its strategy and objectives and supported by effective mechanisms to identify and deploy personnel to fill positions.*

UNDP will need to become more strategic in ensuring that required capacities, currently and for the foreseeable future, are in place. This will be achieved by **implementing the new, integrated talent management system, accompanied by the development of people plans** for Bureaus/Offices, and UNDP as a whole, supported by the strategic HR Business Partnering and the People Analytics functions.

KEY INITIATIVES

Complete an initial capacity mapping exercise and put in place a mechanism for regular capability analysis in order to identify gaps between current capabilities and future requirements, and close them through a combination of build, buy and borrow approaches.

Develop and adopt a corporate People Plan for UNDP, together with individual plans to be developed by Bureaus and Offices. Require that the people implications of major initiatives are clearly identified as part of the approval process.

Optimise change management processes, through adoption of a new policy, especially the realignment of organisational structures, processes, and human resources to new/evolving needs.

Ensure more effective management of staffing patterns for Bureaus and Offices through creating a more effective process for the design, approval and oversight of individual organisational charts and making sure there is consistency and efficiency across the organisation.

Streamline and simplify mechanisms for the reassignment of personnel **to priority projects** in order to address critical needs.

SOURCING, ATTRACTING AND SELECTING TOP TALENT

The rapidly changing world of work, which is now heavily influenced by the impact of the on-going COVID-19 pandemic, and aspirations of the next generation workforce, coupled with an increasingly competitive war for talent, require UNDP to continue to enhance its capacity to attract and select people with the right skills, competencies, knowledge, and motivation. **To do that successfully, UNDP has to become the employer of choice in the development world and be able to efficiently and effectively recruit high quality and diverse talent.**

The second Phase of People for 2030 will focus on completing the transformation of UNDP's talent acquisition and recruitment functions, building on what has already been achieved, in order to: **(1)** improve the *efficiency* (cost and time to hire) of talent acquisition, **(2)** *strengthen* recruitment and on-boarding processes, to ensure that the right talent is identified, brought on board and deployed rapidly; **(3)** enhance the *effectiveness* (quality and reliability) of the talent acquisition and recruitment processes, as demonstrated by the calibre and performance of the candidates joining UNDP workforce in different roles; **(4)** ensure *a positive experience* for the candidates and hiring managers; **(5)** and focus on diversity and inclusion as key aspects of recruitment and talent acquisition.

> *Expected Outcome:*
>
> *By 2025, UNDP has a solid reputation as an employer of choice in the development sector that excels at attracting and selecting high-quality and diverse talent through efficient and effective end-to-end recruitment processes*

KEY INITIATIVES

Fully implement the employer-branding and recruitment marketing strategies through leveraging social media, digital communication tools, and the new network of UNDP employer brand and student career ambassadors. **Establish new partnerships and networks** with universities and professional associations to target outreach strategies to underrepresented groups and skills.

Further streamline the *efficiency* **of recruitment** and further **reduce the average time to hire by 25%** through: **(1)** fully leveraging the new Oracle Recruitment Cloud platform and other solutions, including AI-based; **(2)** introducing a new integrated approach to recruitment accountability and compliance; **(3)** establishing a simplified process for internal recruitment, including internal head-hunting; **(4)** implementation of talent pools and roster recruitments for standard roles, including leveraging the rosters of partner entities; and **(5)** updating the recruitment and selection policy and procedures.

Enhance the *quality* of selections through the introduction of a more standardised and holistic approach to selections based on the use of diverse and appropriately targeted sets of assessment methodologies and tools. Develop clear competency profiles for key job categories.

Further professionalise talent acquisition, with a **focus on building the capacity** of **(1)** HR recruitment specialists to advise on attraction and selection strategies, the use of diverse types of selection tools, and facilitate holistic, fair, objective assessments, and **(2)** selection panel members and hiring.

Implement early talent acquisition strategies with the objective of building diverse future talent pipelines. This will include the consolidation and further development of existing programmes, including the Graduate Programme, Junior Professional Officer (JPO) Programme, Fellowship Programme, and Talent Programme for Young Professionals with Disabilities.

BUILDING CAPABILITIES AND DEVELOPING PEOPLE

People development is central to building the right capabilities, enabling the organisation to fill current and potential future capability gaps, as well as support personnel in acquiring and developing skills critical for their performance. Building capabilities and developing people, as well as proactively strengthening and promoting a continuous learning culture, are key pillars of UNDP's on-going effort to enhance organisational effectiveness and are essential to UNDP's success.

Building on progress to date, the future focus will continue to be on **(1)** ensuring that UNDP's existing personnel have the right capabilities; **(2)** supporting UNDP in progressively maturing as a learning organisation with a continuous learning culture embedded into all aspects of UNDP's work, as well as **(3)** equipping all people managers with skills and tools to develop themselves and to support the development of others in line with UNDP's strategic priorities and the UNDP Competency Framework.

UNDP will proactively build critical capabilities in the key areas identified in the UNDP Strategic Plan, the capacity mapping processes and other organisational imperatives, and will also support the growth mindset among personnel through various experiential opportunities and on-demand tools. Integrating continuous learning into the flow of work will be a key part of the future people development strategy, for example by making properly tailored bite-size learning resources available to personnel at "the point of need".

> **Expected Outcome:**
>
> *By 2025, UNDP has matured as a learning organisation with a strong continuous learning culture enabled by a compelling learning and development offer that is aligned with UNDP's capacity needs and mechanisms for effective knowledge exchange.*

KEY INITIATIVES

Enable all offices, teams and individuals to analyse and plan their learning needs. Develop and provide managers and individual personnel with guidance and tools to **facilitate identifying learning resources to match their needs**; leveraging technology to support learning and knowledge exchanges.

Provide formal programmes and experiential development opportunities for targeted groups (e.g., locally recruited personnel, talented women, etc.) and as a follow-up to Talent Reviews.

Implement an engaging and effective on-boarding experience for new personnel and those taking up new roles using new innovative approaches to virtual on-boarding and induction.

Support people managers with the tools and skills they need and make them accountable **for creating a culture of learning**.

Support the professionalisation of key corporate and other functions, such as Finance, Procurement, Programme and Portfolio Management and HR, through certification programmes and other initiatives, as relevant and in line with best practice and new approaches.

EXCELLENCE IN LEADERSHIP

UNDP leaders who actively promote and embody a culture of innovation, experimentation, high-performance and continuous learning, while demonstrating empathy, humility and compassion, play a vital role in UNDP's success, shaping the work experience of personnel and setting the Organisation's culture. Hence, enhancing the leadership and management skills, knowledge and practices of UNDP's senior leaders as well as proactively supporting them in addressing specific UNDP leadership and business management challenges is an explicit priority of People for 2030.

Going forward, **UNDP will focus on ensuring excellence in all aspects of its leadership team**, **focusing both on the current leadership cadre through the Leaders for 2030 programme**, as well as on **building a strong pipeline of next generation UNDP leaders both at HQ and Country Office levels**.

Leaders for 2030 will support the implementation of a new UNDP leadership model and will primarily target existing Resident Representatives (RRs), high-potential Deputy Resident Representatives (DRRs) and a select cohort of other senior leaders at the D1+ level. A clear sign of top management commitment to ensuring great leadership across UNDP, it aims to help develop the most critical competencies and skills. As such, the programme will include a series of offers in three categories - excellence in leadership, excellence in business management, and excellence in development solutions.

In order to build a stronger leadership pipeline, individuals with the potential to lead will be identified as part of the Talent Review process and provided with development support as part of succession management efforts.

An explicit new focus of the UNDP leadership development portfolio will be on enabling leaders across UNDP to take care of their own and their teams' well-being through resilience support, resources to promote a well-being culture, and initiatives targeting specific crisis response competencies and skills.

> *Expected Outcome:*
>
> *By 2025, UNDP's leadership model is consistently demonstrated through the leadership behaviours and practices of UNDP's leadership cadre, leading to improved business outcomes and levels of engagement.*

KEY INITIATIVES

Fully deliver the Leaders for 2030 Programme, in alignment with the new leadership model highlighting leadership competencies such as **visioning and motivating**, **enabling and empowering**, **building capacity**, showing **managerial courage**, and **leading with humility**, **empathy and compassion**.

Conduct periodic, 360-degree developmental assessments. Provide people managers with other tools to receive feedback on their leadership. Ensure the ongoing provision of executive coaching in order to **help leaders to determine their learning and development priorities** and ascertain progress.

Design and deliver a series of development programmes for the UNDP leadership pipeline (e.g., members of the RR and DRR pools who are not yet assigned, and high-potential staff aspiring to become leaders of the future).

Design and deliver new programmes and resources for the UNDP managers and leaders at the P5+ levels, with the focus on combining formal development programmes with on-the-job leadership growth opportunities.

Support UNDP evolving leadership needs through the provision of timely and tailored learning resources on current topics (e.g., managing a more flexible hybrid workplace).

Support leaders in maintaining engagement and well-being through leader-support mechanisms and programmes (e.g., mentoring, well-being coaching, strengthening resilience resources, etc.).

ENABLING A HIGH-PERFORMANCE CULTURE

To succeed in the attainment of its objectives, UNDP must continue to strengthen a high-performance culture, whereby each individual and team is encouraged and empowered to give their best to work in a stimulating and engaging environment that proactively recognises and rewards commitment and excellence at all levels.

While many of the building blocks of effective individual performance management are now in place, such as a modern policy and more streamlined mechanisms, their consistent application will be critical for building a sustained culture of high performance.

The extent to which UNDP becomes a truly high-performing organisation will therefore depend largely on establishing a new culture, whereby great performance is encouraged, enabled and rewarded, and, conversely, poor or under-performance is addressed promptly and proactively. Creating such a culture would go beyond a well-functioning annual performance management process. A holistic talent management system, with more rigour in recruitment, effective on-boarding, empowering and enabling personnel with required resources and support; and a continuous feedback loop between managers and personnel are a must. In line with this, managers and personnel have to share accountability for excellent performance and results. While personnel are responsible for their own performance and for participating appropriately in performance management processes, managers have a particular responsibility for enabling, managing and supporting excellent performance. Ensuring that all personnel are given regular, meaningful feedback on how they are doing, and get the required support will form part of the basic duties of all people managers. In turn, managers will be equipped with the necessary people management skills and tools to proactively manage both individual and team performance.

> **Expected Outcome:**
>
> *By 2025, UNDP has a culture that encourages and enables high levels of performance and a working environment where personnel are motivated to give their best in pursuit of the organisation's goals, and where there is a clear link between individual performance and career development.*

KEY INITIATIVES

Ensure staff annual goal plans and performance reviews are completed on time, making this a key requirement for all managers and leaders.

Implement Talent Reviews across UNDP, **ensuring consistent linkages between performance and other talent processes** such as decisions on selection and succession, mobility and career development, nomination of personnel for leadership development and other programmes.

Enhance the capacity of people managers to manage all aspects of individual performance effectively, including, implementing a more meaningful, **regular dialogue between managers and personnel** whereby the focus of performance management shifts from assessment and compliance to ongoing support, and coaching for development.
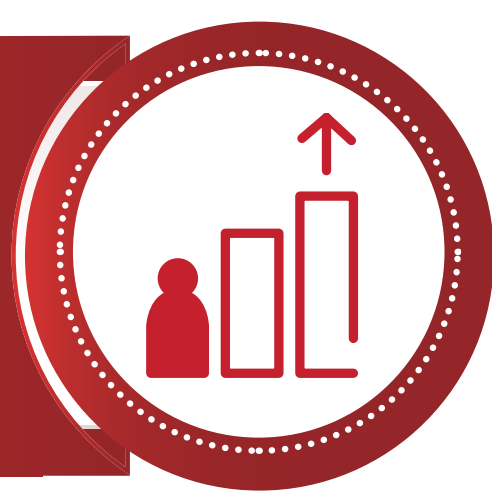
Implement a **new award and recognition programme**, which encourages innovation and excellence at team, individual and managerial levels.

Strengthen and facilitate the systematic usage of existing mechanisms to **manage under-and non-performance**, including provision of additional support for managers.

CREATING A REWARDING CAREER EXPERIENCE

One of the central elements of UNDP's promise as an employer is that working with UNDP is not just a job, but part of a rewarding and enriching career in which individuals have opportunities to grow and develop. A lack of sufficient career opportunities – as well as difficulty accessing help and guidance on how to pursue them – had been regularly identified by personnel as a significant source of frustration and disengagement through the Global Staff Survey (GSS).

The continued focus on career experience under People for 2030 will not only support UNDP's personnel in reaching their full potential but will also help to close the capacity gap at organisational level. It will also enable UNDP to attract the best talent, provide opportunities to those who wish to develop their career within UNDP, and those who are pursuing a 'portfolio career' with a range of different employers. In this way, UNDP will better meet the rapidly changing expectations of the modern workforce, for many of whom lifetime employment with a single organisation is no longer an aspiration.

The focus moving forward will continue to be on ensuring that working for UNDP is a positive career move which increases skills and employability and offers clear paths for career progression for those who wish to pursue them. This will be done by creating a functioning internal talent market, including a more proactive approach to identifying personnel for career development and career move opportunities.

> **Expected Outcome:**
>
> *By 2025, people in UNDP are effectively engaged and supported in managing their careers, with career paths aligned to UNDP's priorities and business model.*

KEY INITIATIVES

Fully implement the **mobility policy** and **Talent Reviews**.

Expand the scope of succession planning and management, with a focus on **creating a broader management pool** as well as specialised functional/technical pools (e.g., for Operations Managers).

Expand the use of **internal head-hunting** to proactively **identify personnel with the right profiles for jobs** and encourage them to apply, leveraging the new **Enterprise Resource Planning** (ERP) system.

Identify and put in place mechanisms that would **facilitate internal staff moves**, including revisions to the Rank-in-Post policy, and greater use of lateral moves.

Progressively increase the availability of support mechanisms and resources, including **career coaching and tools for staff to assess their career preferences**, readiness for desired career opportunities and guidance on development interventions linked to the desired career paths. **Guide the career journeys of personnel** through diagnostic and other tools and resources, such as a career journey website, career toolkits, and on-line virtual career labs.

Implement **career development programmes for different priority target groups**, such as **national personnel**, **women in mid-career roles**, and **future managers** and leaders.

Provide personnel with opportunities and resources to **build career transition skills**.

POSITIVE PEOPLE EXPERIENCE AND ENGAGEMENT

Positive employee experience is one of the key predictors of engagement - people's emotional commitment to work drives productivity, motivation, performance and results. It is also a key factor in the ability of any organisation to attract and retain talented employees who increasingly value not only what organisations do, but also how they do it. Employee experience covers everything that people encounter and observe over the course of their tenure at an organisation, and hence requires a holistic approach and purposeful investment. As UNDP recognises people as its key asset, ensuring positive employee experience is critically important. This calls for a new way of interacting with personnel that is open, transparent, continuous, and action oriented.

> **Expected Outcome:**
>
> *By 2025, UNDP's personnel retain a strong sense of personal commitment to ensuring that UNDP reaches, a positive work experience.*

The COVID-19 pandemic, as well as the discussions on the future of work and the changing expectations of the modern workforce, are having a significant impact on the way UNDP and its people should be expected to work. As a consequence, shaping the employee experience and maintaining high levels of engagement will require UNDP to take new attitudes to work increasingly into account, in addition to ensuring an ongoing dialogue between personnel and management on the working culture and experience.

The current approach is based on running a biennial Global Staff Survey (GSS), which is too infrequent to effectively monitor progress or observe what is happening in real time. Hence, the future approach needs to be capable of providing a more frequent and deeper analysis of the building blocks of UNDP's workplace culture and employee experiences. It will be co-designed in close consultation with key stakeholder groups across UNDP and will entail putting in place a variety of instruments in addition to the GSS, which would facilitate more regular collection of data and feedback about how people work and feel about the Organisation. This approach will allow tracking of the in-progress metrics (e.g., changes in the employee experiences as a new policy or initiative is being implemented) as well as the end-process results (e.g., overall engagement levels which are driven by a series of various factors over time).

In working on enhancing the overall employee experience, strengthening the speak-up culture will be an explicit priority and a key element of the on-going work on building the working environment based on respect, openness, trust and free from any kinds of harassment, discrimination, bias, abuse of authority and misconduct, including sexual harassment and sexual exploitation and abuse.

KEY INITIATIVES

Deploy tools that **identify and measure the key elements of the current and desired UNDP culture**. Drive a discussion on **workplace practices**, **opportunities for continuous improvement**, and **identify interventions** that promote the desired cultural change.

As part of the effort to further **promote the speak-up culture** that nurtures up-stander actions and discourages bystander attitudes, pilot and put in place additional mechanisms for people to share concerns about their workplace.

In order to prevent and effectively respond to all kinds of harassment, discrimination, bias, and abuse of authority in the workplace, including sexual harassment and sexual exploitation and abuse, continue to **implement awareness-building measures** as well as **provide support to individual managers and personnel dealing with cases of harassment**.

Support the design and introduction of a hybrid workplace through **promoting different modes of work and flexible working arrangements** which allow personnel to more effectively balance their various responsibilities, while **optimising productivity**, **effectiveness**, **well-being and results**.

BUILDING A DIVERSE, INCLUSIVE AND EQUITABLE UNDP

With UNDP's mission underpinned by the universal principle of 'leaving no one behind', the organisation is firmly committed to promoting diversity. This commitment is reflected on the one hand, by ensuring that our workforce is representative, in its broadest sense, of the societies and people we serve and, on the other, that in all aspects of our operations we foster inclusion as a way of ensuring all personnel are empowered to contribute to UNDP's work.

An inclusive, open, respectful, and non-discriminatory work environment fosters a strong sense of belonging and sustains morale. Moreover, diversity has a positive impact on outcomes, as a diverse workforce is far more likely to understand the needs of global stakeholders and come up with solutions to meet them. For all these reasons, diversity, equity and inclusion are at the centre of People for 2030.

> **Expected Outcome:**
>
> *By 2025, UNDP becomes a more diverse and inclusive organisation - free from all forms of discrimination and supported by an effective speak up and response architecture.*

Going forward, UNDP will focus on strengthening a future-ready and inclusive workplace, focusing on diversity, equity, inclusion, and belonging. Recognising that diversity alone is not sufficient to create inclusion, the approach will progress from not excluding others to creating work environments where all people are proactively empowered to bring their authentic self to work in an environment that celebrates and values who they are and their unique contributions. This will enable UNDP to fully reap the benefits of diversity it has worked so hard to achieve. Whilst significant gains have been made, gaps persist in areas of intersectionality such as race, ethnic and cultural diversity, sexual orientation, age and socio-economic backgrounds.

Recognising that creating inclusion is not a one-and-done exercise and that it requires the ongoing commitment of employees at all levels to drive a lasting cultural shift, the following objectives will be prioritised: **(1)** further promoting a diverse workforce by identifying, valuing, and rewarding multi-dimensional, authentic and unique knowledge, lived experiences and resilience; **(2)** strengthening an inclusive, discrimination-, harassment- and bias-free workplace culture built on the sense of belonging and trust; and **(3)** advancing equity in the workplace to ensure truly equal opportunities for all, especially for underrepresented groups.

KEY INITIATIVES

Develop and implement a **new Diversity, Equity and Inclusion (DEI) Strategy**, which will provide an overarching framework for UNDP's work on diversity and inclusion, including more targeted programmes of work related to gender, disability, and others.

To further promote gender equality, **(1)** develop and implement **a new gender parity strategy; (2)** implement commitments made in the context of Economic Dividents for Gender Equality **(EDGE)** certification to achieve the highest certification level; **(3)** expand the scope of the gender equality efforts to **include non-binary gender identities.**

Implement commitments under the UN Disability Inclusion Strategy **(UNDIS)** to **advance the inclusion of persons with disabilities**, with a special focus on inclusion throughout the employment cycle and positive employee experience.

Implement UNDP's commitments related to **being a proactive anti-racism** organisation.

Further increase **inclusion of members of LGBTI community** through the identification and development targeted solutions for their specific needs, such as parental leaves.

Rapidly expand the scope of the pilot and, following completion of the pilot, establish the Graduate Programme in order to create a **sustainable career pathway for young people** from more diverse geographical and socio-economic backgrounds.

Build the organisational capacity to **track and report against DEI** goals by leveraging existing data collection platforms and introducing new DEI metrics.

TAKING CARE OF OUR PEOPLE

UNDP can only be successful if all its personnel can give their best in the work they do, while taking care of themselves and their families, across their different roles and, all the while potentially dealing with challenging circumstances and multiples risks. Ensuring that all UNDP's personnel can maintain their health, safety and well-being at work is a fundamental requirement, and key to ensuring sustainable high performance. This should be enabled by an ongoing commitment to create a healthy workplace and fostering a culture of well-being that maintains the focus on both individuals and the working environment.

UNDP will continue to focus on meeting the fundamental obligations set out in the OHSW Strategy, which was developed together with the Bureau for Management Services General Operations and Security Office teams, provides a blueprint for on-going and future action, in accordance with UN-wide strategies, directives and interagency agreements. More specifically, priority will be given to identifying and effectively mitigating any OHS hazards as well as detecting and responding to OHS deficiencies, with the aim of preventing work-related injuries, illnesses, and deaths. Work will also continue on strengthening a healthy UNDP workplace environment, and healthy work practices. This will be achieved by combining the current, reactive model to issues and challenges with a more proactive preventive model which will focus on detecting risks and preventing issues that may cause harm to teams and individuals, and negatively impact their health and performance.

Lastly, keeping in mind that optimising the psychological health of our personnel is an effective way to maintain high levels of performance and productivity over time, leaders are expected to play an important role in taking care of their teams' well-being.

> *Expected Outcome:*
>
> *By 2025, UNDP ensures that the health and well-being of its personnel are at the heart of the Organisation through the implementation of a well-functioning Occupational Health, Safety and Well-being (OHSW) system.*

KEY INITIATIVES

Fully implement the commitments of the OHSW Strategy, including a new OHSW system and risk management mechanism.

Strengthen the OHSW Focal Point community, increasing the number and quality of the focal points in the field and providing coordination and targeted advice and support to them.

Ensure provision of **sufficient psychosocial support** to personnel and, as much as feasible, their families.

Strengthen pre-deployment preparedness through resilience briefings to all personnel; provide relevant resources for families.

Design and implement **psychosocial preparedness** and response Standard Operating Procedures for more coordinated efforts **during emergencies**.

Increase support to managers and leaders, through the provision of training, coaching, and counselling support, as needed.

HR EFFECTIVENESS AND PEOPLE ANALYTICS

People Analytics is a significant component of People for 2030 and enables leadership to understand how the actions of the workforce can contribute to the success of UNDP, and how these actions can be positively influenced and optimised. People analytics can be used to understand the value of our human and social capital, which is by far UNDP's greatest asset, and the extent to which it is being managed and deployed effectively to generate positive outcomes.

Expected Outcome:

By the end of 2025, UNDP will use people analytics to provide people-related insights that add value and inform decision making on HR related matters across the organisation.

As part of the second phase of People for 2030, UNDP will strengthen the talent analytics function, linking personnel, process and performance in order to drive organisational performance through people data. By developing a people analytics strategy, enabled by a modern Enterprise Reporting System (ERP) system which generates and facilitates the analysis of reliable and comprehensive data sets, it will for the first time be possible to provide meaningful, people-related data which will enable leaders to identify correlation and causation, measure outputs and outcomes relating to HR, and deliver insights that influence organisational decision-making.

Taking the above into consideration, in order to maximise the use of data, and to proceed to advanced analytic levels, operational and descriptive reporting (workforce reporting) will be strengthened, along with diagnostic, predictive and prescriptive data (people analytics) enabling value to be generated through insight.

During the next phase of People for 2030 UNDP will define, measure, and collect outcome/impact data (key performance indicators) to optimise and monitor the effectiveness of People for 2030. It will also measure organisational health in the following main areas:

- **Workforce characteristics** - focusing on workforce planning, sourcing, turnover, retention, and productivity.
- **Capability** - focusing on the expertise to deliver the UNDP strategic plan, functional excellence, performance results, gaps in competencies, succession readiness.
- **Organisational culture** - focusing on personnel engagement, employer brand, job satisfaction, organisational commitment.
- **Leadership** - focusing on the impact of leadership on performance, capability and culture, ability to deliver results, facilitating improvement and innovation.

KEY INITIATIVES

To succeed in enhancing people analytics, key actions and initiatives will include:

Generate specific output, impact and outcome metrics for People for 2030.

Establish comprehensive HR dashboards with KPIs and benchmarks.

Conduct regular pulse surveys to check organisational health.

Provide **dashboards** to empower and train managers in there use.

Accumulate historical HR data to analyse the effectiveness of initiatives and leverage this to predict future trends.

Establish **automated data extraction mechanism** from the new ERP system.

Analyse the relations among various datasets to identify correlations and causations which will facilitate data-driven decision-making.

KEY ENABLERS

A number of key enablers will play a significant role in the successful implementation of People for 2030, in particular:

Digital Transformation

ERP and digital transformation, including leveraging Artificial Intelligence (AI) to optimise processes. A new modern cloud-based management system, Quantum, will replace Atlas and address the existing gaps, streamline HR processes, integrate previously separate applications and processes, and become a platform for advanced people analytics.

Clustering of HR Transcational Services

Clustering of HR transactional services and optimisation of business processes will create a well-functioning machinery for delivery of HR transactional services.

Strategic Innovation

Further development and professionalisation of the HR function at all levels will strengthen the role of HR practitioners as strategic partners, employee advocates and change agents in the Organisation.

Analytics

Solid people data and analytics to enable evidence-based decision-making. People analytics will link personnel, processes and performance and help leaders to drive organisational performance through people data.

IMPLEMENTING PEOPLE FOR 2030

SHARED ACCOUNTABILITY

The vision of People for 2030 can only be achieved if the transformative change occurs in all Offices, for all personnel in the Organisation. The implementation of People for 2030 will continue to be made through a principle of shared accountability. This will be achieved through:

Engagement plan: A People for 2030 engagement plan has been developed and will commence implementation in 2022. The aim of the engagement plan is to supplement the implementation of the talent management infrastructure through effective engagement so that personnel not only understand the changes that People for 2030 has made, but can also take advantage of the new opportunities that the strategy provides.

Sounding Board: a sounding board made up of members of Country Office leadership will be engaged on a monthly basis to provide insights on how the strategy is being implemented, if the desired outcomes are being met and to provide advice on how implementation can be improved.

People Champions: The network of 150+ Champions across UNDP's offices will provide support to implementing the strategy in their Country Office, they will monitor progress and report back, ensuring a consistent listening culture between the Bureau for Management Services Office of Human Resources and Country Offices.

HOLISTIC APPROACH FOR DELIVERY

People for 2030 will be delivered in a holistic way, ensuring that all focus areas are implemented concurrently and in an integrated manner. People for 2030 can only be successful if it is delivered in this manner. The desired aim of transforming UNDP's working culture, for example, can only be realised if the focus areas of People Experience, Diversity and Equitable workforce and Take Care of Our People are all successfully delivered and integrated so that they complement each other to deliver the overall aim.

The heatmap below demonstrates the levels of interconnection between the focus areas of People for 2030 Phase 2.

FOCUS AREA	Strategic Workforce Management	Sourcing, Attracting And Selecting Top Talent	Building Capabilities And Developing People	Excellence In Leadership	Enabling A High-Performance Culture	Creating A Rewarding Career Experience	Positive People Experience And Engagement	Building A Diverse Workforce And An Inclusive And Equitable Workplace And Culture	Taking Care Of Our People	HR Effectiveness And People Analytics
Strategic Workforce Management	■									
Sourcing, Attracting And Selecting Top Talent	▨	■								
Building Capabilities And Developing People	▨	▢	■							
Excellence In Leadership	▨	▢	▨	■						
Enabling A High-Performance Culture	▨	▨	▨	▨	■					
Creating A Rewarding Career Experience	▨	▨	▨	▨	▨	■				
Positive People Experience And Engagement	▨	▢	▢	▨	▨	▨	■			
Building A Diverse Workforce And An Inclusive And Equitable Workplace And Culture	▨	▨	▨	▨	▨	▨	▨	■		
Taking Care Of Our People	▨	▨	▨	▨	▨	▨	▨	▨	■	
HR Effectiveness And People Analytics	▨	▨	▨	▨	▨	▨	▨	▨	▨	■

USE OF METRICS

Phase 2 of People for 2030 will make greater use of metrics to measure its performance and the achievement of outcomes.

ACQUIRE → **TRANSFORM** → **ANALYSE**

ACQUIRE

Data will be sourced from across the organisation to ensure **changes** are also measured outside of the talent management infrastructure.

TRANSFORM

A results-based management ethos will be introduced for the delivery of the people strategy, ensuring that, where appropriate, **data informs management decisions**.
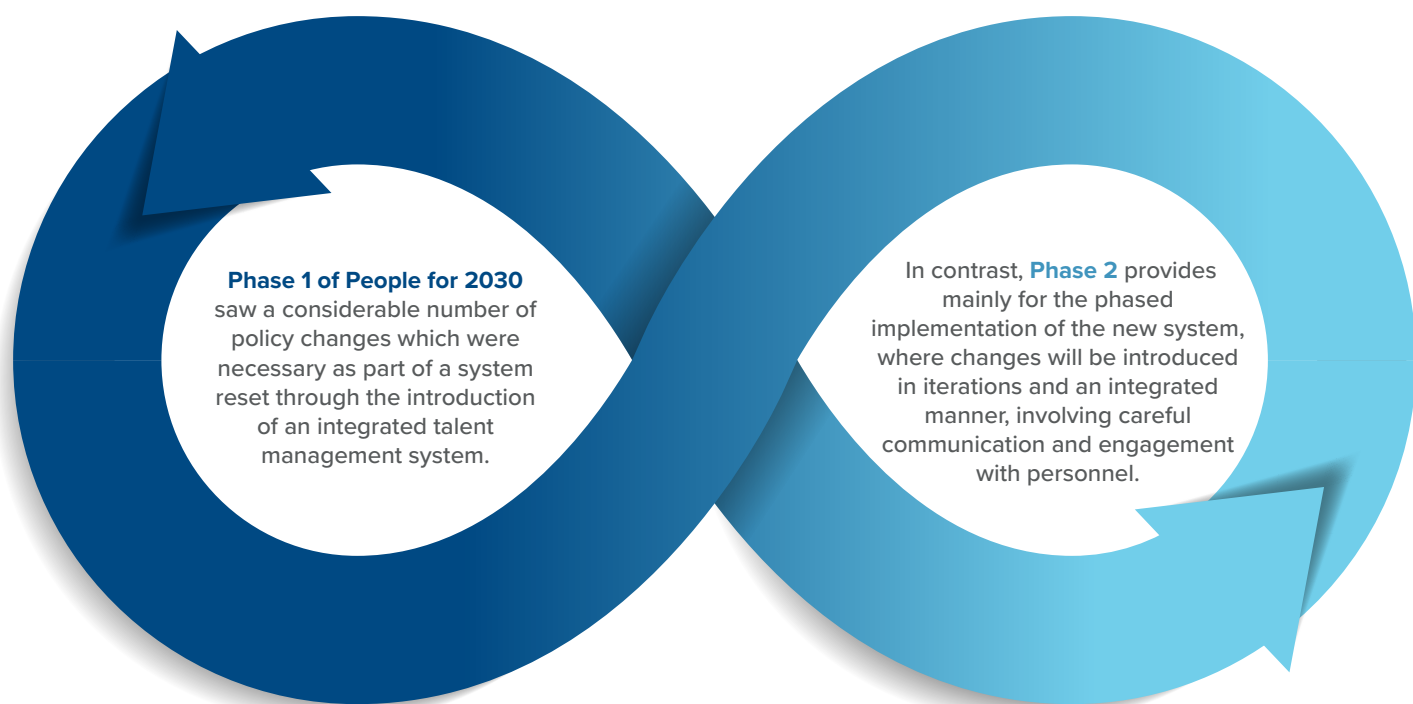
ANALYSE

To measure the performance of People for 2030:

- a results framework has been developed which will **assess the achievements at output and outcome level**,
- the attributional **impact of People for 2030** on key organisational and employee outcomes will be measured.

PRIORITISING AND MANAGING CHANGE

People for 2030 phase 2 builds on the progress made since 2019 and provides a 4-year programme based on a prioritised and sequenced approach to implementation. The majority of new initiatives are first piloted and then phased into the system over a number of years. The Talent Review Process, for example, was first piloted with Country Office leaders and is being phased in across UNDP over a 3-year period. The proposed initiatives under People for 2030 Phase 2 are thus at different levels of maturity and will be prioritised as dictated by their current status and the need to ensure smooth and progressive implementation across the organisation. This approach to implementation was successful in Phase 1 and will be continued for phase 2.

This will impact on the approach to managing change throughout the organisation.

Phase 1 of People for 2030 saw a considerable number of policy changes which were necessary as part of a system reset through the introduction of an integrated talent management system.

In contrast, **Phase 2** provides mainly for the phased implementation of the new system, where changes will be introduced in iterations and an integrated manner, involving careful communication and engagement with personnel.