



UNITED NATIONS DEVELOPMENT PROGRAMME  
**PEOPLE FOR 2030:  
ACHIEVEMENTS REPORT  
2019 - 2021**

# Executive Summary

In 2019, People for 2030 set out to achieve a transformational change in UNDP's people culture and capabilities, with the aim of helping UNDP increase its capacity to deliver more and better development results by:

- **Sharing accountability for delivering the People Strategy** with all UNDP personnel making their own personal contribution to its success
- Ensuring that **managers at all levels are capable of leading and developing people** effectively
- Systematically **addressing HR issues and their root cause** in a holistic way
- **Equipping UNDP with modern and effective people management tools and policies** that will help personnel to feel valued and to give their very best.

People for 2030 represents a highly ambitious and comprehensive effort to overhaul UNDP's people management capabilities and systems, thereby helping the organisation succeed in transforming itself into the leading development organisation for the 21st century.

At the end of the first phase, it is clear that huge strides have been made towards the implementation of this ambitious vision, resulting in tangible progress and visible changes. Some **95% of the recommendations** set out in the Strategy **were implemented by the end of 2021**, with progress on the remaining issues well advanced.

The main thrust of **Phase 1 of People for 2030** has been to create a broad range of new policies, processes and systems in the field of talent management, which **close significant gaps and address underlying weaknesses**, and there are already many significant achievements. These include:



**A brand new contractual modality** – the Personnel Services Agreement Framework – for engaging personnel for various services and projects



**A new competency framework** to underpin all key people management processes, including workforce planning, recruitment, performance management, learning and development and career management



A **new Career Management Framework**, a **Talent Review System**, and a **new Mobility Policy**



**Targeted talent programmes** to facilitate the intake of new expertise and increase workforce diversity, including: payment of stipends to all interns, a new fellowship policy together with tailored fellowship programmes, a new Graduate Programme, and a Talent Programme for Young Professionals with Disabilities



Overhaul of how learning and development is managed and delivered through the establishment of the **People Development Governance Group** and a dedicated **People Development Strategy**



**Comprehensive transformation of the talent acquisition and recruitment function**, ranging from the new organisational structure and delivery model to business process changes, new assessment and selection methods, and leveraging new technology solutions to increase efficiency



**Award of the second-highest** Economic Dividends for Gender Equality (**EDGE**) **certification** for UNDP in recognition of its significant progress in gender equality in the workplace.



A systematic approach to supporting the health and well-being of personnel through the **new Occupational Health and Well-being Strategy** together with the BMS General Operations and Security teams; a significant increase in staff counselling services in response to the COVID-19 pandemic



**A significant improvement of leadership quality** in UNDP through a notable investment in the development of leaders and people managers; launch of the new Leaders for 2030 Programme



Foundation for **more effective performance management** through a new policy based on best practice



**Transformation of the HR function** at corporate level, building new capabilities across the range of HR specialisations, with a focus on strategic people management that generates value to business leaders and the organisation as a whole

These achievements have built the foundations for a transformation of people management in UNDP, and are already having a positive and tangible impact on a number of important employee and organisational outcomes:

- UNDP's level of **staff engagement** has reached the highest ever at **83%**, with **90% of respondents** to the 2020 Global Staff Survey (GSS) stating 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.
- A new cohort of highly talented Country Office leaders, recruited post de-linking, is increasingly providing high-quality leadership and people management.
- There is a new focus across UNDP on the quality of talent management and leadership as key drivers of organisational performance, contributing to an **overall increase of the leadership** and direction index in the 2020 GSS **from 69% to 74%** as compared to 2018.
- A new, future-oriented talent management system equips UNDP with the talent management policies, systems and processes it needs for the future. The 2020 GSS already showed **increases in satisfaction**, notably with opportunities to learn and further develop competencies and skills (**from 66% to 71%**), as well as **performance management (from 64% to 69%)**.

UNDP's Strategic Plan 2022-25 commits the organisation to build on the achievements of and progress with the next phase of People for 2030: "By 2025, through implementing its "People for 2030" Strategy, UNDP will have built the skills and competencies to respond to development challenges of the future." In this next phase, the focus will be on the full implementation of the new talent management systems, policies and capabilities that have now been put in place, enabling UNDP to fulfil its ambitious mandate and meet the challenges of the future.

# Foreword

In 2019, the United Nations Development Programme's (UNDP) ambitious People for 2030 Strategy was launched, aiming to ensure that the organization's human resources and people management systems can provide personnel with the strengthened foundation they need to *co-create* much-needed development solutions with countries and communities across the globe. That involved leveraging cutting-edge technology and international best practice so that these systems can agilely respond to the challenges of both today and tomorrow. That included putting a first-class talent management system in place to attract, develop and retain the very best global talent. It also aimed to ensure that managers at all levels have the skills and tools they need to manage and develop the organization's people effectively. In addition, the strategy sought to advance gender equality and open-up new opportunities for under-represented communities. Indeed, by the end of 2021, 95% of the recommendations identified by the People Strategy have been successfully addressed. These profound shifts are helping UNDP to deliver on the objectives of our Strategic Plan and the 17 Sustainable Development Goals (SDGs). The latest Global Staff Survey reflects the progress we have made together with over 90% of respondents indicating that they are *proud* to work for UNDP.

With the first phase of the Strategy's implementation having now ended, a wide range of tangible results have been realised, resulting in visible changes throughout the organization. For example, UNDP has achieved a 50-50 gender balance in its workforce. We launched groundbreaking programmes like the new Graduate Programme and a new payment scheme for interns, to open new career prospects for young people from diverse backgrounds. A new rotation and mobility policy is also creating new career paths for existing personnel. In this #FutureSmartUNDP, the wellbeing of our personnel is prioritized with a range of new resources now in place. This includes a range of new psychological support services to personnel during the COVID-19 pandemic. Increased emphasis has also been placed on supporting personnel to acquire new skills. For example, over 2,000 UNDP personnel have already upgraded their digital skills through new, specialized courses. This is vital to ensure that UNDP can provide the expertise that countries and communities now need as the Fourth Industrial Revolution accelerates. Providing these opportunities is reflective of UNDP as being an organization where individuals can grow professionally and learn skills that they can take with them throughout the rest of their careers and lives.

Across the globe, a network of over 150 'People for 2030 Champions' took up the challenge of implementing the Strategy on the ground in UNDP's Country Offices (COs). They were also tasked with *listening* more closely to the needs, ideas, and concerns of personnel -- helping to turn them into tangible actions that make UNDP an even better place to work. To ensure that the benefits of the People for 2030 Strategy are felt by everyone across UNDP, and in a spirit of healthy competition, UNDP's COs were invited to participate in the People Awards -- a challenge to spur innovative ways to deliver the Strategy's goals. For instance, the winners included our CO in Syria, which rolled out a new solar-powered energy system to enable personnel to work from home in the absence of a reliable electricity supply; another example is our COs in Turkey where a Children's Daycare and Breastfeeding Room was introduced, helping to ensure the needs of all personnel are met. The Strategy has also gained global recognition, achieving two awards for 'Innovation in Recruitment' at the International Career Development Roundtable.

Phase 2 of the Strategy will seek to build on these achievements. That includes seeking to understand the *future of work* as well as new ways to help our organisation to strive for excellence in people management and leadership, helping us to deliver on the bold objectives of our Strategic Plan 2022-25. In many ways, our work as part of the United Nations family is much more than a job -- it is a vocation. And, when we take care of our people and reward excellence and commitment, we are helping to ensure that their journey is more fulfilling -- ultimately helping to realise even better results for the communities we serve. By investing in our people, we are investing in everyone's future.



Photo: UNDP/Michael Atwood

A handwritten signature of Achim Steiner in black ink, written in a cursive style.

**Achim Steiner**  
Administrator  
United Nations  
Development Programme

# People For 2030 Initiatives

## Strive for excellence in the work we do

- The Performance Management and Development (PMD) policy
- A pilot of 360-degree performance reviews for Senior Leadership
- A new Probation Policy

## Deploy our people strategically

- A new Competency Framework,
- A first comprehensive capacity mapping exercise was launched
- Corporate Annual Rotation Exercises for Resident and Deputy Resident Representatives

## Take care of our people

- Occupational Health, Safety and Well-being (OHSW) Strategy
- Policy changes to make UNDP a more family-friendly organisation
- Implementation of the UN Mental Health Strategy

## Attract & select top talent

- Employee Value Proposition
- Talent acquisition and recruitment functions transformation
- New programmes to attract diverse talented individuals such as Graduate Programme

## HR effectiveness & people analytics

- People Analytics function established
- Talent dashboards in place
- The first UN Wide Gender parity dashboard (in collaboration with UN Women)

## Enhance the UNDP career experience

- A new Mobility Policy
- A Talent Review mechanism
- A new Career Management framework

## Developing our people & people managers

- People Development Strategy
- A new governance mechanism – the People Development Governance Group (PDGG)
- Leadership learning journeys

## Foster & leverage our diversity

- Payment of all interns
- Full gender parity
- EDGE MOVE Certification
- Reasonable Accommodation guidelines

## Contract modalities

- A new Personnel Service Agreement (PSA) modality
- FTA renewals for a 2-year period as a default



# People For 2030 Achievements

**95%**



of the **recommendations** set out in the Strategy **were implemented** by the end of 2021

Across UNDP, a network of over

**150**

**People for 2030 Champions** took up the challenge of **helping implement People for 2030 in their local context**, leading to many positive initiatives on the ground



## 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

Staff Engagement



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



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



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



of respondents **felt that UNDP had responded well to the COVID-19** pandemic



of respondents stated that they are adequately **aware of resources to support their health and well-being**

UNDP's social media presence as an **"Employer of Choice"** greatly increased in terms of traffic and audience outreach



**965%** increase in the BMS/OHR LinkedIn Page followers

**42%** increase in BMS/OHR Facebook page followers

UNDP is attracting better and more diverse candidates



In 2021, **70%** of applicants were from the South compared to **67%** in 2018

The **2020 and 2021 People Awards** attracted over **70 submissions**, each of which demonstrated innovative ways of delivering People for 2030 across regions



Payment of a stipend for all interns was introduced, offering better opportunities to candidates from diverse backgrounds.

Since 2020, the nationalities of **87% of UNDP interns are from the Global South.**

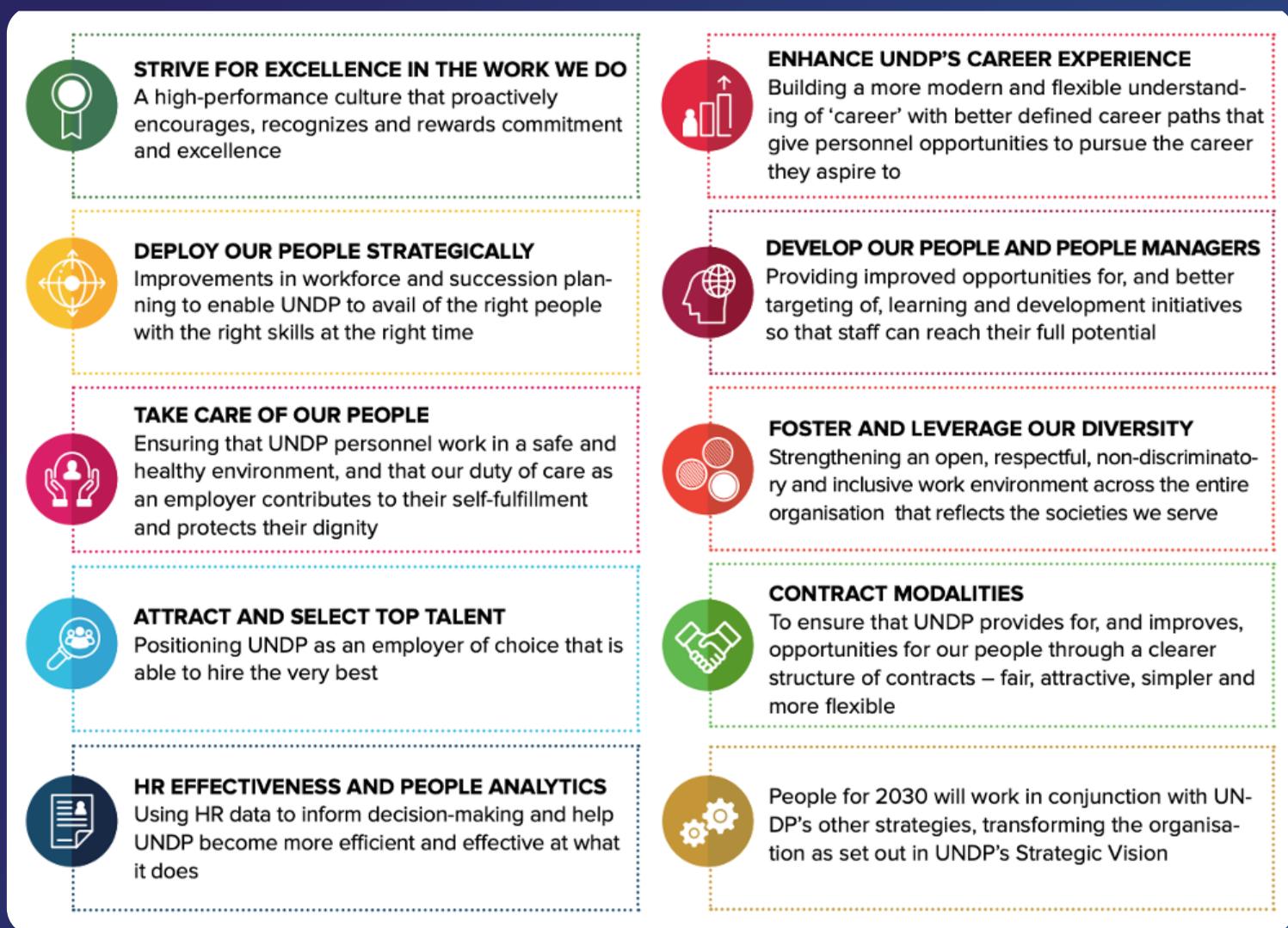


# People for 2030 – Report on Phase 1

This report sets out what has been achieved under Phase 1 of UNDP’s People for 2030 Strategy. Launched by the UNDP Administrator in June 2019, this Strategy aimed to progressively transform UNDP’s culture and capacity to deliver more and better results by:

- Sharing accountability for delivering the People Strategy, with all UNDP personnel making their own personal contribution to its success
- Ensuring that managers at all levels are capable of leading and developing people effectively
- Systematically addressing HR issues and their root cause in a holistic way
- Equipping UNDP with modern and effective people management tools and policies that will help personnel to feel valued and to give their very best.

People for 2030 represents a highly ambitious and comprehensive effort to overhaul UNDP’s people management capabilities and systems, thereby helping the organisation succeed in transforming itself into the leading development organisation for the 21st century. The Strategy was formulated following an extensive listening and consultation process across UNDP, and based around 9 focus areas.



The vision of People for 2030 is to:

- **Build a ‘One UNDP’ culture and employer brand** that generates continuing fitness for the future – characterised by high performance and employee engagement; creativity, collaboration and continuous improvement; attracting and engaging talent
- **Ensure that managers at all levels are** oriented towards, and capable of, **leading and developing personnel**, and **managing performance effectively** – and fully own their part of People for 2030
- **Incorporate a talent perspective into all aspects** of management and organisational development
- **Develop organisational and digital capabilities** that enable personnel to strive for excellence and adapt to future challenges
- **Transform HR into a function** that drives organisational effectiveness, capability and value generation in partnership with managers.

This vision is underpinned by a vision of shared accountability for implementation, namely that all personnel in UNDP would be part of implementing People for 2030. It is an organisation-wide people, not HR, strategy that was led from the front by an invigorated leadership team at the Executive Group and Country Office levels, underpinned by a holistic, talent management system and a highly professional and global HR function.

At the end of the first phase, it is clear that huge strides have been made towards the implementation of this ambitious vision, resulting in tangible progress and visible changes. Some 95% of the recommendations set out in the Strategy were implemented by the end of 2021, with progress on the remaining issues well advanced.

The main thrust of Phase 1 of People for 2030 has been to create a broad range of new policies, processes and systems in the field of talent management, which close significant gaps, and address underlying weaknesses and there are already many significant achievements. These include:

- **A brand new contractual modality** – the Personnel Services Agreement Framework – for engaging personnel for various services and projects
- **A new competency framework** to underpin all key people management processes, including workforce planning, recruitment, performance management, learning and development and career management
- A **new Career Management Framework**, a **Talent Review System**, and a **new Mobility Policy**
- **Targeted talent programmes** to facilitate the intake of new expertise and increase workforce diversity, including: payment of stipends to all interns, a new fellowship policy together with tailored fellowship programmes, a new Graduate Programme, and a Talent Programme for Young Professionals with Disabilities
- Overhaul of how learning and development is managed and delivered through the establishment of the **People Development Governance Group** and a dedicated **People Development Strategy**
- **Comprehensive transformation of the talent acquisition and recruitment function**, ranging from the new organisational structure and delivery model to business process changes, new assessment and selection methods, and leveraging new technology solutions to increase efficiency
- **Award of the second-highest Economic Dividends for Gender Equality (EDGE) certification** for UNDP in recognition of its significant progress in gender equality in the workplace
- A systematic approach to supporting the health and well-being of personnel through the **new Occupational Health and Well-being Strategy**, together, with BMS General Operations and Security teams; a significant increase in staff counselling services in response to the COVID-19 pandemic
- **A significant improvement of leadership quality** in UNDP through a notable investment in the development of leaders and people managers; launch of the new Leaders for 2030 Programme
- Foundation for **more effective performance management** through a new policy based on best practice
- **Transformation of the HR function** at corporate level, building new capabilities across HR specialisations, with a focus on strategic people management that generates value to business leaders and the organisation as a whole

All of these achievements have built the foundations for a transformation of people management in UNDP, and are already having a positive and tangible impact on a number of important employee and organisational outcomes:

- UNDP's level of staff engagement has reached the highest ever at 83%, with 90% of respondents to the 2020 Global Staff Survey (GSS) stating 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.
- A new cohort of highly talented Country Office leaders, recruited post de-linking, is increasingly providing high-quality leadership and people management.
- There is a new focus on the quality of talent management and leadership as key drivers of organisational performance, contributing to an overall increase of the leadership and direction index in the 2020 GSS from 69% to 74% as compared to 2018.
- A new, future-oriented talent management system equips UNDP with the talent management policies, systems and processes. The 2020 GSS already showed increases in satisfaction, notably with opportunities to learn and further develop competencies and skills (from 66% to 71%), as well as performance management (from 64% to 69%).

UNDP's Strategic Plan 2022-25 commits the organisation to build on the achievements of and progress with the next phase of People for 2030: *“By 2025, through implementing its “People for 2030” Strategy, UNDP will have built the skills and competencies to respond to development challenges of the future.”* In this next phase, the focus will be on fully implementing the new talent management systems, policies, and capabilities that have been put in place, enabling UNDP to fulfil its ambitious mandate and meet challenges of the future.

# Strive for Excellence in the Work We Do

The central aim of People for 2030 is to build a high-performance culture, whereby each individual and team is encouraged and enabled to give their best in a stimulating and engaging environment that proactively **recognises and rewards** commitment and excellence at all levels.

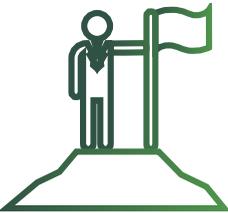
Important progress has been made so far, primarily by reshaping UNDP's approach to individual performance management and streamlining the related policy, processes, and tools.

Achievements include:



## **PERFORMANCE MANAGEMENT AND DEVELOPMENT (PMD)**

The Performance Management and Development (PMD) policy was revised to improve the efficiency and effectiveness of the PMD process. The new policy stresses the continuous nature of performance management, anchored in regular discussions between staff and managers, and its links with development. It also includes updated procedures for mandatory performance management processes and dealing with under-performance.



## **360-DEGREE PERFORMANCE REVIEWS FOR SENIOR LEADERSHIP**

A pilot of 360-degree performance reviews for Senior Leadership in UNDP was carried out. 250+ UNDP Leaders, including RRs and DRRs, worked on identifying and developing their leadership capabilities to effectively lead others. A new, regular performance management process also includes a mechanism for collecting feedback from staff on managers' performance.



## **PROBATION POLICY**

A new Probation Policy has been developed and is being implemented. It introduces new requirements concerning the appraisal of performance during the first year of service to ensure that newly recruited personnel meet UNDP's high standards.

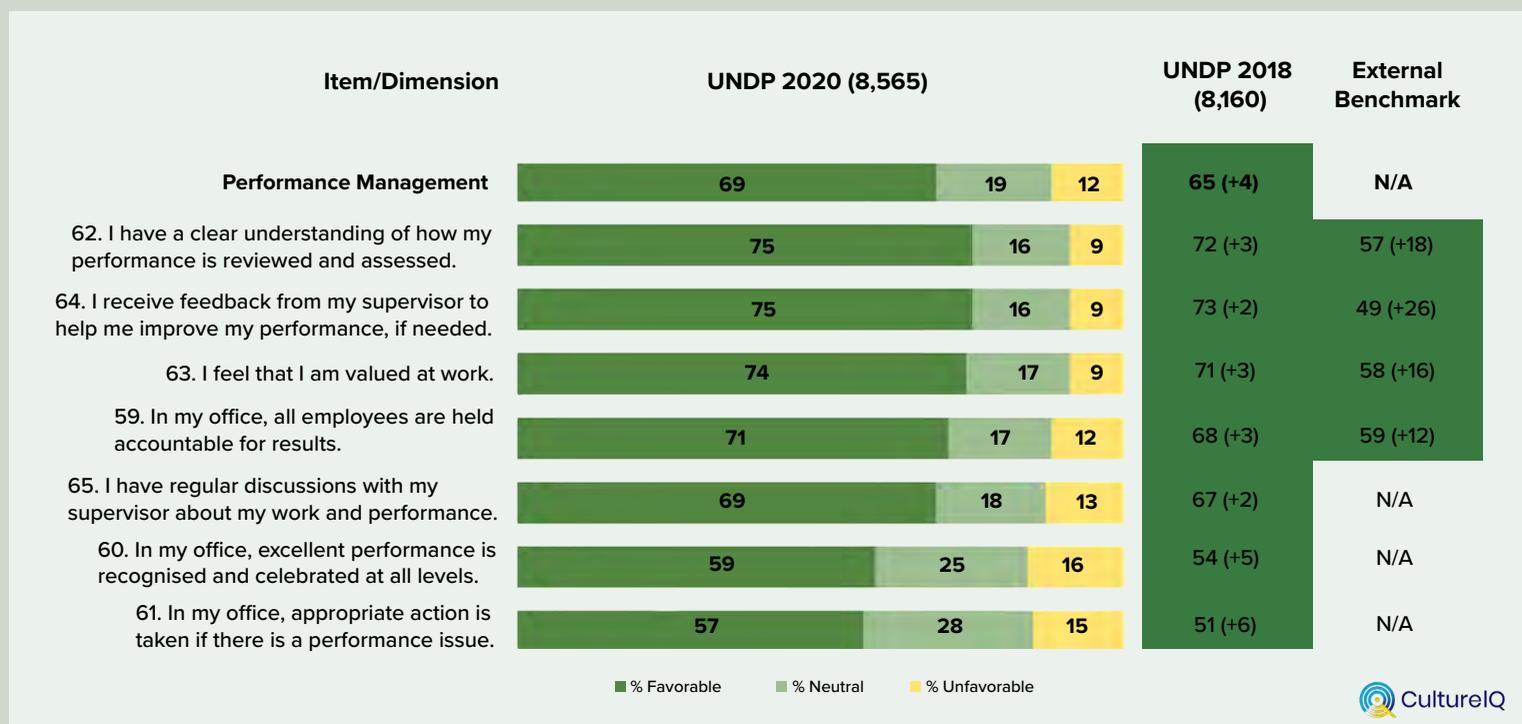


### IMPROVEMENTS IN PERFORMANCE MANAGEMENT OUTCOMES

People for 2030 aimed to streamline and improve the PMD process whilst also ensuring that both high and underperformance were recognised and acted upon.

To complement the policy changes, training in effective and supportive performance management was provided to UNDP supervisors, aiming, inter alia, to improve their conversations with personnel around performance. The PMD module is being fully integrated with UNDP’s new ERP system, making it more efficient and user-friendly.

The results for personnel, as demonstrated in the 2020 Global Staff Survey, are striking. All performance management indicators have improved since 2018, with the highest increases having been achieved in the recognition of great performance and taking action to address performance issues, one of the overarching aims of People for 2030.



# Enhance the UNDP Career Experience

An increasingly dynamic and demanding operating environment, changing expectations of the modern workforce, and an intrinsic desire of individuals for growth and development all underline the importance of career management for UNDP and our personnel.

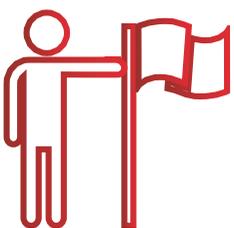
As part of People for 2030, significant progress has been made in this area through the design of a new talent management system, a key element of which is the modern and flexible understanding of ‘career’ as a complex, growth-oriented and multi-directional sequence of experiences and opportunities to enhance long-term employability, which is individual-owned and organisation-enabled. As such, a career is defined in terms of a portfolio of enriching and diverse experiences rather than as a linear progression.

Achievements in this area include:



## NEW MOBILITY POLICY

The creation of a more effective internal market for talent within UNDP which clarifies and expands opportunities for personnel to develop their careers. A key element of this is the development and implementation of a new Mobility Policy, encouraging and enabling staff at all levels to change roles periodically, thereby creating growth and career development opportunities for all. To further support staff mobility, all new positions need to be advertised internally before being advertised externally.



## TALENT REVIEW

A Talent Review mechanism has been designed to enable UNDP to more purposefully identify and develop personnel for crucial roles, promote a culture of high-performance and meritocracy, and support personnel with opportunities to meet their learning and development needs. It was piloted in 2021 for UNDP’s Country Office leadership, with all of the current serving RRs and DRRs having been reviewed and insights from the Review providing useful input to the corporate Annual Rotation Exercises.



## NEW CAREER MANAGEMENT FRAMEWORK

A new Career Management framework was developed and launched to increase the understanding of career opportunities in UNDP and provide guidance on possible career journeys for all UNDP personnel. This was accompanied by a significant investment in career development support to individual personnel in attaining their career aspirations.



## CAREER MANAGEMENT FRAMEWORK

Recognising that UNDP’s people are our single greatest asset, career management is a critical element of people management in UNDP and an essential organisational function. The Career Management Framework, which was launched in 2020, provides guidance to UNDP’s entire workforce on how to manage their career journeys and growth experiences in UNDP.

UNDP’s Career Framework is based on four pillars:

- **Career Management Principles** that underpin the Framework, including the values and priorities that drive career management decisions.
- **Career Architecture** that describes how work and jobs across UNDP are organised and aligned to support the achievement of its strategic objectives. Components of career architecture include: career tracks, career streams and job roles. The career architecture aims to make the career options available to UNDP personnel more explicit.
- **Career Pathways** that are developed for strategically important job roles to illustrate how best to prepare for those roles by gaining relevant experiences, skills, perspectives, and networks.
- **Career Development Support** which is provided to all of UNDP’s workforce to promote continuous learning, help personnel better understand how to navigate their careers, and help managers fulfill their roles in coaching staff on their careers and ongoing development. This support includes the Virtual Career Labs, the SPARK (Strive. Perform. Aspire. Re-imagine. Know) programme and other initiatives as well as the Fuel 50 platform which offers a set of tools for UNDP personnel to create personalised career pathways and learning journeys.

Career Tracks	Career Streams Example of Job Roles Covered			
	Corporate Operations	Policy/Programme		
<b>Managerial and Executive</b> ICS 11-14/P4-5/NOD, D1-2 and above	Administrator Associate Administrator			
	Central Bureau Director/Deputy Director Functional Office/Unit Director/ Deputy Director Chief of Staff Independent Office Director/Deputy Director	BPPS, CB and Regional Bureau Director/Deputy Director Global Policy Center Director/Deputy Director Regional Hub Director/Deputy Director Resident Representative/Deputy Resident Representative		
<b>Professional / Expert</b> ICS 8-14/P1-7/NOA-NOD, D1-2	Analyst, Specialist, Advisor, or Team Leader in each of the corporate operations areas	Within each of the <i>eight thematic career streams</i> :		
		<table border="0"> <tr> <th>Policy</th> <th>Programme</th> </tr> <tr> <td>Team Leader, Chief Regional Cluster Leader Policy Analyst/Specialist/Advisor Technical Specialist/Advisor Regional Technical Specialist/Advisor</td> <td>Team Leader, Chief Programme Analyst/Specialist/Advisor Portfolio Specialist Project Management Analyst/Specialist</td> </tr> </table>	Policy	Programme
Policy	Programme			
Team Leader, Chief Regional Cluster Leader Policy Analyst/Specialist/Advisor Technical Specialist/Advisor Regional Technical Specialist/Advisor	Team Leader, Chief Programme Analyst/Specialist/Advisor Portfolio Specialist Project Management Analyst/Specialist			
<b>General Service</b> ICS 1-7/GS 1-7	Driver Executive Assistant/Associate Clerk, Assistant, Associate in each of the corporate operations areas	Policy Clerk/Assistant/Associate Country Programme Assistant/Associate Programme Clerk/Assistant/Associate		



“ **A wonderful programme!** Made me feel connected to my colleagues and a part of a global organisation made by amazing, imperfect human beings. This is an inspiring programme which provided many practical tools to keep the momentum we built here alive. ”

- Alicia Lopez, UNDP Mexico, SPARK Participant

# Deploy Our People Strategically

People for 2030 aims to improve both workforce and succession planning. A workforce planning framework enables managers to make informed staffing decisions linked to the organisation's mission and strategic priorities. Succession planning ensures continuity as well as retaining and developing competencies, skills and institutional knowledge for the future.

Important progress has been made in this focus area, with achievements including:



## **NEW COMPETENCY FRAMEWORK**

The first step in enabling strategic workforce planning and management was the development and adoption of a comprehensive, new Competency Framework, bringing together the main competencies, skills and knowledge required to deliver on the new Strategic Plan. The Competency Framework underpins the entire talent management system and provides a basis for effective management of UNDP people going forward (see box).



## **CAPACITY MAPPING EXERCISE**

Building on the competency framework, a first comprehensive capacity mapping exercise was launched with the objective of providing an initial picture of the capacities already within the organisation and support a better understanding of the most critical capacity gaps. The results of this exercise underpin Phase 2 of People for 2030.



## **CORPORATE ANNUAL ROTATION EXERCISES (ARE)**

ARE for the Resident Representative and Deputy Resident Representative positions were carried out. The ARE were organised in line with a new corporate approach, based on the understanding that talent does not belong to one Office or Bureau only, but to UNDP as a whole. This led to the breaking of internal silos, with Country Office leaders now being increasingly appointed across Bureaus. This not only enabled UNDP to draw on a broader pool of talent, but helped ensure a gender -and North/South- balanced leadership cadre. This also opened more possibilities for talented national staff, as well as for greater diversity in leadership pools. The ARE were recognised and rewarded the "Innovation in Recruitment" award at the Career Development Roundtable.



## NEW COMPETENCY FRAMEWORK

UNDP’s new Competency Framework summarises the attributes, behaviours, skills, knowledge, and expertise that UNDP personnel is expected to demonstrate in their daily work. The Competency Framework is firmly anchored in UN values, and closely aligned with UNDP’s mission and vision. Because it is designed with UNDP’s present and future in mind, it will enable our organisation to be fit for the future.

Every job at UNDP will reflect up to four types of competencies:

- Seven core **behavioural competencies**, based on UNDP’s mission, values, and culture. Every staff member will have to demonstrate all core behavioural competencies at a level that is right for their particular role.
- A series of **cross-functional competencies**. These are behaviours and skills which are needed across many different jobs in UNDP and are driven by the way the organisation operates. These include, for example, project management, risk management, communication, or knowledge facilitation.
- **Technical competencies**, which are specific to individual jobs in various functional areas, for example, financial management skills or knowledge of partnering practices. Naturally, technical and cross-functional competencies will evolve and change as UNDP refines its service offer or develops new ways of work.
- In addition to other competencies, colleagues who lead and manage other people and teams will be required to demonstrate all **people management competencies**.



# Developing Our People and People Managers

People for 2030 aims to provide greater, improved and better targeted learning and development initiatives in order to increase organisational capability and effectiveness and to drive employee engagement.

With the launch of multiple learning paths linked to a wide range of required capabilities, and programmes for personnel in different roles and categories, UNDP has managed to significantly increase the availability of development opportunities for its personnel.

Considerable progress has been made towards this goal, with achievements including:



## IMPROVEMENTS IN PERSONNEL LEARNING EXPERIENCE

The Global Staff Survey in 2020 signalled important improvements in personnel learning experience, especially in the level of satisfaction with opportunities to learn, where an increase of over 5 percentage points was achieved compared to 2018.



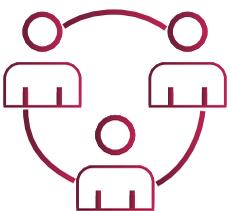
## LEADERSHIP DEVELOPMENT OPPORTUNITIES

There was a focus on providing Leadership Development opportunities, most notably the design and delivery of leadership learning journeys for UNDP's new cadre of Resident Representatives and Deputy Resident Representatives appointed between 2019 and 2021 (see box).



## PEOPLE DEVELOPMENT STRATEGY

In 2020, UNDP implemented its first People Development Strategy, a key step in enabling UNDP to become a learning organisation, where learning is an intrinsic part of how UNDP operates. That Strategy's main objective was to address some of the most urgent gaps in skills and competencies. This first strategy was followed by the multi-year People Development Strategy, 2021-2023, further ensuring that UNDP's learning and development offer is closely linked to organisational strategy and priorities, as well as making the culture of continuous learning a reality in UNDP.



## PEOPLE DEVELOPMENT GOVERNANCE GROUP (PDGG)

Complementing the new People Development Strategies, a new governance mechanism – the People Development Governance Group (PDGG) – was also put in place to effectively oversee the implementation of the Strategy, as well as guide the allocation and utilisation of the learning resources. Members of the PDGG are from across UNDP, thus increasing representation in learning and development decision-making.



## LEADERSHIP JOURNEYS

Leadership Journeys encompassed senior executive development programmes for Resident Representatives (RRs) and Deputy Resident Representatives (DRRs) which aimed to develop hundreds of newly appointed Country Office leaders around the world. Based on current best practices and the latest theories in developing leadership, these journeys were rigorous learning experiences designed in partnership with globally renowned academic partners to help UNDP's RRs and DRRs explore their own potential in support of the transformation of UNDP. The tailored learning journeys included various offerings such as masterclasses, 360-degree development assessments, executive, team and crisis-management coaching, and experiential learning. The end result of this transformative leadership initiative was to enable participants to bring about change, inspire high performance, build partnerships and more.

The RR Leadership Journey 2019-2020 provided a comprehensive introduction to UNDP and the UN system and focused on continuous development through 90-day transition support, executive coaching, peer coaching, and experiential learning. As a result of the programme, 80% of participants reported that they had increased knowledge of leadership issues and technical knowledge expected of a UNDP RR, and 81% said that their performance as an RR was impacted positively.

In response to the challenges raised by the COVID-19 pandemic, new offerings were added to the journeys in 2020 and 2021, including specialised Executive Coaching in crisis contexts and for resilience and well-being.

“ I feel the **coaching sessions have helped me achieve my objectives**. They were very useful. Especially considering that they took place through the COVID-19 pandemic. They helped me a lot to continue to explore and adjust different management and communication styles.

- Participant, UNDP RR/DRR Coaching Session

”

In 2021, a new multi-year **Leaders for 2030** development programme for UNDP's RRs and other leaders was launched. It started with a virtual Strategic Leadership Retreat, with more than 150 senior leaders from 126 duty stations taking part, including all of UNDP's Resident Representatives. 93% of the participants in the Retreat rated the content, delivery, relevance and applicability to work as “excellent” or “very good”. In support of UNDP's Strategic Plan 2022-2025, Leaders for 2030 will provide leadership certificates targeting key competencies and skills offered in partnership with a globally diverse network of world class academic institutions and share UNDP in-house expertise in the key signature solutions, operations and management.

# Take Care of Our People

It is part of UNDP's duty of care as an employer to ensure that all our personnel work in a safe and healthy environment that contributes to their self-fulfilment and protects their dignity. As the organisation is increasingly operating in highly complex, and at times high-risk, environments, it is UNDP's responsibility to protect its personnel and care for their well-being.

A focus on duty of care allows all personnel working for UNDP to stay safe and secure whilst ensuring business continuity and the ability of the organisation to deliver on our mandate; and personnel are likely to give their best if they feel that the organisation cares for them.

Through People for 2030, UNDP has made a significant investment in fulfilling these commitments, and in supporting personnel during the unprecedented challenges caused by the global pandemic. Some of the important achievements include the following:



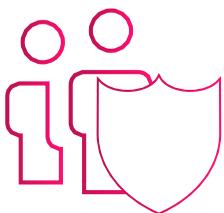
## **OCCUPATIONAL HEALTH, SAFETY AND WELL-BEING (OHSW) STRATEGY**

The first comprehensive, Occupational Health, Safety and Well-being (OHSW) strategy, a necessary step toward the establishment of a well-structured OHSW system, has been developed and approved together with the BMS General Operations and Security teams. The vision of the Strategy is to enable UNDP personnel to maintain their physical, mental and emotional health, be safe, and perform at their best while fulfilling UNDP's mandate across all duty stations. As such, the Strategy aims to ensure that every reasonable effort is made to manage risks, protect personnel from harm in the line of duty, and respond to challenges. It targets three key outcomes: (i) a resilient workforce in the line of duty; (ii) safe and healthy workplaces; (iii) a sustainable corporate culture of wellness.



## **FAMILY-FRIENDLY ORGANISATION**

Policy changes to make UNDP a more family-friendly organisation were introduced, including new provisions to support personnel who are breastfeeding/expressing milk, and extra maternity leave for personnel in D & E duty stations.



## **CLEAR CHECK TO ERADICATE SEXUAL HARASSMENT IN THE WORKPLACE**

UNDP has continued to make efforts to eradicate sexual harassment in the workplace, including training and awareness sessions for personnel and the deployment of Clear Check, an electronic database in which UN Entities can record individuals with a record of sexual exploitation and abuse or sexual harassment.



## **THE UN MENTAL HEALTH STRATEGY**

Implementation of the UN Mental Health Strategy was intensified due to the COVID-19 pandemic (see box). According to the 2020 GSS, 89% of respondents felt that UNDP had responded well to the COVID-19 pandemic with 81% of respondents stating that they are adequately aware of resources to support their health and well-being. This was achieved in part through bringing on-board additional staff counselling and staff support capacity.



## MENTAL HEALTH/PYCHOSOCIAL SUPPORT

The Secretary-General’s UN System Workplace Mental Health Strategy was created for UN personnel, across all roles, contexts and environments, from deep-field missions to Headquarters, with the purpose of increasing the effectiveness of the UN by optimising the psychological health of its personnel. During the unprecedented shock of COVID-19, UNDP ramped up its implementation of this strategy and activated numerous programmes to support personnel during the pandemic.

**Psychosocial and Emotional Support Activities**

 <p><b>Online training for staff at large</b> Psychological aspects of the COVID-19 pandemic French, Spanish, and Russian planned.</p>	 <p><b>Psychological support sessions for remote duty stations</b> offered on request</p>
 <p><b>Increased access to mental health services:</b> Access to external service provider paid for by UNDP (3 free sessions), access to other mental health services under the insurance scheme</p>	 <p><b>Weekly psychological support sessions for staff, families, and managers</b> <i>Topic considerations:</i></p> <ul style="list-style-type: none"> <li>• Dealing with uncertainty during the pandemic</li> <li>• Living with children and family when working remotely</li> <li>• Acute anxiety and chronic stress</li> <li>• Sleep hygiene</li> </ul>
 <p><b>OSHW Focal Point engages</b> with the most affected countries through direct contact with managers and staff.</p>	 <p><b>Coordination with UNDSS/CISMU</b> for quick identification of mental health professionals in the field.</p>
 <p><b>Information</b> campaign on Intranet - Teams Currently piloted/Yammer being evaluated (OHR Teamwork).</p>	

Under a comprehensive psychosocial support programme, more than 1,800 individual sessions were rolled out over 89 duty stations, 83 global webinars have been conducted in English, French, Spanish and Russian and tailored support sessions for Country Offices have been provided, reaching more than 7,300 members of our personnel.

“ Our personnel have benefited from the support provided and have **appreciated the safe space created by the well-being unit**, which has granted them with the freedom to express themselves without judgment or consequence. I can confidently say that the continuous support we have been receiving has had a positive impact and we are grateful for all of our dedicated colleagues at the Well-being unit. ”

- Member of HR team, UNDP Lebanon

In addition to this, several targeted programmes have also been implemented such as Mindful Self-Compassion for leaders, Psychological First Aid, and Burnout Prevention.

A well-being site was also launched and has been visited 11,000+ times to-date. This website is for all UNDP personnel as we are committed to building a workplace culture that both supports those who experience mental health challenges and enhances the mental health of all personnel.

# Foster and Leverage Our Diversity

Respect for diversity has been one of the core values of UNDP governing the way the organisation operates and delivers its mandate. Inclusion is also integral to "leaving no one behind", a key principle of the Sustainable Development Goals (SDGs).

As a values-driven organisation, UNDP has an obligation to "walk the talk" and ensure that UN values, including respect for diversity, are consistently lived by all our personnel.

Noteworthy progress towards a truly diverse and inclusive organisation has been made, with 80% of respondents in the 2020 Global Staff Survey expressing the belief that all employees are treated with dignity and respect, and that discrimination is not tolerated. Achievements under this focus area include:



## PAID INTERNSHIPS

Payment of a stipend for all interns was introduced, offering better opportunities to candidates from diverse backgrounds. Since 2020, the nationalities of 87% of UNDP interns represent countries in the South.



“

Throughout the early part of my internship I was freelancing to pay my bills. After my day at UNDP I would go home and have to keep working. Then, in January 2020, I received great news. UNDP had put in place a new policy that gives every intern a stipend. With this new source of income, **I was able to put my freelance work on hold and concentrate 100 percent on my duties with UNDP.**

”

- Sophio Beradze, Former Intern, UNDP Georgia Country Office



## FULL GENDER PARITY

UNDP achieved full gender parity among its staff.



## EDGE – ECONOMIC DIVIDENDS FOR GENDER EQUALITY - MOVE CERTIFICATE

UNDP was awarded the EDGE – Economic Dividends for Gender Equality - MOVE Certificate, providing external recognition that UNDP is a gender-equal employer. This is the second highest level of certification attainable within this assessment framework (see box).



## NEW REASONABLE ACCOMMODATION GUIDELINES

As part of the effort to promote disability inclusion and implement the commitments of the New Reasonable Accommodation guidelines, a new funding mechanism was also put in place to enable accommodations for individual personnel, in addition to the fund for capital investments to ensure accessibility.



### AFRICAN YOUNG WOMEN LEADERS (AYWL) FELLOWSHIP PROGRAMME

The African Young Women Leaders (AYWL) Fellowship Programme was jointly implemented by UNDP and the African Union Commission (AUC) to develop the next generation of young African women leaders and experts to serve Africa and the world. 21 African young women professionals completed a 12-month leadership journey.



### UNDP-UNV TALENT PROGRAMME FOR YOUNG PROFESSIONALS WITH DISABILITIES

The UNDP-UNV Talent Programme for Young Professionals with Disabilities was implemented, giving 33 Young Professionals with Disabilities an opportunity to gain valuable experience. 16 new targeted recruitments were initiated in 2021, and many more young people with disabilities were deployed with UNDP through UNVs mainstream channels.



“

As part of UNDP and UNVs commitment to ‘Leaving No One Behind’, I have found the recruitment of young professionals with disabilities, as **a win-win strategy** which offers this diverse group **the opportunity to acquire practical work experience while equipping them with skills to foster innovative developmental solutions**, in line with the SDGs. I am grateful to UNV-UNDP for building this talent pipeline and inspiring people like myself to advance our careers.

”

- Azima Zaidi, UNV, Social Inclusion Officer, UNDP Pakistan Country Office

### UNDP AWARDED EDGE MOVE CERTIFICATE FOR GENDER EQUALITY IN THE WORKPLACE

After going through a comprehensive review by the Economic Dividends for Gender Equality (EDGE) organisation, UNDP has been awarded the EDGE MOVE Certificate. EDGE is a leading global assessment methodology and business certification standard for gender and intersectional equity in the workplace. It measures where organisations stand in terms of representation, pay equity, effectiveness of policies and practices to ensure equitable career opportunities as well as inclusiveness of their culture.

The EDGE certification is divided into three categories, denoting commitments, progress, and leadership. UNDP has been certified as EDGE MOVE which signifies that the organisation is experiencing significant progress and taking steps across all focus areas towards setting high success and achievement standards in relation to gender equality. This is the second-highest certification award issued by EDGE and UNDP is one of only two UN Agencies (alongside UNICEF) to achieve this distinction.

Colleagues across the organisation continue to reveal a strong positive attitude towards equal opportunities provided at UNDP across genders. Rehab Al-Sanabani, a Gender Analyst for UNDP in Yemen, states that what makes her proud to work at UNDP is that the organisation empowers women and works towards gender equality.



“

I am **motivated to be a role model** to prove that women are equal, that we make great achievements and attain senior positions — that every woman can say, “If she can do it, why can’t I?” **The sky’s the limit.**

”

- Rehab Al-Sanabani, Gender Analyst,  
UNDP Yemen Country Office



# Attract and Select Top Talent

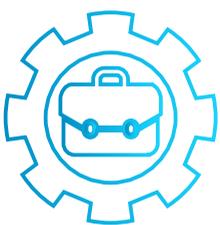
In order to equip itself with the skills and competences it needs for the future in a rapidly evolving development context, UNDP must be able to attract and select high calibre personnel with the right skills, competences, experience and attitudes. It must do so in the context of an ever-sharper war for talent, competing with the public and private sectors for the very best.

To be able to do so effectively, under People for 2030, UNDP embarked on a comprehensive transformation of its talent acquisition and recruitment functions, together with related strategies, policies and practices. Since 2019, considerable progress has been made across a broad front, resulting in a number of significant achievements, including:



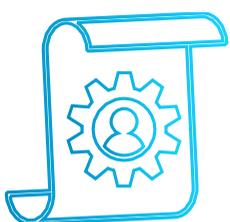
## EMPLOYEE VALUE PROPOSITION (EVP)

Recognising the fundamental importance of attracting strong applicant pools, UNDP developed its first EVP. This articulates a unique selling proposition as to why a prospective employee should work for UNDP. The EVP is effectively being used as a platform for the new recruitment marketing strategy, including a new social media strategy aimed at engaging and attracting top talent. As a result, UNDP's social media presence as an "Employer of Choice" greatly increased in terms of traffic and audience outreach, there has been a 965% increase in the number of followers of the BMS/OHR LinkedIn Page and the engagement rate of 6% is well beyond the 2% considered as a good engagement rate for LinkedIn. Other media platforms have also improved: the Facebook page, for example, has seen a 42% increase in followers and a 16% increase in the number of Likes. In order to reach key target audiences, new Employer Brand Ambassador and Student Ambassador initiatives have been developed and are being rolled out. Early evidence suggests that the EVP is attracting better and more diverse candidates: in 2018 67% of applicants to UNDP roles were from the South, while by 2021 the proportion increased to 70%.



## TRANSFORMATION OF UNDP'S TALENT ACQUISITION AND RECRUITMENT FUNCTIONS

A comprehensive transformation of UNDP's talent acquisition and recruitment functions, and significant progress has been made. Dedicated talent acquisition and recruitment teams were established in order to manage these functions effectively, and new approaches and processes were developed in order to professionalise, standardise and streamline recruitment. A range of selection methodologies have been successfully piloted in order to ensure that UNDP is able to select the right candidates, and a new selection framework is being finalised, along with a newly launched template for job descriptions and vacancy notices, all aligned with the new competency framework. This work has already enabled the creation of better quality, more efficient and consistent recruitment practices, resulting in reduced time to hire (a reduction from 89 to 81 days for centralised recruitments) and greater efficiency of corporate compliance reviews (from 11 to 3 days).



## THE NEW GRADUATE PROGRAMME

A series of new programmes (see the Foster and Leverage our Diversity focus area) have been successfully developed and launched, enabling UNDP to attract talented individuals from diverse backgrounds. In particular, a ground-breaking Graduate Programme for high-potential young people from the Global South was developed and launched in 2021, providing new opportunities for bringing new talent into the organisation from diverse backgrounds – in particular young people who are the first in their families to graduate from a university, or who have a disability (see box).

## THE NEW GRADUATE PROGRAMME

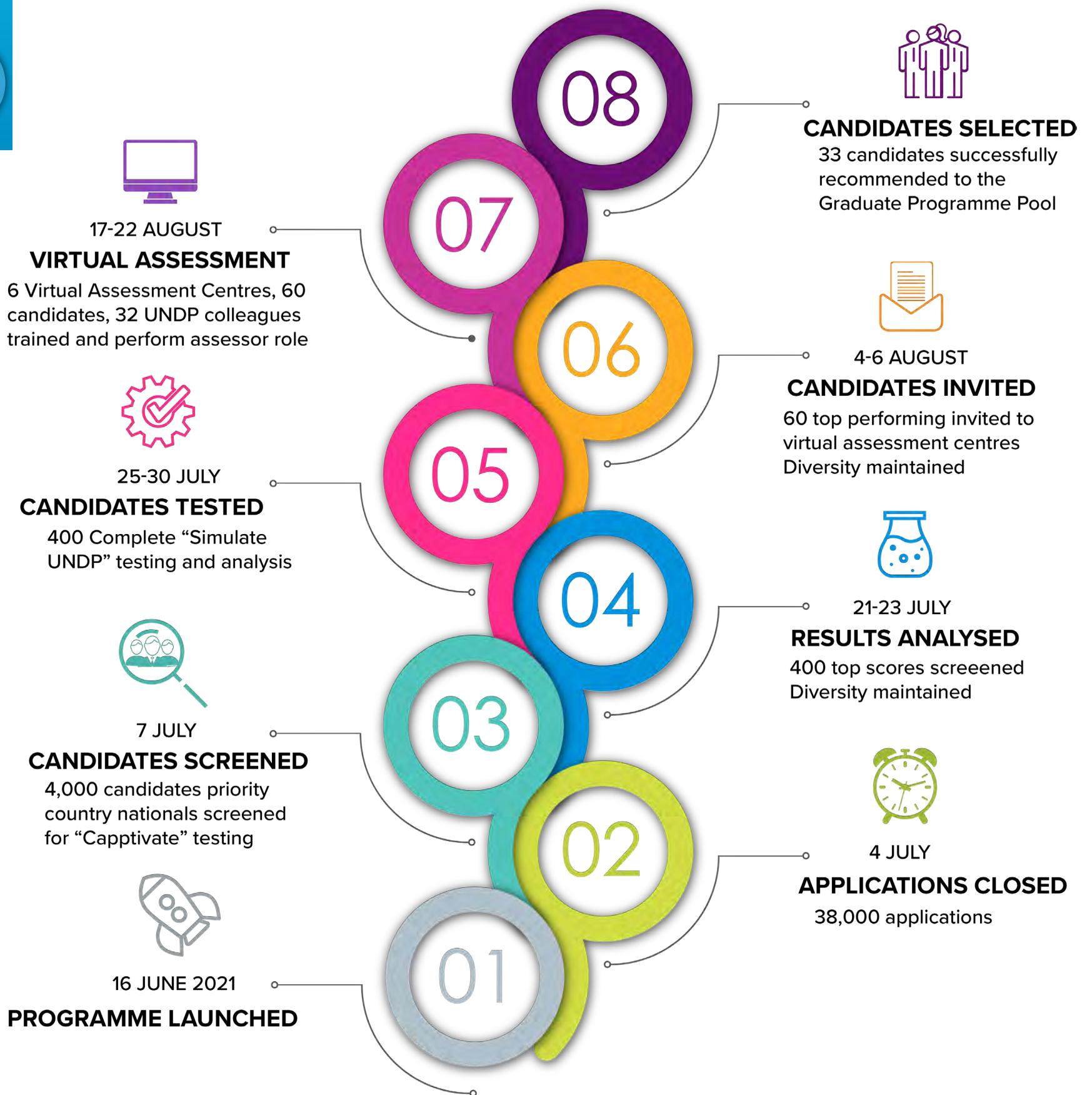
The UNDP Graduate Programme aims to build a talent pipeline of committed professionals for the #nextgeneration UNDP and the international development sector through attracting and engaging young people from diverse backgrounds and under-represented or disadvantaged sections of the population. The programme was launched in June 2021 and attracted close to 40,000 applications, confirming both its attractiveness and UNDP's strong employer brand. An innovative selection process was implemented to effectively manage the high-volume of applications, selecting the very best and offering an excellent candidate experience. **Page 23** shows an illustration of the Graduate Programme selection process.

The Graduate Programme focuses on bringing in more diverse people to the organisation, both in terms of ethnicity, nationality, gender, sexual orientation and socio-economic background. As such, graduates representing 16 different programme countries have been selected for roles with UNDP.

The Graduate Programme won the 2021 Innovation in Recruitment Award at the International Organisations Career Development Roundtable which recognises and rewards innovation and improvement in people management.



# Graduate Programme Selection Process



# Contract Modalities

To meet the wide-ranging staffing needs of UNDP and those of our talented personnel, People for 2030 highlighted the need for an improved contractual framework which both supports a stable core personnel structure and allows for scalability in the delivery of UNDP's programmatic work.

The People Strategy particularly emphasised the need to set out clear criteria ensuring the use of the appropriate contractual modality, and to meet UNDP's obligations concerning the duty of care and the provision of appropriate remuneration. Recognising the importance of conditions of employment to all personnel, regardless of their contract status, and of valuing all UNDP personnel for the contribution they make, the revision of contractual modalities was a high priority under People for 2030, leading to very significant progress:



## NEW PERSONNEL SERVICE AGREEMENT (PSA) MODALITY

In order to introduce a more modern, better contract modality to engage personnel who were previously contracted as service contract holders or individual consultants, a new PSA modality was developed and launched in 2021. The PSA presents a number of significant advantages for personnel and for the organisation – it is flexible, future-ready and cost-effective to administer. It also provides significant benefits for personnel – notably, it addresses the long-standing concerns related to access to learning and development and career opportunities, medical insurance, leave and other benefits (see box).



## FTA RENEWALS FOR A 2-YEAR PERIOD AS A DEFAULT

Recognising the needs of staff holding fixed-term appointments (FTAs) and in order to provide more certainty both to our personnel and to the organisation, UNDP agreed to move away from the previous practice of 1-year contract renewal towards FTA renewals to be for a 2-year period as a default, subject to the availability of funding.

### PSA FRAMEWORK

The new Personnel Service Agreement (PSA) introduces benefits to both individuals and to the organisation through its improved and streamlined set of benefits for personnel, and much lighter administration process for the organisation.

The PSA:

- Replaces the existing Service Contract modality and provides an alternative which will complement the existing Individual Contract (IC) modality which, going forward, will be used only for certain type of services.
- Provides many personnel who previously working as individual contractors with significantly better conditions of employment, including access to healthcare and paid leave.
- Has been future-proofed – it allows contract personnel to work full or part-time, remotely, from their home country, or on a retainer, thus giving UNDP and its personnel greater flexibility.
- Will enable UNDP to access a greater pool of talent and work in a more flexible and agile way in order to deliver our mandate.

In February 2021, UNDP launched the International PSA (I-PSA), which opened up opportunities to hire international personnel regardless of location. As of 31<sup>st</sup> December 2021, 504 Regular and 225 Short-term I-PSAs have been issued.

“

The simplicity and the speed with which the I-PSA is being processed is great!

”

UNDP Country Office Representative

The National PSA (N-PSA) followed in June 2021 and replaced the Service Contract modality. This can be used in any duty station where a national UN salary scale exists. As of 31<sup>st</sup> December 2021, 6,253 Regular and 321 Short-term N-PSAs were issued.

UNDP is also offering the PSA modality as a service to UN partners - the Partner PSA (P-PSA). This modality, which is flexible and ready to meet tomorrow's challenges, will assist UN partners in implementing their own work and will be highly flexible, enabling them to operate in their own unique environment.

Since introducing the PSA, UNDP has successfully transitioned over 6,000 contracts to these new modalities, thereby providing improved, consistent conditions of service and benefits to personnel across UNDP. The new PSA will also give contract holders far greater access to learning and development opportunities, as well as introduce career perspectives and enable them to work in a more agile manner.



# HR Effectiveness and People Analytics

In a rapidly evolving external context, coupled with constant pressure to be increasingly efficient and effective, there is a pressing need for a strong HR effectiveness and talent analytics function – linking personnel, process and performance and equipping UNDP to achieve greater efficiency and quality.

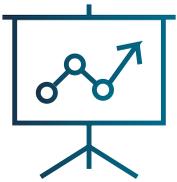
The development and use of talent analytics is vital to enable data-driven decision-making in the field of HR, to help senior leadership effectively steer the organisation and ensure that it is functioning optimally.

Work has been undertaken to strengthen UNDP's capacity in this area, and has led to a number of achievements, including:



## **A DEDICATED PEOPLE ANALYTICS FUNCTION**

Creation of a dedicated People Analytics function, as part of the comprehensive reorganisation of the HR function. This team is now developing a talent analytics strategy, as well a range of measures to support decision-making and provide a regular organisational 'health-check' in HR areas.



## **VARIOUS TALENT DASHBOARDS**

Various talent dashboards developed using a Data Warehouse and descriptive HR reports which include information on workforce, diversity, performance management, leave data, talent development, and others, in order to monitor the status of the workforce in real-time. These strengthen the ability to measure the effectiveness of initiatives and to solve pending HR issues across UNDP.



## **THE UN SYSTEM-WIDE GENDER PARITY DASHBOARD**

Collaboration with UN Women to create the first UN System-Wide Gender Parity dashboard, which includes gender data from forty UN Agencies (see box).

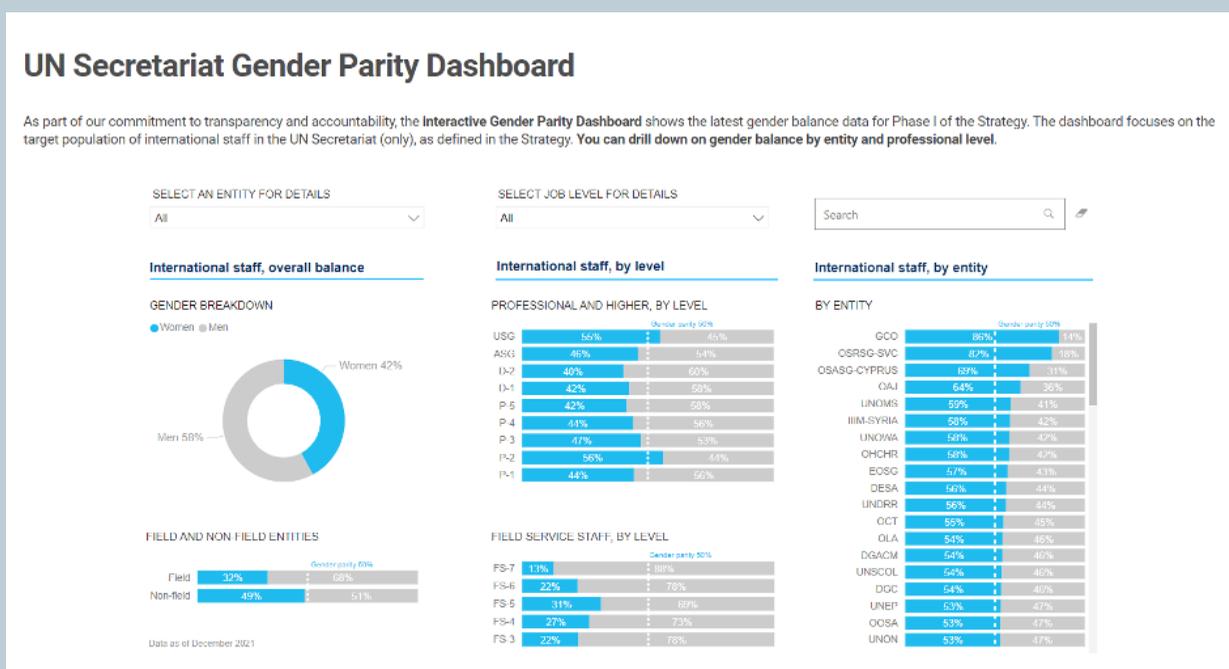
## UN GENDER PARITY DASHBOARD

In collaboration with UN Women, UNDP provided technical support to the development of the UN System-wide Dashboard on Gender Parity which includes gender data from forty UN Agencies.



“ The collaboration with UNDP has been crucial in the development of the UN System-wide Dashboard on Gender Parity. I am hopeful that this **first ever system-wide dashboard will serve as a useful tool for all of our colleagues** across the United Nations system and will help improve the effectiveness and credibility of our organisation as a whole. ”

- Sima Bahous, Under-Secretary-General and Executive Director of UN Women



The Dashboard presents the latest available data on gender balance by entity, grade, duty station, and staff category. It also shows the Gender Parity Index which is the number of women or men needed to reach parity. The dashboard is expected to be used by the leadership and hiring managers to ensure that gender parity is a critical consideration at all stages of the recruitment process and to further enhance the gender parity efforts at the UN.

“ The UN Gender Parity dashboard, the first-of-its-kind, enables all relevant stakeholders to follow UN agencies’ progress and recognises those who are making significant gains. UNDP is recognised as one of the most transparent UN entities and thus, has a lot of expertise in real time data monitoring. We are therefore grateful for the Secretary General’s recognition of our expertise and trust in developing this UN-wide tool. ”

- Siddharth Pawar, People Analytics Team

UNDP – being one of the UN entities which is widely recognised for its high levels of transparency – has a lot of expertise in real-time data monitoring. The successful development of this UN system-wide dashboard represents a ‘ONE UN’ initiative in action and showcases that there is merit in collaborating further with UN agencies to visualise data for other areas of interest.

# Success Factors

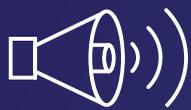
People for 2030 constitutes a major organisational transformation process, whose successful execution depends on effective change management and leadership. The successful implementation of Phase 1 has been achieved notably through ensuring shared accountability at all levels across UNDP and driven by a revitalised corporate HR function. A series of factors have also been central to ensuring rapid progress in achieving a system change in people management.

## Shared Accountability

People for 2030 is an organisation-wide strategy in which every part of UNDP and each member of personnel has a stake. It therefore relies on ensuring shared accountability at all levels in order to bring the strategy to life and deliver benefits to personnel and the organisation across UNDP's 170 locations.

The success of People for 2030 goes beyond the changes to HR capabilities, including policies, strategies, mechanisms and tools detailed in the focus areas. It also includes ensuring that people issues are not only at the forefront of UNDP's culture change, but that personnel and managers are motivated and empowered to tackle issues at the local level. For People for 2030 to be truly transformational, this commitment to change from all personnel and leadership has been vital.

To achieve shared accountability, the following actions were taken:



Ensuring that **People for 2030** was **widely communicated** and included in all leadership and people management training,



Establishing an active network of **over 150 People Champions** across all of UNDP's Country Offices taking People for 2030 forward in each office,



**Engaging with UNDP's people** through numerous presentations by the BMS/OHR Director and other managers, **career conversations**, and providing **opportunities for feedback on specific initiatives** through online tools such as MS Teams, Yammer and a monthly e-mail bulletin.

The outcome of these efforts was an engaged and motivated personnel base who have taken on responsibility to improve people management and working life in a way that is relevant and appropriate for their environment. A key example of this engagement can be seen in the People Awards, held in 2020 and 2021, where some 70 submissions demonstrated a wealth of innovative approaches to deliver People for 2030 in all regions. Examples range from reward and recognition schemes in Bhutan, development of a day-care space for personnel in Turkey, to the provision of solar power to enable people to work from home in Syria, and supporting diversity through a special internship programme in Ecuador.

Collaboration has also been achieved across UNDP's functional units. For example, the Young African Women's Leaders Fellowship programme which was implemented in partnership with the Regional Bureau for Africa, the Graduate Programme which was developed in partnership with all Bureaus, the OHSW Strategy which was developed together with other Bureau for Management Services Units and the Capability Mapping Tool was developed and implemented with the Global Policy Network.

## Realigning the HR Function

In order to effectively deliver a transformational People Strategy, the HR function itself also had to transform. Realignment of the HR function included the reorganisation of the Bureau for Management Services' Office of Human Resources (BMS/OHR). The key aspect of this transformation is to enable a shift in focus from transactional to strategic and transformational work which adds maximum value to the organisation. This process has also been supported by the clustering of numerous transactional HR services together with the introduction of a new, cloud-based IT management system - Quantum. A number of important HR functions were created or strengthened in order to equip UNDP with a modern and effective HR capability and ensure delivery across the nine People for 2030 focus areas. Also, a significant investment of effort and resources has been made in ensuring that HR practitioners have the necessary skills and knowledge through training and development, including for the first-time certification with a professional HR organisation.

The realignment of BMS/OHR was completed early on in the implementation of the Strategy. This included the delinking of centrally-managed recruitments from the HR Business Partner function, allowing Business Partners to provide more strategic support to Bureaus, Offices, individual managers and personnel, and at the same time greater consistency, quality, efficiency and effectiveness through a dedicated recruitment function. A Talent Acquisition unit was also established, bringing innovative changes to the recruitment process through the development of an Employee Value Proposition, recruitment marketing strategy, and targeted, new programmes such as the Graduate Programme.



## 8 Implementation Success Factors

People for 2030 was delivered in a complex and dynamic environment, which became even more complex as the COVID-19 pandemic impacted the world. Nevertheless, over 95% of the Strategy recommendations were achieved through a successful implementation process, which relied on 8 key success factors:

### 1. Establish strong legitimacy from the beginning

While it is important that everyone understands why change is necessary, it is also crucial for everyone in the organisation to be convinced that the change is something they want to support. To this end, strong endorsement from the Administrator and the BMS Director, members of the Executive Group (EG), BMS colleagues, Regional and Country leaders and Sounding Board Members representing different parts of UNDP from the outset not only helped communicate the Strategy's larger vision and purpose, but also helped ensure that people across the organisation believed in it.

### 2. Maintain sharp focus on implementation

A common weakness in executing organisational strategies is not taking daily actions – in particular seeking and acting on regular feedback - in order to reach the desired goal. Therefore, it is imperative to lay out a path and outline the practical step-by-step actions that will advance the strategic priorities, in which everyone's daily and weekly focus should be on the specific tasks they need to achieve to move the Strategy's goals forward. The People for 2030 Sounding Board, along with the network of People Champions, and regular, direct communication with staff in Country Offices played a central role in providing meaningful feedback and advice on specific initiatives, enabling a vital link between the strategy and what was happening on the ground.

### 3. Advance a holistic approach

There are many moving parts in the Strategy that need to be understood as a whole. Focusing on just one or two activities may show that a particular initiative works well, while others struggle. As a result, it was important to understand and implement all of the focus areas in a joined-up manner. By doing so, it was possible to deal with the root causes of more complex issues and construct an integrated system of talent management that is capable of delivering real change.

### 4. Be flexible in dealing with unforeseen challenges

Implementation of change is an iterative process. Processes can change mid-course, and unforeseen issues or challenges (such as the COVID-19 pandemic) can arise. In such scenarios, original goals may need to shift. It has been important to be attentive, flexible, and willing to change or adapt plans, rather than blindly adhering to what was originally laid out.

### 5. Ensure continuous engagement

In addition to communicating the People Strategy's focus areas and building awareness of the implementation to keep everyone informed and motivated, there was a need to invest in driving engagement to ensure that personnel across Country Offices understand what initiatives mean for them in practice and can evaluate ways to leverage the same to meet their needs. This is especially important to maintain momentum while significant changes are being developed, and the benefits may not yet become apparent.

## 6. Create plans grounded in available resources

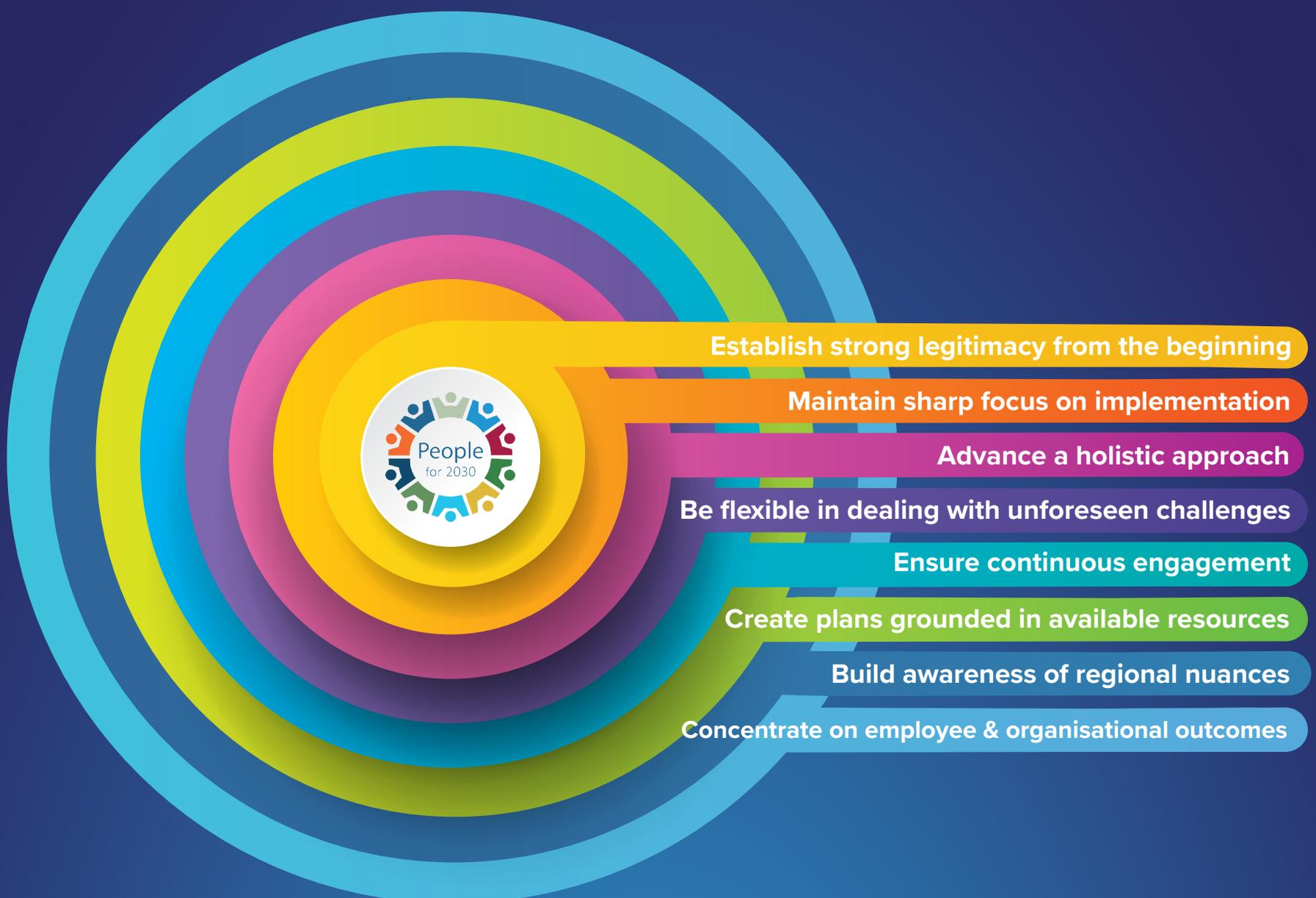
While developing the implementation plan for strategic priorities, it has been important to ensure that priority activities are adequately resourced and have every opportunity to succeed. Legal and financial assurance was provided through the support of the BMS Director, Office of Legal Services and Office of Financial Management amongst others.

## 7. Build awareness of regional nuances to set the stage for effective implementation

Country Offices have a wealth of knowledge of how to administer change in their local environment. Therefore, engaging with Country Office leadership, personnel and the 150-strong People Champion network through various fora led to more broadly informed initiatives. Partnering closely with regional colleagues also presented an exceptional opportunity to build deeper understanding of recommendations and drive greater buy-in for changes.

## 8. Concentrate on employee and organisational outcomes

For each Focus Area, it has proved important to set clear and measurable Outcome Statements, to ensure that the People Strategy is delivering for employee and organisational outcomes and not to simply focus on HR actions and capabilities.





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