

# **STRATEGIC REVIEW OF HUMAN RESOURCE MANAGEMENT IN UNICEF**

## **Terms of Reference July 20 2005**

### **1. Background**

UNICEF has decided to undertake a Strategic Review of its approach to and performance in Human Resource Management (HRM).

UNICEF's total staff complement is 8,594, drawn from 178 nationalities. Of this total, there are 2,007 International Personnel, 1,860 National Officers, and 4,727 General Staff. 1,048 staff are located at Headquarters (New York and Geneva), 627 in eight Regional Offices and 6,919 in Country Offices.

The Review is set in the context of a decade of initiatives to enhance HRM within the organisation. In 1994, a Management Review of UNICEF was undertaken by management consultants Booz Allen Hamilton. From 1995 to 1999, following the management review, a wide-ranging organisational improvement process, the Management Excellence Programme, was undertaken. The programme included two working groups on HRM, 'Developing a Human Resources Strategy and Strategic Function', and 'Staff Deployment Process'.

In September 1996, on the basis of the results from these working groups, the UNICEF Executive Director instructed Regional Directors and Representatives to give attention to the improvement of Human Resource Management through the development of Office Improvement Plans and the adoption of 360° feedback for performance evaluation. The Executive Directive also committed UNICEF to providing training for 'mastering the basic skills of sound management' and for leadership development.

A strategy document 'A Human Resource Strategy – A Framework for Moving Ahead' was agreed in December 1996. In 1997, an inter-divisional task force recommended measures to strengthen human resources performance management. In August 1999, an interdivisional team published a report on 'UNICEF's Human resource Performance Management System', following which performance review was piloted, becoming by 2000 a part of UNICEF standard management procedure.

From 1996-1999, management training was provided in 96 Country Offices. In 1999, a senior leadership course was developed and a model for leadership development and competencies was developed by DHR. Senior Leaders courses have evolved since that time and are still being provided.

In 2002, UNICEF adopted a new strategic plan, the Medium Term Strategic Plan 2002-2005. This established revised priorities and organisational strategies for the organisation. In response to the need to enhance Human Resource Management to meet the MTSP targets and because of on-going concerns about the human resource function within UNICEF, the Executive Director launched a consultation and action planning exercise. A wide range of UNICEF stakeholders met in Brasilia, Brazil in March 2002 for a consultation with three core objectives; a) to develop a clear strategic vision for the next five years, b) to specify concrete objectives to realise new strategic HR vision, and c) and to identify strategic actions to achieve the HR objectives.

The resulting Change Plan 'Transforming the Human Resources Function in UNICEF - A Change Plan for Human Resources for the Medium-Term Strategic Plan (MTSP) 2002 – 2005 and Beyond' was agreed in June 2002. The 'Brasilia Change Plan' included five core elements:

1. Development and implementation of a corporate strategic HR planning function.

2. Redesign of the recruitment, selection, and placement process to get the right people to the right place at the right time.
3. Strengthening of career and staff development within the context of a tripartite partnership between individual staff, supervisors and the organisation.
4. Enhancement of results-based performance management to complement organisational emphasis on results-based programming and management.
5. Mainstreaming of staff wellbeing into human resources management (HRM) to promote dedication, commitment, and optimum output while helping staff to maintain a healthy work/personal life balance.

The Mid-Term Review (MTR) of the current MTSP was undertaken in 2004. As the MTR document acknowledges, Operations<sup>1</sup>, including HRM, was given only limited attention. Even so, HRM emerged as the major management concern. The MTR provides important background information on the current and future strategic directions of UNICEF, as does the MTSP 2006-2009, which is in late draft and due to be approved by the Executive Board in September 2005.

The September 2004 Global HR Retreat reviewed progress against the Brasilia Change Plan and made detailed recommendations for progressing the plan. Amongst other findings, the retreat concluded that;

- Improvement of the timeliness of Recruitment and Placement in UNICEF is an ongoing challenge that needs further action
- The Performance Management System in UNICEF needed to be reviewed.
- Good results had been achieved in Staff and Career Development, in particular, (1) movement to a multi-faceted approach that includes e-learning and self-directed learning and (2) the P<sup>2</sup>D framework for career development in UNICEF.

The client for the Strategic Review is the Deputy Executive Director for Operations. The Review will serve as a resource to all senior management, including the recently appointed Executive Director, in planning the future direction, strategy and resourcing of HRM within UNICEF.

The Review will draw on, and be coordinated with, other parallel, related HRM exercises completed or in process. These include:

- A review of the National Professional Category, to be conducted by DHR and completed by end 2005.
- The results of an all-staff questionnaire from the United Nations System Staff College on the Organisational Learning Framework for UNICEF
- A review of the UNICEF PER (Performance Evaluation Report), December 2004
- The Evaluation of the Learning Strategy within the DFID (UK) funded programme of cooperation to strengthen humanitarian emergency response within UNICEF, completed in June 2005.
- The Deputy Executive Director (Operations)'s initiative on mapping of key business processes

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<sup>1</sup> A UNICEF term used to refer collectively to Finance and Administration, Human Resources, Supply, and Information Technology

## **2. Purpose of the Strategic Review**

The central question to be addressed by the Review is:

*“How well UNICEF is managing and enhancing its human resource capacity to reach its strategic objectives?”*

## **3. Focus and Scope**

This is a strategic review. It will consider to what extent UNICEF staff has the right competencies to meet the organisation’s strategic goals and the measures required to ensure timely recruitment, organisation-wide HR management, coaching and staff development, as well as the provision of efficient personnel services to staff.

The improvement of HRM in UNICEF is seen as a priority for the future success of the organisation. Responsibilities for HRM are dispersed across the organisation, therefore the Review will be system-wide across UNICEF and will examine HRM at HQ, regional and country levels. As the main standard setting and service delivery division, the Division of Human Resources (DHR) will receive particular attention.

The Review will provide an analysis of UNICEF management practice and culture. It will examine progress achieved over the last decade, assess the adequacy of the HR vision in light of the organisational needs emanating from the draft Medium-Term Strategic Plan 2006-2009 and the mandate of the organisation.

The Review will take into account the multicultural, multinational nature of the organisation and UNICEF’s policies on diversity and gender parity in its work force.

The Review process should contribute to a widely shared analysis and ownership within UNICEF of the organisation’s current HRM capacity and steps to be taken to improve HRM in priority areas. The Review will draw widely on the views of staff at all levels.

The Review will draw on current best practice in HRM in general and compare UNICEF HRM practice with that of comparable international agencies.

The Review will take account of UN system regulations relating to HR but will not directly address these regulations or other aspects of HRM beyond UNICEF’s control.

## **4. Key Questions**

The Review will address the following key questions:

1. Does UNICEF have clear and workable HR policies relevant to the strategic goals of the organisation? What impact is UNICEF HR policy and practice having on the achievement of UNICEF strategic goals?
2. How well suited are UNICEF HRM policy, process, employment contracts and budgeting to the long term maintenance of a skilled UNICEF work force?
3. Are the accountabilities for HRM clear, understood and fulfilled?
4. What progress has been made in the implementation of the Brasilia strategy and what factors underlie UNICEF achievements and failings in improving HRM?
5. To what extent does UNICEF staff have the appropriate competencies to meet the organisation’s strategic goals, including priority areas as defined in the MTSP 2006-2009?

6. To what extent do managers in UNICEF have the competencies to effectively manage resources (human and financial) to achieve the organisation's goals and motivate their teams?
7. To what extent do UNICEF management culture, management structures and HR systems encourage or constrain effective HRM?
8. To what extent do UNICEF (non-financial) rewards, incentives, and sanctions encourage managers to be effective in their management of human resources?
9. To what extent is UNICEF HRM helped or constrained by the HR regulations and procedures of the United Nations system, and to what extent is it free to be creative in generating its own HRM solutions?
10. Does UNICEF have the appropriate HR expertise to support the realisation of its strategic goals, both in DHR and across the organisation?
11. To what extent do UNICEF levels of investment in HR personnel and systems encourage or constrain effective HRM?
12. How efficiently and cost-effectively deployed are the staff resources within the Division of Human Resources, and other HR related posts globally?

## 5. Review Phases and Methodology

The Review will run from October 2005 to March 2006 and will be conducted in five phases:

- *Inception*
- *Diagnosis*
- *Strategy Design*
- *Consensus building*
- *Reporting*

### Inception

- Finalisation of TORs based on discussion with stakeholders
- Finalising the design of the methodology with the review team, respective team responsibilities (cross-checked with Review Steering Group)
- Development and testing of tools
- Preparation of an Inception Report for agreement by the Steering Group

### Diagnosis

Scanning for key issues related to UNICEF performance in HRM, and resulting in a Diagnosis. This phase will include a number of parallel activities:

- Documentation analysis
- Key informant interviews (face-to-face, telephone and conference calls with selected Headquarters, Regional and Country Office staff in a variety of functions including International Personnel and National Officers, ensuring a gender-balance in interviews)
- Email and/or Internet based survey of staff from all Regions
- Publication of Diagnosis report
- The Review team will present the Diagnosis report to the Steering Group and propose priority areas for further detailed research and strategy design
- Agreement of further action, and travel timetable, as appropriate

### Strategy Design

- Further analysis in priority areas
- Further interviews and focus groups
- Interviews with external key informants from comparable or related organisations agencies and organisation from which good practice can be gleaned

- Case studies of two UNICEF Regions, including the Regional Office and 2 Country Offices per region (15 days per region)
- Development of Proposals and a Change Plan for the improvement of HRM, especially in the priority areas identified

#### Consensus Building

Consultation on draft proposals, including presentations to management and staff. Feedback collated and used to prepare the draft final report.

#### Draft and Final Reports

## 6. Reporting

The following reports will be generated as part of the Review. Dates are provisional and subject to agreement with the Review team.

Report	Date
Inception Report	October 31 2005
Diagnosis Report, identifying priorities for further research and design, and including a plan for the Strategy Design Phase	December 15 2005
Draft Review Report	February 28 2006
Final Report	March 31 2006

Progress reports and presentations will lead to the production of Draft and Final Review Reports, presenting findings and conclusions, and proposing specific and achievable recommendations for strengthening HRM in UNICEF, addressing the Key Questions, especially related to the Priorities identified in the Diagnosis phase. The Review team leader will be responsible for the completion of the draft and final reports and for presentations of findings to UNICEF.

In addition, the Review will provide observations on the strengths and weaknesses of UN regulations and procedures as they impact on UNICEF, with proposals for improvement, for forwarding and discussion with the Office of Human Resource Management in the United Nations Secretariat.

The report must conform to the UNICEF Evaluation Report Standards and UNICEF Style Guide. The UNICEF Evaluation Office will specify the report format. The final report should be provided in hard-copy and electronic version in Microsoft Word. Any survey data will be provided in Microsoft Office compatible format. All electronic files will be submitted on a CD-ROM. All review products will be wholly owned by UNICEF and cannot be used without UNICEF permission.

## 7. Accountability and Management

### 7.1 Review Steering Group

The team will be chaired by the Deputy Executive Director (Operations), and will include the Director of Human Resources, a representative of the Evaluation Office, a representative of the Global Staff Association and representatives of HQ Divisions. A wider consultative group including Regional Human Resource Officers will be in email contact for consultation with the Regions. Accountabilities of the Steering Group include:

- Agreement of the Terms of Reference
- Oversight of the short-listing and selection of consultants
- Approval of key aspects of Review design and process and any adjustments to TOR's
- Ensuring the Review process involves key stakeholders adequately to ensure ownership of analysis and recommendations

- Approval of intermediate Review products
- Decision on a post-Review dissemination strategy, prior to full completion of the report
- Approval of the final report
- Once the Review is completed, the Steering Group will issue a management response and an action plan, with a follow-up mechanism, in response to the Review findings and recommendations

## **7.2 UNICEF Evaluation Office**

UNICEF Evaluation Office will be the contracting office and will supervise and support the Review Team and with the Review Steering Group. EO responsibilities will include:

- Facilitating the selection process
- Contracting the Review team
- Facilitating discussion and finalisation of TORs with key stakeholders
- Facilitating access to UNICEF information sources including documentation and monitoring data as well as key informants and interviewees

## **7.3 The Review Team**

Under the guidance of the UNICEF Evaluation Office and the Review Steering Committee, the Review Team will be responsible for:

- Further developing methodology design
- Implementing the Review with adequate attention to building ownership of common analysis and recommendations
- Development and testing of data collection tools, including questionnaires and interview questions
- Development of any databases needed for processing quantitative and qualitative data
- Systematic data collection and data processing
- Design and facilitation of workshops or meetings
- Preparation and delivery of draft and final reports and presentations

## **8. Review Team - Specification**

As a whole, the Review team must offer the following demonstrated competencies:

- Proven experience in the review of Human Resource Management in the public or non-profit sectors, especially international and multilateral institutions, especially with one or more UN agency
- Significant knowledge and experience of review, evaluation or redesign of HRM strategy and business processes
- In-depth knowledge of current models for, and good practice in, strategic HRM and organisational change management.
- Consultancy experience in developing countries
- Knowledge of development and humanitarian issues
- Facilitation skills, particularly design of stakeholder consultations exercises
- Experience in the analysis of gender issues related to HRM
- Strong quantitative and qualitative data collection and analysis skills
- Excellent written and verbal communication skills, in English
- Additional language skills – at least one of French or Spanish

The Review team have experience of working in international and multicultural environments. The team will be gender-balanced and, ideally, multinational.

## 9. Call for Proposals

UNICEF invites proposals for the conduct of a Strategic Review of Human Resource Management in UNICEF. UNICEF will carry out the Review by **either** contracting one consultancy company **or** by composing a team of individual consultants. This decision will be made by the Steering Group and based on the quality of submissions received by the deadline. Only short-listed firms or consultants will be contacted.

**Interested consultancy companies or consultants making a corporate bid should refer to part A below. Individual consultants should refer to Part B.**

**Please read and follow the instructions for submission of proposals carefully as only those matching the requirements can be considered. Please note the length restrictions on specific documents as extra material will be disregarded.**

### **Part A Proposals from Consultancy Companies**

UNICEF invites proposals from suitably qualified companies with substantial, relevant consultancy experience in Human Resource Management.

UNICEF would be interested to receive offers of part of full pro-bono support to the Review, should this fall under a company's Corporate Social Responsibility or other relevant policy.

Proposals should include:

- Brief company profile, as relevant to the Review
- A Concept Note for the conduct of the review, including models for interpreting the state of HRM in organisations, methodology (including document analysis, qualitative and quantitative data collection and analysis including any survey methods and interviews, stakeholder participation, the building of consensus, and feedback and reporting. The Concept Note will be 10 pages maximum
- CV/Resumés of all team members, highlighting experience relevant to the Review. Individual CVs should not exceed 4 pages.
- Confirmation that the proposed team members are in fact available to undertake the Review at the appropriate time.
- Work plan, showing tasks, timelines and allocation of work to team members
- Contact details of at least two references from among recent employers or clients for each team member.
- One sample report from a prior consultancy assignment with content directly relevant to this Review and completed by one or more of the proposed team members
- Certificate of incorporation
- Financial proposal (to submitted separately – see below).

Financial bids should be submitted separately in a sealed envelope clearly marked UNICEF HRM Review and sent by mail to:

Evaluation Office Room 1040  
UNICEF House  
3 UN Plaza  
New York 10017  
USA

In calculating fees, companies should bear in mind that UNICEF does not pay full commercial consultancy fee rates. Financial proposals should show fee rates per consultant and any company overheads. Financial proposals should include proposed stage payments. All figures should be in US dollars. Financial proposals should not include travel costs, which will be agreed with the Review team during negotiations based on the work calendar and location of regional and country case studies, and then added to the lump sum contract.

The selection of the consultancy company will be competitive based on the quality of the proposal, the profile of the proposed team, and cost. UNICEF is not bound to accept the lowest priced proposal, or any proposal.

A lump sum contract will be agreed with the successful consultant. The consultancy company will take full responsibility for the conduct of the Review and the production of Review products. The Review team will manage its own travel arrangements.

Payment is by results. Payment will be made in stages with allotments corresponding to the completion of key intermediate phases and products. Please note UN policy does not allow advance payment. Dates and sums will be negotiated with the consultant. No advance payment can be made under UNICEF contractual regulations.

The Review Team will be expected to provide its own office space and equipment. When the Review Team is required to work in UNICEF offices, space will be provided.

Short-listed firms may be asked to make a presentation to members of the Steering Group before a decision is made on which firm to contract.

Incomplete proposals cannot be considered. Any queries on the Review requirements should be directed to [hrmreview@unicef.org](mailto:hrmreview@unicef.org) by August 12 2005. Technical proposals should be submitted by email to [hrmreview@unicef.org](mailto:hrmreview@unicef.org). **The deadline for submissions to reach the UNICEF Evaluation Office is 5pm (New York time) on Wednesday August 24 2005**

#### **Part B Proposals from Individual Consultants**

UNICEF invites proposals from suitably qualified individual consultants with substantial, relevant consultancy experience in Human Resource Management. Only consultants with experience matching the criteria in Section 8 above should apply.

Submissions should include:

- A CV/Resumé (UN P11 form or equivalent content), highlighting experience relevant to the Review, not to exceed 4 pages.
- Covering letter showing how the consultant's experience is relevant to the Review and confirming availability during the review period.
- A Concept Note, maximum 4 pages, with proposals for how the Review can be undertaken, including how any HRM models of which the consultant has proven experience can be applied.
- Contact details of at least two references from among recent employers or clients.
- A sample report by the consultant from a prior consultancy assignment with content directly relevant to this Review
- Daily fee rates (travel and subsistence will be paid by UNICEF)

Any queries on the Review requirements should be directed to [hrmreview@unicef.org](mailto:hrmreview@unicef.org) by August 12 2005. Incomplete proposals cannot be considered.

Submissions should be submitted by email to [hrmreview@unicef.org](mailto:hrmreview@unicef.org). **The deadline for submissions to reach the UNICEF Evaluation Office is 5pm (New York time) on Wednesday August 24 2005.**