Geographical Diversity Strategy

OHR
Office of Human Resources

Office of Human Resources
Department of Management Strategy, Policy and Compliance
United Nations
New York, January 2020

Table of Contents

Introduction

While securing the highest standards of efficiency, competence and integrity due regard should be paid to recruiting staff on as wide a geographical basis as possible - Article 101 of the United Nations (UN) Charter. The diversity and complexity of the global UN presence and mandates must be matched by a diverse, geographically balanced, gender-balanced, international and multitalented workforce that visibly demonstrates its core values, has a modelling impact on the communities it serves, and reaps the gains in efficiency, productivity and innovation from the diverse peoples of the world. Realizing such a workforce enhances the Organization's ability to reflect diverse viewpoints in implementing and meeting its mandates that touch upon the lives of people worldwide and to gear up to a decade of action and delivery for sustainable development by 2030.

With the aims of realizing such a workforce at the UN Secretariat, the Organization embraces multiple goals reflecting diversity and inclusion, both in the composition of its staff and in the organizational culture as embodied in the UN. In so doing, the current strategy aims to address the element of 'greater geographical diversity', one of the cornerstones of the diverse workforce envisaged by the Secretary-General. The strategy focuses on two principal areas under the overarching concept of greater geographical diversity: (1) equitable geographical representation; and (2) greater regional group diversity.

In making progress towards achieving equitable geographical representation, the goal is to have every unrepresented Member State be represented in the Organization and to bring as many underrepresented Member States to be within range in the system of desirable ranges. For greater regional group diversity, the goal is to reduce the proportion of the most highly represented regional group and to increase the proportion of less represented regional groups, thereby reducing the overall imbalance of the regional group diversity composition of staff at the UN.

Despite efforts at attaining equitable geographical distribution and greater regional group diversity in the UN Secretariat, the Organization has been met with challenges that have hindered its progress over the years with an absence of equitable representation of all of its Member States and with an imbalance of the regional groups in the composition of its workforce. This is due primarily to challenges in supply of applicants from un- and underrepresented Member States, particularly from certain Arabic, Pacific Island, and African Member States; a diminishing workforce due to downsizing and challenges in workforce planning and outreach by entities.

Also, experience suggests that visible progress requires sustained and deliberate effort during a long-term horizon.

However, notwithstanding the challenges to achieving greater geographical diversity, the Secretary-General strongly believes that the diversity of the 193 Member States and peoples of the world must be celebrated and manifested in the staff of the UN, and that achieving this goal will ultimately contribute to a more diverse and inclusive workforce which exhibits the core values that the Organization upholds. Moreover, the Organization relies on respecting and learning from each other's differences to identify and cultivate innovative solutions in addressing its everyday challenges.

To achieve this goal of increasing the representation of unrepresented and underrepresented Member States and less represented regional groups, three streams have been established:

1) internal direction, messaging, guidance and monitoring and awareness campaigns targeting both the top management and operations, and strengthened accountability mechanism;
2) outreach activities both offline and online through existing and new tools and platforms to promote jobs and improve employer brand; and
3) leveraging on the knowledge, experience and resources of Member States, other UN organizations and international organization networks.

The details of this multifaceted strategy are explained in the subsequent headings, preceded by an overview of the equitable geographical distribution and regional group diversity goals.

Equitable Geographical Distribution & Greater Regional Group Diversity

Upon taking the oath of office, the Secretary-General made a pledge to increase geographical diversity as one of his reform priorities. The term geographical diversity encompasses both goals of (1) equitable geographical distribution; and (2) greater regional group diversity.

Equitable Geographical Distribution

The General Assembly has established the system of desirable ranges as the measure for assessing the appropriate representation level of each Member State in the staff of the UN. This system takes into account a subset of the international staff population, namely those who hold a permanent, continuing or fixed-term appointment, and encumber geographical posts or have been recruited through the Young Professionals Programme.

To improve geographical balance, the Secretary-General included a target for "geographical appointments" in the Senior Manager's Compact, the UN's accountability framework. Under this target, all senior managers are required to make 50% of appointments to geographical posts from unrepresented and underrepresented Member States under the Compact.

What are "geographical posts"?

These are positions in the Professional and higher categories financed from the programme budget, excluding positions that are language, mission, jointly financed activities, general temporary assistance, temporary assistance for meetings. As at 31 December 2018, the number of such posts subject to geographical distribution was 3,604, which represents approximately 27% of all positions (13,176) in the Professional and higher categories.

'Diversity Toolkit for Reassignment and Recruitment' provides instructions for identifying these positions in Umoja.

The report of the Secretary-General 74/82 titled the "Composition of the Secretariat: staff demographics" summarizes the status of staff subject to the system of desirable ranges as of 31 December 2018 from page 43. While there has been a small increase in representation along with improvements in the number of Member States within range from 102 (53%) in 2016 to 108 (56%) in 2019, the number of unrepresented countries increased from 18 to 23 (see Table 1).

How are geographical appointments counted?

The appointments of staff holding a fixed-term, continuing or permanent appointment that are recorded as "Initial appointment," "Reappointment," "Promotion," or "Transfer" against vacant geographical posts in Umoja count towards determining whether or not senior managers meet the 50% target for geographical appointment. These appointments normally result in the senior managers' reassignment or staff selection decisions. The appointments made to P-1 to P-2 posts under the Young Professionals Programme do not count.

Table 1: Representation of Member States under the system of desirable ranges[1]

Year	Unrepresented	%	Underrepresented	%	Within range	%	Overrepresented	%
2019	23	12%	35	18%	108	56%	27	14%
2018	21	11%	40	21%	105	54%	27	14%
2017	19	10%	44	23%	103	53%	27	14%
2016	18	9%	44	23%	102	53%	29	15%

Greater Regional Group Diversity

To ensure the composition of UN staff reflects the population it serves, the Secretary-General has decided to foster greater geographical diversity by complementing efforts for equitable geographical distribution of Member States with those for regional group diversity. In 2018, the Secretary-General requested an assessment of the regional diversity of the entire Secretariat (by entity and grade level). The breakdown of the five regional groups shown in Annex III of the Secretary-General's report 73/372 entitled, "Global human resources strategy 2019–2021: building a more effective, transparent and accountable United Nations" (as of the end of 2017) provides an initial baseline for each entity. The Senior Managers' Compact since 2018 has included an indicator to measure progress from one year to the next towards achieving greater regional group diversity. The status of regional group diversity as at 31 December 2016, 31 December 2017, 31 December 2018 and 31 December 2019 for the Secretariat is shown below[2].

---

[1] The representation statuses for each year shown in the chart are indicative of the following months respectively: 31 December 2016, 31 December 2017, 31 December 2018 and 31 October 2019. For 2019, data from 31 October 2019 is the most recent geographical representation data available at the time of issuance of the strategy.

[2] Data from 2016, 2017 and 2018 have been extracted from HR Insight. Data from 2019 have been extracted from the Management Dashboards.
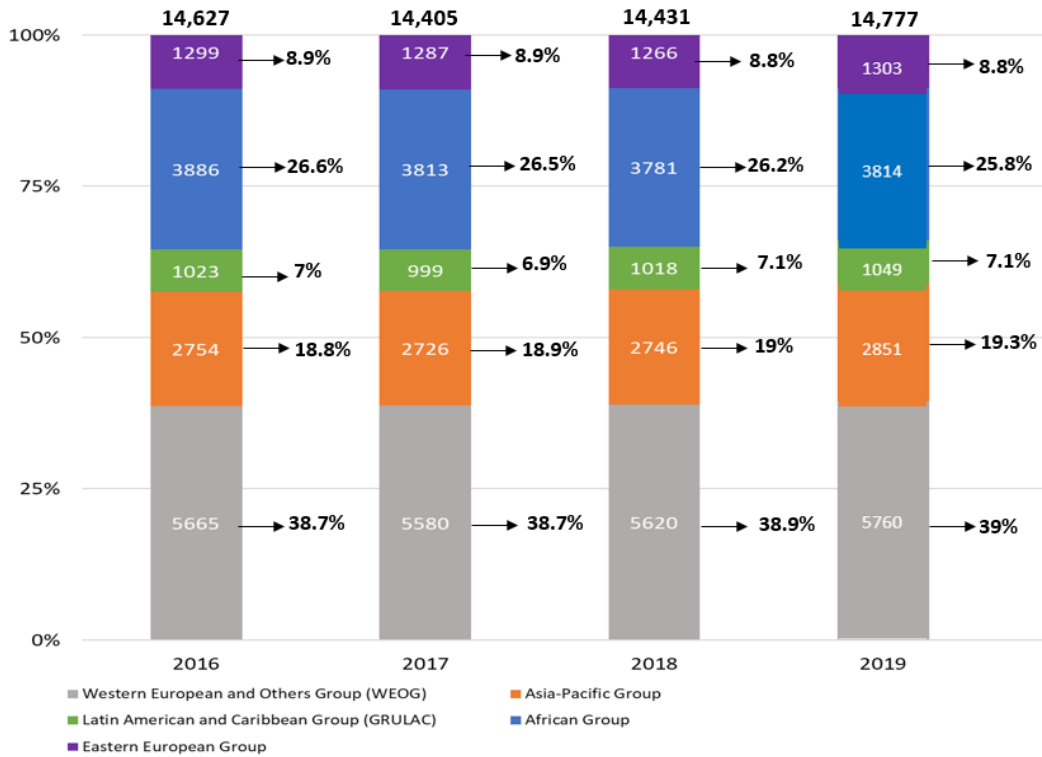
What are "regional groups"?

The regional groups are groups of representatives of Member and observer States by geographic region that meet for the purposes of discussion, usually in connection with specific questions being addressed within the intergovernmental bodies. There are largely five regional groups, which are:

- African Group
- Asia-Pacific Group
- Eastern European Group
- Latin American and Caribbean Group
- Western European and Other Group

The complete list of Member States per regional grouping is available at:
http://www.un.org/Depts/DGACM/RegionalGroups.shtml

Regional group diversity

	2016	2017	2018	2019
Total	14,627	14,405	14,431	14,777
Eastern European Group	1299 → 8.9%	1287 → 8.9%	1266 → 8.8%	1303 → 8.8%
African Group	3886 → 26.6%	3813 → 26.5%	3781 → 26.2%	3814 → 25.8%
Latin American and Caribbean Group (GRULAC)	1023 → 7%	999 → 6.9%	1018 → 7.1%	1049 → 7.1%
Asia-Pacific Group	2754 → 18.8%	2726 → 18.9%	2746 → 19%	2851 → 19.3%
Western European and Others Group (WEOG)	5665 → 38.7%	5580 → 38.7%	5620 → 38.9%	5760 → 39%

Legend: ■ Western European and Others Group (WEOG) ■ Asia-Pacific Group ■ Latin American and Caribbean Group (GRULAC) ■ African Group ■ Eastern European Group

The desired representation level of each regional group will vary and may be contextualized on the location, the mandate of entities and the language proficiencies necessary for effective mandate delivery. In striving to attain the desired representation level and to address the imbalances, if any, of the regional groups in each entity, senior managers should endeavor to make progress by selecting candidates from

regions where fewer staff are from and decrease the proportion of staff from the most represented regional group.

The goal for greater regional group diversity as envisaged by the Secretary-General does not divert focus from that of equitable geographical distribution. For geographical posts, every effort must be made to appoint candidates from unrepresented and underrepresented Member States, and to the extent possible from regions where fewer staff are from. This complements equitable geographical balance and furthers the overall geographical diversity of international staff. It also supports the appropriate representation of troop-contributing countries in peacekeeping operations, departments and offices financed by the peacekeeping support account.

Geographical Representation & Regional Group Diversity

Tying the two goals of equitable geographical representation and greater regional group diversity, a closer analysis into how the geographical representation is reflected for each regional group shows that there exist regional groups which are predominantly unrepresented, underrepresented or overrepresented. The diagrams below depict the proportion of Member States from each regional group per geographical representation status.
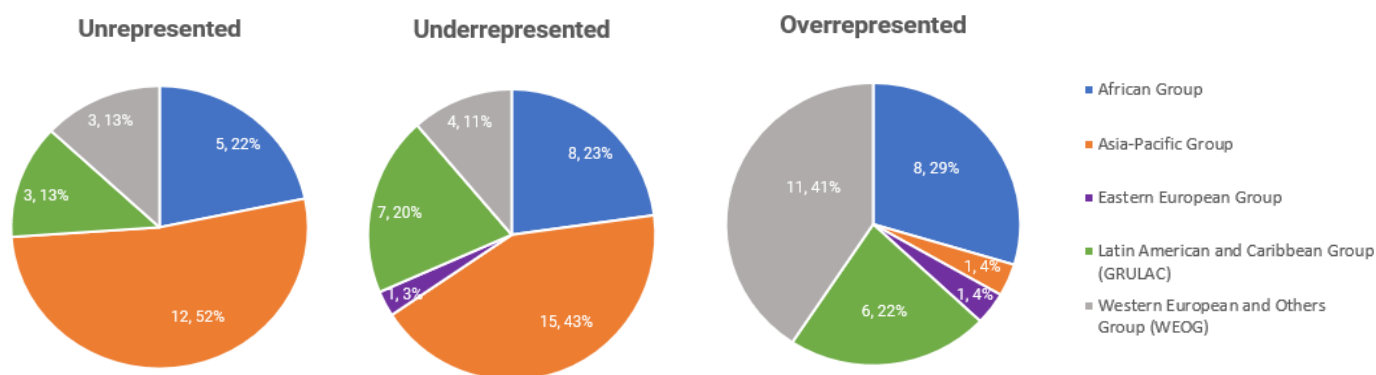
The complete list of Member States from each representation status of unrepresented, underrepresented and overrepresented is provided in the following tables:

Unrepresented Member States *(23 countries)*					
Andorra	Angola	Belize	Brunei Darussalam	Cabo Verde	Democratic People's Republic of Korea
Equatorial Guinea	Kiribati	Lao People's Democratic Republic	Libya	Liechtenstein	Marshall Islands
Monaco	Nauru	Palau	Qatar	Saint Lucia	Saint Vincent and the Grenadines
Sao Tome and Principe	Timor-Leste	Tuvalu	United Arab Emirates	Vanuatu	

Underrepresented Member States *(35 countries)*					
Afghanistan	Antigua and Barbuda	Bahrain	Brazil	Cambodia	Central African Republic
China	Comoros	Cuba	Dominica	Gabon	Grenada
Guinea-Bissau	Iran (Islamic Republic of)	Japan	Kuwait	Lesotho	Liberia
Luxembourg	Micronesia (Federated States of)	Mozambique	Norway	Oman	Papua New Guinea
Republic of Korea	Russian Federation	San Marino	Saudi Arabia	Solomon Islands	South Sudan
Suriname	Thailand	Turkmenistan	United States of America	Venezuela (Bolivarian Republic of)	

Overrepresented Member States *(27 countries)*					
Argentina	Austria	Belgium	Bulgaria	Cameroon	Canada
Chile	Ecuador	Egypt	Ethiopia	Finland	France
Germany	Ireland	Italy	Kenya	Lebanon	Malawi
Mexico	Portugal	South Africa	Spain	Trinidad and Tobago	Uganda
United Kingdom of Great Britain and Northern Ireland	Uruguay	Zimbabwe			

Linkage to workforce planning

Efforts towards equitable geographical distribution and greater regional group diversity should be anchored on strategic workforce planning. Strategic workforce planning, which is one of the main pillars of talent management, will identify skills and workforce needs on the basis of strategic objectives of the organization, particularly taking into account rapidly evolving mandates and priorities influenced by the greening of economies, advancement of technology and changes in demographics. The organization will target and attract talent from un-and underrepresented Member States and less represented Regional Groups to fill skills and workforce needs. In light of a trend of diminishing workforce due to downsizing, workforce planning will focus on recruitment opportunities from retirements.

Continuous improvement of recruitment and assessment methods

To support efforts towards equitable geographical distribution & greater regional group diversity, the organization will pursue a holistic analysis of the methods and practices embedded in the recruitment and assessment methods in 2020. Such efforts will aim to assess and to understand whether the tools and methods in use are indeed universal and whether any components of attracting and recruitment processes inadvertently favour or disfavour applicants from specific cultural or educational backgrounds. Subsequent periodic assessments will allow for an understanding of whether a rebalancing of the tools and methods of attracting and assessing talent would be necessary and to gauge how the UN could further reap the benefits of more inclusive selection processes.

The Geographical Diversity Strategy

In short, the UN takes a three-pronged approach by: (1) internally steering appointment decisions through direction from the top, increasing awareness and knowledge and strengthened accountability mechanism, (2) externally intensifying efforts to attract new talent, and (3) leveraging partnerships with Member States, UN system and other networks.

The First Stream: Internal Direction, Awareness and Knowledge

1.　　First, the strategy aims to steer internal appointment decisions towards achieving greater geographical diversity through clear direction from the top and increased awareness and knowledge amongst the senior managers and staff who support them. The strategy will encourage discreet and accountable decision making by senior managers and provision of appropriate and accurate guidance by the staff who support them. This will be supported by collaborative dialogue and consultation processes among all Secretariat entities for feedback and adjustment of direction and guidance, coordinated by the Office of the Human Resources (OHR) of the Department of Management Strategy, Policy and Compliance (DMSPC), to ensure the Organization explores the most effective and productive way forward. The Business Transformation and Accountability Division (BTAD) of DMSPC will lead the institution of a stronger accountability mechanism.

Clear commitment from the top

2.　　The top management has placed renewed emphasis and commitment to make immediate progress towards greater geographical diversity. On 29 May 2019, the Executive Office of the Secretary-General (EOSG) issued a series of concrete measures for all senior managers.

3.　　To improve geographical balance among Member States, the EOSG asked to ring-fence geographical posts, and subject to Article 101 of the Charter, make every effort to recruit candidates from unrepresented and underrepresented Member States. If there are two or more recommended candidates from unrepresented and underrepresented Member States, the preference should be given to those from regions where fewer staff are from in each entity, in consideration of the regional group diversity goal.

4.　　The EOSG also urged each entity to consider existing suitable staff from unrepresented and underrepresented Member States for reassignment to vacant geographical posts. Senior managers have also been requested to refrain from reassigning staff from unrepresented and underrepresented Member States away from geographical posts. If such decisions are made, OHR must be advised within one business day.

5.　　Also, for the Young Professionals Programme, the EOSG called for prioritizing appointments from Member States that are unrepresented or underrepresented at the time of placement exercises. This takes into account the possible improvement to the representation status of Member States during the lifetime of the 3-year Young Professionals Programme rosters.

How many vacant geographical posts are there?

As of 31 August 2019, there are 426 vacant geographical posts including 180 temporarily encumbered ones. These posts present an enormous opportunity to improve geographical balance through recruitment or reassignment.

6.　　In support of greater regional group diversity, for positions other than geographical posts and young professionals programme positions, the EOSG asked senior managers to focus on recruiting staff from regions where fewer staff are from.

Senior manager engagement

7.   In the beginning of each year from 2020, the Under-Secretary-General for Management Strategy, Policy and Compliance will meet with each senior manager to discuss the progress of respective entities in the past year and assist them to establish entity-level strategies in line with the top management direction.

8.   Further, senior managers may consult with the Assistant Secretary-General for Human Resources throughout the year. The Assistant Secretary-General will continue to send quarterly tailored messages to each senior manager to remind them of the Secretary-General's commitment for geographical diversity, and to highlight the performance measures in the 2020 Senior Managers' Compacts and the progress made.

Working level engagement

9.   While each head of entity remains ultimately responsible and accountable for making the required efforts for and progress towards greater geographical diversity, OHR closely liaises with business partners to allow them to administer recruitment and reassignment process in favour of greater diversity. Specifically, through ongoing meetings and follow-ups, OHR:

(a)   advises each entity on the tools and mechanisms to monitor progress;

(b)   provides tailored guidance according to each entity's progress, vacancy status and staff composition for overall staffing strategy or filling individual positions; and

(c)   assists with outreach activities.

10.   OHR plans to meet all entities periodically to provide the appropriate guidance and support. To date, OHR has offered these services to entities that require them the most based on their vacancy status.

Working level global messaging

11.   In addition to one-on-one engagement at the operational level, OHR regularly communicates with all business partners each time updated geographical representation status is announced to the Member States, in order to reemphasize the importance of improving geographical balance and to ensure senior managers receive the necessary support. Any representation status changes are highlighted and the complete list of Member States with the respective staff numbers and representation status, information on where to find this information on iSeek, detailed instructions on identifying geographical posts in Umoja, and updated language for inclusion in job openings for geographical posts are provided. With this information, business partners are requested to guide their respective heads of entities and hiring managers in identifying and selecting qualified candidates from unrepresented and underrepresented Member States.

12.   Global messaging will continue to be part of OHR's ongoing assistance to all entities in provision of the most up-to-date information and guidance on improving equitable geographical balance.

Secretariat-wide consultations

13.   To ensure the journey towards greater geographical diversity is a participatory, effective and achievable one, Secretariat entities will be invited to engage in a continuous dialogue and consultation process. Entities will have the opportunity to provide feedback and input on new, existing and future management direction, guidance and tools and share their best practices and experiences for benchmarking. This process will be coordinated by DMSPC, in close

partnership with the Department of Operational Support (DOS).

14. OHR will host focus group sessions dedicated to geographical diversity. The first one was held in March 2019 with the participation of multiple Secretariat entities including the Executive Office of the Secretary-General. The geographical diversity goals and their application as envisaged by the Secretary-General were examined in detail. Further discussion points centred on understanding the entity-specific needs and challenges in operationalizing the Secretary-General's vision and on the possible measures to assess progress.

15. As DMSPC continues to launch new tools and initiatives to address these needs and challenges, ongoing discussions and consultations with Secretariat entities will take place.

Management Dashboard

16. The Management Dashboard was launched in early 2019 by the Business Transformation and Accountability Division (BTAD). The Dashboard is to provide a real time tracking and monitoring tool on geographical appointment and regional group diversity.

17. With the Management Dashboard at their disposal, heads of entities are responsible for monitoring their progress and for being cognizant of their respective areas for improvement and strategizing accordingly to make progress towards greater geographical diversity.

Forecasts and projections

18. While continuous monitoring with the appropriate tools will be required to evaluate progress by each entity, OHR aims to provide the necessary guidance, particularly with regards to reviewing and analyzing forecasts for changes in staff composition that may serve as potential opportunities that entities could direct their efforts to and benefit from. Such projections may include forecast of retirement of staff members who are subject to the system of desirable ranges. As of 31 October 2019, there are 383 staff members from overrepresented Member States expected to retire between 1 January 2020 to 31 December 2030. Such retirement projections represent approximately 43 percent of all forecasted retirements (a total of 894 forecasted retirements: in addition to 383 staff members from overrepresented Member States, there are 228 from underrepresented Member States and 283 from within-range Member States), and hence may prove to be an opportunity for the improvement of the representation of currently unrepresented and underrepresented Member States.

19. In order to bring unrepresented and underrepresented Member States and currently within-range but will become unrepresented or underrepresented Member States due to retirements, we will need to make a total of 715 geographical appointments of candidates from such Member States through 2030. To achieve this, we will need to fill 80% of the upcoming retirements in geographical posts through 2030 with candidates from such Member States. In 2019, there were 154 geographical appointments of candidates from unrepresented and underrepresented Member States out of a total of 529 geographical appointments at the Secretariat, resulting in a rate of 29.11 percent.[3] Applying this current rate, we will only be able to make 259 geographical appointments of

---

[3] Source of data is the Management Dashboards, as at 30 December 2019.

candidates from un- and underrepresented Member States. Applying the current target of 50% in the Senior Manager's Compact, we will be able to make 447 geographical appointments of candidates from unrepresented and underrepresented Member States.

20. An analysis to understand the opportunities for improving the representation of unrepresented and underrepresented Member States shows that as of 31 October 2019, there were 508 geographical positions not encumbered by a staff member counted towards geographical representation, of which 171 positions were temporarily encumbered. Such figures represent an optimistic outlook in making progress towards equitable geographical representation, given that there would need to be 428 staff members from unrepresented and underrepresented Member States either selected or reassigned to geographical posts for all Member States to be considered within range in the system of desirable ranges as of 31 October 2019.

Diversity Toolkit

21. The 'Diversity Toolkit for Reassignment and Recruitment,' is being launched to provide relatively simple and actionable measures for hiring managers, HR practitioners and senior managers, in order to implement during the different phases of filling posts in line with diversity goals including the one on geographical diversity. The toolkit is comprised of eight checklists providing guidance on making lateral reassignment decisions that help geographical balance and on identifying the applicable and prioritized diversity goals from the outset of the staff selection process; giving instructions for crafting job openings to attract the widest applicant pool; instructing on outreach efforts to find qualified applicants; explaining basic steps for ensuring a fair and unbiased assessment process; allowing hiring managers to provide

information relevant to the applicable diversity goals on their preferred candidate for selection consideration of the heads of department, office or mission; and enabling heads of department, office or mission to consider relevant diversity goals in exercising their delegated authority in staff selection and appointment and make an informed decision.

The Toolkit will continuously be updated based on senior management instructions and client feedback.

Accountability

22. The Senior Managers' Compact is the Secretary-General's accountability framework through which he establishes key performance indicators for senior managers for each year and holds them accountable. This includes two indicators for geographical balance, which are:

(a) 50% geographical appointments from unrepresented and underrepresented Member States; and

(b) Progress is made, from one year to the next, towards achieving greater regional diversification.

23. The Management Performance Board, which is chaired by the Chef de Cabinet, has been reactivated and met in November 2019 to review the performance of senior managers for 2018 against the indicators in their compacts and to advise the Secretary-General in these matters. The Board in 2019 focused on two key diversity targets – gender and geographical. An analysis of the 2018 self-assessment by senior managers reveals both positive results and opportunities to improve geographical diversity. The performance indicators, advising on systemic performance issues noted by the Management Performance Board as well as highlighting managerial areas that require their attention, including the attainment of diversity targets.

24. The Business Transformation and Accountability Division (BTAD) will continue to enhance the online management dashboard to facilitate monitoring and comparison of performance for geographical appointments and regional diversity over different time periods. It will also redesign the quarterly report on Key Performance Indicators for the end of the first quarter of 2020.

25. Furthermore, BTAD will keep monitoring the exercise of their delegation of authority by heads of entities and will be developing in 2020 a personal accountability framework to strengthen the accountability mechanism. It is envisaged to enhance the awareness of importance and implications of decisions of heads of entities that contribute to geographical diversity. It will also increase the understanding by heads of entities that they will be held accountable.

26. Following a request from EOSG, OHR will provide quarterly updates to the Secretary-General on the status of geographical diversity within the Secretariat, across entities and by level.

The Second Stream: Attracting New Talent with Renewed Focus

27. The strategy aims to better target outreach efforts towards qualified candidates from unrepresented and underrepresented Member States and regions and improve the UN's overall employer brand. While maintaining the mandated offline outreach activity level, OHR is exploring more effective use of online platforms and new tools to make the most of limited financial means. Entity specific outreach efforts will continue to be made in their substantive areas of expertise with OHR assistance.

Continued outreach support

28. Various outreach efforts made by OHR for a more geographically diverse workforce in 2019 include:

(a) ***Individual job opening outreach support*** for attracting candidates for more than 140 international recruitment positions and rostering and examination exercises as of 22 October 2019;

(b) ***Face-to-face outreach events and missions***:
   i. in the HQ host country, United States:
      - at the UNHQ during visits by multinational groups;
      - permanent missions and other related institutions of various Member States in New York;
      - universities in New York, the West Coast, the Chicago Metropolitan area and other states for students of various nationalities.
   ii. outside the United States:
      - Universities, government offices in unrepresented and underrepresented Member States, as well as those contributing troops to the organisation;
      - Universities in major cities that have sizable international student population; and

(c) ***Social media presence and promotion*** for global reach and improved employer branding e.g. over 800K followers on Facebook and 76K followers on Twitter.

Member State Profiles

29. OHR is creating Member State specific outreach profiles for unrepresented and underrepresented Member States and those contributing troops consisting of information on the growing sectors and skillsets, useful information on effective communication channels, professional associations per functional area, universities, popular national and local media outlets, and social media channels in each Member State. The contact points that are identified in these profiles will be grouped into related functional areas and used to create mailing lists for relevant job openings. This project aims to lay the foundation for targeted outreach by the UN global offices towards unrepresented and underrepresented Member States by increasing the visibility of our job opportunities in these Member States.

30. The first draft set of Member State profiles have been shared with Member States for consultation and validation. During this process, partnerships with Member States are to be strengthened and consolidated through proactive and engaging dialogue on the draft profiles and other ideas and recommendations they may have on geographical balance and outreach activities in general.

Focus on online outreach

31.   Increasing importance will be given to delivering outreach support and improving employer brand through social media and other online tools, which is an inevitable choice in the current financial environment. Further, intensifying online activities in the increasingly connected world will allow the UN's outreach activities to attract new talents that can help contribute to the future of the UN.

32.   OHR has endeavoured to carry out at least the mandated face-to-face missions at a reduced cost by working closely with the Offices Away from Headquarters and Regional Commissions to carry out missions in their geographic proximity. Even so, financing these travels at the right time has been increasingly challenging: funds are only made available at the end of a budget cycle, which is usually too late for planning and coordinating outreach events with the host governments.

Exploring new online tools

33.   To tackle the financial challenges and make the most of its outreach activities, OHR is exploring the use of new online tools for job promotion and targeted outreach. The LinkedIn and Devex are two new online tools, whose impact is being tested. They enable the UN to broadcast job opportunities to millions of candidates, automatically promote them based on matches to candidate profiles, and reach out to those with excellent profiles and their professional networks.

34.   OHR is analysing the impact of these tools from various recruitment and diversity perspectives, to assess whether these tools are suitable for broader use. In the meantime, these tools are being used to publish and promote jobs across the UN to assist with individual outreach efforts.

Linking outreach to skills and workforce needs

35.   OHR is developing an integrated approach to talent management. One of the pillars is the implementation of strategic workforce planning, through which skills and workforce needs will be determined on the basis of mandates and priorities of the organization. Outreach efforts will closely be linked to the outcome of strategic workforce planning, in order to target talent to fill such skills and workforce needs.

Continuous evaluation of outreach

36.   While concerted efforts to enhance the impact of all outreach activities will continue to be made, OHR, in partnership with entities in the Secretariat, will undertake periodic reviews of outreach efforts to ensure that they are inclusive and effective in attracting talent of all backgrounds into the organization and improving geographical representation and regional group diversity.

The Third Stream: Leveraging on Partnerships and Networks

37.   OHR will leverage on the internal and external partnerships, networks and contacts to seek and extend assistance in outreach efforts, explore new ideas, and attract qualified talent by:

(a) Partnering and reaching out to seek ideas/assistance in outreach efforts from the following UN offices and networks in unrepresented and underrepresented Member States:

  i.   Resident Coordinators
  ii.   UN Information Centres
  iii. Federation of Associations of Former International Civil Servants (FAFICS)
  iv.   UN Innovation Network
  v.   Young UN

(b) Leveraging internal talent in the National Professional Officer category from unrepresented and underrepresented member states who may successfully compete for geographical posts; encouraging them to consider applying for such posts, if they have not yet done so;

(c) Reaching out to staff members from unrepresented and underrepresented Member States and Member States themselves to request assistance with outreach activities and provide ideas and recommendations for better directing such activities;

(d) Working with the Under-Secretary-General for Office of High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (OHRLLS) to advocate with those Least Developed Countries, Landlocked Developing Countries and Small Island Developing States that are unrepresented and underrepresented.

(e) Partnering with the Department of Global Communications and participating in global events such as 2020 Tokyo Olympics and Paralympics, and 2020 Expo Dubai; and

(f) Partnering with other UN system organizations to leverage rostered/vetted candidates from unrepresented and underrepresented Member States who have gone through their established competitive process for vacancies.

(g) Leveraging the experience and practices of UN entities.

(h) Partnering with intergovernmental organizations such African Union, Caribbean Community (Caricom), International Organization of la Francophonie, and Communicade dos Paises de Lingua Portuguesa to use their networks to reach out to potential candidates.