

## **RECRUITMENT PROFILE**

**Profile:** Human Resources

### **Major Duties and Responsibilities**

1. Responsible for the interpretation and application of the Staff Rules, regulations and procedures ensuring uniform application in accordance with guidelines from Headquarters.
2. Provides advice to staff members on specific entitlements, taking action locally as appropriate, or submitting recommendations for exceptions to DHRM;
3. Ascertains human resource requirements for the office ensuring the timely advertisement and filling of vacancies;
4. Participates in the selection of internal candidates and submits appropriate recommendations; Interviews and tests new candidates, verifying educational qualifications and previous employment record; Manages the advertisement and filling of local vacancies, advising applicants on the nature of the responsibilities to be performed as well as entitlements and career prospects;
5. Organises and supervises the functioning of a local APPC, as appropriate, ensuring adherence to the policies and procedures specified in the relevant regulations;
6. Briefs newly arrived staff on related administrative formalities and ensures all arrangements made for onward travel, if applicable; Supervises the prompt and efficient processing of documentation for the arrival and departure of international staff;
7. Controls the maintenance of the personnel records in the office; Monitors the follow-up of correspondence between each sub/field-office and Headquarters, ensuring that outstanding queries receive a timely response, after due analysis. Maintains and monitors leave records and requests for overtime.
8. Participates in the preparation of submissions for review by APPB and APPC (if no local committee established) for the filling of vacant posts as well as for promotion and the review of contractual status of staff members; Participates in the preparation of ROR/IOR submissions;
9. Clears all payments related to personnel issues such as MSA/DSA/hazard pay/MIP reimbursements/Medical Evacuations/travel and shipment costs etc. for Branch Office and on behalf of sub/field-offices;
10. Provides support, guidance and training to personnel staff as required; Participates in the review of training needs of staff making appropriate proposals to meet identified needs; Participates in local salary surveys;
11. Represents the office individually or as part of a team in meetings concerning personnel issues;
12. Negotiates staff complaints and maintains harmonious relations with local Staff Council;
13. Performs other duties as required.

### **Managerial Competencies (if any) (see attached Annex)**

MC03	Managing Performance
MC04	Coaching and Developing Staff
MC06	Political and Organisation Awareness

MC02	Leadership
MC05	Managing Resources

### **Functional Competencies (see attached Annex)**

HR01	Developing and Implementing HR Policies and Procedures
HR03	Manpower and Career Planning
HR05	Providing HR Advice and Guidance
HR09	Personnel Administration
HR10	Staff Counselling
HR12	Upholding Standards

### **Academic Qualifications**

First University degree (BA/BSc.) in business administration, human resources, education or social science

Advanced University degree (Masters) in business administration, HR or related social science/education

### **Other relevant qualifications in addition to the above**

- HR professional certification

### **Relevant Experience**

- Experience in any HR field
- Work in a multi-cultural, multi-national context
- Experience in humanitarian activities (NGOs, etc.)
- Experience in working with any government body in administration or HR management
- Work in a developing country (other than own) under conditions of hardship and low infrastructure
- Administration/HR work with UNHCR or any other UN agency

### **Managerial and Technical Skills**

- Supervisory responsibility
- Ability to manage a section/unit/team of support staff
- Ability to prepare and administer budgets/resources/people
- Negotiating/diplomatic skills
- Emergency management skills
- Ability to work with computers
- Writing/drafting skills
- Good communication/inter-personal skills
- Ability to teach and train others

## **MC05 MANAGING RESOURCES**

### **Competency**

Demonstrates the ability to plan and use resources (people and/or finance and/or physical assets) in accordance with UNHCR/UN guidelines and delegated accountability so that objectives are achieved in the most effective and equitable manner possible.

### **Why it matters**

Resources are limited and must be used to the best effect for the benefit of refugees, to maintain the essential staff confidence in management, and government confidence in UNHCR.

### **Indicators**

- I. Uses the agreed strategic direction for the area of responsibility to identify, prioritise and plan resource requirements as accurately and as early as possible.
- II. Identifies the resources currently in place which would support achievement of the strategic direction and puts plans in place to gain additional resources if required.
- III. Establishes 'indicators' to monitor the progress and effectiveness of plans and use of resources.
- IV. Monitors the use of resources to ensure they are in line with UNHCR/UN rules and guidelines, and adjusts resource plans as required in response to changing circumstances.
- V. Reviews and evaluates achievements to enhance future planning and resource utilisation.
- vi. Ensures that, especially in times of limited resources, the needs of beneficiaries, and in particular those of children, adolescents and women, remain a priority consideration.

## **MC02 LEADERSHIP**

### **Competency**

Demonstrates the ability to carry out the organisation's vision to manage changes, to make sound and timely decisions and be accountable for them, and to lead, build and motivate the team to achieve planned results.

### **Why it matters**

As leaders, managers carry forth the vision and purpose of the organisation. Others - the leader-manager guides his or her unit through changes and transitions. Managers also need to make decisions in situations where there is no single, obvious right answer.

In these situations, they must display sound judgement combined with a readiness to act in a decisive and timely fashion, and be prepared to take calculated risks and accept responsibility for the consequences. But managers also need to achieve results through others. Team building - the ability to build and motivate teams in order to get the most out of them - is crucial to success.

### **Indicators**

- I. Acts as a role model for managerial behaviour within UNHCR and positively represents UNHCR's vision in dealing with others, demonstrating behaviour which is gender sensitive and contributing concretely to achieving gender balance at all levels in UNHCR.
- II. Takes sound and timely managerial decisions, (including those of a sensitive or contentious nature) which are consistent with UNHCR's vision and purpose.
- III. Assumes responsibility and accepts accountability for his/her decisions.
- IV. Explains the reasons for decisions to those who implement or are affected by them.
- V. Builds and leads a mutually supportive team, in which all team members are motivated and encouraged to make their contribution.
- VI. Encourages individuals to take initiatives and responsibility for putting ideas/activities into practice and making them work, such as initiatives concerning children, adolescents and women.

### **MC03 MANAGING PERFORMANCE**

#### **COMPETENCY**

Demonstrates the ability to agree objectives and competencies with staff which will support achievement of the office's plans, and to provide them with feedback on their performance.

#### **WHY IT MATTERS**

In order to achieve results, managers need to set the direction, focus staff members on specific objectives, and monitor and support their performance. A performance appraisal process, properly applied, can be a vital tool in managing and improving the performance of staff to achieve the operation's objectives and meet required standards of performance.

#### **INDICATORS**

- I Guides staff in understanding operational priorities for the period in question, and agrees objectives with them which reflect these priorities.

- II Guides staff in understanding the competencies required in the job as a whole.
- III Gives regular, constructive feedback on performance which is aimed at helping the staff member to capitalise on strengths and improve performance in areas of need, and carries out a timely mid-term progress review.
- IV Appraises the performance of staff honestly, fairly and consistently, respecting UNHCR guidance on applying the appraisal process (e.g. timing, application of rating scale etc).
- V Gives staff with performance difficulties every reasonable opportunity and assistance to improve, but always addresses the problem directly, using the appropriate procedures.
- VI Takes responsibility as Reviewing Officer for ensuring that the appraisal process is correctly carried out by supervisors, and appraising their performance fairly as a result.

#### **MC04 COACHING AND DEVELOPING STAFF**

##### **COMPETENCY**

Demonstrates the ability to provide effective coaching and encourage appropriate development activities in order to support staff in identifying and meeting their training and development needs.

##### **WHY IT MATTERS**

Staff development plays an important role in ensuring that staff are able to achieve their objectives, meet required standards of performance in their current job, and acquire skills needed for future career plans where appropriate. But staff development is not limited to formal, off-the-job training courses. Managers have a crucial role to play, by helping staff understand their training and development needs, and providing them with opportunities to meet them. In support of this, managers need to recognise the importance of good coaching skills.

##### **INDICATORS**

- I Supports staff in identifying their training and development needs in relation to competencies required to do the job.
- II Provides effective feedback and coaching to staff managed, with the aim of guiding them to improve their performance or acquire new competencies.

- III Seeks to maximise the use of on-the-job opportunities for developing staff, and in lieu of formal training, supports cost effective methods of development.
- IV Encourages learning activities which foster team building and effective teamwork.
- V Counsels staff in reviewing their future career options and identifying realistic career goals; facilitates achievement of development activities in support of goals where feasible and appropriate.

## **MC06 POLITICAL AND ORGANISATIONAL AWARENESS**

### **COMPETENCY**

Identifies and understands relationships, constraints and pressures affecting others, and especially refugees.

### **WHY IT MATTERS**

This competency underlines the importance for managers to be able to understand the motivations and objectives of others. It recognises the need to use both formal and informal networks to negotiate and gain commitment to the achievement of particular strategies or activities. To do this, the manager must appreciate others' concerns and requirements, and use this understanding to shape his/her approach. It involves influencing others to take personal responsibility for carrying forward ideas, and to be genuinely committed to outcomes. It is particularly important when negotiating with external contacts, such as government authorities.

### **INDICATORS**

- I Understands and takes due account of the political objectives of organisations and individuals with whom UNHCR must work and whose actions affect the fate of refugees.
- II Takes time to understand the culture and hierarchies of relevant external organisations.
- III Continually looks for opportunities to add new contacts to strengthen his/her formal or informal network within UNHCR, with government authorities and with NGO, the wider UN community and other relevant organisations.
- IV Makes consistent efforts to develop and utilise working relationships to achieve work-related goals, assisting and supporting contacts in their objectives where possible.

- V Anticipates the effects of own actions and words in the culture/environment, and adapts own style appropriately to maximise impact and build trust.

## **HR01 DEVELOPING AND IMPLEMENTING HR POLICIES AND PROCEDURES**

### **Competency**

Demonstrates the ability to contribute to the development and implementation of forward looking human resources policies and procedures.

### **Indicators**

- I. Makes a significant personal contribution to the development of UN-wide policies on Human Resource Management, drawing on professional expertise, and experience of HR priorities and constraints within UNHCR.
- II. Stands back from current issues to make practical and innovative recommendations for forward looking policies and practices within the particular field of expertise (classification, recruitment, staff administration, staff counselling etc.), building on experience and making imaginative use of best practice and new developments.
- III. Reviews procedures on own initiative in order to identify areas which could be simplified or made more effective.
- IV. Proactively monitors the application of policy within UNHCR in order to ensure it is consistent, equitable with global UN policies. Highlights inconsistencies, and makes well argued recommendations for change.
- V. Develops realistic implementation plans for new policies and procedures and logically thinks through the implications.
- VI. Uses judgement and experience to make realistic assessments of proposed actions, and decides whether to approve them based on a consistent and defensible interpretation of policy.

## **HR03 MANPOWER AND CAREER PLANNING**

### **Competency**

Demonstrates the ability to keep abreast of the requirements of posts and the organisation's staffing needs as a basis for planning the allocation of staff resources.

### **Indicators**

- I. Develops and updates UNHCR's competencies, ensuring that they meet the standards required by CMS.

- II. Analyses information and applies judgement and knowledge of organisational needs to identify broad future staffing needs.
- III. Maintains up to date knowledge of staff movements within the area of responsibility in order to be able to plan an appropriate response when required.
- IV. Develops formal and informal networks of contacts in order to understand career related preferences and constraints (for individuals or groups of staff) and anticipate problems before they occur.
- V. Maintains an overview of current and future job vacancies (in liaison with other DHRM staff and other sections in UNHCR) and uses this information to maximum effect in the career planning process.
- VI. Follows up career management decisions to determine their effectiveness and learn from successes and failures.

## **HR04 PROVIDING CLIENT ORIENTED SERVICES**

### **Competency**

Demonstrates the ability to provide specific Human Resources services in a responsive, client oriented manner.

### **Indicators**

- I. Demonstrates a willingness to go beyond basic requirements and accept personal inconvenience in order to deliver a high quality service which exceeds customer expectations wherever possible.
- II. Makes concerted efforts to discover and understand customer needs, by being accessible to customers themselves, and open-minded to their requests.
- III. Examines and analyses local environments before exercising judgement in adapting the applicable rules and policies as required.
- IV. Ensures customer needs are given the appropriate priority when responding to senior management directions.
- V. Seeks to improve the service provided to customers and to promote a customer service culture amongst colleagues by interacting closely with other sections within DHRM to understand the priorities for the section and the common issues that need to be addressed.
- VI. Listens to requests from donor organisations, missions etc. on general and specific issues (e.g. placement of candidates in HCR) and responds to them in a diplomatic fashion.

## **HR05 PROVIDING HR ADVICE AND GUIDANCE**

### **Competency**

Demonstrates the ability to disseminate relevant information and to provide specific advice to staff in order to enable them to make informed decisions when and where appropriate.

### **Indicators**

- I. Provides helpful information, either on an individual or on a group basis, on relevant Human Resources policies, procedures and rules to support and assist staff and supervisors alike in making decisions.
- II. Counsels and advises staff about vacancies and postings, likely future developments in functional areas and specific regions and possible career opportunities within UNHCR, providing comprehensive, up-to-date and reliable information as required.
- III. Makes good use of communication skills in providing guidance to staff on contractual issues, benefits, promotions and performance issues, showing sensitivity to manage expectations whilst being honest and realistic.
- IV. Briefs (and debriefs) staff about the field environment, conditions of service, contract terms and the implication of these, providing up to date information.
- V. Acts as a focal point during a staff member's employment within the area of responsibility, interpreting performance appraisal reports and providing guidance on future career prospects.
- VI. Responds to staff concerns in individual cases by thoroughly researching the facts and details involved and producing a clear, rationale and sensitive explanation of how and why particular decisions were made or seem to be the most appropriate and advisable in a particular context.

## **HR09 PERSONNEL ADMINISTRATION**

### **Competency**

Demonstrates the ability to provide a full range of personnel administration services.

### **Indicators**

- I. Provides a well-organised personnel information service, ensuring that data is accurate and accessible to those who require it.

- II. Applies detailed knowledge of UNHCR policies and precedents and uses judgement to interpret these fairly and consistently.
- III. Makes good use of written communication skills to explain entitlement decisions to staff in order to gain their understanding and acceptance.
- IV. Processes and follows up appointments, reassignments, promotions and other APPB/C decisions which generate personnel administration actions in a timely and thorough way, being sensitive to the human dimensions involved and tailoring actions accordingly.
- V. Shows attention to detail in the monitoring of staff circumstances, a concern to ensure they receive their correct entitlements, and flexibility in responding to changing circumstances.

## **HR10 STAFF COUNSELLING**

### **Competency**

Demonstrates the ability to help staff to explore options available to them through the use of professional counselling techniques, empowering them to arrive at appropriate and feasible solutions.

### **Indicators**

- I. Provides an empathic milieu where staff feel at ease and encouraged to expose their problems in an atmosphere of strict confidentiality.
- II. Empowers staff to define the scope of problems and grievances, in order to help them maximise their capacity to make their own decisions, and to develop and implement alternatives for solving their problems.
- III. Establishes a helping relationship which respects the uniqueness of the individual, whilst aiming at understanding the perspective of other parties involved, and acknowledging cultural differences.
- IV. Together with the staff member assesses whether further action (e.g. of an administrative nature, or a referral to a specialist such as a doctor or a therapist) is required in order to solve the problem.
- V. Establishes and maintains positive working relations with external bodies and organisations which may serve as referral sources for staff.
- VI. Follows problems up to assess whether efforts to solve them are on track, or whether they warrant corrective intervention, including critical stress debriefing after a traumatic incident.

## **HR12 UPHOLDING STANDARDS**

### **Competency**

Makes timely and well judged interventions to ensure standards of staff conduct, as required by UNHCR, are upheld.

### **Indicators**

- I. Ensures staff are fully and accurately informed of their duties, responsibilities, and the organisation's expectations of them, as well as their rights and entitlements.
- II. Demonstrates objectivity, balance and sensitivity in counselling staff on standards of conduct.
- III. Is able to conduct open and honest discussions with staff when they have failed to meet required standards of conduct.
- IV. Has the self confidence necessary to invoke disciplinary measures, and the judgement and technical knowledge to recognise when this is appropriate.
- V. Makes a conscious effort to fully investigate cases of misconduct and keeps an open mind until all the relevant facts are gathered.