Driving Results and Building on our Shared Experiences

HR Network 33rd Session, Istanbul
AGENDA

01 Introduction
02 Taking the Pulse: Where are we in terms of PM practices?
03 Knowledge and Resource Sharing
04 PM Maturity Framework
05 Next Steps
Introduction

CONTEXT AND PREVIOUS INTER-AGENCY WG

• High interest in the area: Member States, Chief Executive Board for Coordination (CEB) and the High Level Committee on Management (HLMC)
• Previous related WGs: Standard elements of PM within UN (2011), Resident Coordinator Performance Assessment (2012)

OBJECTIVES AND ORGANIZATION

• Created in 2015 → Beyond “completion” reinforce the “added value” component
• Develop tools and resources that can be easily applied and used by both PM practitioners and HR Senior Managers
• Create a platform for exchange and improvement to drive collaboration and innovation in the PM area

STRUCTURE

• Core team: ICAO, IFAD, OSCE, UNICEF, UNDP, UNFPA, UNOPS, UN Secretariat and WFP.
• Extended team: PM focal point in UN organizations
Work Plan

Mar - May 2015

I Phase

• Collect data about existing policies and practices through a survey

Jun - Oct 2015

II Phase

• Create a mechanism to share relevant practices and documents
  • Map good practices
  • Draft good practices notes

Nov 2015 – Feb 2016

III Phase

• Propose a framework of indicators to monitor quality of PM
  • Identify areas for further focus and development
Deliverables

• **OVERVIEW** of Performance Management practices and challenges

• **ONLINE RESOURCE CENTRE**

• **THEMATIC REVIEWS** and **UN ORGANIZATIONS CASE STUDIES** in the following areas:

  - Ensuring consistency of evaluations and ratings
  - Link of performance management with other HR elements
  - Management of under-performance
  - Recognition and rewards
  - Arbitration and dispute management

• **PM MATURITY FRAMEWORK** for self assessment on the maturity level of PM practices

Make Performance Management a good example in terms of knowledge sharing and collaboration
TAKING THE PULSE: WHERE ARE WE IN TERMS OF PM PRACTICES?
PERFORMANCE MANAGEMENT
(data: 22 UN organizations 2015 June)

We are using similar processes
3 PHASES, 1st - 2nd SUP, RATINGS, OUTPUT....

Multi Rater Feedback Systems

39%
have a MECHANISM TO ENSURE CONSISTENCY of evaluations

87% use an ONLINE SYSTEM

13% use PAPER
Have developmental objectives in the performance management system.

Rewards & recognition policy for high performers:
- Identified through the system

Are staff individual objectives related to those of the organization?
- Yes 83%
- No 17%

Calibration:
- Only 17%
- Yes 48%
- No 52%

How many ratings?
- 3: 13%
- 4: 48%
- 5: 22%
- Other: 17%
What works well?

Only **5%** say CALIBRATION

- Calibration: 5%
- Links with other HR elements: 60%
- Arbitration and dispute management: 25%
- Management of underperformance: 15%
- Rewards and recognition: 10%

Which are the challenges?

**91%** say ADDRESSING UNDERPERFORMANCE

- Addressing underperformance: 91%
- Need for multi-rater feedback: 35%
- Complicated systems/processes: 30%
- Time/resources required to manage process: 48%
- Time required to complete appraisals: 35%
- Poor linkages to HR processes: 43%
- Appraisal of senior management: 30%
- Obsolescence of policy/procedures/tools: 35%
- Recognition of staff: 39%
KNOWLEDGE AND RESOURCE SHARING
Online Resource Centre

KNOWLEDGE AND RESOURCE SHARING PLATFORM FOR ALL PM PRACTITIONERS IN THE UN:

1. **Make resources available in streamlined manner**: Content goes beyond policies and includes communication, training materials and toolkits.

2. **Very positive feedback**: Allows us to tap into each other's resources, and a more efficient use of resources (e.g. toolkits, training materials).

3. A pilot that gradually could be expanded to other areas of HR. For example: Staff Engagement, Talent acquisition...

**Lessons learned**: Importance of facilitator and centralized administrative support for uploading documents.
### Online Resource Centre

- One common link: [https://goo.gl/Pa8DFQ](https://goo.gl/Pa8DFQ)
- Everyone with a link can access and view folders and files
- For uploading of document please email files to the CEB Secretariat: [CEB-HRnetwork@unog.ch](mailto:CEB-HRnetwork@unog.ch)

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<td>Communication Materials</td>
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<td>Rewards and Recognition</td>
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GOOD PRACTICES AND CASE STUDIES AMONG UN ORGANIZATIONS
Ensuring Consistency of Evaluations and Ratings

Links of Performance Management with other HR Elements

Management of Underperformance

Recognition and Rewards

Arbitration and Dispute Management
Ensuring Consistency of Evaluations and Ratings

- **Completion:** Significant differences among organizations. There has been progress and now there are some organizations with regularly overall completion over 96%. There is data on this.

- **Consistency of Evaluations and Ratings:** One of the most challenging areas and a requirement for the credibility of the assessments and for its use.
  
  • Interesting experiences with mandatory/recommended rating distribution
  • Communication of assessment trends and capacity development
  • Use of calibration committees/panel
  • Use of multi source feedback
  • Use of publicly shared KPIs and dashboards for CDs/COs/Units
Links of Performance Management with other HR Elements

There is wide variation amongst organizations and many good practices in this field.

- in the areas of recruitments, reassignments, appointments, contract extensions
- linked in step increments in several organizations
- closely linked to promotion decisions in several organizations
- Talent pipeline and identification of high potentials, succession planning and career development; as well as links to competency frameworks and learning and development
- Linkages to contract renewal decisions in case of poor performance

Several organizations are moving towards integration of performance management with talent management and other HR areas
Management of Underperformance

- Over the last 2-3 years very significant developments mainly at the policy level: for example requirements to base a separation or non-renewal for performance grounds:

• 1 “Unsatisfactory” Performance Improvement Plan: WHO
• 1 “Unsatisfactory” performance assessment, or a “Partially Meets” assessment followed by a Performance Improvement Plan (PIP). UN Secretariat, UNOPS
• 1 “Unsatisfactory” assessment or 2 “Partially Meets” over a period of two or three years. UNHCR, UNDP.
• 1 “Unsatisfactory” performance assessment and a written warning and opportunity to improve or PIP: UNAIDS, World Bank, WFP (6 months PIP).
• 2 “Unsatisfactory” or 2 “Partially Meets” assessments in any of the overall sections of the performance assessment over a period of 3 years: UNFPA.

- Other relevant elements: initial periods of appointments or probations, review of the internal recourse processes, toolkits, available support...

In view of the level change, it will be interesting to assess the level of progress over the next months
Rewards and recognition

- **Recognition schemes**: some organizations have recognition schemes in place, e.g. annual awards celebrations, recognition of outstanding performance, opportunities for recognition of team and individual contributions and length of service.

- **Rewards programmed**: Two organizations have performance related financial rewards, and both programmed are directly linked to performance whether individual or team.

- Challenges include global / local approach
- Opportunity to share lessons on employee recognition schemes
Arbitration and Dispute Management

Some of the key elements identified in this area:

• Preventive actions, informal conflict resolution and mediation
• Rebuttal procedures
• Level of support and capacity development for managers
• Relevance of due process compliance for cases ending up in front of Administrative Tribunals
• Complexity because of overlapping factors in underperformance cases such as disciplinary, health-related or conduct matters
PM MATURITY FRAMEWORK
PM maturity framework

**About**
- Based on different models developed in the market (CIPD, SHRM, Bersin-Deloitte, PWC, HBR, CLC)
- Considers the specific characteristics of the UN system and it is simple to use

**AIM**
- Allows organizations to evaluate the level of maturity of their Performance Management
- Serves as a benchmark with the other UN agencies

Strategic tool to allow your teams to reflect on current status, strengths and where additional focus is needed.
Why are we doing this?

Increasing performance management maturity increases the likelihood of strong scores on:

**ORGANIZATIONAL RESULTS INDEX**
- Effectiveness and Organizational results
- Value for money
- Beneficiaries’ satisfaction

**EMPLOYEE RESULTS INDEX**
- Engagement
- Employee productivity
- Partners’ satisfaction
The framework considers five general categories:

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<th>Strategic Framework</th>
<th>Organizational culture</th>
<th>Norms and policies</th>
<th>Value added practices</th>
<th>Technology</th>
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For each category, there is:

- different indicators, with a respective score scale
- Descriptive element on how this aspect is done in the organization
- Enables prioritisation of areas for focus and improvements
What we want to achieve

**SIMPLE & COMPREHENSIVE MODEL**
- Covers all aspects of Performance Management
- Keeps a clear and simple language

**USER-FRIENDLY TOOL**
- allows an easy understanding of the status of our organization in terms of maturity
- a self-assessment tool for each organisation to evaluate themselves
NEXT STEPS
towards a community of knowledge sharing
Next steps

CONTINUE ENGAGEMENT AS A COMMUNITY OF PRACTICE
- Very positive feedback from users about access and interaction
- Identify emerging case studies every 2 years

PM MATURITY FRAMEWORK
- Make it available to the PM broader community
- For all agencies interested allow anonymised self-assessment and consolidate it to create 2016 UN baseline. (September 2017)

FURTHER DEVELOP THE CASE LAW REVIEW:
- WG found that this needs further work

OTHER COMMENTS SUGGESTIONS FROM HR LEADERS