



Business Operations Strategy (BOS) Brazil: 2013-2016

September 2013



List of Contents

Acronyms and abbreviations	3
I. Executive Summary	4
II. Acknowledges.....	5
III. Foreword	6
IV. Background	7
V. BOS Brazil.....	8
5.1 BOS Brazil objectives.....	8
5.2 Methodological Approach	8
5.3 BOS Brazil participants.....	9
5.4 Scope.....	10
VI. Operational Analysis.....	11
6.1 Procurement	11
6.2 Human Resources	12
6.3 ICT	12
6.4 Travel.....	13
VII. Governance.....	14
VIII. Investment and Costs	16
IX. Business Operations Results Framework	17
X. Annex.....	18



Acronyms and abbreviations

- BOS (Business Operations Strategy)
- CBA (Cost-Benefit Analysis)
- CEB (Chief Executives Board)
- DaO (Delivering as One)
- DOCO (Development Operations Coordination Office)
- HLCM (High Level Committee on Management)
- HR (Human Resources)
- HQ (Headquarters)
- ICT (Information and Communications Technologies)
- JOF (Joint Operations Facility)
- JOS (Joint Operations Steering Committee)
- JPRC (Joint Procurement Review Committee)
- LTAs (Long-Term Agreements)
- MOUs (Memorandum of Understand)
- OMT (Operations Management Team)
- QCPR (Quadrennial Comprehensive Policy Review)
- SLAs (Service Level Agreements)
- SOPs (Standard Operating Procedures)
- UN (United Nations)
- UNCT (United Nations Country Teams)
- UNDG (United Nations Development Group)



I. Executive Summary

Business Operations Strategy (BOS) is a response to the 2013-2016 Quadrennial Comprehensive Policy Review (QCPR) call to harmonize business operations with the aim to reduce operational transaction costs and duplication of functions.

The BOS Brazil went a step further, developing a delivery platform for common operations, integrating operational support to programme delivery in a cost effective manner through a single service window: Joint Operations Facility (JOF), initially in the areas of Procurement, Human Resources (HR), Information and Communications Technologies (ICT) and Travel.

This document describes the BOS Brazil from 2013 to 2016.



II. Acknowledges

I acknowledge all efforts and resolution of the eight United Nations Agencies, Funds and Programs in Brazil that are looking to the future and building a new UN System in the country. To the Representatives all my gratitude, mainly to Mr. Lucien Muñoz, UNESCO's Representative and Mr. Arnaud Peral, UNDP's Deputy Representative, who have acted as the Project Directors to provide the guidance necessary to BOS implementation. I also thank the UN Development Group (UNDG) and the High Level Committee on Management (HLCM) for strengthening and encouraging the harmonization of business practices in Brazil. Finally, I would like to thank all staff who were engaged in the project and contributed so much to it.

Jorge Chediek
UN Resident Coordinator



III. Foreword

The United Nations (UN) System in Brazil works with a “Business Model” based on projects and programs involving national authorities, private sector and civil society, supporting public policies in most of the sectors, at the Federal, State and Municipal levels, mostly financed with government funds and implemented under the National Execution modality.

This “Business Model”, common to many of the 22 resident UN specialized Agencies, Funds and Programs in the country, was developed in the late 1980’s and has also been implemented in most of Latin America. It demonstrated to be successful and adequate to the development needs of middle income countries throughout the past two decades, supporting actively and efficiently the most important transformations registered as well as the most relevant public policies, giving great visibility to the UN System in Brazil.

Over the past few years, as Brazil is going through a progressive change and consolidation to become an emerging economy, the UN System in the country has focused on management of knowledge and the support of the South-South Cooperation programs. This new phase of the technical cooperation in Brazil, exclusively based on high technical expertise and innovation, implies a major challenge for the sustainability of the offices, as the reduction of activities and funds allocated in UN programs require the introduction of urgent measures to reduce operational costs, without losing quality and accountability in the execution of technical cooperation projects. This document describes the BOS Brazil from 2013 to 2016.



IV. Background

The 2013-2016 QCPR, adopted on 21 December 2012 by the General Assembly of the UN (Res 67/226), called upon the UN System to improve the management of facilities and operations by taking into account sustainable development practices, building on existing efforts and promoting cost-effectiveness, while maintaining accountability, transparency and improved results-based management to Member States. This call to harmonize business operations with the aim to reduce operational transaction costs.

As a response to this demand, the UN System Chief Executives Board (CEB) has commissioned the UNDG and the HLCM to strengthen its efforts to promote harmonization of business practices across the UN System, including general management issues, ensuring management coherence from global to country level. The BOS was launched in 2012 as the UNDG's response to these needs and requests.

The adoption of BOS in Brazil seemed highly relevant, as the adequate approach to reduce operational costs, to increase quality of services (internally and to external partners) and to introduce eventually further innovative approaches. Due to the changes in the Brazilian legal framework for the international cooperation, shifting from projects with a significant component of service-oriented activities to higher demands for technical expertise and innovation, UN offices in Brazil had to adjust their personnel structure to the new requirements of the cooperation. The main challenge is to maintain quality, confidence and accountability within a smaller office, being the BOS a possibility for synergies among agencies.

It is worth mentioning that the UN House in Brasilia, the Sergio Vieira de Mello Complex, is currently being built. The first Module hosting UNDP, UNOPS, UNDSS, UNV and Montreal Protocol was inaugurated in November 2012. At the beginning of 2013, four other UN entities (UN WOMEN, UNFPA, UNEP and UNAIDS) moved to provisional accommodation in anticipation of completion of the Second Module. Furthermore, other initiatives have been jointly developed such as Long-Term Agreements (LTAs) in the area of travel, which benefits from the total volume of the resident UN entities to ensure better prices.

In this context, Brazil has volunteered to pilot the BOS since November 2012. The BOS Brazil is relevant not only to keep reducing office costs, but also and essentially to continue providing operational services to projects with high quality and increased transparency and accountability.



V. BOS Brazil

The BOS initiative is based on the following general principles:

- It is a voluntary instrument to be used at the country level.
- It covers joint business operations initiatives only.
- It provides strategic, medium-term focus and prioritization based on quantitative and qualitative Cost-Benefit Analysis (CBA).
- It provides the basis for monitoring and reporting on progress and results of initiatives.
- It provides the basis for evaluation of implemented practices for further optimization, if needed, and for purposes of knowledge sharing.
- It provides the basis for resource mobilization (financial and human resources) in support of harmonization of business operations at the country level.

Based on these principles, the BOS Brazil outlines the medium-term strategic focus of UNCT in the country. It reflects high-level outcomes of joint business operations and provides the basis for annual work planning in light of more strategic, cost effective business operations.

The UNCT in Brazil went one-step further, choosing to supplement the BOS in the country with a joined delivery platform for common operations, integrating operational support to programme delivery in a cost effective manner through a single service window – the Joint Operations Facility (JOF). The BOS Brazil project will be implemented from 2013 to 2016 by the time when JOF will be fully operational.

5.1 BOS Brazil objectives

The BOS Brazil has the following objectives:

- Ensure the efficiency, transparency, accountability and sustainability of the programs and projects in the country through an integrated delivery platform for common operations.
- Reduce operating costs by leveraging economies of scale of operations and/or enhance the quality of services provided.
- Capture effective business approaches and lessons learned in view of the potential application in similar country contexts to guide other country initiatives with regards to the development of the BOS as well as the development and implementation of Integrated Service Centers, as per QCPR request.

5.2 Methodological Approach

The BOS in Brazil was designed to be implemented in three Phases.

Phase 1

Phase 1 focuses on the scoping of this operational integration with the identification of priority service lines for joint execution and management. This phase also identifies the constraints to be addressed.

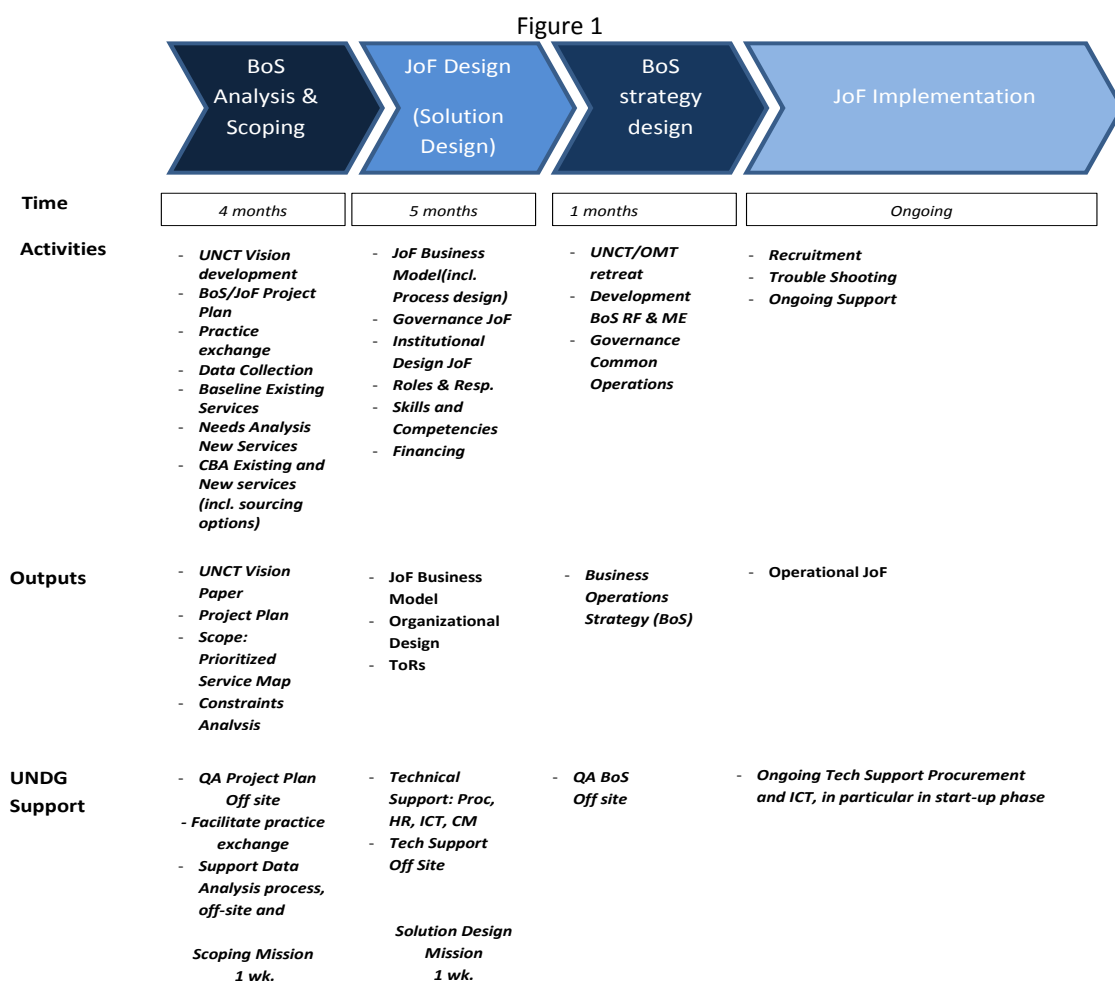


Phase 2

Phase 2 focuses on the additional analysis to assess whether a fully integrated governance model (JoF) would be more cost effective to deliver the prioritized serviced comparted to a regular lead agency concept.

Phase 3

Phase 3 is the implementation of the agreed solution (JoF), scheduled to commence its operations on January 2015 (Figure 1).



5.3 BOS Brazil participants

At the end of Phase 1, eight UN entities confirmed their participation in the BOS Brazil: UNAIDS, UNDP, UNDSS, UNEP, UNESCO, UNFPA, UNOPS and UNWOMEN. Some UN entities have decided to participate under some conditionality's, as outlined below:

- FAO will participate in the analytical phase, but will make its final decision only after the results of the second mission are known.
- UNICEF will participate in the data analysis, but will make its final decision based on the final results of a cost/benefit analysis.



- WHO/PAHO will also participate in the data analysis, but needs more time to decide on its full integration to BOS.
- WFP will not participate in the analysis and will remain as an observer at this stage.

5.4 Scope

The UNCT has requested that the scope of the exercise should initially focus on a set of prioritized services or “quick wins”, preparing an initial tentative scope of 59 services across the areas of Procurement, ICT, HR and Travel. During the first UNDG/HLCM mission this initial scope was fine-tuned to 15 high volume/high value processes that could be considered to be delivered through a common solution instead of delivering them on an agency-by-agency basis:

1. Joint Procurement:
 - Consulting.
 - Conferences and Event Management.
 - Communication.
 - Publishing.
 - ICT Equipment Procurement.
 - Language Services.
 - Transportation.
2. Joint Travel Arrangements
3. Joint Common Human resources:
 - Contracting and Hiring.
 - Performance and Evaluation.
 - Selection and recruitment.
4. Joint Information and Communication technology:
 - Help Desk Services.
 - Telecommunications and Video Conferencing.
 - Systems Development.
 - ICT Procurement (covered as part of the procurement portfolio).



VI. Operational Analysis¹

The BOS Brazil chose services that had the potential to either reduce costs or enhance quality of operational support to programme delivery. Prioritization was based on the following:

- Baseline analysis (volume) of existing common operations.
- Needs analysis of common operations.
- CBA based on volumes and values of common operations.

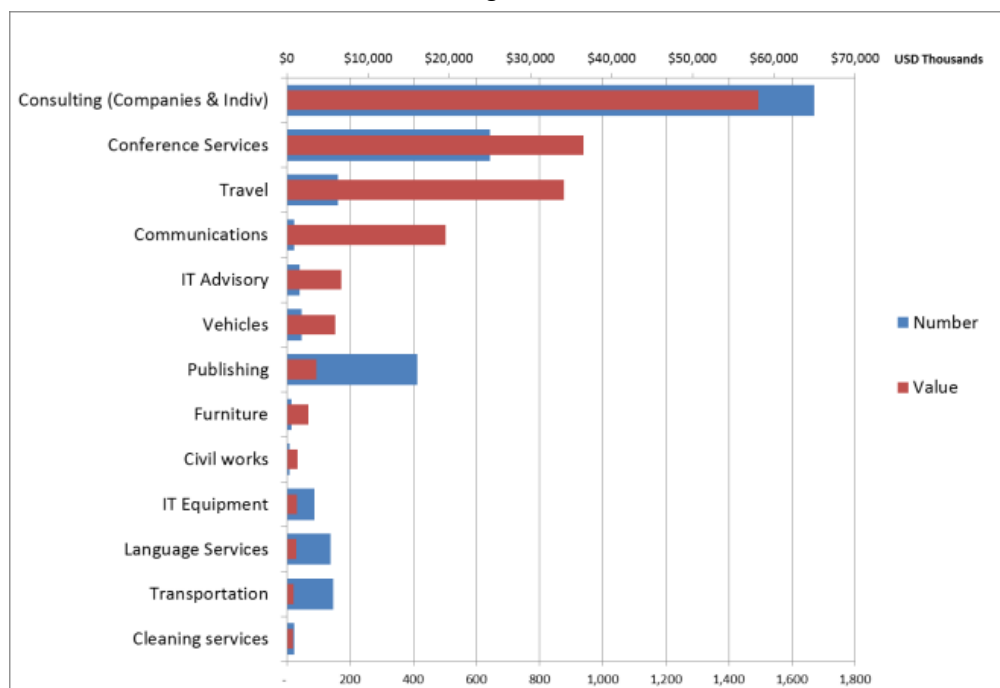
For each of these services a common (“to be” process) was developed. These so called “innovation maps” were subject to a constraints analysis to identify the main challenges related to them, focusing on HQ and country level efforts to align such processes whenever possible. Subsequently a CBA was executed to analyze the monetary and labor cost components associated with the current and “to be” processes. The CBA resulted in a prioritized scope focusing on the development of a common services portfolio that could be rendered by a JOF, a lead agency or outsourced.

6.1 Procurement

This is the prioritized area with potentially significant monetary benefits through operational cost reductions, mainly by means of common negotiations, common LTAs and the new HLCM guidance on Common Procurement.

For Procurement, 29 services were originally identified. Based on the initial assessment, 13 services were prioritized for further value/volume analysis (Figure 2):

Figure 2



¹ There may be changes in this service line, as in other areas, after next Phases.



The CBA prioritized these services to five areas of procurement which accounted for the majority of procurement volumes and cost (high impact services) in Brazil: (i) Conference and Event management; (ii) ICT equipment; (iii) Communication; (iv) Publishing; and (v) Consulting services.

6.2 Human Resources

Three HR processes are recommended to be addressed through a common operational solution: attracting talent (recruitment & selection), servicing talent (hiring & contracting, which does not include monitoring) and assessing talent (performance assessment).

Common HR would mainly yield labor gains due to process standardization, reduction of duplication within the process and having the appropriate level of staff executing the various steps of the process. This is even more so when capacity constraints force smaller UN entities to involve relatively senior staff in process steps that should be executed by lower level staff, which drives up the labor cost of a process significantly. Common HR would benefit greatly from an integrated governance model such as a JOF that would allow one unit to operate as a service provider.

The three processes combined include 40 process steps activities, from which 29 steps were identified to have the potential to be executed under a common solution. The activities that potentially can be executed jointly are mainly the transactional functions, such as reference checks, interview coordination. This would relieve the HR practitioners in each organization from time-consuming routine work and it would give them the opportunity to focus on strategic and advisory functions.

6.3 ICT

Within the ICT work stream three services are recommended for prioritization: Videoconferencing, Helpdesk and Software Development. Initially 11 potential common ICT services were included for analysis. The CBA prioritized three areas of ICT support. A fourth common operations initiative for Common Procurement of ICT supplies is covered under the Procurement Work stream.

Videoconferencing

Videoconferencing facilities are available but are recommended for upgrade, ensuring full national coverage for all field offices. Main gains result from workflow support and coordination within the UN and between the UN and stakeholders, as well as reduced travel cost. Increased and more efficient use of technology would reduce physical movement of staff and realize associated efficiency gains in terms of labor and monetary cost.

Helpdesk

Common Solution should cover “Level 1 helpdesk support” focusing on connectivity, email access, desktop/laptop/infrastructure related issues. It is recommended to be



outsourced. Under this outsourcing scenario ICT staff dealing with trouble shooting will be freed up to engage in alternative ICT priorities.

Software Development

Brazil has existing local capacity working on in-country software solutions in the context of ICT Systems support to workflow processes. Common Software Development potentially yields significant labor/time benefits as well enhanced accuracy and accounting of processes that currently are executed manually (off-system). Even though common software development does not generate direct monetary and labor gains, it is a critical catalyst to generate and enhance this type of benefits in other processes that are supported by such a solution.

6.4 Travel

Travel services are not limited to the purchasing of airplane tickets; it extends to other time consuming tasks, including travel planning, ticket quoting, requisition creation and approval, Daily Subsistence Allowance (DSA) calculation, verification and payment, reimbursement, document management, etc. Travel volumes are significant in Brazil with over 126.000 tickets being booked over the period 2009-2012.

For travel related matters, UN entities in Brazil already have a common LTA in place with a single travel agency (Flytour). A common service to be developed is an online tool through which staff and non-staff book directly and that integrates all mandatory travel procedures. The WEB Portal system is a must have that should be developed to guarantee proper internal control framework devised for the management of travels.

Users of UN Brazil services (clients) will gain by (continuing to) leverage the discounts in place based on common volumes and the simplification of having to address to one single entry portal, helpdesk and to liaise with one single group for all UN travel.



VII. Governance

The BOS Brazil has different governance structures before and after the JOF go-live.

During Phases 1 and 2, the project shall be conducted by the UNCT. As such, UN Agencies, Funds and Programs can participate in designing and defining the scope of the BOS Brazil.

In order to implement the agreed solution (JOF), the governance in Phase 3 is composed of the following bodies:

Joint Operations Steering Committee (JOSC)

JOSC is composed of the heads of the participating agencies and will be chaired by the UN Resident Coordinator. This independent governance structure will ensure transparent and unbiased service delivery.

The JOSC defines the transition strategy to be implemented and holds the ultimate decision power for all matters related to the Business Operations for the JOF in Brazil.

This structure shall be kept after the JOF go-live, as the strategy level of governance of this common operations solution.

BOS Project Directors

- The BOS Project Directors role relates to the transition phase, during which political and institutional guidance is necessary in a more frequent manner than the ordinary JOSC meetings.
- The BOS Project Directors act as a link between the UN Resident Coordinator and the Heads of participating agencies and the BOS Facilitation Team and the Project Coordination concerning JOF's technical and operation matters.
- By delegation from the UN Resident Coordinator, the BOS Project Directors may carry urgent contacts with external stakeholders such as UNDG and HLCM or project partners.
- When urgent budgetary decisions are required, the Project Directors may decide *ad referendum* from JOSC and report accordingly to the next JOSC meeting.
- The BOS Project Directors provide orientation and guidance to the BOS Facilitation Team and supervise the Project Coordinator to ensure the consolidation of the JOF. They may provide orientation, guidance for decision-making process when consensus cannot be reached by BOS Facilitation Team and the Project Coordinator.

BOS Facilitation Team

- The BOS Facilitation Team ensures the coordination of the transition project until the recruitment of the Project Coordinator.
- The BOS Facilitation Team makes regular reports to the Resident Coordinator and the Project Directors on the advancement of the BOS Brazil.
- The BOS Facilitation Team should prepare a handover report to the Project Coordinator when recruited on actions achieved so far.



- The BOS Facilitation Team acts as resource to the Project Coordinator once recruited.
- The coordination of the Facilitation Team will be assumed by the UN Coordination Officer in the RC Office. The UNESCO Operations Manager/Administrative Officer will act as alternate.

Project Coordinator and Assistant

The Project Coordinator and Assistant ensure the macro steps and activities are conducted as planned, in order to enable the environment for the go-live of the common solution (JOF).



VIII. Investment and Costs

The detailed CBA for a JOF scenario can only be completed once the governance structure of such a facility is developed, once it will not be possible to calculate the cost of future transactions unless the innovation maps and the necessary staffing for running the JOF is defined. Nevertheless, the Extended Report prepared by UNDG as a result of Phase 1 indicates monetary and labor cost savings deriving from the implementation of a common solution (JOF).

UNDP and UNESCO will initially invest USD 150.000,00 for the JOF operationalization (extra budgetary funds). Moreover, UNDP will make in kind contributions (installation, furniture and infrastructure) to the BOS Brazil project until December 2014.

While costs are associated with the establishment and running of the JOF, most of them are one-time investments, justifiable for the expected qualitative and quantitative benefits. A cost recovery methodology shall be developed, in order to create a mechanism of auto financing for the JOF activities.



IX. Business Operations Results Framework

Priority Area: Common Operational Services (JOF)			
Lead Agencies:		UNAIDS, UNDP, UNDSS, UNEP, UNESCO, UNFPA, UNOPS and UN Women	
Coordination Mechanisms:		JOSC	Initial investment: 150,000 USD
Outcome: Cost effectiveness and quality of operations enhanced in the areas of Procurement, Travel, Human Resources and ICT by means of a JOF fully operational.			
Output	Baseline: 2013	Target: 2016	Risks and assumptions
JOSC Created	0	1 (at least 8 participating agencies)	UN Agencies, Funds and Programs' commitment and monthly meetings
JOF Work Plan (transition) drafted	0	i. Document developed and approved in 2014 ii. Work plan implemented until December 2014	Plan to implement actions to JOF go live
JOF go live	0	14 fully operational service lines in 4 areas	Procedures, structure and staffing
Key activities			
Activity	Lead agency		Deadline
JOF Transition and Operationalization Strategy (Work plan / Budget / Governance)	JOSC		Aug.2014
Management Arrangements (JOF Governance / Staff / Structure)	JOSC		Nov.2014
MOU/SLAs (JOF and participating Agencies)	JOSC		Dec.2014
BOS framework 2013-16	JOSC		Nov.2014
JOF Host services (cost recovery model)	JOSC		Oct.2014
Communication Plan	JOSC		Dec.2014
Standard Operating Procedures (SOPs)	JOSC		Dec.2014
Monitoring and Evaluation Framework	JOSC		Jan.2015
Auditing Framework	JOSC		Dec.2014
Travel Arrangements	JOSC		Oct.2014
Procurement Arrangements	JOSC		Nov.2014
Human Resources Arrangements	JOSC		Dec. 2014
ICT Arrangements	JOSC		Dec. 2014

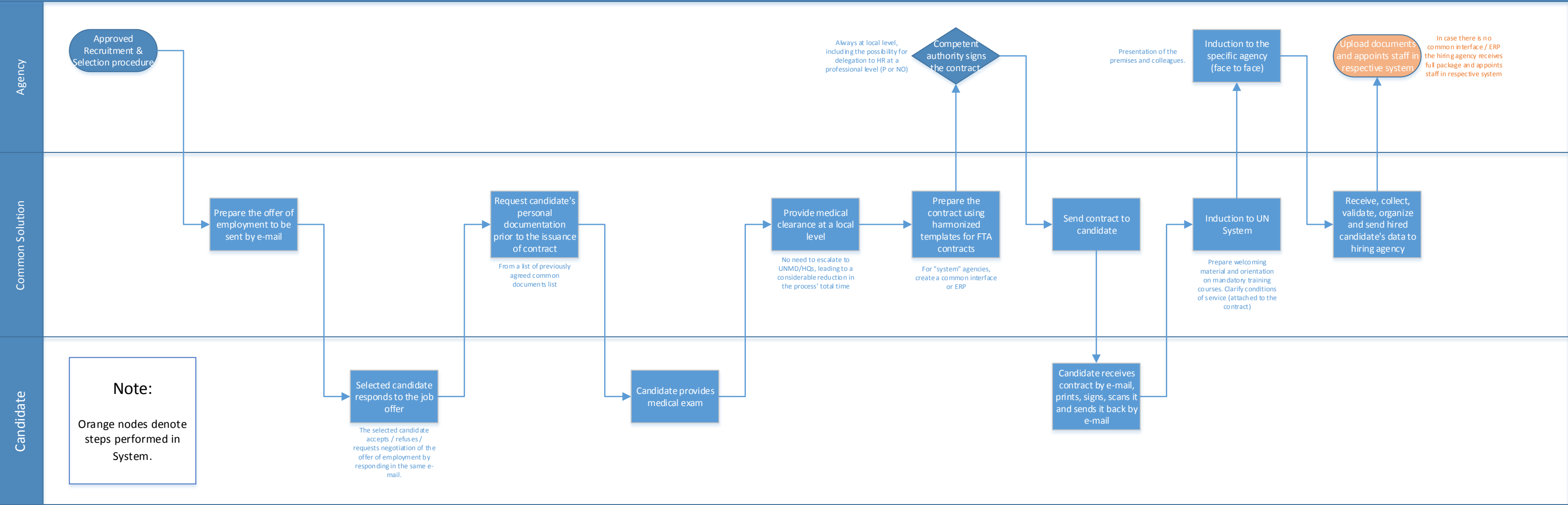


X. Annex

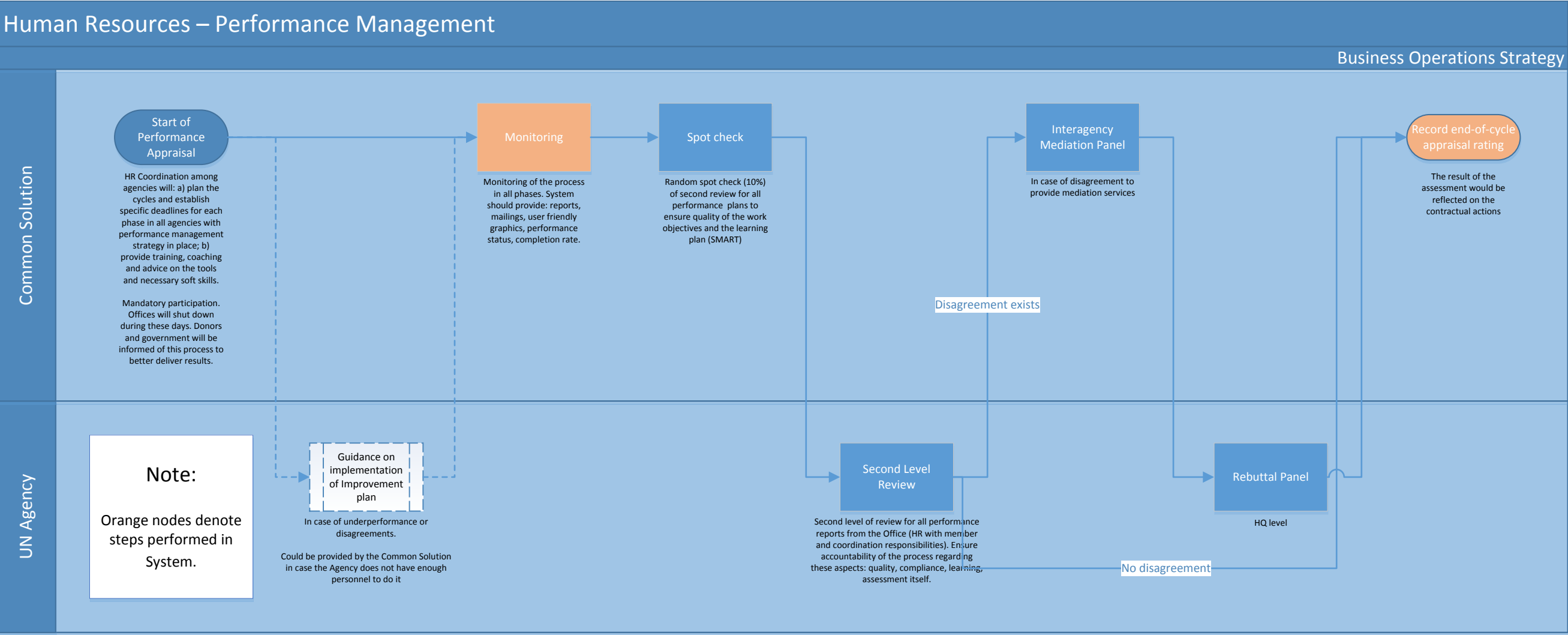
List of documents attached:

1. BOS – HR –Contracting and Hiring FTA
2. BOS – HR – Performance Management FTA
3. BOS – HR – Selection and Recruitment FTA
4. BOS – ICT – Equipment Preparation
5. BOS – ICT – Helpdesk
6. BOS – ICT – Printing Services
7. BOS – ICT – System Development
8. BOS – ICT – Telecom Services
9. BOS – ICT – Video Conferencing
10. BOS – PROC – Creation of LTA
11. BOS – PROC – Use of Existing LTA
12. BOS – TRAVEL – UN Staff Travel Delegation Map
13. BOS – TRAVEL – UN Staff Travel Innovation Map
14. BOS – TRAVEL – Unified Process

SUBPROCESS	Constraints			Proposed Action
	Legal/Organizational	Implementation / Feasibility	Other	
	Internal / External UN	eg. Time ; IT Systems; Current Capacity; Infrastructure; Geographic/Location; Market Conditions	eg. Visibility, Political, etc	
1 Based on approved recruitment and selection procedure, prepare the offer of employment to be sent by e-mail.	Some agencies may not agree with this mean of communication. No express prohibition, though.	Making sure the candidate did receive the e-mail.	N/A	1) Change current praxis at some agencies; 2) Follow up on the phone to make sure candidate received e-mail, apart from regular software tools, such as read receipt; 3) No need to sign the offer of employment: preexisting hiring manger's request (dully authorized - signed) and local committee's approval.
2 The selected candidate accepts / refuses / requests negotiation of the offer of employment by responding in the same e-mail.	Some agencies may not agree with this mean of communication. No express prohibition, though.	Making sure the candidate has replied.	N/A	Follow up and make sure the candidate replies within agreed time.
3 Request candidate's personal documentation prior to the issuance of contract (from a list of previously agreed common documents list).	N/A	N/A	N/A	Immediate implementation.
4 Received medical exams from the candidate (he/she will ensure schedule medical examination)	N/A	Iddleness of the candidate leading to delays to finishing the hiring/contracting process within reasonable time.	N/A	Follow up and make sure candidate is on track.
5 Provide medical clearance at a local level (no need to escalate to UNMD/HQs, leading to a considerable reduction in the process' total time to be finished - approx. 30 days).	1) Medical clearance has a serious bearing on insurance (life, health, etc.), hence the current need for clearance by the UNMD in many agencies; 2) Most likely, insurance is hired at HQ level, extending policies to COs - changing such logic with local medical clearance, for example, may be a constraint.	N/A	N/A	Negotiations between HQ and insurance companies in order to exclude such step, allowing clareances at a local/regional level).
6 Issue the contract using harmonized templates for FTA contracts.	1) Non existence of a common template for all agencies, funds and programmes regarding FTAs; 2) Verification of common compesation packages across the agencies.	1) Non existence of a common interface or ERP.	N/A	Creation of common FTAs templates.
7 Competent authority, always at local level, including the possibility for delegation to HR at a professional level (P or NO), signs the contract.	1) Some agencies do not accept to delegate such action to a local level execution.			Change some agencies' delegation of authority.
8 Candidate receives contract by e-mail, prints, signs, scans it and sends it back by e-mail.	Some agencies may not agree with a lack of originals regarding a contract. Is there any express prohibition?	N/A	N/A	Check with HQ's legal services.
9 Induction to UN System (booklet, online and face-to-face), welcoming and orientation on mandatory training courses. if there is any doubt, gets clarification on contract and Conditions of Service (attached to the contract) from HR.	Non existence of a standardized processes (deadlines, content, extension, etc.).	Non existence of a common LMS including an online general induction coursenand other mandatory courses.		1) Standardization of such action (e.g.: which are the mandatory courses; existence, or not, of online induction courses; etc.); 2) Define deadlines, extension of time and content and other operational aspects of implementing such induction action.
10 Induction to the specific agency (face to face); presentation of the premises and colleagues.	N/A	N/A	N/A	To be carried out by staff from the requesting unit.
11 Receive, collect, validate and organize hired candidate's data (personal, contractual, etc). If the Common Solution is capable of registering the contract in the hiring agency's ERP/HR system, do it. Otherwise, send documentation to hiring agency.	N/A	N/A	N/A	Immediate implementation.
12 Once it receives hired candidate's data, the Agency takes appropriate action according to its rules, regulations, procedures and delegation of authority.	N/A	Lack of common interface or ERP.	N/A	Creation of common interface / ERP.

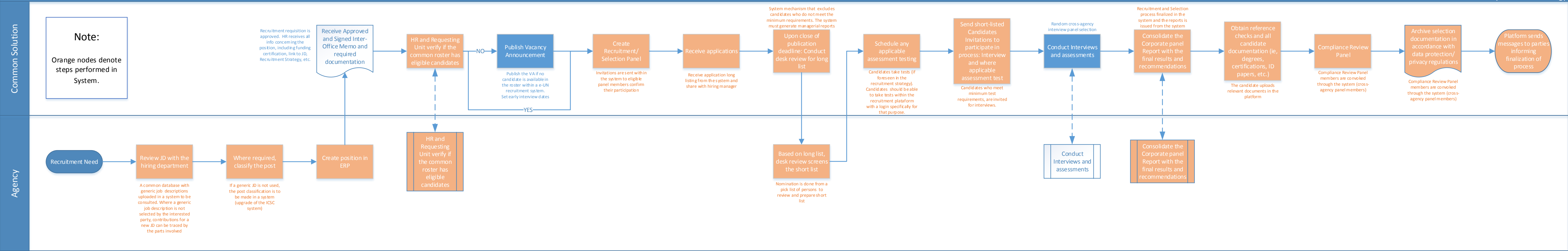


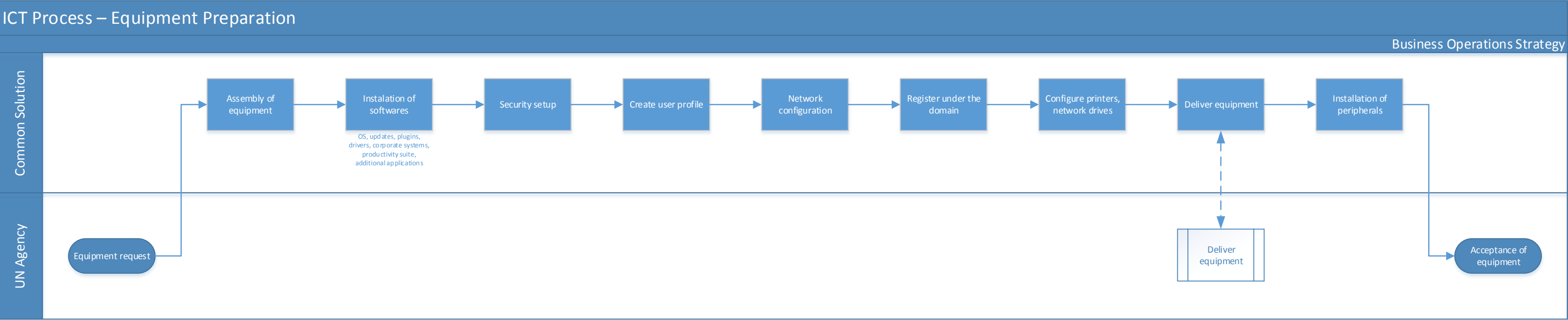
HUMAN RESOURCES					
PERFORMANCE MANAGEMENT	Constraints			Proposed Action	Opportunities
	Legal/Organizational	Implementation / Feasibility	Other		
	Internal / External UN	eg. Time ; IT Systems; Current Capacity; Infrastructure; Geographic/Location; Market Conditions	eg. Visibility, Political, etc		
Unified Performance Appraisal System (elect a system among the ones already used by the UN Agencies). The phases of the performance appraisal process are described below. The elected system should, preferably, capture these phases.					
HR Coordination among agencies to provide training, coaching, advice on the tool and the soft skills; to plan the cycles and establish specific deadlines for each phase in all agencies with performance management strategy in place (offices will shut down during these days - donors and government will be informed of this process to better deliver results).	Policy change regarding performance appraisal (cycle, review panel, phases, etc)	Expert HR professional, logistics, time and funds allocated		Mandatory participation. Offices will shut down during these days - donors and government will be informed of this process to better deliver results.	Depending on the communication it could bring visibility to the UN in Brazil as we are improving the performance management of our staff to better deliver the expected results for the country.
HR - Monitoring of the process IN ALL PHASES: extract from the same e-system for all UN Staff: reports, mailing to all users, user friendly, graphics with the performance status, completion rate, restrict confidential access.	HQs should be in agreement and have partial (only the agency data) access.	e-System: identify new or existing e-system		03 components: *Key expected results linked to the workplan/strategic plan; *Competencies; *Establishment of the individual Learning & Development Plan (L&D) in line with the foreseen objectives and required actions (linked to a Learning Menu in the e-system to provide the required/desirable trainings for staff). 360º assessment for supervisors 180º assessment for supervisees ONLY FOR COMPETENCIES	
Random spot check (10%): Second review (Review Panel/committee) for all performance plans (HR as a member and coordination responsibilities): Ensure quality of the work objectives and the learning plan (SMART).				Done by the JOF.	
Second level of review (Review Panel/committee) for all performance reports from the Office (HR as a member and coordination responsibilities): Ensure accountability of the process regarding these aspects: quality, compliance, learning, assessment itself.	Confidentiality.	Prepared staff to compose the Review Panel: availability of personnel and time allocation.		Keep this phase in each agency. In case the agency does not have enough personnel to do it, the JOF could provide/coordinate this service.	
The result of the assessment would be reflected on the contractual actions.					
Guidance on implementation of Improvement plan				Keep this phase in each agency. In case the agency does not have enough personnel to do it, the JOF could provide/coordinate this service.	
Mediation Interagency panel: In case of disagreement to provide mediation services.				JOF could provide/coordinate this service. Informal process.	
Rebuttal Panel				HQs level.	



Process executed locally	INNOVATION	Legal/Organizational Internal / External UN	Implementation/Feasibility, eg. Time ; IT Systems; Current Capacity; Infrastructure; Geographic/Location; Market Conditions	Other, eg. Visibility, Political, etc	Proposed Action	Common Solution?	REMARKS
Review JD (job description) with the hiring department	A common database with generic job descriptions uploaded in a system to be consulted. Where a generic job description is not selected by the interested party, contributions for a new JD can be traced by the parts involved.	Differences in delegation of authority to approve the process exist among agencies. For instance, in ILO case the JD is submitted to their Local Staff Union for approval. ILO HQs also needs to approve the JD. This could be case of other agencies	Time. Currently the JDs are designed by HR and HM. If this is centralized, it can take more time than what is done today.	N/A	Deadlines must be defined for each step. The process can continue to be done by each agency to minimize time constraints	No	Although it has been realized that this step is to be kept within each agency, a common platform is essential
Where Required, Classify the post	If a generic JD is not used, the post classification is to be made in a system (upgrade of the ICSC system)	Differences in delegation of authority to approve the process exist among agencies. For instance, in ILO case the JD is submitted to their Local Staff Union for approval. ILO HQs also needs to approve the JD. This could be case of other agencies	Time constraint considering several stakeholders involved	N/A	The process can continue to be done by each agency to minimize time constraints. Standardize the minimum requirements per grade across all agencies based on the ICSC classification tool.	No	Although it has been realized that this step is to be kept within each agency, a common platform is essential
Create position in ERP		ERP systems are not common among agencies			Each agency can create its own positions and inform the creation in the system	No	
Receive Approved and Signed Inter-Office Memo and required documentation to formally open the recruitment process	Recruitment requisition is approved. HR receives all info concerning the position, including funding certification, link to JD, Recruitment Strategy, etc	Different delegations of authority	Manual processes do not allow for proper control and monitoring		Creation of a system. Requisition forms to approve the launching of the VA must contain all required information concerning the recruitment, specially the strategy. Training will be required for the use of the new application	Yes	Pre-condition: to have a common IT platform (ERP agnostic), delegation of authority
	Common Solution verifies if the common roster has eligible candidates and submits to Requesting Unit validation	Lack of a common UN roster / Some agencies are not allowed to use rosters for FTA recruitment			Creation of a UN roster is required / The Common Solution must be informed if the agency is not allowed to use rosters	Yes	
Publish Vacancy Announcement	Publish the VA if no candidate is available in the roster within a e-UN recruitment system				System should allow each agency to publish its own vacancy announcements	Yes	
	Set the interview date very early		If interview is scheduled by a central unit, it will be more time-consuming		Each agency should be able to schedule interviews within the system and panel members are informed accordingly	Yes	
Create Recruitment/Selection Panel	Invitations are sent within the system to eligible panel members confirm their participation		Time constraint are often observed to guarantee participation of staff, specially those in the higher grades		Each agency should be able to choose panel members in accordance with the rules and randomly, all within the system	Yes	
Receive applications							
	Receive application long listing from the system and share with hiring manager				Hiring manager access will allow consultation to the system to verify list of candidates	Yes	
Upon close of publication deadline: Conduct desk review for long list	The system must have a mechanism that excludes candidates who do not meet the minimum requirements and ranks the candidates based on the desirable skills/experience. The system must generate managerial reports.	(Organizational) Lack of standardized minimum requirements per grade across all agencies.				Yes	
Based on long list, Hiring Manager (or other appointed person) screens the short list						No	

	Nominations are done from a pick list) persons to review and prepare short list.					No	
Schedule any applicable assessment testing	Candidates take tests (if foreseen in the recruitment strategy). Candidates should be able to take tests within the recruitment platform with a login specifically for that purpose.	Currently no online tests are available			An LTA agreement could be contracted from a specialized company that offer such tests	Yes	
Send short-listed Candidates Invitations to participate in process: Interview	Assessments are ranked (by predetermined criteria) and top candidates are selected for the next phase.				System is to send a message to candidates selected for the interviews	Yes	
Conduct interviews.	Random cross-agency interview panel selection		Time constraint are often observed to guarantee participation of staff, specially those in the higher grades		Training on interview skills/procedures will be required for all panel members	Both	
Consolidate the Corporate panel Report with the final results and recommendations	Recruitment and Selection process finalized in the system and the report is issued.				Interview panel members should be able to enter interview comments and grades within the system so that a final report can be issued.	Both	
Obtain reference checks and all candidate documentation (ie, degrees, certifications, ID					The system should allow the remittance of emails to past supervisors to obtain references	Yes	
	The candidate uploads relevant documentation in the platform						
Compliance Review Panel (where applicable)	Compliance Review Panel members are summoned through the system (cross-agency panel members)	Differences in rules and regulations from one agency to another	Time constraint are often observed to guarantee participation of staff, specially those in the higher grades		Common rules should be agreed and used	No	
Archive selection documentation in accordance with data protection/ privacy regulations	Archive selection documents in the system		Physical site of the databases/servers.		IT teams should check requirements for data protection/encryption to comply with agencies regulations.		
Platform will send messages to concerned parties informing that the process is finalized.							Considering that this platform will eventually be also used for other types of contracts (used by government counterparts), a political constraint will arise if processes are slow





ICT Process – Help Desk

Business Operations Strategy

Common
Solution

Note:

Orange nodes denote steps performed in System.
Agencies that have to input data into a System are listed above the node.

PAHO, UNDP, UNICEF

Log trouble ticket

Troubleshooting

PAHO, UNDP, UNICEF

Closure of Trouble ticket

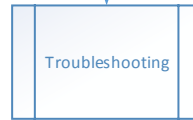
UN Agency

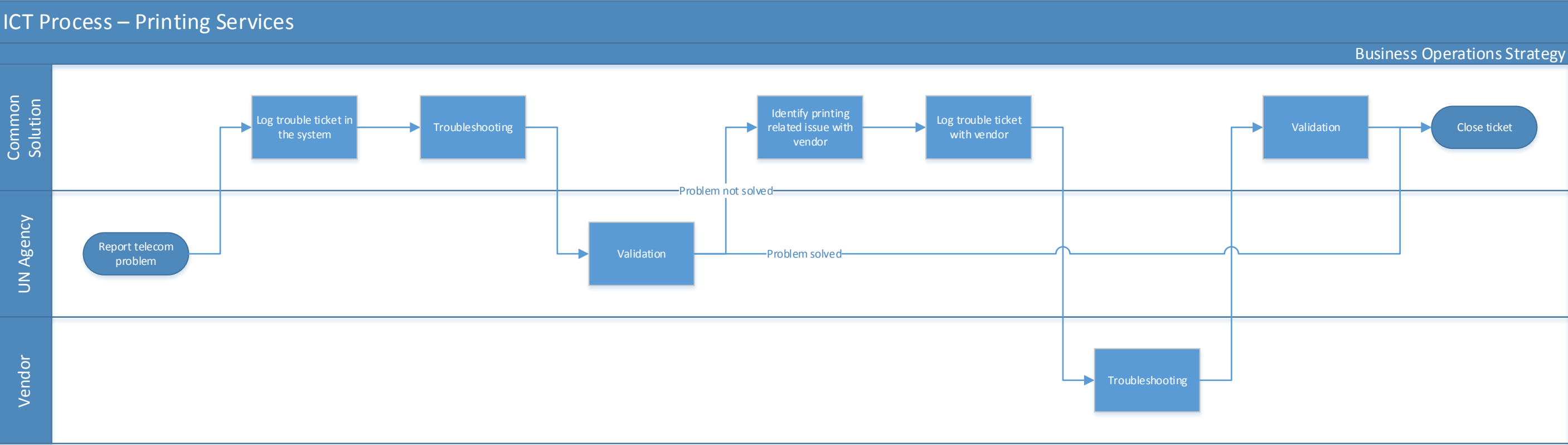
User report ICT problem

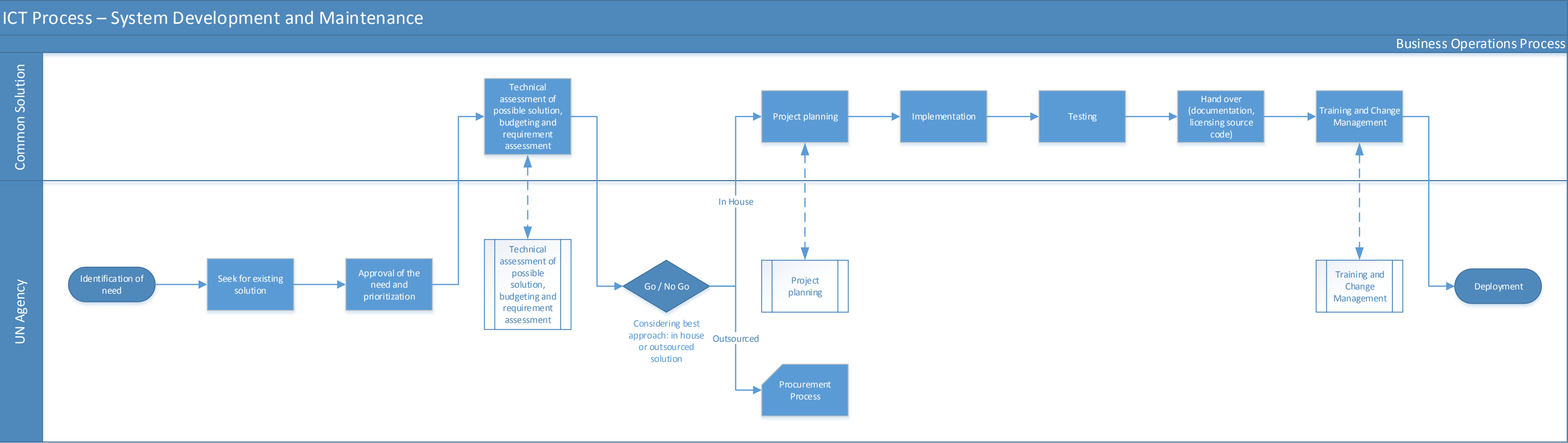
Troubleshooting

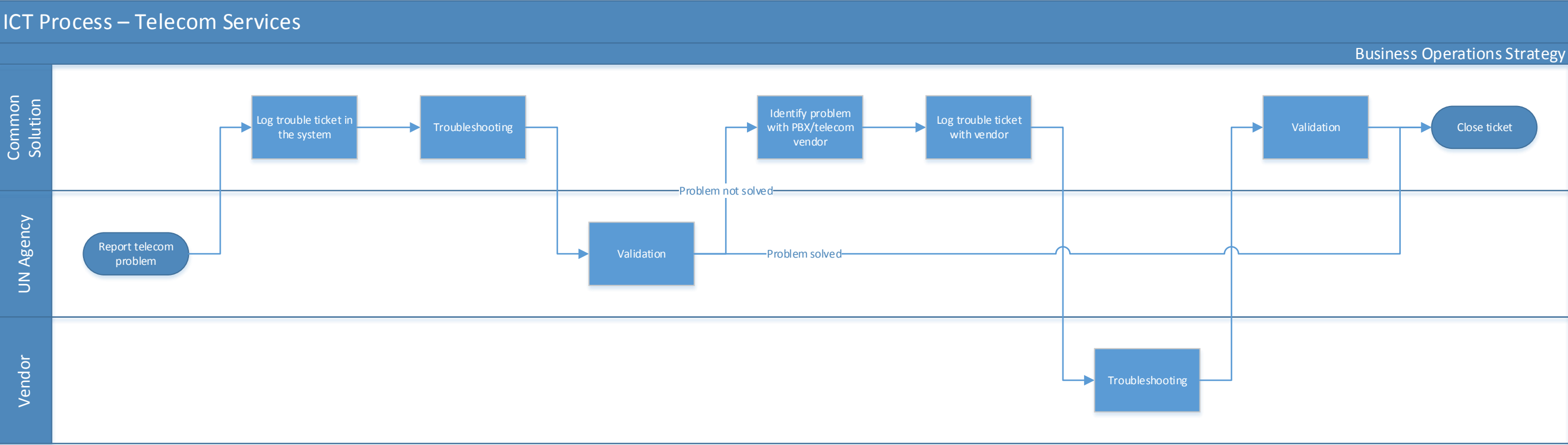
Validation

Service quality assessment





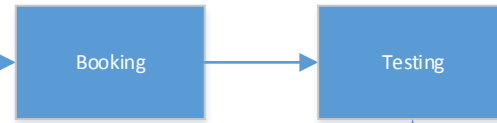




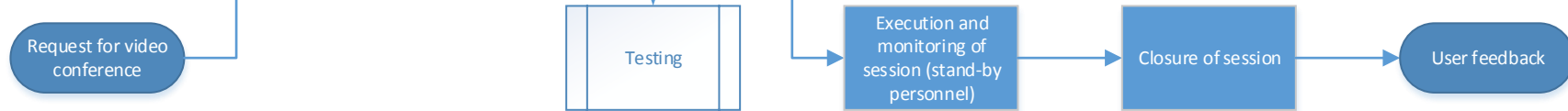
ICT Process – Video Conferencing

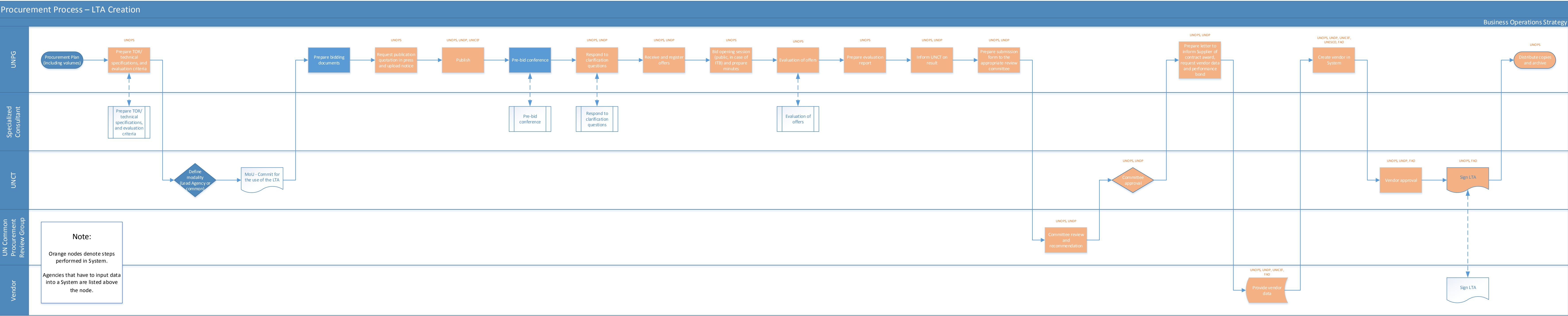
Business Operations Strategy

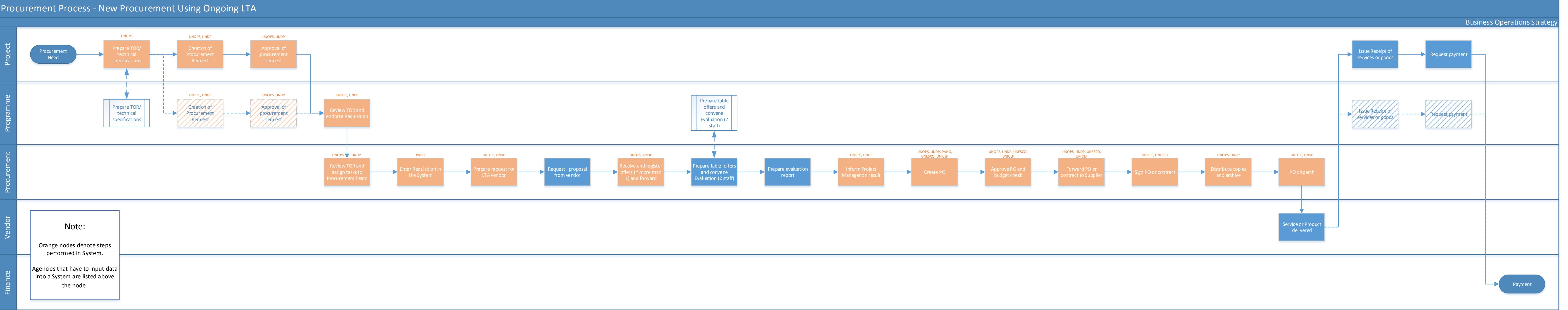
Common
Solution



UN Agency







Travel Process – UN Staff Travel

Business Operations Facility

