



GENERIC JOB PROFILE

I. Post Information	
Job Title: People and Culture Manager Supervisor Title: Representative Organizational Unit: UNICEF Country	Job Level: P4 Job Profile No: CCOG Code: 1A06 Functional Code: HRE Job Classification Level: P4

II. Organizational Context and Purpose for the job
<p>UNICEF is a leading humanitarian and development agency working globally for the rights of every child. Child rights begin with safe shelter, nutrition, protection from disaster and conflict and traverse the life cycle: pre-natal care for healthy births, clean water and sanitation, health care and education. UNICEF has spent nearly 70 years working to improve the lives of children and their families. Working with and for children through adolescence and into adulthood requires a global presence whose goal is to produce results and monitor their effects. UNICEF also lobbies and partners with leaders, thinkers and policy makers to help all children realize their rights—especially the most disadvantaged.</p> <p><u>Job organizational context:</u></p> <p>The Generic Job Profile for a People and Culture Manager, at the P4/NOD level, can be used either in the Division of People and Culture, a UNICEF country office, or regional office. They generally report to the Chief of section at the P-5 level. This GJP covers a broad range of HR functions, however, depending on the context, the incumbent may focus on all, some, or only one or two areas with great depth. In addition, there may be additional functions not mentioned in the GJP. If this is the case, this can be made clear in work plans and/or individual performance plans.</p> <p>People and Culture Manager’s at the P4/NOD level are authoritative experts in the field of human resources. These positions are not only responsible for the execution of client services, but are also responsible for regularly supporting senior management in policy direction and design. Subsequently, it is expected that they are able to – on a regular basis – develop original and innovative means to help advance the profession and also tackle highly complex HR matters that do not follow established patterns.</p>

Furthermore, People and Culture Managers are also usually responsible for planning, organizing and supervising a team of HR staff as well as for managing broad and complex projects.

Purpose of the job:

The People and Culture Manager, within their area of responsibility, is accountable for leading integrated people and culture services that enhance organizational effectiveness and strengthen the capacity of clients to deliver on their business goals and objectives. The incumbent anticipates emerging workforce and organizational needs and develops strategic, people-centered, and innovative solutions that align people management, culture, and organizational transformation priorities with business objectives.

III. Key functions, accountabilities and related duties/tasks:

Summary of key functions/accountabilities:

Management of Unit

- Support the Chief of Section in establishing the annual work plan, setting priorities/targets and performance measurements.
- Monitor work progress and ensure results are achieved according to schedule and performance standards.
- Establish clear individual performance objectives, goals and timelines; and provide timely guidance to enable the team to perform their duties responsibly and efficiently.

Technical HR Leadership

- Provide technical leadership in one or more HR specialty areas with responsibility for reviewing the work of other Professional and General Service staff for compliance with principles and concepts, policies, regulations and rules as well as for soundness of judgement and conclusions.
- Develop, implement and monitor the interpretation and application of new human resources policies, practices and procedures in area of specialization to meet the evolving needs of the organization including formulating the position of the organization on policies in area of HR specialization and determining the appropriate application of rules and regulations to highly sensitive or contentious individual cases having implications for other HR systems and UNICEF as a whole.

Business Partnering

- Serve as a trusted strategic advisor to senior leadership, enabling evidence-based workforce decisions, organizational risk mitigation, and people solutions that strengthen office effectiveness and culture.
- Serve as the single point of contact for his/her client portfolio on advice pertaining to all aspects of the employment life cycle

- Work with clients to help fulfill their goals through advising on how to attract, retain and motivate staff of the highest caliber.
- Provide accurate and timely advice to clients on HR processes and policies, ensuring the highest level of client-orientation.
- Proactively advise clients on the resolution of human resources issues ensuring equitable and transparent solutions that protects both the staff and organizations interests in accordance with policies, regulations and procedures.
- Promote the organizational goals and targets for gender equity and cultural diversity.

Strategic Human Resources

- Liaise with the HQ Divisions, regional and country offices to support and contribute to corporate HR strategy formulation and global implementation. Provide feedback and make recommendations on the establishment and improvement of HR systems, policies and processes.
- Keep abreast, research, benchmark, and implement best and cutting edge practices in HR management and contribute to the development of global policies, procedures and introduce innovation through sharing of best practices and knowledge learned.
- Responsible for strategic human resources forecasting for his/her clients including identifying future human resource requirements in terms of numbers, types and levels of staff, and identifying emerging trends in profile requirements.
- Helps design optimal organizational, staffing structures and levels, and, in consultation with senior management develop standards and benchmarks staffing norms.
- Strengthen emergency people readiness through workforce surge planning, rapid recruitment pathways, duty of care advisory, and continuity mechanisms in humanitarian and fragile contexts.
- Lead change management and organizational transformation initiatives, including restructuring, workforce transitions, culture strengthening, and implementation of new people systems, ensuring business continuity, staff engagement, and wellbeing.
- Drive initiatives that strengthen employee experience, psychological safety, inclusion, staff wellbeing, and leadership effectiveness, aligned with UNICEF values and organizational priorities.
- Lead integrated talent management processes, including talent reviews, succession planning, leadership pipeline development, mobility advisory, and future-skills readiness.

Implementation of assigned Human Resources Services

- Provide support to various or one specific HR occupation (recruitment, job classification, career development, performance management, data analytics, learning & development etc.) to help their supervisors in implementing efficient client services that help either attract, retain and/or motivate staff of the highest caliber.
- When assigned casework in the relevant area on either a routine or non-routine basis, analyze and synthesize issues and problems, and interpret established, formal guidelines

to address and recommend solutions or further actions required.

Learning and Capacity Development

- Strengthen manager capability and staff awareness on safeguarding, respectful workplace practices, ethical leadership, and accountability through targeted learning and culture initiatives.
- In collaboration with business owners, design and deliver learning plans for staff to enhance their knowledge and build skills in new areas.
- Contributes to the mapping of competencies for all staff in assigned client portfolio, assisting in the development of a comprehensive framework in support of the development of the talent pipeline.
- Recommend efficient and cost-effective learning products which strengthen staff capacity to contribute effectively to business goals.
- Participate as a resource person in capacity building initiatives to enhance the competencies of clients/stakeholders.
- Provide orientation briefings to new staff.
- Provide day-to-day performance and talent management guidance to line management (e.g., coaching, counseling, career development, career conversations, and disciplinary actions)

HR Data Analytics

- Interpret, analyze, and leverage workforce and HR data to inform strategic decision-making, organizational effectiveness, talent risk mitigation, and future workforce scenarios.
- Develop and strengthen people analytics systems, dashboards, and data collection mechanisms to optimize data quality and decision intelligence.
- Coordinate with country offices, regional offices, and partners to strengthen HR information management, workforce insights, and evidence-based planning.

IV. Impact of Results:

The work impacts the development of new and/or modifications of existing policies, practices and techniques as well as the revision of HR work performed at lower levels and taking corrective and adaptive actions.

They are accountable for (a) convincing management of the utility of improved approaches to the delivery of assigned HR services; (b) addressing problems involved in formulating UNICEF's position on the interpretation and application of policies, regulations and rules to highly contentious cases; (c) satisfying the organizational, programmatic and HR needs related to the field of work; and (d) developing expert advice for UNICEF that is recognized and accepted as being fully sound.

The work is defined by support to one major or a group of UNICEF's departments and offices yet the impact of work encompasses the UNICEF HR community as a whole requiring continuous and collaborative exchange of technical expertise with peers and management to ensure it is seen as

speaking with one voice.

V. UNICEF values and competency Required (based on the updated Framework)

i) Core Values

- Care
- Respect
- Integrity
- Trust
- Accountability
- Sustainability

ii) Core Competencies (For Staff with Supervisory Responsibilities) *

- Nurtures, Leads and Manages People (2)
- Demonstrates Self Awareness and Ethical Awareness (2)
- Works Collaboratively with others (2)
- Builds and Maintains Partnerships (2)
- Innovates and Embraces Change (2)
- Thinks and Acts Strategically (2)
- Drive to achieve impactful results (2)
- Manages ambiguity and complexity (2)

or

Core Competencies (For Staff without Supervisory Responsibilities) *

- Demonstrates Self Awareness and Ethical Awareness (1)
- Works Collaboratively with others (1)
- Builds and Maintains Partnerships (1)
- Innovates and Embraces Change (1)
- Thinks and Acts Strategically (1)
- Drive to achieve impactful results (1)
- Manages ambiguity and complexity (1)

*The 7 core competencies are applicable to all employees. However, the competency Nurtures, Leads and Manages people is only applicable to staff who supervise others.

VI. Skills

Managerial

The ability to allocate appropriate time and resources for successful achievement of goals, and foresee risks and allow for contingencies when planning.

Ability to implement clear goals that are consistent with agreed strategies, identify priority activities and assignments, adjust priorities as required.

Strategic

Experience and ability to help design and implement targeted and innovative human resources strategies to address clients' people-related needs.

Ability to help design and implement innovative HR programs within a fast paced, evolving, and wide organizational setting.

Technical

Authoritative technical knowledge of the principles and concepts of human resources management.

Capacity to adapt policies, approaches and models to meet emerging needs.

Ability to identify and analyze systemic issues, formulate opinions and make conclusions and recommendations to resolve same.

Excellent knowledge of organizational and HR information technology systems and tools.

Interpersonal and Communication

Demonstrated ability to communicate effectively in a diverse organization tailoring language, tone, style and format to match audience.

Ability to empathize with client managers, supervisors and staff while advocating for consistent and equitable applications of promulgated HR regulations and rules.

VII. Recruitment Qualifications

Education:	An Advanced University Degree in human resource management, business management, international relations, psychology or another related field is required.
Experience:	Eight years of professional experience in human resource management in an international organization and/or large corporation is required.

	<p>Proven experience in HR change management, organizational transformation, and workforce transition support within complex humanitarian or development settings.</p> <p>Demonstrated ability to manage and resolve highly sensitive staff cases, organizational change processes, and complex personnel issues with sound judgment and diplomacy.</p> <p>Strong track record in advising senior managers, applying HR policies, and supporting leaders and teams through change with professionalism, confidentiality, and a people-centered approach.</p>
Language Requirements:	Fluency in English is required. Knowledge of another official UN language (Arabic, Chinese, French, Russian or Spanish) or a local language is an asset.