



UNITED NATIONS CHILDREN'S FUND  
GENERIC JOB PROFILE (GJP)

## I. Post Information

**Job Title:** Chief of Human Resources  
**Supervisor Title:** Director, Associate/Deputy Director, or Representative  
**Organizational Unit:** Division of Human Resources or a UNICEF Country Office

**Job Level:** P5  
**Job Profile No:**  
**CCOG Code:** 1.A.06  
**Functional Code:** HRE  
**Job Classification Level:** P5

## II. Organizational Context and Purpose for the job

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.

### Job organizational context:

The Generic Job Profile for a Chief of Human Resources, at the P5 level, can be used either in the Division of Human Resources, a UNICEF country office, or regional office. They generally report to either the head or deputy head of office at the D1 or D2 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.**

HR professionals at the P5 level are heads of sections, accountable for leading specialized and highly complex HR functions, requiring the capacity to create a platform from which the work of different specialists can be integrated, leading to synergy and coordination. Beyond supervising the work of the other professionals through specialized advice, positions at this level are expected to create and foster an atmosphere in which people are inspired and motivated. In addition, they serve as chief advisors to senior management across the organization on people management, and in doing so, ensure HR's reputation as a value-added, technically competent and reliable service provider.

### Purpose of the job:

The Chief of section, is accountable for leading and managing a team of HR professionals that implement HR services which enhance the capacity of their clients to deliver on their business goals and objectives. In doing so, the incumbent demonstrates the ability to create an environment in which his/her staff anticipate HR-related needs and develop subsequent plans and solutions that align HR management with business objectives. In addition, this position serves as a key strategic advisor to the leadership of their office in helping spearhead UNICEF's global HR transformation.

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

#### **Summary of key functions/accountabilities:**

##### **Management of Section**

- Promote management excellence in the office by ensuring accountability in all areas of HR and by demonstrating a high level of skills in the management of staff resources including staff selection based on merit and the needs of the organization, staff aspiration and counselling, systematic and equitable performance management, and staff development and learning activities.
- Effectively manage the human and financial resources (budget planning, management and monitoring) of the office and ensure both are optimally utilized.
- Monitor compliance with all systems and procedures and ensure management integrity and accountability with high quality standards in all activities in HR; ensure the implementation of agreed audit recommendations; advise on corrective measures to be taken and establish relevant internal controls.

##### **Strategic Human Resources**

- Serve as a role model for transformation and capacity for acceptance of change.
- Use a solid knowledge of information technology to analyze and promote acceptance of new methods of work and effective communication skills to persuade and influence managers, supervisors and staff to adopt change.
- Manage change through consultations with UNICEF senior management, HR management and colleagues and outreach to client management, supervisors and staff to establish and maintain collaborative, open and regular communications pertaining to current and planned changes in HR strategy, policies, regulations and rules.
- Explain the scope and ramifications of proposed HR initiatives, promoting understanding of their purpose and functional advantages.
- Liaise with the senior management of HQ Divisions, regional and country offices to develop corporate HR strategy formulation and global implementation.
- 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.
- Leads the design of optimal organizational, staffing structures and levels, and, in consultation with senior management develops standards and benchmarks staffing norms.

### **Networking and Partnerships**

- Internally, provide expert advice to senior management on a range of HRM questions and have the authority to negotiate solutions on sensitive or complex HR problems with client managers and staff representatives.
- Establish contacts with representatives with heads of HR units in other organizations of the common system for the purpose of obtaining information on HR policy approaches.
- Build and strengthen relationships with inter-agency bodies such as ICSC, CEB, etc on matters of importance for UNICEF and present UNICEF's policy position on HR issues

### **Business Partnering**

- Create a culture within their team where HR professionals work with clients to help fulfill their goals through advising on how to attract, retain and motivate staff of the highest caliber.
- Provide strategic advice to clients, in particular senior management, on HR processes and policies, ensuring the highest level of client-orientation.
- Establish a culture of proactively advising 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.

### **Leadership and Design of assigned Human Resources Services**

- Manage professionals in their execution of HR functions (recruitment, job classification, career development, performance management, data analytics, learning & development etc.) to help create efficient client services that help either attract, retain and/or motivate staff of the highest caliber.
- Create a culture, where HR professionals analyze and synthesize issues and problems, and interpret established, formal guidelines to address and recommend solutions or further actions required.
- Collaborate effectively with other DHR section heads and centers of expertise to provide coherent HR solutions for clients.

### **Learning and Capacity Development**

- In collaboration with business owners, lead the design and delivery of learning solutions for staff to enhance their knowledge and build skills in new areas.
- Map competencies for all staff in assigned client portfolio, developing a comprehensive framework in support of the development of the talent pipeline.
- Create 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**

- Spearhead the development of data collection systems to optimize data quality.
- Interpret and analyze HR data to help inform strategic decision making on HR processes and strategies.
- Coordinate with country offices and partners to provide assistance in their HR information management

#### **IV. Impact of Results:**

The impact is both conceptual and managerial covering not only such matters as planning, resource management, control of implementation and evaluation of programmes as well as the review and harmonization of the technical work of HR Specialists, but also concerning the positions adopted at inter-agency meetings or the advice provided to senior management on HR policy questions. Development of new and the adaptation of existing HR policies and practices that have organizational-wide impact is another major impact of the position.

This extends beyond technical specialization and includes the analysis and evaluation of the positive and negative aspects of courses of action designed to solve organizational-wide HR problems.

Additional complexity at this level is based on (a) the need to integrate HR technical requirements with the programme, political and resource needs of UNICEF, (b) the responsibility for convincing senior management of the need for major changes or revisions to HR policies and programmes and for assessing the effects of such changes on the organization and (c) the complexities of maintaining good staff relations on the one hand, and on the other of ensuring that the Organization's needs and interests are safeguarded in negotiations with staff representatives.

## 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 Managers people is only applicable to staff who supervise others.

## VI. Skills

**Managerial**

The ability to empower others to translate vision into results

Capacity to anticipate and resolve conflicts by pursuing mutually agreeable solutions and demonstrate the courage to take unpopular stands.

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

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

**Strategic**

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

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

Demonstrated ability and experience advising and influencing executives, providing insights that lead to key decision making within the business.

Demonstrate strong business acumen and general management experience and capabilities that enable to effectively assess the internal business environment and deliver transformative change where necessary.

**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.

**Interpersonal and Communication**

Demonstrated ability to communicate effectively in a diverse organization tailoring language, tone, style and format to match audience; ability to present sometimes negative results in a considered and tactful manner to promote acceptance.

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:	Ten years of increasingly responsible professional experience in

	human resource management in an international organization and/or large corporation is required.
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.