



1. Name of the Division

Division of Human Resources (DHR)

2. Overall description of the division *(Define the role of the division, its strategy, its mission)*

Reporting to the Deputy High Commissioner, the Division of Human Resources (DHR) works in partnership with UNHCR operations around the world and in support of approximately 20,000 highly dedicated, diverse, and mobile UNHCR colleagues. DHR is comprised of five services: **Human Resources Operational Partnership Service (HROPS)**, **Assignments and Talent Mobilization Service (ATMS)**, **Staff Health and Well-being Service (SHWS)**, **Human Resources Staff Services (HRSS)**, **Global Learning and Development Centre (GLDC)** as well as the **Human Resources Systems and People Analytics (HRSPAS) and Diversity, Equity and Inclusion Section**. The overall people function serves a global workforce that currently includes 15,985 staff members and 4,660 affiliates, serving in 133 countries.

The DHR workforce is spread over Geneva, Budapest, and each regional bureau. Since 2019, DHR has been on a journey of transformation to be more modern and people-centric, embracing technology to simplify daily HR and supporting operational excellence. DHR places a high priority on maintaining strong partnerships with operations, enhancing field support and pursuing efficiency and UNHCR reforms. Good people management and an enabling and inclusive environment, supported by a positive digital experience, are key factors in the workforce's ability to best deliver to the people UNHCR serves. Four strategic priorities drive this transformation: positioning DHR as a strategic partner to operations, building robust foundations for HR service delivery through technology, integrated talent management, and fostering an enabling environment that prioritizes people management.

The HR transformation is embedded in the organization's broader transformation to increase the efficiency and agility of its response. The increased field presence for strategic HR through the regional HR teams in each of UNHCR's seven Regional Bureaux offers great synergies for the HR transformation and the broader organizational change. Workday@UNHCR (launched in October 2022) serves to further improve HR delivery and make it more service- and client-oriented, easing the transactional workload and improving the user experience.

3. Organizational Structure *(Provide detailed information on the structure of each services, sections, units, Office of the Director, their functions & location)*

The Director of the Division reports directly to the Deputy High Commissioner and serves as the most senior adviser on workforce issues to the High

Commissioner, the Senior Executive Team (SET), and the Senior Management Committee (SMC). The Director defines the vision for the people function at UNHCR and sets the strategic direction for the Division.

The Director acts as a change agent, leading teams through a major transformation to ensure the timely delivery of a comprehensive HR function that is optimally positioned to partner with the various entities and operations of the organization. The Director is instrumental in **advocating for and enabling good people management, which is considered an integral part of the effective delivery of UNHCR's mandate.**

As a member of the Senior Management Committee, the Director acts as a strategic adviser on complex, sensitive, and far-reaching HR issues and the allocation of appropriate resources to address them and works in close partnership with the Regional and Division Directors.

The Director of the Division raises awareness of HR best practices and external trends and contributes to UNHCR's holistic vision for the future of work. The Director develops strategic partnerships, represents the organization at high-level inter-agency meetings and conferences, and meetings with senior government officials and other external officials. These include the International Civil Service Commission, the UN Chief Executives Board, and the High-level Committee on Management. Through regular interaction with member states, the Director also presents at UNHCR's Standing Committee, ensuring that the HR strategic vision and needs of the organization are well-articulated and understood and concerns of governments are addressed.

The **Deputy Director** heads the **Human Resources Operational Partnership Service (HROPS)**, supporting the work of **the Senior HR Partners in each of the field-based Regional Bureaux**. The Deputy Director further supports the development of policy, strategic workforce planning and organizational design within the Division. This role reinforces people management as a priority for UNHCR, fostering consistent practices globally to build a positive employee experience across the organization. In consultation with the Director, the Deputy Director manages the assigned resources to provide timely and effective advice and support services to the workforce, managers, and operations. The Deputy Director is Officer-in-Charge in the Director's absence.

The Division of Human Resources comprises:

- **Office of the Director**

Based in Geneva, reports to the Director and has responsibility for the overall support to the Director, communication, coordination of the HR transformation, and resource management of the Division.

- **Human Resources Systems and People Analytics Section (HRSPAS)**

Based in Budapest, reports to the Director and is responsible for matters related to HR data. Has worked on the launch of the new HR Digital Solution, Workday@UNHCR, and is now coordinating the implementation of the same.

- **Human Resources Operational Partnership Service (HROPS)**

Based in Geneva and in Budapest Global Service Centre (GSC), reports to the Deputy Director and includes the Policy Section and the Strategic Workforce and Structural Planning Section. The service is responsible for HR policies, strategic workforce planning, organizational design, job evaluation, and the coordination of field-based HR teams.

- **Assignments and Talent Mobilization Service (ATMS)**

Based in Geneva and in Budapest GSC, reports to the Director and includes the **Assignments Management Section**, the **Affiliate Partnership and Recruitment Section**, and the **Emergency & Temporary Staffing Unit**. It is responsible for assignments, recruitment, and management of the affiliate workforce.

- **Staff Health and Well-being Service (SHWS)**

Based in Geneva, with some positions located in Budapest GSC and in each Regional Bureau, SHWS reports to the Director and is composed of the **Medical Section**, the **Psychological Well-being Section**, and the **Occupational Safety Unit**. It is responsible for health and psychosocial support and living and working conditions in the field.

- **Human Resources Staff Services (HRSS)**

Based in Budapest GSC, with some positions located in Geneva, reports to the Director and includes the **Personnel Administration Section**, the **Global Payroll Section**, the **HQ Liaison & Compensation Unit**, and the **HRSS IT Unit**. It is responsible for entitlements, payroll, and other HR services for staff members.

- **Global Learning and Development Centre (GLDC)**

Based in Budapest GSC, the GLDC reports to the Director and includes the **Learning and Integrated Talent Experience Section**, the **Management and Leadership Excellence Section** and the **Talent Development and Performance Section**. It is responsible for delivering integrated talent management, encompassing learning and talent development, leadership development, performance management, and workforce engagement.

DHR provides functional guidance and support to the Senior HR Partners and their teams in Regional Bureaux to carry out strategic workforce planning, career counselling, and talent development. Through **the Medical Section and the Psychological Well-being Section**, the Division supervises the Medical Officers and Staff Counsellors who provide medical and psychosocial support to the workforce in each region.
