

Draft Project Report

**Classification Review of Professional and
Higher Category Positions**

Evaluation of UNOPS Job and Grade Structures

at Headquarters and in the Field

Prepared for



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Executive Summary

The review of Professional and Higher Category posts of UNOPS brings up to date the assessment of these posts with the classification standards of the United Nations common system. To give context to the review and its results, issues pertaining to the methodology of the review and general observations regarding the current state of post distribution in UNOPS include:

Post Information and Methodology

- Post information needs general updating. The evaluation of posts was based upon current post descriptions, organizational charts and interviews with department managers;
- Post descriptions, especially for managerial positions, need improved focus on purpose over tasks. The current orientation often obscures the true nature and level of responsibility;
- All posts were independently reviewed by two classifiers, consensus ratings were established following discussion of the post data and information presented by management.

General Observations

- The pattern of UNOPS classification does not reflect a typical distribution of posts for an organization of its size. Factors which contribute to this asymmetry include:
 - Ad hoc evolution of the organization's policy infrastructure following full institutional independence in 1995;
 - Financial constraints that inhibited keeping posts up to date and reflecting developments in the UNOPS business portfolio;
- There is a capacity gap in UNOPS at the mid policy level and at the strategic level in comparison with other UN organizations and to support a robust capacity to manage the organization's programmes;
- Standard UN policies regarding post grading, contracting and budgeting do not provide the flexibility needed by UNOPS to support its business model;
- Therefore UNOPS to an even more critical degree needs to develop its policy and strategic leadership capacities to seek new policy models and to creatively adapt current UN policies to be effective in its operational environment;

A summary of key findings for posts in Headquarters and in the field include:

Headquarters

- Enhancement of leadership posts in Finance, Procurement and Human Resources to the D2 level to provide both robust substantive oversight at the organizational level and strategic guidance to the development of UNOPS business initiatives in these core fields;
- Enhancement of the leadership of the Audit function to the D1 level to support an audit programme that focuses on business risk assessment together with business process compliance;
- Elevation of the Deputy Executive Director post to the ASG level with a primary focus on acting as the Chief Operating Officer of the organization together with business oversight and direction in support of the Executive Director.

Field

Greater emphasis on business development and sustaining high delivery standards are needed in the managerial posts in UNOPS regional offices and operations centres. Specific findings for key posts include:

- Enhancement of Regional Director posts in all regions except Europe to the D2 level with an emphasis on business engagement and establishing UNOPS reputation for excellence in project management with key clients;
- Enhancement of the role of the Deputy Regional Directors in all regions except Europe to the D1 level with emphasis on oversight of operational support to all Operations Centres in the areas of legal, logistics, procurement, human resources and finance;
- Enhancement of Operation Centre manager positions in selected locations to the D1 level to reflect the size and diversity of the range of services delivered and to position UNOPS with forward deployed high end capacity to interact with UN Country Teams in conflict/post conflict environments.

The cumulative changes in classification recommended across UNOPS result in upgrading of 25.4% of the current posts in comparison with currently established classified levels or 31.6% in comparison with post budgeted levels.¹

¹ For 37 posts, no formal classified levels have been established. In selected cases there is also a variance between the current budgeted and classified levels.

Final Observations

- UNOPS should consider building greater capacity to review posts on an ongoing basis to capture the impact of programme changes on post levels;
- Specific attention on building policy development and strategic leadership capacities should be a key focus moving forward;
- A companion review of support category posts should be undertaken;
- UNOPS should seek opportunities to pilot more flexible staff approaches with the introduction of pay for performance and possibly post broad banding. Such approaches align more closely with the needed flexibility inherent in the UNOPS business model.

Introduction

The United Nations Office of Project Services was seeking the support of a team of consultants familiar with the classification standards applicable to Professional and Higher category posts of the United Nations system. It was felt that several posts in the UNOPS establishment should be reviewed for possible reclassification. To present a complete picture of the current UNOPS establishment, it was decided that all 193 Professional and Higher category posts should be examined.

Our consulting team, consisting of four members who have worked extensively in the United Nations on job classification matters, reviewed the available post information and completed an individual assessment of each post. A major feature which has influenced the review of posts is that the UNOPS business model does not conform to the typical UN programme. The need for flexibility to adapt to the changing business environment does not easily permit setting and sustaining fixed classification levels. Further, it is recognized that UNOPS has undergone and continues to evolve its programmes in a very dynamic manner.

Both the business challenges faced by UNOPS and its transition from a programme with linkages to UNDP to a fully independent status greatly influences the shape of its departments and the capacities needed to manage and grow its programmes. While UNOPS has enjoyed institutional independence since 1995, creating the accompanying job/organization structure to support an independent organizational structure has been pursued in an ad hoc manner. As a result there are gaps in capacities that affect the performance of the organization and its ability to craft policies and target opportunities.

A summary of findings are attached as Annexes 1 and 2. Comparisons have been made against the current classified level of posts where these levels have been established and against the current budgeted level of the post. In some cases the current classified level varies from the budgeted level.

Where we have noted a basis for a reclassification of more senior level positions, revised post descriptions have been prepared to reflect the recommended classified levels. These revised post descriptions are attached in Annex 3. Observations on the classification findings are presented by department in subsequent sections of this report. Issues related to the development of job content and organization structure, as well as observations on maintaining a dynamic classification programme to mirror and support the evolution of the organization, are presented in the final section of this report.

Post Information and Methodology of Review

To support the review, UNOPS provided a master excel list of its professional posts, organization charts and current job descriptions where possible, or vacancy notices. The master excel list contained 193 posts. This list served as the basis for the review. In some instances, it has been noted that the array of posts presented in the organization charts does not match completely with the master list of posts.

The job descriptions and vacancy notices have been prepared over time. Again in some cases, the functions presented seem dated relative to the position on the organization chart and the relationship to work described for other jobs. One overall observation pertaining to this review and the capacity in general for UNOPS to manage information on work would be that some effort to standardize job information formats and keep this information reasonably current would be of great value. In discussions with UNOPS managers, there are a number of areas where developments in job functions have not been reflected in the organization charts and job descriptions. Again given the business dynamic which shapes the UNOPS programme, it is not unusual to find this situation.

Post descriptions in UNOPS generally follow the traditional design which focuses on task or inputs over the purpose of the post. This general approach for UNOPS, as well as for the rest of the UN system, often obscures rather than illuminates the level of responsibility. Drafters concentrate on adding as much detail as possible and as a result, the forest gets lost in the trees. Post descriptions do not emphasize purpose and therefore the results become more difficult to determine. Enumerating tasks often skews the focus of work and the actions of an incumbent on current processes rather than the value of the work. At the higher levels, managerial and policy responsibilities become buried under a listing of the operational activities being supervised. In the new design of post descriptions, which has been used to rewrite selected posts, the approach is *less is more*. This should help bring clarity to functions and highlight the key features which support the grade of the post.

In proceeding with the review, discussions have been held with the managers of the ten departments listed on the UNOPS organization structure. In each discussion, an overview of functions and the evolution of positions have been provided. An assessment of the relevance of current grading to the level of responsibility was also provided. In all cases, managers were candid and insightful regarding the challenges to meet organizational responsibilities with the current level of capacity.

Following the department discussions, the consulting team reviewed each post description. Independent analysis of the post was carried out. Team discussions determined a consensus classification finding. Notes for each post on content and focus were recorded.

The posts were analyzed using the new classification standards promulgated by the International Civil Service Commission with effect from January 2004. Findings of the individual raters by department and post are contained in a separate appendix to this report. In all cases, the classification result has been compared with the recorded classified level and the budgeted level. In several instances, there is no recorded classified level so the classification finding is recorded as a new classification finding.

Four posts remain ungraded. Three posts (two in GSC and one in Asia), it was learned are not anticipated to be part of the actual department establishment. If these posts are in fact active, assessments can be completed. The post of Executive Director also has not been formally reviewed.

General Observations

UNOPS is a modestly graded organization. There are several factors which contribute to this conclusion. First, UNOPS has faced a sustained financial crisis extending over many years. This has impeded the organization from updating classification levels as programme demands have evolved. Each manager is acutely aware of the need to secure a funding base for the department. This need to provide for the resources necessary to support office costs has led to a generally cautious approach in job design and has worked to suppress requests for classification reviews that may lead to upgrading.

Second, the evolution of UNOPS has created a capacity gap at the middle and senior levels. The progressive evolution to become an independent agency has led to the need to create its own dedicated policy formation capacities. With independence, the absence of this capacity is apparent and presents an operational challenge. There is an asymmetry in the distribution of posts.

The number of formal staff positions found in UNOPS is misleading. The formal staff workforce is only 395 posts. However, UNOPS manages a workforce of almost 6000 directly employed personnel and growing. This size exceeds the size of most United Nations specialized agencies and is comparable in size to the major funds and programmes, e.g. UNDP and UNICEF. Comparison of the grading distribution of UNOPS to a smaller organization, UNFPA, clearly highlights this asymmetry. UNFPA as an independent institution has evolved much like UNOPS. As it progressively assumed more direct and independent authority over its operational functions, leaving behind its reliance on UNDP for policy and operational support, its organizational establishment evolved. There has been, over the past ten years, a marked enhancement in capacities which matches its needs as an independent institution. UNOPS equally needs to follow such a path to have a capacity that matches its programme. A similar analogy can be drawn with the evolution of UNAIDS which, in ten

years, has greatly enhanced its capacities even with continued strong administrative and operational support provided by WHO.

UNOPS, though, faces an additional challenge. Its business model is unique. The provision of project management services, broadly delivered through human resource, procurement and fund management services is significantly shaped by the business environment in which UNOPS must function. Its range of clients extends beyond the UN system. It, therefore, must have the flexibility to respond quickly to varying client demands in often complex and even hazardous working environments, with minimal process bureaucracy. The extensive use of Individual Contractor Agreements (ICA) to secure the manpower necessary to deliver its programme clearly illustrates this challenge.

This leads to a fundamental question regarding the simple relevance of standard United Nations grading and post design to the programme which UNOPS supports. These structures and policies have been designed around a model of a 1950s civil service that anticipates predictable funding against normally slowly evolving programmes. These models have been designed to support a career service. UNOPS does not live in this world. Recently the decision by the Global Fund to Fight AIDS, Malaria and Tuberculosis and the Global Alliance on Vaccination and Immunization (GAVI) to become independent organizations *outside* the United Nations system has been largely driven by the irrelevance of standard UN policies to the programme dynamics found in these organizations. The slowness and lack of flexibility were found to be irrelevant but also a significant impediment to the effective execution of their mandate. In addition to the antiquated human resource policies, two year budget cycles are out of alignment with the shifting business environment.

UNOPS for a variety of reasons cannot pursue a path of independence from the UN system. Therefore, the need to develop high end policy capacity within the organization is even more pressing. The UN system is evolving, albeit slowly, to a more flexible set of policies and structures. UNOPS needs the capacity *now* to seek innovative approaches in how it shapes its workforce and operational policies to prosper. It cannot depend on other UN agencies for this insight. These agencies do not face the same operational realities. Ultimately, UNOPS should seek authority to work more broadly under UN system policies to enable it to find solutions more tailored to its environment. First though, it needs its own capacity to identify the issues, craft solutions and present compelling justification to pursue a more independent path and possibly blaze a trail of reform.

Review by Department

The organization chart of UNOPS presents ten departments, four at headquarters and six regional office structures. As noted, the consulting team has spoken with managers in each of the departments. Departmental findings will indicate the classification result for each post (confirmed, upgraded or downgraded) and observations which support the finding where a change in classification has occurred.

Headquarters

The Headquarters structure consists of three departments, Corporate Control Centre, Global Service Centre and the Organizational Effectiveness Centre. In addition we have reviewed the posts in the Executive Office. The Headquarters structure presents a unique approach to the organization of servicing and policies. In place of a functional structure, UNOPS headquarters is divided into core control, policies and servicing.

This model has presented some operational issues. We recognize though that there is some institutional fatigue with structural reorganization. Therefore, in presenting findings for posts both at Headquarters and in the field, we are not making recommendations for formal structural changes. Many of the issues related to the operation of the current structure are being addressed and the natural evolution of support will move towards a more optimal organization of service.

Corporate Control Centre

The Corporate Control Centre is less a department than simply an organizational placement for the Legal, Finance, Security and Contracts and Property Committee. While on the organization chart the Audit function is part of the Executive Office, on the manning table of posts, these posts are included in the Corporate Control list.

There is no functional head of Corporate Control, all the individual functional heads report to the Executive Office. Each functional area will be considered separately.

Legal

The post of General Counsel does not present any core issues that would challenge the current level of classification. Here, though, there is an issue that is also found in Finance where the functional line of authority to the legal positions in the Global Service Centre and in the Regional Offices is unclear. As the most senior legal specialist of the organization, the General Counsel should have a stronger functional line with the legal talent of the organization. A primary issue noted by many Regional managers is the need to strengthen legal capacity to support commercial contract review.

The review of the level of classification for both the General Counsel and the Legal Officer has confirmed the current grades, D1 and P4 respectively.

Headquarters Contracts and Property Committee

The post of Chair, HQCPC/PAC has also been confirmed at P5. There is a need to have a more in depth review of the management of contracts at HQ and more clearly define roles between the General Counsel, the Deputy Executive Director and the Chief of Procurement. At present, the Chair provides high end management to ensure a clear and transparent process which supports an executive oversight of contracting. The role of the other parties in providing authoritative/substantive input could be more clearly delineated. Certainly transparent consistent contract approval and management are critical to the UNOPS. Strengthening here is needed. However, this extends beyond this post to the issue noted above to provide better legal and procurement advising capacity at the field level.

Finance

In the finance area, there is a need for capacity building. UNOPS manages programme resources in excess of USD \$1 billion per annum. More importantly, funding comes from multiple sources both within and outside the UN system, often including distinct structures and accounting practices. The need to manage financial resources with the highest degree of integrity and with the innovative capacity to support multiple reporting frameworks is at the core of UNOPS business.

The Director of Finance position, currently classified at D1, should be recast as a post of Controller with two fundamental purposes: first, to build and sustain a financial management infrastructure that can support the varied business lines pursued by UNOPS and second, to act as part of the senior management team providing strategic advice on the overall direction of the programme. The capacity to support complex business operations with unique financing and reporting is core UNOPS function. The Controller needs to be involved and bring an authoritative voice to the broad management of the organization to ensure that UNOPS's reach for business does not exceed its grasp to support delivery at a consistently high level. Such a model supports classification at the D2 level.

Similarly, the number two post in finance which will be designated Deputy Controller, now classified at P5, should be strengthened and given the central role of overseeing and ensuring the integrity of UNOPS financial systems. Strengthening the network with Finance Management Specialists in the Global Service Centre and in each regional office should be a core function. Such a redesign would support classification at the D1 level.

At present, the remaining four of five positions in Finance have been confirmed at present grade (3 P3 level posts and 1 P4 level posts). It is recommended that enhancement of one P4 level post to P5 though should be implemented to act as a senior advisor on financial management systems and policies in support of special client servicing. Again, an aspect unique to UNOPS is the range of business lines it offers, requiring the management of resources under specific financing arrangements. Regions require more support to understand and professionally meet these demands. A post in Finance dedicated to giving this high end advice would be a valuable asset.

Security

There is one professional post dedicated to Security. This post is currently vacant with the security function being overseen by the Deputy Executive Director. Given the extensive field programme of UNOPS, having a head of Security is essential. The post description as designed supports the classified level of P5. It is, however, noted that the post description lacks any strong reference to networking UNOPS security programmes with DSS in the United Nations. This should be a core function of the post.

Audit

The Audit function, like Finance, faces unique demands in the UNOPS environment and warrants strengthening. Audit in UNOPS must go beyond the classic compliance focus. The Audit function must also contribute to the sustainability of the UNOPS business through the development of metrics that can assess the sustainability of business lines and the risks incumbent in the pursuit of business opportunities. The degree of specialization in commercial law and overall business metrics is a distinct feature for UNOPS.

From this perspective, it is recommended to recast the post of Head of Audit to include the areas of business risk assessment. Furthermore, the need to make all managers and especially those involved with business development “literate” in the areas of risk assessment. With such a redesign, the Head of Audit post should be reclassified to D1.

Extending to the Audit team, the current P4 Auditor post should be upgraded to P5 and invested with responsibility to assess the commercial legal aspects of UNOPS operations. One P3 level post should be upgraded to P4 to become an Audit team leader and increase the Audit programme capacity to work in the field, providing higher end service.

Global Service Centre

The Global Service Centre brings together an array of functions including both legacy activities inherited from IAPSO and an effort to bring integrated servicing in the areas of Legal, Finance and HR to the field. This latter focus has not performed as anticipated. Some transactional HR work has already moved to be integrated with the policy HR functions in OEC. As already noted, it is not recommended to pursue at this time a formal reorganization in this area but rather to simply let nature take its course through the strengthening of the normal functional relationships between Finance, HR and Legal and the residual capacities in these areas in GSC. Alternatively, if UNOPS wishes to continue the GSC model of work with transactional work being carried out independently from the policy area, there would need to be a strengthening of the specialist positions in GSC to act authoritatively and to provide seasoned guidance in addressing the case work presented by the field. This would require a minimum grading profile of P4 and possibly P5 to work effectively.

Before such a classification finding could be rendered though, the fundamental relationship issue needs to be settled. With defacto return of the GSC functions in these areas to the functional silos, how this work integrates with the current capacities and how this should impact grading need greater review and consultation.

Focusing on the future concentration of GSC, enhancing the procurement function and rationalizing the ICT area should be the areas of attention.

Procurement

Procurement lies at the centre of the UNOPS business model. Yet the orientation of the Headquarters procurement assets are more centered around an independent business function rather than providing institutional direction and synergy. There is a sense of competition rather than cohesion between the Headquarters procurement functions and those carried out in the regions. This is not healthy for either HQ or the regions, let alone UNOPS corporately.

Beyond a core support service, procurement is a core business function. That there is no business practice leader in the organization is noteworthy. There is no area in UNOPS where the issues of the identity of the organization were more acutely seen by the consulting team. Speed vs. Quality, a very fundamental point of debate within the organization, was presented from several perspectives. These objectives though are not exclusive and certainly should not be viewed as antithetical.

Through strengthening the Headquarters procurement function, it is hoped to bring leadership that would more effectively harness the organization's capacities and define the UNOPS comparative advantage, namely speed does not come at the expense of quality. We have initially pursued a redesign of the Deputy Director of GCS and Chief Procurement Officer post, as the corporate business practice leader for

procurement, both directing the Headquarters operations and providing substantive direction to the regional procurement activities and strategic advice to the Executive Office. In addition, as with the redesign of the Controller position, it is essential that the substantive lead in Procurement also play a role in contributing to the strategic direction of the UNOPS programme. This would enhance the overall direction provided by Headquarters to the regions and ensure that a robust substantive perspective is applied in the evolution of procurement activities.

Similarly, the two unit heads of TPU and GPSU are proposed for regrading to P5. Even in their present form, these functions are sufficiently large and complex to support the P5 level. With the added focus on globally supporting procurement, these posts take on leadership roles that solidly establish this value.

It is similarly recommended that the Procurement Policy Officer post be reclassified from P2 to P4. At the P4 level, true innovative policy development and advice should be a core feature. We also recommend the reclassification of two Procurement Analyst posts from P2 to P3. P2 brings marginal value and would not support the greater professionalization of the procurement function with the hope of extending higher level support to the regions.

ICT

The present structure of ICT is clearly in flux. Absorbing the need to support the IAPSO web-based procurement system and the needs to support Atlas has led to a significant amount of in-house resources being devoted to application development. There should be examination of possible further integration of the operational IT unit and the applications development unit. The current Chief, GSC post should be further evolved (or perhaps devolved) as a Chief Information Officer position for UNOPS, sustaining its current D1 classification. Further rationalization of the subordinate ICT structure should be examined, therefore at this point, no further changes in classification are recommended, and the remaining posts are confirmed at current level.

The sum total of the anticipated changes to GSC would see the unit ultimately split into a dedicated and independent procurement department and ICT department, with the residual transactional components integrating in due time with the functional leads.

Organizational Effectiveness Centre

The Organizational Effectiveness Centre presents a distinct approach to managing corporate policy and human resource functions. The synergies in bringing these areas together are interesting and present a potential to provide high end policy

development, without broadening or burdening the Executive Office with oversight of traditional corporate strategy.

Human Resources

As with Finance, the clear area where enhancement is needed is in Human Resources. Again like Procurement, HR is not only a critical support function but a core business line. It represents the largest function in OEC and an area where both more creative policy work and guidance/support to the regions is needed. HR, in terms of shaping the workforce and securing a talent pool to support business operations, needs to be both substantively masterful in its area and strategically positioned along with Finance to advise senior management on the corporate direction of talent management.

In the regions, enhancing HR capacity is needed. For this to be effective, greater support is needed, starting with enhancing the role of the HR Director and cascading through the HR team. Refocused as with the Controller, the OEC/HR Director position should be reclassified to D2.

The Team Leader SHR should be reclassified from P4 to P5 with greater emphasis on talent management policy and contracting. There needs to be an integrated strategy on the workforce composition and the interplay in different contracting instruments. The need to also focus on reward and motivation and the ability for UNOPS to quickly staff up or staff down in a particular area, needs policies that provide this guidance.

Similarly the Talent Management Specialist reporting to the Team Leader should be enhanced to be the authoritative source on contracting and recruitment. This would support classification at the P4 level. The companion role on knowledge management would equally support enhancement. This is especially important to an organization that anticipates turn over in staffing to enable staff to keep marketable skills and see career in a broader context. Therefore, the Knowledge Management position should also be classified at the P4 level.

Further revision to the HR structure should be examined in the coming months with the progressive integration of the transactional functions. At this point, additional reclassifications are not recommended though. There will be a need to create transactional team leaders at the P4 level as the structure of support in this area emerges.

Corporate Strategic Policy

The placement of Corporate Strategic Policy in OEC makes this the logical point for enhancing the OEC deputy function. With UNOPS needing a dedicated governance

capacity to support its interaction with the Executive Board, this unit should be enhanced to provide this support. With these changes, the Deputy Director post should move from P5 to D1. Alternatively, the progressive evolution of the CSP function integrated with the business development activities in the Executive Office could represent an efficient rationalization. Moving in this direction, the current level of the CSP Teamleader should be confirmed.

While further enhancing the team, the Corporate Performance Management Officer post should move from P3 to P4 with greater emphasis being placed on developing and introducing corporate performance metrics and channeling critical corporate performance data to senior management should be examined. At present until this function emerges, the post is recommended to be confirmed at P3.

The Corporate Budget Officer post is indicated as P4 on the job description while listed as P3 on the manning table. P4 is the correct level based upon the content presented.

The ultimate positioning of CSP in OEC or the Executive Office will need consideration as the need to integrate with Business Development and Corporate Governance continues to evolve. Therefore at this point in time, no further enhancements to posts in CSP are recommended.

Business Process Improvements

The structure of the Business Process Improvements programme has great value in promoting the creation of UNOPS specific policies that help shape its business initiatives. In this regard though, the substantive depth of SOPs rightly rests with the substantive specialists. Therefore at this stage, it is recommended to confirm the current structure and classified levels. As the Headquarters substantive units in Finance, Procurement and Human Resources further evolve, the relationship with the BPI programme should be examined.

Where evolution for BPI could be sought is in support of companion initiatives at the Regional level. There is a need for each region to further articulate its operating frameworks governing employment and contracting. BPI models are useful to guide this work. Further enhancement of expertise in process design could be well applied to support regional work.

Executive Office

Completing the review of the Headquarters structure, the Executive Office has equally shown an evolving character. The role of the Deputy Executive Director has been uniformly highlighted for its central role. This, in part, is due to a normal attribution

of responsibility for oversight of organization operations as expected in a Chief Operating Officer (COO) function. The role has been further accentuated by the assumption of responsibilities attached to positions now vacant in the European Region, Finance and Security.

Recommendations for recognizing the importance of these roles coupled with staffing efforts to encumber these positions will return the Deputy Executive Director to its strategic COO focus. Through creating a dedicated COO profile combined with the Deputy Executive Director's role to assist and share with the Executive Director broad oversight of the programme and substantive direction to Regional Directors in engagement and execution, the Deputy Executive Director function becomes more clarified and focused. With this development, the evolution of this position along with the developments in Headquarters and the Regions (to be detailed in the next Section) support the logical and legitimate enhancement of the Deputy Executive Director position from its current D2 level classification.

It is recognized that there is no formal classification process to establish posts at an ASG level. This is as much a political as operational conclusion. However, the evolution of UNOPS in comparison with other institutions amply supports this further development. Both in UNAIDS and UNFPA, ASG level positions have been established to support a COO focus. Given the core business aspects of the COO function in UNOPS, the ASG analogy is even more pertinent.

As an independent organization with a need to focus intensely on business development supported by responsive innovative policies on staffing, procurement, and financial management, the role of the Deputy Executive Director in ensuring an operating infrastructure that is aligned with and focused on supporting the prosperity of the organization is key. A revised design of the Deputy Executive Director position is presented in Annex 3. This design is aligned with positions established at the Assistant Secretary General Level in organizations of similar and even lesser scope. The dedicated enhancement of the high level managerial capacity needed by UNOPS to support its operations as an independent organization will only be realized fully with the logical recognition of the appropriate level of its most senior executive positions beginning with the Deputy Executive Director and its elevation to the ASG level.

The evolution of capacity in the Executive Office will need continued monitoring as the overall structure of Headquarters matures. At present, in addition to the elevation of the Deputy Executive Director position, the positions of Global Practice Leaders for Infrastructure, Census/Elections and Drugs should be classified at the P5 level. For these positions to have global relevance to the UNOPS business initiatives in these areas, minimally P5 level expertise is required to ensure adaptive relevance to activities on a global basis. This design has been anticipated in the Global Practice

Leader position for Drugs. Applying a similar logic to Infrastructure and Census/Elections makes consistent the capacity to provide global guidance to these business lines.

The post of Director, Business Development is confirmed at its present level, D1. As noted consideration could be given to rationalization of this function with corporate strategic policy. If there is such an integration, further examination of the grading would be warranted.

The cumulative result of the recommended changes of the Headquarters establishment is presented in the table below. While significant, it is recognized that many of these changes should have been progressively introduced and have been slowed due to issues related to the evolution of UNOPS. For the organization to have a Headquarters structure necessary to support its global programme, these changes should be seen as minimal and part of its continuing effort to build an organizational identity.

	Confirm	Upgrade	Downgrade	New class	Ungraded	Total	Percentage Upgraded
Headquarters	33	22	1	9	3	68	32.4%
Executive	5	2		4	1	12	16.7%
CCC	8	6		2		16	37.5%
GSC	11	7		2	2	22	31.8%
OEC	9	7	1	1		18	38.9%

Field

The Regional Offices and Operations Centres maintained by UNOPS support a highly varied programme of services. While there are broad similarities between the Regional Offices, the business environment in each region shapes the focus and the extent of the country-based network.

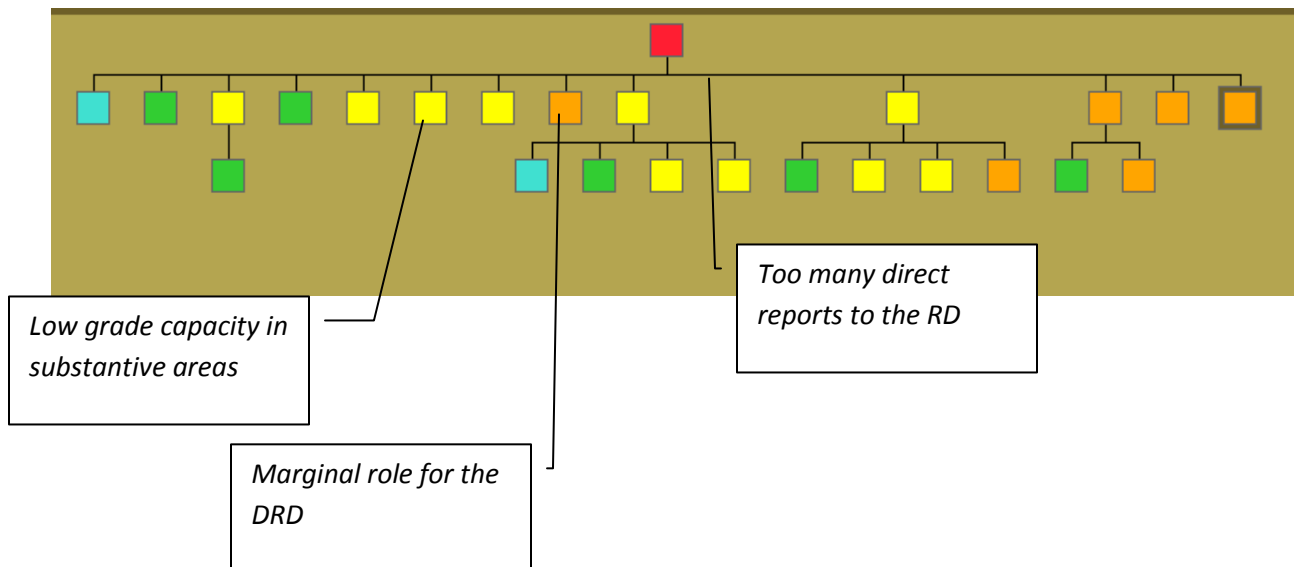
As with UNOPS Headquarters, there has been much evolution in the regional programmes and the evolution is continuing. Here, flexibility is key to be able to shift resources as the business climate changes. Each region is keenly aware that the structure of the offices is directly linked to the size of the portfolio. Like Headquarters, the regions are modestly graded and have a limited capacity to provide specialized advice in the Legal, Finance, HR and Procurement areas. Further, the design of the Regional Office management does not emphasize business development but rather operational management. Business development is a key feature of the OC Manager positions.

A noteworthy structural feature found in the regional offices is the flat reporting lines with most, if not all, professional positions reporting directly to the Regional

Director. This approach we believe is not optimal. It focuses the work of the Regional Director on operational matters over strategic business development. It also impedes the creation of a truly integrated operational support capacity with each element separately reporting. In examining the classification and job designs, where most appropriate, we have recommended a grouping and enhancement of operational capacities under the direct supervision of the Deputy Regional Director position. This not only delineates and distinguishes the role of the Deputy Regional Director more clearly; it also frees the Regional Director to assume a more strategic role. In all regional offices, with the exception of Europe, we have recommended the reclassification of the Regional Director and Deputy Regional Director to the D2 and D1 levels respectively. Specific findings for each region follow.

Africa

The Africa programme presents both business models of general engagement at the sub regional level as found in the Senegal, Tunisia and Kenya programmes with also large country-based operations found in DRC and Côte d'Ivoire. The present structure of the Africa office though has both a character that is too flat combined with relatively low grade capacities as indicated in the chart below.



As noted above, the first enhancement recommended is to upgrade both the Regional and Deputy Regional Director positions. With an enhanced role for the Deputy Regional Director, we recommend moving the Programme Support Officer to a direct supervisory role which we recommend to re-grade to P3. At the P2 level, it has limited value. Upgrading to P3 with greater emphasis on monitoring and reporting on the

budget performance of the programme, will enhance the operational intelligence available to management.

Similarly, we recommend confirming the Procurement and Legal officer posts at P4 and placing these posts under the supervision of the DRD. To complete the creation of the operations team, we recommend upgrading the Finance Management Officer post to P5 and confirm the P3 Accounts Officer position.

Completing the Regional Office structure, we recommend confirmation at P4 for the Regional Infrastructure Manager and P3 for the Reports and Quality Assurance Officer. We recommend upgrading the Regional Post Conflict Manager from P4 to P5 with an emphasis to support early recovery. In the Region, the opportunities and challenges for UN country teams in this particular area are great. Having a more senior level advisor would enhance the UNOPS position to identify opportunities to contribute.

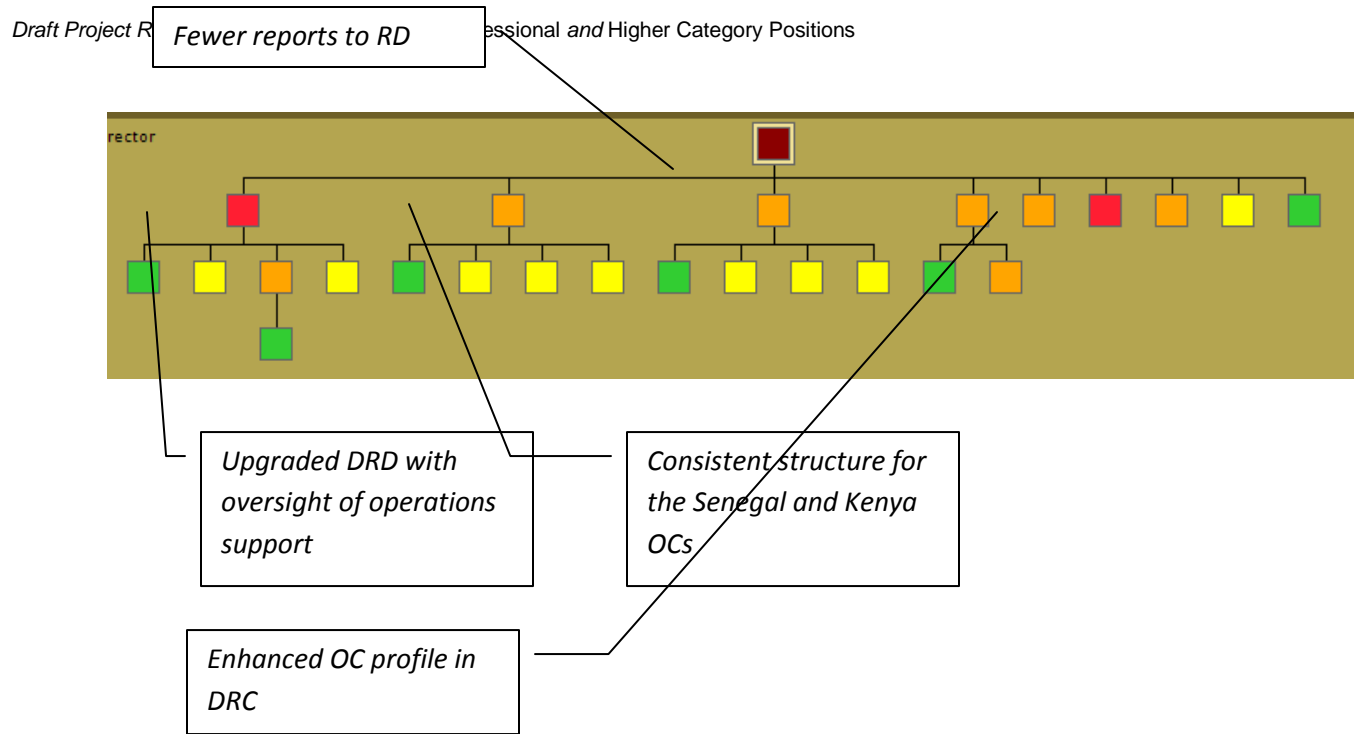
Moving to the Operations Centre structures, enhancement of the OC Manager positions in Senegal and Kenya from P4 to P5 is recommended. These OCs act at a sub-regional level. Improved capacity across the OC would be of value. We recommend rationalizing the subordinate structure with P4 level Operations Managers, and a combination of P4 and P3 level Portfolio Managers. We recommend the downgrading of the Senior Portfolio Manager in Kenya, presently P5 to P4. It is noted that the post description is the same as the P4 level Portfolio Managers.

For the Tunisia OC, we recommend confirming the OC Manager at the P5 level. Given its sub-regional focus, we recommend confirming the Senior Portfolio Manager at P5. Finally, we recommend confirming the P3 Portfolio Manager at present.

For the Côte d'Ivoire OC, we recommend confirmation of the P5 level for the OC Manager.

For the DRC OC, we recommend upgrading the OC Manager from P5 to D1. The operating environment is complex and difficult and the profile of the UN system is very high. To be an effective member of the country team, a senior seasoned manager would be a great asset.

The cumulative changes in grading and rationalization of reporting are reflected in the chart below



Asia/Pacific

The Asia/Pacific Regional Office presents a very different structure. The manning table presents no OCs in the region, even with smaller project management teams in Indonesia and Myanmar. The most significant source of revenue is drawn from the procurement project with the Government of India. As with the other regions, there is a need to enhance the capacity of the RD and DRD positions. It is anticipated that Asia/Pacific is evolving to create an OC network as found in other regions which should contribute to its outreach capacity.

These are the sole recommendations for reclassification at this time. For the Senior Portfolio Manager post at P5, we recommend confirmation. The duty statement should be enhanced with more emphasis on client relationship management and expanding its portfolio to cover a more diverse range of clients. The Senior Procurement Officer post is also recommended to be confirmed at P5, given its important role backstopping the India procurement programme.

The Legal and Finance Officer positions are recommended for confirmation at P4.

The Senior Portfolio Manager IFAD post also is appropriately graded at P4. The generic P4 level Portfolio Manager should be confirmed and the post description should be more tailored with country/sector focus and performance metrics in business

development to fully justify grading at P4. The P3 Project Manager position also is confirmed. Here, the post description could be enhanced to focus more on project origination over process management of the existing portfolio.

Europe

For the European Regional Office, few changes are recommended. It is recognized that the overall business portfolio is more limited. Being located in Copenhagen, the European Regional Office also benefits from the direct guidance of the Deputy Executive Director.

Therefore, there is not the same compelling rationale to upgrade the Regional Director post. It is recommended to confirm this position at the D1 level. It is recommended to confirm the OC Manager posts in Italy, Austria and Switzerland at the P5 level. The OC Manager in Pristina also recommended for confirmation at the P4 level.

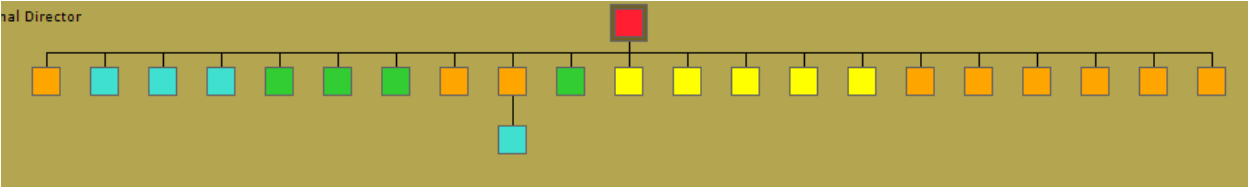
The one reclassification is recommended for the Associate Portfolio Manager in the Geneva office from P2 to P3. This post presents a similar profile as the Portfolio Manager in the office. Alignment of the grades is warranted. The P3 Portfolio Manager is confirmed. Enhancement of the post could be considered with more emphasis on business development over operations.

The P3 Portfolio Manager in Pristina is also confirmed. Finally, the P3 Finance Management Officer is confirmed, again due to location. If need be, this post can be backstopped by GSC or the Finance Unit.

Latin America

The Latin America programme is impressive with its diversity and extensively deployed network of OCs. It represents the greatest range in post grading, presenting an approach where the programme is seeking to optimize and adapt to the business environment of the region. Latin America is a demanding region with a relatively sophisticated business environment and highly regulated national regimes.

As found in Africa, the present structure is very flat, creating an unwieldy span of control for the Regional Director as seen below.



Again there is no distinct role for the DRD. The approach to review has been to enhance the RD and DRD roles and consolidate reporting lines.

Under the DRD, it is recommended that the Admin/HR officer be reclassified from P2 to P4. Contracting in Latin America is a highly complex matter, possibly creating great exposure for UNOPS. Having an HR specialist in the region would be a valuable asset.

Equally, it is recommended to upgrade the Finance Management Officer from P2 to P4. This region has expanding business opportunities that will require high level capacity to manage project funding received from Governments. At the same time, the Regional Office is engaged with a large support programme to the UN system in Haiti. Having authoritative support in Finance would provide greater capacity to address these needs.

The Legal Officer post is also recommended for upgrading from P3 to P4. Commercial exposure on contracting requires on the ground legal expertise to advise the regional programme.

It is anticipated that the DRD position will carry a substantive emphasis on procurement which is central to the regional programme. Therefore, it is recommended to confirm the current P3 level of the Procurement Officer position. The Loan Administration Officer is also recommended for confirmation at the P2 level. Its current focus is highly process driven.

Confirmation is also recommended for the P3 Portfolio Specialist attached to the Peru office but working at the regional level.

Turning to the OC structure, there is great fluidity in the deployment to adapt to the changing environment. Specific findings for each OC follow.

For Haiti, it is recommended to upgrade the OC Manager from P5 to D1. This is a complex even hazardous work environment. Effective integration with the UN country team requires a senior level manager.

At present we would confirm the Portfolio Manager in HTOC at the P2 level.

For the OC Managers in El Salvador, Panama, Bolivia and Colombia, we recommend confirmation at current grade levels. These positions are engaged with seeking business opportunities; growth will be dependent upon developments on the ground.

For the OC Manager position listed in Barbados, it is recognized that business developments have warranted a move to Dominican Republic. This post should be

reviewed again to see how the portfolio in the Caribbean evolves which may support further growth, confirm at P5.

The Brazil, Uruguay and Guatemala OC Manager positions equally should be confirmed at current grades. Each has a unique focus, Brazil on South-South cooperation, Uruguay with close relationship with the OC in Argentina and Guatemala where a challenging business environment with the Government makes growth difficult but worth sustaining an effort at present.

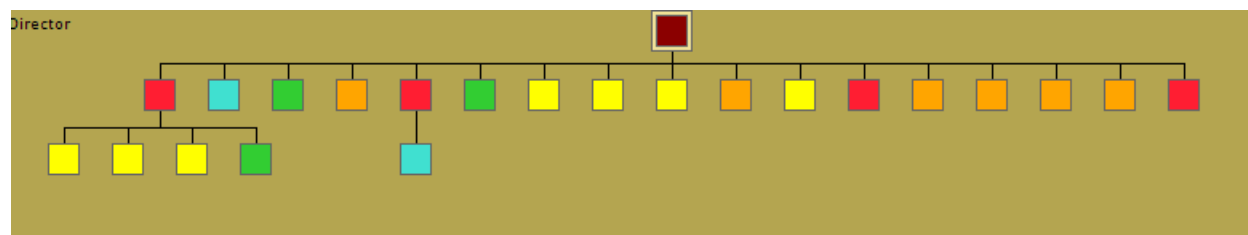
In Honduras, the effort to build a cooperative relationship with the Central American Central Bank warrants sustaining the current grade level to see if a strategic partnership emerges. We recommend confirmation at the P5 level.

There is one OC Manager position where upgrading is warranted: Peru. Peru is the largest programme in the region. The size and complexity and the need to engage with the Government to sustain the business warrants a senior management level. Classification at D1 is recommended.

Argentina has shown significant growth to now potentially become the second largest national portfolio. At present we recommend confirmation of this OC post at P5. To nurture and sustain this relationship, a senior manager at the D1 level would be worth considering should the relationship continue to emerge.

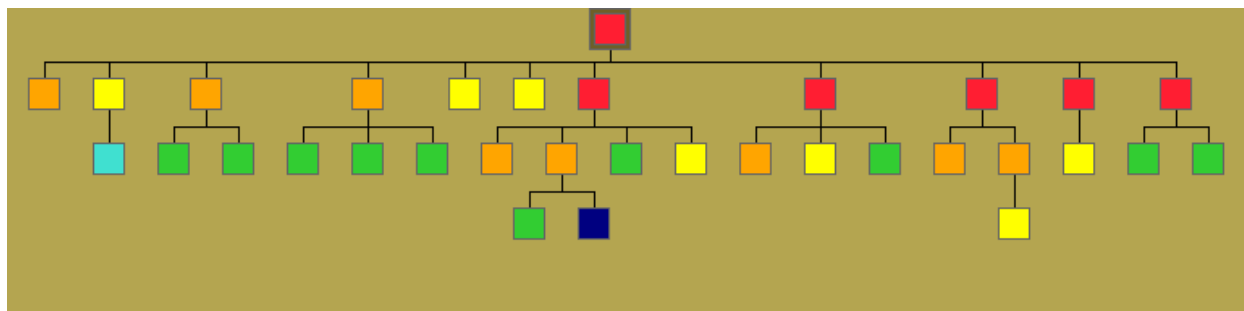
Equally Nicaragua has shown a growth profile. While confirmation at P4 is recommended, moving the classification from P4 to P5 would be worth considering should the growth fully materialize.

These cumulative changes will change the overall profile of the office, as indicated, strengthening substantive backstopping at the regional level and business development capacity at the country level. As indicated in the chart below, the changes also free the Regional Director from an operational focus to a more business management profile.



Middle East

The Middle East office supports some of the largest and most demanding programmes in UNOPS. As with the other regions, its structure is flat thus affecting the focus of the Regional Director position. As in the other regions, upgrading of the RD and DRD posts with a rationalization of reporting lines is warranted. As can be seen below, the current structure has the same characteristics of the other regions.



With large country-based programme in Afghanistan, Iraq, Sudan and Sri Lanka and a growing programme in the OPT, the Middle East office manages a wide range of programme deliverables. Therefore, to backstop these operations at the regional level, enhancing the role of the DRD to oversee an enhanced operations team is the first area where we have focused.

Under the DRD supervision we recommend placing the Senior Programme Support Officer, the Logistics Officer, the HR Officer, the two Legal Officers, and the three positions in Finance. These positions we recommend confirmation at current level. The Procurement Officer now graded P3, we would also place under the supervision of the DRD and upgrade to P4. The title of the Business Continuity Specialist is confusing. It has an IT focus. We recommend confirmation and possibly re-titling to Business Informatics Manager.

We recommend confirmation of the Business Development Officer at P4 and sustaining its reporting line to the RD.

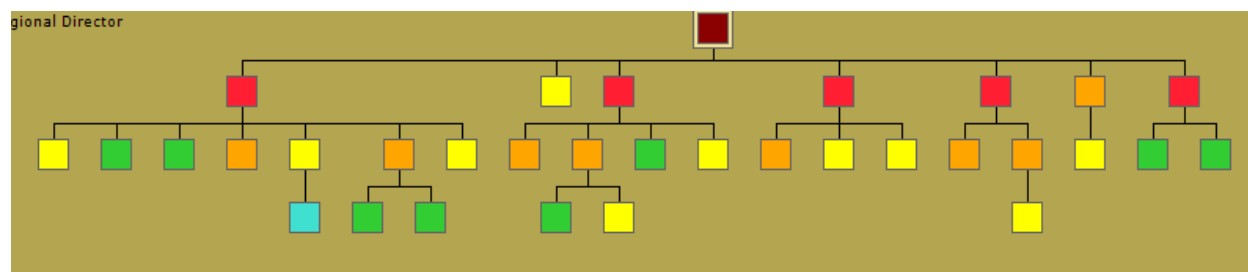
Turning to the OCs, confirmation of the current structure is generally recommended. It is recognized that in the case of Afghanistan, Iraq, Sudan and Palestine, both the complexity of the services and the political/difficult work environment require a senior manager position at the D1 level. For Afghanistan, while we have not recommended a change at this time, we believe the placement of a Strategic Business Advisor at the P4 level could be reviewed.

In examining the post description for the OC Manager in Sri Lanka, the range of activities and focus more aligns with OC Manager posts at the P5 level. While we are recommending a downgrading based upon this analysis, we also recognize that this

office will soon be transferred to the Asian region. Further programme changes may be in the offing. Implementation of the downgrading could be deferred.

The remaining subordinate posts in the OCs have been confirmed at present level.

The cumulative affect of the reclassifications and rationalized reporting lines are reflected in the chart below.



North America

The North America Regional Office has the most distinct character. This office plays a critical liaison and representation role with the UN community in New York and an increasing role in building the UNOPS relationship with the World Bank in Washington.

In addition, the North American office manages large project activities of a global character in support of peacekeeping operation, most notably in the mine action area. The combination of representational and programme management functions support the enhancement of the RD and DRD posts as in the other regions to the D2 and D1 levels. The post descriptions for these jobs, though, need to be specially tailored. Draft new post descriptions for the RD and DRD posts for North America are included with the set of revised post descriptions in Annex 2.

In addition to the above recommended reclassifications, three other posts are recommended for upgrading. The Finance Management Officer post is recommended to be upgraded from P3 to P4. Two Associate Portfolio Managers, in mine action positions presently at P2 are recommended for upgrading to P3. The post descriptions presented are consistent with the P3 post descriptions for similar posts in the unit and these descriptions support the P3 level.

Similarly, the post of P4 Portfolio Manager in mine action has the same post description as the P3 level positions. Unless some distinguishing information is presented, this post should be downgraded to P3.

Similarly, the Portfolio Manager posts supporting the Small Grant Programme have been confirmed at current grade levels.

The cumulative changes recommended for all Regional Offices are presented in the table below. As with headquarters these changes reflect developments which have occurred over an extended period and represent needed changes for UNOPS to have the capacity to aggressively pursue business and ensure a consistently high quality service.

	Confirm	Upgrade	Downgrade	New class	Ungraded	Total	Percentage Upgraded
Field	68	25	3	28	1	125	20.0%
Africa	11	7	1	6		25	28.0%
Asia	9	2			1	12	16.7%
Europe	9	1		2		12	8.3%
Middle East	24	4	1	4		33	12.1%
Latin America	4	7		12		23	30.4%
North America	11	4	1	4		20	20.0%

Into the Future

The findings presented in this review have been developed based upon the best information available, combining existing descriptions with information gathered through interviews. There are several programmes in UNOPS which are in transition and where the current structure and grading is in a state of flux. To the extent possible, the current operating environment has been assessed in making the classification finding.

There are several posts where potential for enhancement is seen but either the operating environment is not yet optimal to support the change or there are other questions regarding its viability. In these cases, we have recommended confirmation, for the time being.

Even so, the total number of reclassification recommended represents a quantum shift in the UNOPS establishment. Buttressing capacities, especially at the senior level as UNOPS establishes itself as a fully independent entity is essential.

In our discussions, we asked every manager to describe the UNOPS business and employment brand. All recognized the value of the UN affiliation. Beyond this, the general understanding that UNOPS must be seen as representing excellence in project management is seen as core. However, a stronger organizational identity is still emerging. Having the capacity at the senior management level to advocate and articulate a UNOPS perspective, a UNOPS value proposition will be essential to creating the organizational identity and its product brand.

This study should be seen as an overview to help guide management in where it most acutely needs to improve its capacity.

UNOPS continues to evolve. There will be a need to return to examine posts on a regular basis to capture these developments. An obvious omission from this review due to time constraints is any analysis of support category positions. Support category posts are critical to the smooth delivery of service. Undoubtedly, the developments in the UNOPS programme impact these positions as much as jobs in the Professional category. An early effort to conduct a review of support category positions should be pursued.

Returning to some observations presented in the beginning of the report, UNOPS should work to standardize post descriptions format and content. The post description format should be based upon the simplified version. There should be an effort to introduce a standard format for organizational charts and this information should align with data in the UNOPS Atlas database. This would enable management to have a cleaner consistent set of intelligence on its workforce.

Consideration should be given to creating UNOPS tailored tools to assist in carrying out its classifications. Customized versions of the automated classification standards have been developed for several UN agencies that help managers and HR specialists distinguish grading specific to their work environments.

More importantly, UNOPS needs to consider its needs in talent management and develop its policies accordingly. From contracting to rewards and recognition, the work environment of UNOPS does not easily conform to the typical UN approach.

UNOPS needs flexibility to pursue its business model. UN structures and policies are not designed to meet this requirement. There is, though, potential both through pursuing permission to pilot new approaches to reward and recognition and through creative adaptation of existing policies to shape the UN model to be more useful for UNOPS.

Specific efforts to introduce pay for performance with provision of non recurring, non pensionable bonuses and to apply broadbanded principles in the management of posts should be examined in the near term. There are possible models where these initiatives could be pursued even under the current layered grading structure. In this regard, the pursuit of more flexible rewards oriented policies would not only serve the UNOPS business model but could build valuable experience for the larger common system. These initiatives have been introduced in other international organizations, much to their benefit.² Given its size and diversity the pace of reform has been slow for the United Nations common system. UNOPS though again has a very unique business model which is ideally suited for and in fact very much in need of the flexibility these approaches represent.

² The European Bank for Reconstruction and Development has up to sixteen percent of payroll devoted to non recurring performance pay. The World Bank in 1998 introduced broadbands with open pay ranges and performance driven pay. These initiatives have also been pursued in leading major civil services. The OECD is now moving to replace its two category, seven grade structures mirrored on the UN system with a single six band open pay range system.

Annex 1. Summary of Findings in Comparison with Current Classified Levels

Summary Findings as per the Appendix

	Confirm	Upgrade	Downgrade	New class	Ungraded	Total	Percentage Upgraded
Headquarters	33	22	1	9	3	68	32.4%
Executive	5	2		4	1	12	16.7%
CCC	8	6		2		16	37.5%
GSC	11	7		2	2	22	31.8%
OEC	9	7	1	1		18	38.9%
Field	68	25	3	28	1	125	20.0%
Africa	11	7	1	6		25	28.0%
Asia	9	2			1	12	16.7%
Europe	9	1		2		12	8.3%
Middle East	24	4	1	4		33	12.1%
Latin America	4	7		12		23	30.4%
North America	11	4	1	4		20	20.0%
TOTAL	101	47	4	37	4	193	24.4%

Findings by Department

Headquarters

Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Budget Grade	Current Classification	New Classification	Finding
Corporate Controls Centre	Denmark	Finance		Director, Finance	COMPTROLLER	D1	D1	D2	UPGRADE
Corporate Controls Centre	Denmark	Audit	00030118	Auditor		P3	P3	P4	UPGRADE
Corporate Controls Centre	Denmark	Audit	00029923	Auditor		P4	P4	P5	UPGRADE
Corporate Controls Centre	Denmark	Finance	00026484	Comptroller	DEPUTY COMPTROLLER	P5	P5	D1	UPGRADE
Corporate Controls Centre	Denmark	Audit	00030864	Head of Audit		P5	P5	D1	UPGRADE
Corporate Controls Centre	Denmark	Finance		Accounts Manager		P4	P4	P5	UPGRADE
Corporate Controls Centre	Denmark	Legal		Legal Officer		P4		P4	NEW
Corporate Controls Centre	Denmark	Security		Head of Security		P5		P5	NEW
Corporate Controls Centre	Denmark	Legal	00027977	General Counsel		D1	D1	D1	CONFIRM
Corporate Controls Centre	Denmark	Finance	00029797	Accounting Specialist		P3	P3	P3	CONFIRM
Corporate Controls Centre	Denmark	Finance	00029798	Accounting Specialist		P3	P3	P3	CONFIRM
Corporate Controls Centre	Denmark	Finance		Finance Specialist		P3	P3	P3	CONFIRM
Corporate Controls Centre	Denmark	Audit	00030120	Auditor		P3	P3	P3	CONFIRM
Corporate Controls Centre	Denmark	Audit	00030119	Auditor		P3	P3	P3	CONFIRM
Corporate Controls Centre	Denmark	Finance	00029926	Assistant Comptroller		P4	P4	P4	CONFIRM
Corporate Controls Centre	Denmark	Legal	00029582	Chair, HQCCP/PAC		P5	P5	P5	CONFIRM

Draft Project Report: Classification Review of Professional and Higher Category Positions

Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Budget Grade	Current Classification	New Classification	Finding
Global Service Centre	Denmark	Procurement	00026459	Procurement Analyst		P2	L2	P3	UPGRADE
Global Service Centre	Denmark	Procurement	00028122	Procurement Specialist		P4	P4	P5	UPGRADE
Global Service Centre	Denmark	Procurement	00028124	Procurement Analyst		P2	P2	P3	UPGRADE
Global Service Centre	Denmark	Procurement	00028126	Procurement Policy Officer		P2	P2	P4	UPGRADE
Global Service Centre	Denmark	Procurement	00032053	Procurement Specialist		P4	P4	P5	UPGRADE
Global Service Centre	Denmark	Procurement	00032056	Procurement Specialist		P3	P3	P4	UPGRADE
Global Service Centre	Denmark	Procurement	00033153	Deputy Director and Senior Procurement Officer		P5	P5	D1	UPGRADE
Global Service Centre	New York	NY Facility	00026447	Telecommunication Officer		P3	P3		UNGRADED
Global Service Centre	New York	NY Facility	00027513	Director, Facility Management		L6	L6		UNGRADED
Global Service Centre	Denmark	Procurement	00034624	UNGM Project Coordinator		P2	N/A	P3	NEW
Global Service Centre	Denmark	ICT		Application Development Analyst		P2		P2	NEW
Global Service Centre	Denmark	Legal	00029908	Legal Analyst		P2	P2	P2	CONFIRM
Global Service Centre	Denmark	ICT	00029223	Teamleader, ICT		P3	P3	P3	CONFIRM
Global Service Centre	Denmark	ICT	00027108	Teamleader, Applications Development		P4	P4	P4	CONFIRM
Global Service Centre	Denmark	ICT	00027136	Help Desk Management Officer		P3	P3	P3	CONFIRM
Global Service Centre	Denmark	GSC	00027976	Director, GSC		D1	D1	D1	CONFIRM
Global Service Centre	Denmark	Legal	00028279	Legal Specialist		P3	P4	P4	CONFIRM
Global Service Centre	Denmark	HR	00029584	HR Specialist		P3	P3	P3	CONFIRM
Global Service Centre	Denmark	ICT	00029733	Atlas Support Specialist		P3	P3	P3	CONFIRM
Global Service Centre	Denmark	ICT	00032054	UN Web Buy Analyst		P2	L2	P2	CONFIRM
Global Service Centre	Denmark	ICT	00032055	Analyst		P2	L2	P2	CONFIRM
Global Service Centre	Denmark	ICT		Associate Business Process Specialist		L2	L2	P2	CONFIRM

Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Budget Grade	Current Classification	New Classification	Finding
Organizational Effectiveness	Denmark	SHR	00023805	Knowledge Management Specialist		P3	A3	P4	UPGRADE
Organizational Effectiveness	Denmark	OEC	00027979	Director, OEC & HR		D1	D1	D2	UPGRADE
Organizational Effectiveness	Denmark	SHR	00028148	Talent Management Specialist		P3	P3	P4	UPGRADE
Organizational Effectiveness	Denmark	CSP	00030680	Strategic Budgeting Officer		P3	P3	P4	UPGRADE
Organizational Effectiveness	Denmark	CSP	00032667	Deputy Director and Teamleader CSP		P5	P5	D1	UPGRADE
Organizational Effectiveness	Denmark	CSP	00033024	Corporate Policy Coordinator		P3	P3	P4	UPGRADE
Organizational Effectiveness	Denmark	SHR	00033207	Teamleader SHR		P4	P4	P5	UPGRADE
Organizational Effectiveness	Denmark	SHR		Strategic & Transactional HR Analyst		P2		P2	NEW
Organizational Effectiveness	Denmark	SHR	00026497	Strategic & Transactional HR Specialist		P3	P2	P2	CONFIRM
Organizational Effectiveness	Denmark	BPI	00028028	Teamleader BPI		P4	P4	P4	CONFIRM
Organizational Effectiveness	Denmark	BPI	00028097	Business Process Specialist		L3	P4	P4	CONFIRM
Organizational Effectiveness	Denmark	SHR	00028147	Strategic & Transactional HR Specialist		P3	P3	P3	CONFIRM
Organizational Effectiveness	Denmark	CSP	00029222	Corporate Performance Management Officer		P3	L3	P3	CONFIRM
Organizational Effectiveness	Denmark	CSP	00032092	Business Strategy and Relationship Officer		P3	P3	P3	CONFIRM
Organizational Effectiveness	Denmark	SHR	00032210	Human Resources Specialist		P3	P3	P3	CONFIRM
Organizational Effectiveness	Denmark	SHR	00032666	Human Resources Functional Specialist		P3	P3	P3	CONFIRM
Organizational Effectiveness	Denmark	BPI	00034073	Business Process Specialist		L4	L4	P4	CONFIRM
Organizational Effectiveness	Denmark	BPI		Business Process Specialist		P4	L4	P4	CONFIRM

Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Budget Grade	Current Classification	New Classification	Finding
Executive Office	Denmark	EO	00026445	Deputy Executive Director		D2	D2	ASG	UPGRADE
Executive Office	Denmark	EO	00037708	Global Practice Leader - Census/Elections		L4	L4	P5	UPGRADE
Executive Office	Denmark	EO	00026444	Executive Director		ASG	ASG		UNGRADED
Executive Office	United Arab	EO		Global Practice Leader - Infrastructure		L4		P5	NEW
Executive Office	Denmark	EO		Director, Business Development		D1		D1	NEW
Executive Office	Denmark	EO	00035323	Change Management Specialist		L3		P3	NEW
Executive Office	Belgium	BEOC		Brussels Liaison Officer		L4		P4	NEW
Executive Office	Japan	JPOC	00028136	Associate Tokyo Liaison Officer		L2	P2	P2	CONFIRM
Executive Office	Denmark	EO	00018045	Business Development Officer		L4	A4	P4	CONFIRM
Executive Office	Denmark	EO	00035934	Project Manager, Change Management Initiatives		L6	L6	L6	CONFIRM
Executive Office	Denmark	EO	00024650	Senior Communications Advisor		P5	A4	P5	CONFIRM
Executive Office	Denmark	EO	00029938	Global Practice Leader - Drugs		L5	L5	P5	CONFIRM

Field

Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Bud get Gr	Curr ent Cl	New Classific ation	Finding
Africa Office	South Africa	RD Office	00027984	Regional Director		D1	D1	D2	UPGRADE
Africa Office	Kenya	KEOC	00028115	OC Manager		L4	P4	P5	UPGRADE
Africa Office	Congo, Dem. Rep. of	CDOC	00029427	OC Director		L5	L5	D1	UPGRADE
Africa Office	Senegal	SNOC	00029748	Associate Portfolio Manager		L2	P2	P3	UPGRADE
Africa Office	South Africa	RD Office	00029781	Finance Management Officer		L4	P4	P5	UPGRADE
Africa Office	Senegal	SNOC	00032698	OC Manager		L4	P4	P5	UPGRADE
Africa Office	South Africa	RD Office	00034267	Programme Support Officer		L2	L2	P3	UPGRADE
Africa Office	South Africa	RD Office		Legal Officer		L4		P4	NEW
Africa Office	South Africa	RD Office		Regional Infrastructure Manager		L4		P4	NEW
Africa Office	Senegal	SNOC		Operations Manager		L3		P4	NEW
Africa Office	South Africa	RD Office		Procurement Officer		L3		P4	NEW
Africa Office	South Africa	RD Office		Regional Post-Conflict Manager		L4		P5	NEW
Africa Office	South Africa	RD Office		Deputy Regional Director		L5		D1	NEW
Africa Office	Kenya	KEOC	00027119	Senior Portfolio Manager (IFAD)		L5	L5	P4	DOWNGRADE
Africa Office	South Africa	RD Office	00024077	Imprest Account Specialist		L3	A3	P3	CONFIRM
Africa Office	Tunisia	TNOC	00026485	OC Manager (IFAD)		L5	P5	P5	CONFIRM
Africa Office	Senegal	SNOC	00027281	Portfolio Manager (IFAD)		L4	P4	P4	CONFIRM
Africa Office	Kenya	KEOC	00028114	Operations Manager		L4	P4	P4	CONFIRM
Africa Office	Kenya	KEOC	00028311	Portfolio Manager (IFAD)		L4	P4	P4	CONFIRM
Africa Office	Kenya	KEOC	00028323	Portfolio Manager (IFAD)		L3	L3	P3	CONFIRM
Africa Office	Tunisia	TNOC	00029199	Portfolio Manager (IFAD)		L3	L3	P3	CONFIRM
Africa Office	Tunisia	TNOC	00029331	Senior Portfolio Manager (IFAD)		L5	L5	P5	CONFIRM
Africa Office	Cote D'Ivoire	CIOC	00032166	OC Manager		L5	L5	P5	CONFIRM
Africa Office	South Africa	RD Office	00032188	Reporting & Quality Assurance Officer		L3	L3	P3	CONFIRM
Africa Office	Senegal	SNOC	00035314	Senior Portfolio Manager (IFAD)		L5	P4	P4	CONFIRM

Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Bud get Gr	Curr ent Cl	New Classific ation	Finding
Asia and the Pacific	Thailand	RD Office	00028089	Regional Director		D1	D1	D2	UPGRADE
Asia and the Pacific	Thailand	RD Office	26489	Deputy Regional Director		L5	P5	D1	UPGRADE
Asia and the Pacific	Thailand	RD Office	00028096	Loan Administration Officer (IFAD)		L3	P3		UNGRADED
Asia and the Pacific	Thailand	RD Office	00029924	Finance Management Officer		L3	P4	P4	CONFIRM
Asia and the Pacific	Thailand	RD Office	00028146	Portfolio Manager		L3	P3	P3	CONFIRM
Asia and the Pacific	Thailand	RD Office	00029071	Legal Officer		L4	L4	P4	CONFIRM
Asia and the Pacific	Thailand	RD Office	00028093	Portfolio Manager		L4	P4	P4	CONFIRM
Asia and the Pacific	Thailand	RD Office	00029942	Portfolio Manager		L4	P4	P4	CONFIRM
Asia and the Pacific	Thailand	RD Office	00029209	Portfolio Manager (IFAD)		L4	P5	P5	CONFIRM
Asia and the Pacific	Thailand	RD Office	00029905	Senior Procurement Officer		L5	L5	P5	CONFIRM
Asia and the Pacific	Thailand	RD Office	00029745	Senior Portfolio Manager		L5	L5	P5	CONFIRM
Asia and the Pacific	Thailand	RD Office	00028095	Senior Portfolio Manager (IFAD)		L5	P4	P4	CONFIRM

Department	Duty Station	ATLAS POST NO	Job Family	Post titles	New Title	Bud get Grad	Curr ent Cla	New Classific ation	Finding
Europe Office	Geneva	00028127	Portfolio Management	Associate Portfolio Manager		L2**	L2	P3	UPGRADE
Europe Office	Denmark		Senior Management	Regional Director		D1		D1	NEW
Europe Office	Denmark		Finance	Finance Management Officer		L3		P3	NEW
Europe Office	Serbia	00018130	Portfolio Management	Portfolio Analyst		L2	A3	P3	CONFIRM
Europe Office	Denmark	00028117	Portfolio Management	Portfolio Manager		L3	P3	P3	CONFIRM
Europe Office	Denmark	00028119	Portfolio Management	Portfolio Manager		L3	P3	P3	CONFIRM
Europe Office	Macedonia	00033112	Management	OC Manager		L3	A3	P4	CONFIRM
Europe Office	Geneva	00028116	Portfolio Management	Portfolio Manager		L3	P3	P3	CONFIRM
Europe Office	Denmark	00028090	Portfolio Management	Senior Portfolio Manager		L5	P5	P5	CONFIRM
Europe Office	Austria	00028109	Management	OC Manager		L5	P5	P5	CONFIRM
Europe Office	Italy		Management	OC Manager (IFAD)		L5	P5	P5	CONFIRM
Europe Office	Geneva	00026453	Management	OC Manager		L5	P5	P5	CONFIRM

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Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Bud get Gr	Curr ent Cl	New Class ific	Finding
Latin America and the Caribbean	Haiti	HTOC	00027253	OC Director		L5	L5	D1	UPGRADE
Latin America and the Caribbean	Panama	RD Office	00027985	Regional Director		D1	D1	D2	UPGRADE
Latin America and the Caribbean	Panama	RD Office	00029761	Finance Management Officer		L3	P2	P4	UPGRADE
Latin America and the Caribbean	Panama	RD Office	00030895	Administrative / Human Resources Officer		L2	P2	P4	UPGRADE
Latin America and the Caribbean	Peru	PEOC	30988	OC Manager		L5	L5	D1	UPGRADE
Latin America and the Caribbean	Panama	RD Office	00031031	Legal Officer		L3	L3	P4	UPGRADE
Latin America and the Caribbean	Panama	RD Office	00034271	Deputy Regional Director		L5	L5	D1	UPGRADE
Latin America and the Caribbean	Nicaragua	NIOC		OC Manager		L4		P4	NEW
Latin America and the Caribbean	Haiti	HTOC	00037971	Portfolio Management Specialist		L2		P2	NEW
Latin America and the Caribbean	Barbados	BBOC		OC Manager		L5		P5	NEW
Latin America and the Caribbean	Bolivia	BOOC		OC Manager		L4		P4	NEW
Latin America and the Caribbean	Brasil	BROC		OC Manager		L5		P5	NEW
Latin America and the Caribbean	Colombia	COOC		OC Manager		L4		P4	NEW
Latin America and the Caribbean	Guatemala	GTOC		OC Manager		L5		P5	NEW
Latin America and the Caribbean	Honduras	HNOC		OC Manager		L5		P5	NEW
Latin America and the Caribbean	Panama	PAOC		OC Manager		L4		P4	NEW
Latin America and the Caribbean	Panama	RD Office		Procurement Officer		L3		P3	NEW
Latin America and the Caribbean	El Salvador	SVOC		OC Manager		L3		P3	NEW
Latin America and the Caribbean	Uruguay	UYOC		OC Manager		L4		P4	NEW
Latin America and the Caribbean	Argentina	AROC	00029934	OC Director		L5	L5	P5	CONFIRM
Latin America and the Caribbean	New York/P	RD Office	26461	Senior Portfolio Manager (IFAD)		L5	P5	P5	CONFIRM
Latin America and the Caribbean	Peru	Regional	00028099	Portfolio Specialist		L3	P3	P3	CONFIRM
Latin America and the Caribbean	New York/P	RD Office	29076	Loan Administration Officer (IFAD)		L2	L2	P2	CONFIRM

Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Bud get Gr	Curre nt Cl	New Classific ation	Finding
Middle East Office	Jordan	IQOC	00021454	Head of Support Services		L3	A3	P4	UPGRADE
Middle East Office	United Arab Emirates	RD Office	00029713	Regional Director		D1	D1	D2	UPGRADE
Middle East Office	United Arab Emirates	RD Office	00029928	Deputy Regional Director		L5	P5	D1	UPGRADE
Middle East Office	United Arab Emirates	RD Office	00029939	Procurement Officer		L3	P3	P4	UPGRADE
Middle East Office	Afghanistan	AGOC	00034546	OC Director		L6		D1	NEW
Middle East Office	OPT	JMOC		OC Director		L6		D1	NEW
Middle East Office	OPT	JMOC		Operations Officer		L3		P3	NEW
Middle East Office	Afghanistan	AGOC		Strategic Business Advisor		L4		P4	NEW
Middle East Office	Sri Lanka	LKOC	00028335	OC Director		L6	L6	P5	DOWNGRADE
Middle East Office	Sri Lanka	LKOC	00013512	Head of Support Services		L4	A4	P4	CONFIRM
Middle East Office	Jordan	IQOC	00021455	Head of Operations		L4	A4	P4	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00024240	Project Accounting Officer		L3	A3	P3	CONFIRM
Middle East Office	OPT	JMOC	00025653	Admin/Finance Officer		L3	A3	P3	CONFIRM
Middle East Office	Jordan	IQOC	00028257	OC Director		L6	L6	D1	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00028466	Finance Officer		L3	L3	P3	CONFIRM
Middle East Office	Sudan	SDOC	00028555	OC Director		L6	D1	D1	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00029034	Senior Programme Support Officer		L5	L5	P5	CONFIRM
Middle East Office	Iraq	IQOC	00029661	Head of Office - Erbil		L5	L5	P5	CONFIRM
Middle East Office	Sudan	SDOC	00029837	Head of Support Services		L5	P5	P5	CONFIRM
Middle East Office	Afghanistan	AGOC	00029848	Finance Management Officer		L4	P4	P4	CONFIRM
Middle East Office	Afghanistan	AGOC	00029856	Deputy Director		L5	L5	P5	CONFIRM
Middle East Office	Afghanistan	AGOC	00029995	Head of Support Services		L5	P5	P5	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00030009	Finance Management Officer		L5	P5	P5	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00030122	Logistics Officer		L3	P3	P3	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00030893	Business Development Officer		L4	P4	P4	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00030894	Human Resources Officer		L3	P3	P3	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00032102	Legal Officer		L2	L2	P2	CONFIRM
Middle East Office	Afghanistan	AGOC	00032715	Security Officer		L3	A3	P3	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00032960	Business Continuity Officer	BUSINESS INFORM	L4	L4	P4	CONFIRM
Middle East Office	Sudan	SDOC	00033058	Finance Management Officer		L4	L4	P4	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00033578	Legal Officer		L4	L4	P4	CONFIRM
Middle East Office	Sudan	SDOC	00033921	Head of Operations		L5	L5	P5	CONFIRM
Middle East Office	Afghanistan	AGOC	00034582	Human Resources Officer		L3	L3	P3	CONFIRM

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Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Budget Grade	Current Class	New Class	Finding
North America Office	Denmark	RD Office	00027193	Finance Management Officer		L3	P3	P4	UPGRADE
North America Office	USA	RD Office	00027980	Director NAO		D1	D1	D2	UPGRADE
North America Office	USA	RD Office	00028087	Deputy Regional Director - UNDG Lead		L5	P5	D1	UPGRADE
North America Office	USA	Mine Action	00030109	Associate Portfolio Manager - Mine Action		L2	P2	P3	UPGRADE
North America Office	USA	RD Office	00018008	External Relations Officer		L3		P3	NEW
North America Office	USA	Mine Action		Associate Budget Manager - Mine Action		L2		P2	NEW
North America Office	USA	RD Office		UN Lead		L5		P5	NEW
North America Office	USA	Mine Action		Associate Portfolio Manager - Mine Action		L2		P3	NEW
North America Office	Denmark	Mine Action	00030096	Portfolio Manager - Mine Action		L4	P4	P3	DOWNGRADE
North America Office	USA	SGP	00022438	Associate Operations Officer - SGP		L2	A3	P3	CONFIRM
North America Office	Denmark	SGP	00023389	Associate Portfolio Manager - SGP		L2	A3	P3	CONFIRM
North America Office	USA	RD Office	00027126	Associate HR Business Support Manager		L2	P3	P3	CONFIRM
North America Office	USA	Mine Action	00027238	Teamleader and Global Practice Leader - Mine Action		L5	L5	P5	CONFIRM
North America Office	USA	SGP	00027944	Teamleader - SGP		L4	P4	P4	CONFIRM
North America Office	USA	UNDG	00028110	Portfolio Manager - UNDG		L3	P3	P3	CONFIRM
North America Office	USA	Mine Action	00028120	Portfolio Manager - Mine Action		L3	P3	P3	CONFIRM
North America Office	USA	Mine Action	00029710	Portfolio Manager - Mine Action		L3	P3	P3	CONFIRM
North America Office	USA	SGP	00029726	Associate Portfolio Manager - SGP		L2	L2	P2	CONFIRM
North America Office	Denmark	Mine Action	00030107	Portfolio Manager - Mine Action		L3	P3	P3	CONFIRM
North America Office	USA	Mine Action		Portfolio Manager - Mine Action		L3	P3	P3	CONFIRM

Annex 2. Summary of Findings in Comparison with Current Budgeted Levels

Summary Findings against Budgeted Posts

	Confirm	Upgrade	Downgrade	New class	Ungraded	Total	Percentage Upgraded
Headquarters	39	25	1	0	3	68	36.8%
Executive	8	3			1	12	25.0%
CCC	10	6				16	37.5%
GSC	11	9			2	22	40.9%
OEC	10	7	1			18	38.9%
Field	82	37	5	0	1	125	29.6%
Africa	12	11	2			25	44.0%
Asia	6	4	1		1	12	33.3%
Europe	9	3				12	25.0%
Middle East	28	4	1			33	12.1%
Latin America	16	7				23	30.4%
North America	11	8	1			20	40.0%
TOTAL	121	62	6	0	4	193	32.1%

Findings by Department

Headquarters

Department	Duty Station	Unit	ATLAS POST NO.	Post titles	New Title	Budget Grade	Current Cl.	New Classification	Finding
Corporate Controls Centre	Denmark	Finance		Director, Finance	COMPTROLLER	D1	D1	D2	UPGRADE
Corporate Controls Centre	Denmark	Audit	00030118	Auditor		P3	P3	P4	UPGRADE
Corporate Controls Centre	Denmark	Audit	00029923	Auditor		P4	P4	P5	UPGRADE
Corporate Controls Centre	Denmark	Finance	00026484	Comptroller	DEPUTY COMPTROLLER	P5	P5	D1	UPGRADE
Corporate Controls Centre	Denmark	Audit	00030864	Head of Audit		P5	P5	D1	UPGRADE
Corporate Controls Centre	Denmark	Finance		Accounts Manager		P4	P4	P5	UPGRADE
Corporate Controls Centre	Denmark	Legal		Legal Officer		P4		P4	CONFIRM
Corporate Controls Centre	Denmark	Security		Head of Security		P5		P5	CONFIRM
Corporate Controls Centre	Denmark	Legal	00027977	General Counsel		D1	D1	D1	CONFIRM
Corporate Controls Centre	Denmark	Finance	00029797	Accounting Specialist		P3	P3	P3	CONFIRM
Corporate Controls Centre	Denmark	Finance	00029798	Accounting Specialist		P3	P3	P3	CONFIRM
Corporate Controls Centre	Denmark	Finance		Finance Specialist		P3	P3	P3	CONFIRM
Corporate Controls Centre	Denmark	Audit	00030120	Auditor		P3	P3	P3	CONFIRM
Corporate Controls Centre	Denmark	Audit	00030119	Auditor		P3	P3	P3	CONFIRM
Corporate Controls Centre	Denmark	Finance	00029926	Assistant Comptroller		P4	P4	P4	CONFIRM
Corporate Controls Centre	Denmark	Legal	00029582	Chair, HQPC/PAC		P5	P5	P5	CONFIRM

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Department	Duty Station	Unit	ATLAS POST No	Post titles	New Title	Budget Grd	Current Cla	New Classification	Finding
Global Service Centre	Denmark	Procurement	00026459	Procurement Analyst		P2	L2	P3	UPGRADE
Global Service Centre	Denmark	Procurement	00028122	Procurement Specialist		P4	P4	P5	UPGRADE
Global Service Centre	Denmark	Procurement	00028124	Procurement Analyst		P2	P2	P3	UPGRADE
Global Service Centre	Denmark	Procurement	00028126	Procurement Policy Officer		P2	P2	P4	UPGRADE
Global Service Centre	Denmark	Legal	00028279	Legal Specialist		P2	P4	P4	UPGRADE
Global Service Centre	Denmark	Procurement	00032053	Procurement Specialist		P4	P4	P5	UPGRADE
Global Service Centre	Denmark	Procurement	00032056	Procurement Specialist		P3	P3	P4	UPGRADE
Global Service Centre	Denmark	Procurement	00033153	Deputy Director and Senior Procurement Officer		P5	P5	D1	UPGRADE
Global Service Centre	Denmark	Procurement	00034624	UNGM Project Coordinator		P3	N/A	P3	UPGRADE
Global Service Centre	New York	NY Facility	00026447	Telecommunication Officer		P3	P3		UNGRADED
Global Service Centre	New York	NY Facility	00027513	Director, Facility Management		L6	L6		UNGRADED
Global Service Centre	Denmark	ICT		Application Development Analyst		P2		P2	CONFIRM
Global Service Centre	Denmark	Legal	00029908	Legal Analyst		P2	P2	P2	CONFIRM
Global Service Centre	Denmark	ICT	00029223	Teamleader, ICT		P3	P3	P3	CONFIRM
Global Service Centre	Denmark	ICT	00027108	Teamleader, Applications Development		P4	P4	P4	CONFIRM
Global Service Centre	Denmark	ICT	00027136	Help Desk Management Officer		P3	P3	P3	CONFIRM
Global Service Centre	Denmark	GSC	00027976	Director, GSC		D1	D1	D1	CONFIRM
Global Service Centre	Denmark	HR	00029584	HR Specialist		P3	P3	P3	CONFIRM
Global Service Centre	Denmark	ICT	00029733	Atlas Support Specialist		P3	P3	P3	CONFIRM
Global Service Centre	Denmark	ICT	00032054	UN Web Buy Analyst		P2	L2	P2	CONFIRM
Global Service Centre	Denmark	ICT	00032055	Analyst		P2	L2	P2	CONFIRM
Global Service Centre	Denmark	ICT		Associate Business Process Specialist		L2	L2	P2	CONFIRM

Department	Duty Station	Unit	ATLAS POST No	Post titles	New Title	Budget Grd	Current Cla	New Classification	Finding
Organizational Effectiveness	Denmark	SHR	00023805	Knowledge Management Specialist		P3	A3	P4	UPGRADE
Organizational Effectiveness	Denmark	OEC	00027979	Director, OEC & HR		D1	D1	D2	UPGRADE
Organizational Effectiveness	Denmark	SHR	00028148	Talent Management Specialist		P3	P3	P4	UPGRADE
Organizational Effectiveness	Denmark	CSP	00030680	Strategic Budgeting Officer		P3	P3	P4	UPGRADE
Organizational Effectiveness	Denmark	CSP	00032667	Deputy Director and Teamleader CSP		P5	P5	D1	UPGRADE
Organizational Effectiveness	Denmark	CSP	00033024	Corporate Policy Coordinator		P3	P3	P4	UPGRADE
Organizational Effectiveness	Denmark	SHR	00033207	Teamleader SHR		P4	P4	P5	UPGRADE
Organizational Effectiveness	Denmark	SHR	00026497	Strategic & Transactional HR Specialist		P3	P2	P2	DOWNGRADE
Organizational Effectiveness	Denmark	BPI	00028097	Business Process Specialist		L3	P4	P3	CONFIRM
Organizational Effectiveness	Denmark	SHR		Strategic & Transactional HR Analyst		P2		P2	CONFIRM
Organizational Effectiveness	Denmark	BPI	00028028	Teamleader BPI		P4	P4	P4	CONFIRM
Organizational Effectiveness	Denmark	SHR	00028147	Strategic & Transactional HR Specialist		P3	P3	P3	CONFIRM
Organizational Effectiveness	Denmark	CSP	00029222	Corporate Performance Management Officer		P3	L3	P3	CONFIRM
Organizational Effectiveness	Denmark	CSP	00032092	Business Strategy and Relationship Officer		P3	P3	P3	CONFIRM
Organizational Effectiveness	Denmark	SHR	00032210	Human Resources Specialist		P3	P3	P3	CONFIRM
Organizational Effectiveness	Denmark	SHR	00032666	Human Resources Functional Specialist		P3	P3	P3	CONFIRM
Organizational Effectiveness	Denmark	BPI	00034073	Business Process Specialist		L4	L4	P4	CONFIRM
Organizational Effectiveness	Denmark	BPI		Business Process Specialist		P4	L4	P4	CONFIRM

Department	Duty Station	Unit	ATLAS POST No	Post titles	New Title	Budget Grade	Current Cla	New	Finding
Executive Office	Denmark	EO	00026445	Deputy Executive Director		D2	D2	ASG	UPGRADE
Executive Office	Denmark	EO	00037708	Global Practice Leader - Census/Elections		L4	L4	P5	UPGRADE
Executive Office	United Arab	EO		Global Practice Leader - Infrastructure		L4		P5	UPGRADE
Executive Office	Denmark	EO	00026444	Executive Director		ASG	ASG		UNGRADED
Executive Office	Denmark	EO		Director, Business Development		D1		D1	CONFIRM
Executive Office	Denmark	EO	00035323	Change Management Specialist		L3		P3	CONFIRM
Executive Office	Belgium	BEOC		Brussels Liaison Officer		L4		P4	CONFIRM
Executive Office	Japan	JPOC	00028136	Associate Tokyo Liaison Officer		L2	P2	P2	CONFIRM
Executive Office	Denmark	EO	00018045	Business Development Officer		L4	A4	P4	CONFIRM
Executive Office	Denmark	EO	00035934	Project Manager, Change Management Initiatives		L6	L6	L6	CONFIRM
Executive Office	Denmark	EO	00024650	Senior Communications Advisor		P5	A4	P5	CONFIRM
Executive Office	Denmark	EO	00029938	Global Practice Leader - Drugs		L5	L5	P5	CONFIRM

Field

Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Bud get Gr	Curr ent Cl	New Classific ation	Finding
Africa Office	South Africa	RD Office	00027984	Regional Director		D1	D1	D2	UPGRADE
Africa Office	Kenya	KEOC	00028115	OC Manager		L4	P4	P5	UPGRADE
Africa Office	Congo, Dem. Rep. of	CDOC	00029427	OC Director		L5	L5	D1	UPGRADE
Africa Office	Senegal	SNOC	00029748	Associate Portfolio Manager		L2	P2	P3	UPGRADE
Africa Office	South Africa	RD Office	00029781	Finance Management Officer		L4	P4	P5	UPGRADE
Africa Office	Senegal	SNOC	00032698	OC Manager		L4	P4	P5	UPGRADE
Africa Office	South Africa	RD Office	00034267	Programme Support Officer		L2	L2	P3	UPGRADE
Africa Office	Senegal	SNOC		Operations Manager		L3		P4	UPGRADE
Africa Office	South Africa	RD Office		Procurement Officer		L3		P4	UPGRADE
Africa Office	South Africa	RD Office		Regional Post-Conflict Manager		L4		P5	UPGRADE
Africa Office	South Africa	RD Office		Deputy Regional Director		L5		D1	UPGRADE
Africa Office	Kenya	KEOC	00027119	Senior Portfolio Manager (IFAD)		L5	L5	P4	DOWNGRADE
Africa Office	Senegal	SNOC	00035314	Senior Portfolio Manager (IFAD)		L5	P4	P4	DOWNGRADE
Africa Office	South Africa	RD Office		Legal Officer		L4		P4	CONFIRM
Africa Office	South Africa	RD Office		Regional Infrastructure Manager		L4		P4	CONFIRM
Africa Office	South Africa	RD Office	00024077	Imprest Account Specialist		L3	A3	P3	CONFIRM
Africa Office	Tunisia	TNOC	00026485	OC Manager (IFAD)		L5	P5	P5	CONFIRM
Africa Office	Senegal	SNOC	00027281	Portfolio Manager (IFAD)		L4	P4	P4	CONFIRM
Africa Office	Kenya	KEOC	00028114	Operations Manager		L4	P4	P4	CONFIRM
Africa Office	Kenya	KEOC	00028311	Portfolio Manager (IFAD)		L4	P4	P4	CONFIRM
Africa Office	Kenya	KEOC	00028323	Portfolio Manager (IFAD)		L3	L3	P3	CONFIRM
Africa Office	Tunisia	TNOC	00029199	Portfolio Manager (IFAD)		L3	L3	P3	CONFIRM
Africa Office	Tunisia	TNOC	00029331	Senior Portfolio Manager (IFAD)		L5	L5	P5	CONFIRM
Africa Office	Cote D'voire	CIOC	00032166	OC Manager		L5	L5	P5	CONFIRM
Africa Office	South Africa	RD Office	00032188	Reporting & Quality Assurance Officer		L3	L3	P3	CONFIRM

Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Bud get Gr	Curr ent Cl	New Classific ation	Finding
Asia and the Pacific Office	Thailand	RD Office	00028089	Regional Director		D1	D1	D2	UPGRADE
Asia and the Pacific Office	Thailand	RD Office	26489	Deputy Regional Director		L5	P5	D1	UPGRADE
Asia and the Pacific Office	Thailand	RD Office	00029924	Finance Management Officer		L3	P4	P4	UPGRADE
Asia and the Pacific Office	Thailand	RD Office	00029209	Portfolio Manager (IFAD)		L4	P5	P5	UPGRADE
Asia and the Pacific Office	Thailand	RD Office	00028096	Loan Administration Officer (IFAD)		L3	P3		UNGRADED
Asia and the Pacific Office	Thailand	RD Office	00028146	Portfolio Manager		L3	P3	P3	CONFIRM
Asia and the Pacific Office	Thailand	RD Office	00029071	Legal Officer		L4	L4	P4	CONFIRM
Asia and the Pacific Office	Thailand	RD Office	00028093	Portfolio Manager		L4	P4	P4	CONFIRM
Asia and the Pacific Office	Thailand	RD Office	00029942	Portfolio Manager		L4	P4	P4	CONFIRM
Asia and the Pacific Office	Thailand	RD Office	00029905	Senior Procurement Officer		L5	L5	P5	CONFIRM
Asia and the Pacific Office	Thailand	RD Office	00029745	Senior Portfolio Manager		L5	L5	P5	CONFIRM
Asia and the Pacific Office	Thailand	RD Office	00028095	Senior Portfolio Manager (IFAD)		L5	P4	P4	DOWNGRADE

Department	Duty Station	ATLAS POST NO	Job Family	Post titles	New Title	Bud get Grad	Curr ent Cla	New Classific ation	Finding
Europe Office	Geneva	00028127	Portfolio Management	Associate Portfolio Manager		L2**	L2	P3	UPGRADE
Europe Office	Serbia	00018130	Portfolio Management	Portfolio Analyst		L2	A3	P3	UPGRADE
Europe Office	Macedonia	00033112	Management	OC Manager		L3	A3	P4	UPGRADE
Europe Office	Denmark		Senior Management	Regional Director		D1		D1	CONFIRM
Europe Office	Denmark		Finance	Finance Management Officer		L3		P3	CONFIRM
Europe Office	Denmark	00028117	Portfolio Management	Portfolio Manager		L3	P3	P3	CONFIRM
Europe Office	Denmark	00028119	Portfolio Management	Portfolio Manager		L3	P3	P3	CONFIRM
Europe Office	Geneva	00028116	Portfolio Management	Portfolio Manager		L3	P3	P3	CONFIRM
Europe Office	Denmark	00028090	Portfolio Management	Senior Portfolio Manager		L5	P5	P5	CONFIRM
Europe Office	Austria	00028109	Management	OC Manager		L5	P5	P5	CONFIRM
Europe Office	Italy		Management	OC Manager (IFAD)		L5	P5	P5	CONFIRM
Europe Office	Geneva	00026453	Management	OC Manager		L5	P5	P5	CONFIRM

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Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Bud get Gr	Curr ent Cla	New Class ific	Finding
Latin America and the Caribbean	Haiti	HTOC	00027253	OC Director		L5	L5	D1	UPGRADE
Latin America and the Caribbean	Panama	RD Office	00027985	Regional Director		D1	D1	D2	UPGRADE
Latin America and the Caribbean	Panama	RD Office	00029761	Finance Management Officer		L3	P2	P4	UPGRADE
Latin America and the Caribbean	Panama	RD Office	00030895	Administrative / Human Resources Officer		L2	P2	P4	UPGRADE
Latin America and the Caribbean	Peru	PEOC	30988	OC Manager		L5	L5	D1	UPGRADE
Latin America and the Caribbean	Panama	RD Office	00031031	Legal Officer		L3	L3	P4	UPGRADE
Latin America and the Caribbean	Panama	RD Office	00034271	Deputy Regional Director		L5	L5	D1	UPGRADE
Latin America and the Caribbean	Nicaragua	NIOC		OC Manager		L4		P4	CONFIRM
Latin America and the Caribbean	Haiti	HTOC	00037971	Portfolio Management Specialist		L2		P2	CONFIRM
Latin America and the Caribbean	Barbados	BBOC		OC Manager		L5		P5	CONFIRM
Latin America and the Caribbean	Bolivia	BOOC		OC Manager		L4		P4	CONFIRM
Latin America and the Caribbean	Brasil	BROC		OC Manager		L5		P5	CONFIRM
Latin America and the Caribbean	Colombia	COOC		OC Manager		L4		P4	CONFIRM
Latin America and the Caribbean	Guatemala	GTOC		OC Manager		L5		P5	CONFIRM
Latin America and the Caribbean	Honduras	HNOC		OC Manager		L5		P5	CONFIRM
Latin America and the Caribbean	Panama	PAOC		OC Manager		L4		P4	CONFIRM
Latin America and the Caribbean	Panama	RD Office		Procurement Officer		L3		P3	CONFIRM
Latin America and the Caribbean	El Salvador	SVOC		OC Manager		L3		P3	CONFIRM
Latin America and the Caribbean	Uruguay	UYOC		OC Manager		L4		P4	CONFIRM
Latin America and the Caribbean	Argentina	AROC	00029934	OC Director		L5	L5	P5	CONFIRM
Latin America and the Caribbean	New York/P	RD Office	26461	Senior Portfolio Manager (IFAD)		L5	P5	P5	CONFIRM
Latin America and the Caribbean	Peru	Regional	00028099	Portfolio Specialist		L3	P3	P3	CONFIRM
Latin America and the Caribbean	New York/P	RD Office	29076	Loan Administration Officer (IFAD)		L2	L2	P2	CONFIRM

Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Bud get Gr	Curre nt Cla	New Classific ation	Finding
Middle East Office	Jordan	IQOC	00021454	Head of Support Services		L3	A3	P4	UPGRADE
Middle East Office	United Arab Emirates	RD Office	00029713	Regional Director		D1	D1	D2	UPGRADE
Middle East Office	United Arab Emirates	RD Office	00029928	Deputy Regional Director		L5	P5	D1	UPGRADE
Middle East Office	United Arab Emirates	RD Office	00029939	Procurement Officer		L3	P3	P4	UPGRADE
Middle East Office	Sri Lanka	LKOC	00028335	OC Director		L6	L6	P5	DOWNGRADE
Middle East Office	Afghanistan	AGOC	00034546	OC Director		L6		D1	CONFIRM
Middle East Office	OPT	JMOC		OC Director		L6		D1	CONFIRM
Middle East Office	OPT	JMOC		Operations Officer		L3		P3	CONFIRM
Middle East Office	Afghanistan	AGOC		Strategic Business Advisor		L4		P4	CONFIRM
Middle East Office	Sri Lanka	LKOC	00013512	Head of Support Services		L4	A4	P4	CONFIRM
Middle East Office	Jordan	IQOC	00021455	Head of Operations		L4	A4	P4	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00024240	Project Accounting Officer		L3	A3	P3	CONFIRM
Middle East Office	OPT	JMOC	00025653	Admin/Finance Officer		L3	A3	P3	CONFIRM
Middle East Office	Jordan	IQOC	00028257	OC Director		L6	L6	D1	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00028466	Finance Officer		L3	L3	P3	CONFIRM
Middle East Office	Sudan	SDOC	00028555	OC Director		L6	D1	D1	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00029034	Senior Programme Support Officer		L5	L5	P5	CONFIRM
Middle East Office	Iraq	IQOC	00029661	Head of Office - Erbil		L5	L5	P5	CONFIRM
Middle East Office	Sudan	SDOC	00029837	Head of Support Services		L5	P5	P5	CONFIRM
Middle East Office	Afghanistan	AGOC	00029848	Finance Management Officer		L4	P4	P4	CONFIRM
Middle East Office	Afghanistan	AGOC	00029856	Deputy Director		L5	L5	P5	CONFIRM
Middle East Office	Afghanistan	AGOC	00029995	Head of Support Services		L5	P5	P5	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00030009	Finance Management Officer		L5	P5	P5	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00030122	Logistics Officer		L3	P3	P3	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00030893	Business Development Officer		L4	P4	P4	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00030894	Human Resources Officer		L3	P3	P3	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00032102	Legal Officer		L2	L2	P2	CONFIRM
Middle East Office	Afghanistan	AGOC	00032715	Security Officer		L3	A3	P3	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00032960	Business Continuity Officer	BUSINESS INFORMATI	L4	L4	P4	CONFIRM
Middle East Office	Sudan	SDOC	00033058	Finance Management Officer		L4	L4	P4	CONFIRM
Middle East Office	United Arab Emirates	RD Office	00033578	Legal Officer		L4	L4	P4	CONFIRM
Middle East Office	Sudan	SDOC	00033921	Head of Operations		L5	L5	P5	CONFIRM
Middle East Office	Afghanistan	AGOC	00034582	Human Resources Officer		L3	L3	P3	CONFIRM

Draft Project Report: Classification Review of Professional and Higher Category Positions

Department	Duty Station	Unit	ATLAS POST NO	Post titles	New Title	Budget Grade	Current Class	New Class	Finding
North America Office	Denmark	RD Office	00027193	Finance Management Officer		L3	P3	P4	UPGRADE
North America Office	USA	RD Office	00027980	Director NAO		D1	D1	D2	UPGRADE
North America Office	USA	RD Office	00028087	Deputy Regional Director - UNDG Lead		L5	P5	D1	UPGRADE
North America Office	USA	Mine Action	00030109	Associate Portfolio Manager - Mine Action		L2	P2	P3	UPGRADE
North America Office	USA	Mine Action		Associate Portfolio Manager - Mine Action		L2		P3	UPGRADE
North America Office	USA	SGP	00022438	Associate Operations Officer - SGP		L2	A3	P3	UPGRADE
North America Office	Denmark	SGP	00023389	Associate Portfolio Manager - SGP		L2	A3	P3	UPGRADE
North America Office	USA	RD Office	00027126	Associate HR Business Support Manager		L2	P3	P3	UPGRADE
North America Office	Denmark	Mine Action	00030096	Portfolio Manager - Mine Action		L4	P4	P3	DOWNGRADE
North America Office	USA	RD Office	00018008	External Relations Officer		L3		P3	CONFIRM
North America Office	USA	Mine Action		Associate Budget Manager - Mine Action		L2		P2	CONFIRM
North America Office	USA	RD Office		UN Lead		L5		P5	CONFIRM
North America Office	USA	Mine Action	00027238	Teamleader and Global Practice Leader - Mine Action		L5	L5	P5	CONFIRM
North America Office	USA	SGP	00027944	Teamleader - SGP		L4	P4	P4	CONFIRM
North America Office	USA	UNDG	00028110	Portfolio Manager - UNDG		L3	P3	P3	CONFIRM
North America Office	USA	Mine Action	00028120	Portfolio Manager - Mine Action		L3	P3	P3	CONFIRM
North America Office	USA	Mine Action	00029710	Portfolio Manager - Mine Action		L3	P3	P3	CONFIRM
North America Office	USA	SGP	00029726	Associate Portfolio Manager - SGP		L2	L2	P2	CONFIRM
North America Office	Denmark	Mine Action	00030107	Portfolio Manager - Mine Action		L3	P3	P3	CONFIRM
North America Office	USA	Mine Action		Portfolio Manager - Mine Action		L3	P3	P3	CONFIRM

Annex 3. Revised Post Descriptions

Headquarters

Executive Office

Deputy Executive Director

CCC

Controller
Deputy Controller
Head of Audit

GSC

Deputy Director and Senior Procurement Officer

OEC

Deputy Director and Teamleader CSP
Director, OEC & HR

Field

Africa

Regional Director
Deputy Regional Director
OC Manager
OC Director

Asia

Regional Director
Deputy Regional Director

Europe

Latin America

Regional Director
Deputy Regional Director
OC Manager
OC Director

Middle East

Regional Director
Deputy Regional Director

North America

Regional Director
Deputy Regional Director

DEPUTY EXECUTIVE DIRECTOR/CHIEF OPERATING OFFICER ASG LEVEL

Organizational Context *(focusing on Leadership Role, Enabling Environment and Context)*

Provide Operational Leadership to UNOPS creating an effective capacity to support Business development and delivery. Lead organizational efforts to establish an effective platform in financial management, legal support, talent management, IT infrastructure and procurement to support UNOPS programme operations.

Recognizing the business driven focus of UNOPS to set a global standard in excellence in project management, seeking to leverage the organization's position within the United Nations system and with a wide range of clients across the public sector, the Deputy Executive Director inspires creative engagement in operational management. Demonstrating the UNOPS comparative advantage combining high quality with responsive tailored service, the Deputy Executive Director leads a team of global experts and seasoned managers in serving institutional needs and showcasing organizational capacities to set the standard in operational performance.

As part of the senior management, the Deputy Executive Director plays a leading role in developing and directing the strategic plan of the organization. Providing guidance and oversight in business development and execution to Regional Directors, the Deputy Executive Director provides critical direction to the course of business development and ensuring quality in delivery.

With the core business focus of UNOPS on human resources, procurement and funds management, building and managing the operational infrastructure of the organization not only anchors these critical services but also serves as a hallmark of the competence of the organization to provide these services to clients.

Results-Oriented Functional Statement *(focusing on Individual Contribution, Engagement, Communities of Interest and Impact of Action)*

- Create a seamless platform of service integrating financial, human resource, legal, procurement and IT management to support programme operations on a global basis;
- Demonstrate to clients, stakeholders and collaborators the UNOPS comparative advantage of combining United Nations ethics and neutrality with tailored responsiveness;
- Provide strategic leadership in business development and in oversight to business initiatives undertaken at the Regional level.
- Motivate creative engagement by a diverse team of managers and experts to innovate operational solutions and model policies which both guide and advance the organizations capacity to serve and to prosper;
- Develop organizational structures and policies that flexibly adapt to changing business priorities and environment enabling the redeployment of resources to sustain relevance of UNOPS programmes;

- Build support for the organization through effective advocacy with institutional stakeholders and major clients;

CONTROLLER – D2 CORPORATE CONTROL CENTRE

Organizational Context *(focusing on Leadership Role, Enabling Environment and Context)*

The Controller leads as the credible and authoritative advisor on financial and risk management in UNOPS and is the principal manager of the financial services team. The Controller plays the central role in the development of cohesive financial management infrastructure, policies and services to support the varied business lines pursued by UNOPS. As steward of resources of a self-financing UN entity, ensuring effective cost recovery while maintaining a high degree of integrity of financial management with a responsive, innovative capacity is the overarching responsibility of the Controller.

The Controller leads and empowers a team of financial professionals in the design and delivery of an integrated platform of services which both ensures highly responsive service to clients, management and project staff while safeguarding the integrity of financial systems and resource liquidity in accordance with UNOPS policies. The Controller ensures the maintenance of an effective financial management infrastructure that extends to all Regions and is responsive and adaptable to the varied business initiatives pursued by UNOPS.

As advisor to senior management and the Executive Board, the Controller ensures that critical issues regarding the state of the Organization's finances, the needs of the Organization and emerging challenges and trends are fully integrated into specific targeted intelligence which positions management to effectively sustain high quality with optimal delivery of services. The Controller serves as the principal internal advocate for prudent management and growth of financial assets and builds an informed and shared management engagement on financial issues.

As a member of the senior management team, the Controller ensures the strategic alignment of financial management policies and services with the business goals of UNOPS, sustaining the Organization's ability to adapt and respond to the ever-changing business climate. The Controller guides policies to capture developments in financial management, promoting the comparative advantage of UNOPS and demonstrating effective stewardship of resources to clients and donors.

Results-Oriented Functional Statement *(focusing on Individual Contribution, Engagement, Communities of Interest and Impact of Action)*

- Lead and manage the Organization's financial strategy for continued sustainable growth and ensure quality financial planning to meet and exceed both internal and external clients' expectations;
- Advise senior management and Executive Board on financial management with a special emphasis on delivering highly responsive financial services while safeguarding the integrity of financial systems and assets and identifying financial risks in UNOPS business initiatives;
- Build financial infrastructure, policies and organizational practices which empower managers to successfully exploit UNOPS's business opportunities while ensuring sound financial management;

- Direct and empower a team of financial management professionals in the design and delivery of high quality responsive services integrated to provide high utility to both internal and external clients;
- Build client and stakeholder confidence in UNOPS financial management through demonstrated excellence in operations and reporting and innovation to support UNOPS business initiatives.

ORGANIZATIONAL EFFECTIVENESS CENTRE DIRECTOR OEC AND HUMAN RESOURCES – D2

Organizational Context *(focusing on Leadership Role, Enabling Environment and Context)*

The Organizational Effectiveness Centre brings together organizational human resources, corporate strategy and business process functions. The Director, concurrently head of Human Resources, provides leadership and integration for a suite of core critical services for the Organization. As Director of Human Resources, (s)he serves as the authoritative advisor on all issues related to human resource management and the principal manager of the human resources team. The Director plays the central role in the development of policies and services which shape the UNOPS workforce and align talent to support the overall objectives of the Organization.

HR is a critical support function for UNOPS, which must develop and manage policies and capacities for quick and flexible adjustment of its workforce in response to constantly changing business needs. HR is also a core business line for UNOPS. The HR function must provide simple, creative, organization-specific HR policies and processes in response to punctual needs, as well as guidance and support for managers throughout the organization. In strategically shaping the workforce and securing a talent pool to support dynamic business operations, HR needs to be both substantively masterful and strategically positioned to advise senior management on the corporate direction of talent management. The Director must also support the regions in effectively responding to their HR challenges, within a corporate framework.

As advisor to senior management, the Director ensures that critical issues regarding the state of the Organization workforce, the needs of the programme and emerging challenges and trends are fully integrated into specific targeted intelligence which positions management to effectively sustain high quality services and optimally deploy the Organization's workforce. The Director serves as the principal advocate internally for progressive, consistent management of human resource assets and builds an informed and shared management engagement on workforce issues

The Director leads and empowers a team of human resource professionals in the design and delivery of an integrated platform of services which both ensures consistent and responsive service to management and staff and safeguards the treatment of staff in accordance with Organization policies.

As a member of the senior management team, the Director ensures the strategic alignment of human resource policies and services with the operations of the Organization and keeps the Organization positioned to advance and evolve policies to capture developments in human resource management, sustaining the relevance of the human resource programme.

Results-Oriented Functional Statement *(focusing on Individual Contribution, Engagement, Communities of Interest and Impact of Action)*

- Lead and shape for UNOPS a comprehensive service in corporate strategy, business process improvement, and the management of human capital encompassing talent acquisition, motivation and performance management, learning and development and compensation and benefits
- Advise senior management on workforce architecture and composition in alignment with program requirements including contracting modalities and alternative servicing options;
- Advise senior management on the development of human resource policies and products that expand and improve the range of services UNOPS provides clients;
- Assess and ensure the quality of human resource services provided by UNOPS to external clients;
- Create a policy framework and organizational culture which empowers managers to build flexible teams which reward and recognize staff and promote an environment of continual learning;
- Lead policy initiatives on human resource evolution and reform, promoting engagement with new organizational models on talent acquisition and management sustaining dynamism of the workforce and UNOPS's capacity to remain an employer of choice.
- Direct and empower a team of human resource professionals in the design and delivery of high quality and targeted services integrated to provide a timely, seamless service to the Agency.

DIRECTOR OF PROCUREMENT – D2 GLOBAL SERVICE CENTER

Organizational Context *(focusing on Leadership Role, Enabling Environment and Context)*

The Director of Procurement establishes the standard and metrics for rapid, high quality procurement against which the Organization is measured and provides direction to the procurement team throughout UNOPS. The Director advances the development of comprehensive and innovative procurement policies and services to optimally support the varied business lines pursued by UNOPS. As the face of the core business, anticipating and seizing opportunities to showcase the comparative advantage of UNOPS, as the premier UN procurement organization, is the principal charge of the Director.

The Director empowers the team of procurement professionals both in Headquarters and Regional offices in design and delivery of an integrated platform of services which ensures highly responsive service to clients while safeguarding the integrity of the Organization and the image of the UN.

As advisor to senior management, the Director anticipates and sharpens the critical issues of emerging procurement challenges and trends into specific targeted intelligence which positions the Organization to flexibly and effectively adapt to clients needs for the optimal delivery of services. The Director serves as the senior internal advocate both at Headquarters and Regional offices for integrity in procurement's rapid response capability. The Director leads the organization efforts in the deployment/outreach of procurement capacities with particular attention to harnessing technologies in web-enabled procurement.

As a member of the management team, the Director ensures the strategic alignment of procurement policies and services with the business goals of UNOPS, sustaining the Organization's ability to adapt and respond to the evolving needs of clients. The Director guides policies to seize procurement opportunities, promoting the comparative advantage of UNOPS and demonstrating premier procurement service that sustains repeat business and engages new clients.

Results-Oriented Functional Statement *(focusing on Individual Contribution, Engagement, Communities of Interest and Impact of Action)*

- Lead and manage the Organization's procurement policy and activity for rapid, high-quality service to meet and exceed both internal and external clients' expectations;
- Build procurement policies and organizational best practices which empower managers and procurement team to successfully exploit UNOPS's business opportunities;
- Provide the organization with authoritative technical and policy procurement advice, ensuring optimal deployment of the UNOPS's resources in the achievement of the Organization's business targets.

- Direct and empower a team of procurement professionals in the design and delivery of high quality responsive services integrated to provide high utility to both internal and external clients.
- Advise on the optimal uses of technology in the outreach and delivery of procurement services to the client population;
- Anticipate and seize opportunities that galvanize the Organization's reputation and position UNOPS as the premier UN organization for the delivery of rapid, high-quality procurement.

REGIONAL DIRECTOR REGIONAL OFFICE – D2

Organizational Context *(focusing on Leadership Role, Enabling Environment and Context)*

Acting as the leader of all UNOPS operations in the region, the Regional Director (RD) is responsible for the organization's regional viability, through development of business and delivery of the full range of services to clients.

The Director has the primary responsibility for identification of business opportunities at the regional level, building collaborative relationships with current and potential clients. The Regional Director acts as a high level advocate for UNOPS with these regional partners, and provides UNOPS critical business intelligence on them and their context.

Encompassing a diverse and complex range of client services, the Regional Director oversees the development and delivery of programme operations ensuring speed, relevance to client needs and consistent quality in delivery, showcasing UNOPS capacities and modeling organizational standards. The Regional Director plays the critical role in building an effective network with clients and anticipating business opportunities and delivery challenges to enable the provision of services in a wide range of operational contexts. Through this, the RD establishes the value of the UNOPS brand in the region.

As principal manager of regional operations, the Regional Director assures product excellence across the UNOPS business lines, bringing together managers, finance, legal HR, procurement and business development specialists to tailor and promote the UNOPS products. (S)he leads and motivate this regional team in making targeted deliverables of general product lines, building an effective integrated service delivery capacity which is adapted to the client's needs.

The Director serves as the principal advisor for the region to the Executive Director on business development, and the priorities and operational needs for UNOPS to achieve business success. As part of the Senior Management Team, the Regional Director plays a critical role in determining the strategic direction of the organization and promoting UNOPS with a range of clients and donors as the provider of choice of project management services.

Results-Oriented Functional Statement *(focusing on Individual Contribution, Engagement, Communities of Interest and Impact of Action)*

- Leads UNOPS regional business promotion and delivery of client services in project management to new, high levels, ensuring consistency and quality;
- Creates an effective high level network with existing and potential clients in the region, advocating for great project management and showcasing excellent UNOPS results;
- Builds organizational commitment to high levels of achievement against business development and service delivery performance standards, and constant engagement with clients to achieve great project management
- Leads a team of managers and finance, legal HR, procurement and business development specialists who understand their primary responsibility in their areas of work is to build design and delivery excellence in project management.

- Advises the Executive Director and Headquarters programme managers on business development, programme design and delivery issues;
- Provides timely, hard advice on UNOPS business development and operations, analyzing risk systematically and refusing to shy away from awkward facts. Based on this, proposes new business initiatives and closing down of unprofitable product lines.

REGIONAL DIRECTOR NORTH AMERICAN REGIONAL OFFICE – D2

Organizational Context *(focusing on Leadership Role, Enabling Environment and Context)*

Acting in the leadership role for all UNOPS operations in North America, the Regional Director serves as the responsible manager for the delivery of the full range of services to the clients.

The Director has the primary responsibility for building the collaborative relationship of UNOPS with the United Nations. Providing critical policy and political intelligence and analysis on the perspectives of key interlocutors, the Regional Director acts as effective bridge for UNOPS with the headquarters of the UN system encompassing organizational and member state relationships.

Encompassing a diverse and complex range of client services, the Regional Director oversees the development and delivery of programme operations ensuring the relevance to client needs and consistent quality in the delivery showcasing UNOPS capacities and modeling organizational standards. The Regional Director plays the critical role in building an effective network with clients and anticipating business opportunities and delivery challenges to enable the provision of services in difficult, frequently hazardous, operating environments working with peacekeeping programmes.

As the principal manager in the regional operations, the Regional Director must lead and motivate a team of programme and operations managers and specialists, building an effective integrated service delivery capacity which is adapted to the client's needs. The Director serves as the principal advisor to the Executive Director on the state of operations, determination of UNOPS priorities and resource needs in the field. As part of the Senior Management Team, the Regional Director plays a critical role in determining the strategic direction of the organization and promoting UNOPS with a range of clients and donors as the provider of project management services.

Results-Oriented Functional Statement *(focusing on Individual Contribution, Engagement, Communities of Interest and Impact of Action)*

- Lead UNOPS promotion and delivery of client services in project management ensuring consistency and quality;
- Create an effective representation of UNOPS programme capacities with UN system leaders and member state representatives both showcasing UNOPS with critical interlocutors and facilitating organizational understanding and engagement with UN system and donor perspectives and priorities.
- Lead a team of managers and specialists which can align organizational capacities to meet the specific needs of the client community within the broader mandate of UNOPS;
- Advise the Executive Director and Headquarters programme managers on programme design and delivery issues,;

- Provide strategic advice and direction in the development of the overall UNOPS programme working to promote relevance and adaptive effectiveness.

DEPUTY REGIONAL DIRECTOR REGIONAL OFFICE – D1

Organizational Context *(focusing on Leadership Role, Enabling Environment and Context)*

Acting to support the Director's leadership role for all UNOPS operations in the region, the Deputy Regional Director (DRD) serves as the manager responsible for establishing tough business development and performance standards, and quickly adapting UNOPS systems and capacities across the full range of programme support services to meet the rapidly changing needs of the Region's Operational Centres (OCs) and clients.

The DRD builds effective networks for business promotion within UNOPS and with clients that anticipate business opportunities and delivery challenges in a wide range of operational contexts. The DRD builds the capacities and collaborative relationships required to align UNOPS internal services, policies and financial goals quickly among headquarters, the region and OCs to position the organization to rapidly adapt and seize opportunities with the region's clients and potential clients. The DRD acts as UNOPS's partner with these clients on operational matters, providing the critical management and financial infrastructure to backstop business engagement, establishing and maintaining tough standards and a highly responsive level of service.

The DRD proposes hard performance metrics for the region, based on aggressive business goals, and manages programme support services toward their achievement. The DRD builds up the OC as a reliable provider of services, managing for high performance against those goals, making sure that the Regional office is delivering what is needed by the OCs, and that OCs stay on track for goal achievement, intervening decisively when problems arise. The DRD uses hard metrics to establish and demonstrate that UNOPS is a "can do" organization.

As manager of regional operational support, the DRD must challenge and motivate, push boundaries seek creative solutions to build new value by innovating to meet client needs without sacrificing principle.

The DRD serves as the principal advisor to the Regional Director on operations support, and acts for the Director in the latter's absence. As part of the Regional Management Team, the DRD plays a critical role in determining the strategic direction of the region. (S)he provides risk assessment for the Team, pointing out capacity gaps and operational problems, and options for action.

Results-Oriented Functional Statement *(focusing on Individual Contribution, Engagement, Communities of Interest and Impact of Action)*

- Lead UNOPS delivery of programme support services in the region, ensuring speed, consistency and quality, continuing assessing systems, policies and engagement, seeking continual improvement;
- Builds client trust of OPS as a partner providing unique and valued capacities, by ensuring that operational systems achieve consistent delivery per client needs and consistent quality in delivery, showcasing UNOPS capacities.

- Creates networks and relationships which expand business significantly, through better interaction among HQ, Region and OCs and clients in the region.
- Lead a team of managers and specialists which aligns organizational capacities to meet specific needs of the client community faster and more consistently within the broader mandate of UNOPS;
- Advises the Regional Director and Headquarters programme support managers on operational speed and delivery quality issues;
- Provide strategic advice to the Regional Director on the development of the UNOPS programme in the region, working to promote sustainability, relevance and adaptive effectiveness.

OPERATIONS CENTRE DIRECTOR OPERATIONS CENTRE – D1

Organizational Context *(focusing on Leadership Role, Enabling Environment and Context)*

In support of the Regional Director's leadership role for all UNOPS operations in the region, the Operations Centre Director (OD) is the manager responsible for identifying and developing new business in the sub-region. Equipped with good product and effective delivery infrastructure, (s)he manages oversight and delivery of programme services to the Operational Centre's (OC) clients against tough standards of speed, consistency and quality, establishing UNOPS' reputation as a "can do" organization.

The OD has the primary responsibility of developing business for UNOPS in the sub-region. (S)he builds capacities and networks of UNOPS in the countries covered by the OC to position the organization to rapidly adapt and seize opportunities with potential clients. The OD acts as UNOPS's partner with these clients on all programmatic and operational matters, assuring that UNOPS achieves highest standards of customer satisfaction, and a track record that sells the UNOPS brand.

The OD leads a team that shares this commitment to excellence, demanding and rewarding the highest standards of achievement, and acting decisively when standards are not met. (S)he promotes flexibility and decisive responsiveness to needs and opportunities, coupled with high standards for measuring success.

The OD builds effective networks within UNOPS and with clients to promote and expand business lines, building product awareness and brand loyalty. (S)he expands programme interaction and collaboration to anticipate business opportunities and delivery challenges. and to enable the provision of services in a wide range.

As manager of OPS sub-regional operations, the OD leads and motivates a team of managers and specialists to engage in new areas and innovate across a range of fields, building effective, integrated business development and service delivery capacities which are adapted to UNOPS policy and clients' needs.

The OD serves as the principal advisor to the Regional Director on sub-regional business, pointing out new and emerging opportunities to exploit, and providing advance intelligence from the field. As part of the Regional Management Team, the OD plays a critical role in determining the strategic direction of the region and promoting UNOPS with a range of clients and donors as the provider of choice of project management services.

Results-Oriented Functional Statement *(focusing on Individual Contribution, Engagement, Communities of Interest and Impact of Action)*

- Expands business into new areas and builds the client base, enhancing the organization's reputation for delivery and establishing the UNOPS brand as the benchmark for project management excellence;
- Leads UNOPS promotion and delivery of programme management services in the sub-region, ensuring consistency and quality;

- Builds client trust of OPS as a partner providing unique and valued capacities, by ensuring operational systems meet or exceed client needs and provide consistent quality in delivery, showcasing UNOPS capacities and modeling organizational standards;
- Creates networks and relationships which expand programme interaction and buttress collaboration of UNOPS with clients in the sub-region, to promote and expand business lines;
- Leads a team of programme managers and specialists which aligns organizational capacities to meet specific needs of the client community within the broader mandate of UNOPS;
- Advises the Regional Director and Headquarters managers on business development, operational and delivery issues;
- Provide strategic advice to the Regional Director on the development of UNOPS business in the sub-region, working to promote sustainability, relevance and adaptive effectiveness.

DEPUTY REGIONAL DIRECTOR REGIONAL OFFICE – D1

Organizational Context *(focusing on Leadership Role, Enabling Environment and Context)*

Acting to support the Director's leadership role for all UNOPS operations in the region, the Deputy Regional Director (DRD) serves as the manager responsible for establishing tough business development and performance standards, and quickly adapting UNOPS systems and capacities across the full range of programme support services to meet the rapidly changing needs of the Region's Operational Centres (OCs) and clients.

The DRD builds effective networks for business promotion within UNOPS and with clients that anticipate business opportunities and delivery challenges in a wide range of operational contexts. The DRD builds the capacities and collaborative relationships required to align UNOPS internal services, policies and financial goals quickly among headquarters, the region and OCs to position the organization to rapidly adapt and seize opportunities with the region's clients and potential clients. The DRD acts as UNOPS's partner with these clients on operational matters, providing the critical management and financial infrastructure to backstop business engagement, establishing and maintaining tough standards and a highly responsive level of service.

The DRD proposes hard performance metrics for the region, based on aggressive business goals, and manages programme support services toward their achievement. The DRD builds up the OC as a reliable provider of services, managing for high performance against those goals, making sure that the Regional office is delivering what is needed by the OCs, and that OCs stay on track for goal achievement, intervening decisively when problems arise. The DRD uses hard metrics to establish and demonstrate that UNOPS is a "can do" organization.

As manager of regional operational support, the DRD must challenge and motivate, push boundaries seek creative solutions to build new value by innovating to meet client needs without sacrificing principle.

The DRD serves as the principal advisor to the Regional Director on operations support, and acts for the Director in the latter's absence. As part of the Regional Management Team, the DRD plays a critical role in determining the strategic direction of the region. (S)he provides risk assessment for the Team, pointing out capacity gaps and operational problems, and options for action.

Results-Oriented Functional Statement *(focusing on Individual Contribution, Engagement, Communities of Interest and Impact of Action)*

- Lead UNOPS delivery of programme support services in the region, ensuring speed, consistency and quality, continuing assessing systems, policies and engagement, seeking continual improvement;
- Builds client trust of OPS as a partner providing unique and valued capacities, by ensuring that operational systems achieve consistent delivery per client needs and consistent quality in delivery, showcasing UNOPS capacities.

- Creates networks and relationships which expand business significantly, through better interaction among HQ, Region and OCs and clients in the region.
- Lead a team of managers and specialists which aligns organizational capacities to meet specific needs of the client community faster and more consistently within the broader mandate of UNOPS;
- Advises the Regional Director and Headquarters programme support managers on operational speed and delivery quality issues;
- Provide strategic advice to the Regional Director on the development of the UNOPS programme in the region, working to promote sustainability, relevance and adaptive effectiveness.