

Only 23%\* agreeing or strongly agreeing to the statement  
"The current SCD activities contribute effectively to the  
Organization's strategic goals"

Less than 30% of the respondents\* believe that the present  
competency Framework provides effective definitions of  
competencies for the relevant job profiles

The current training programme does not satisfy the needs of  
all staff, especially in the technical departments and field  
offices



A forecasting function within the Organization  
as to what competencies will be needed in future  
does not currently exist. This results in a succession  
management which is delinked from a systematic  
competency review in view of future needs and  
challenges

The current performance management system  
serves as a basis for HRM's training programmes,  
but the synthesized and prioritized training needs  
established through the analysis of individual  
inputs do not necessarily reflect the competency  
needs that would be prioritized by the individual  
units, departments and supervisors

## Key Recommendations:

- Convey a clearer message as to the Organization's strategic objectives and develop a strategy which competencies are needed both for regular staff and consultants
- Review and re-design the Competency Framework, considering the inclusion of technical and functional competencies
- Review recruitment and placement processes (including lateral moves) to streamline and strengthen the link to the competency base
- Consider de-centralizing parts of the training funds to technical divisions and field offices, so that these departments can access specialized training
- Improve internal communication with all staff and re-constitute strategic partners/focal points for each department on competency-based staff development matters
- Review the Staff Performance Appraisal system and multi-source feedback
- Member States are encouraged to reconfirm their commitment to UNIDO as a learning organization and ensure that adequate resources are allocated to maintain its technical specialization