Independent Thematic Evaluation: UNIDO’s Staff Competency Development
Key Findings and Recommendations

• Review and re-design the Competency Framework, considering the inclusion of technical and functional competencies

• Consider de-centralizing parts of the training funds to technical divisions and field offices, so that these departments can access specialized training

• 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 recruitment and placement processes (including lateral moves) to streamline and strengthen the link to the competency base

Key Recommendations:

• 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

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

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*Source: Survey to UNIDO Staff Members