WPA Case Study - Staff Mobility

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1.

Analysis & Findings

Mobility Metrics

Number of Posts/Time

Number of Locations/Time

Average hardship faced

Range of hardship faced

Number of HQ postings/Time

Success Metrics

Success in Internal Applications

Professional Growth in Grade

Promotion Speed

Average Performance Ratings

Linear Regression and Random Forest models were used to measure the relationship between success & mobility

Mobility Measures

- Number of locations
- Mean hardship of posts
- Range of hardship of posts
- Number of HQ postings
- Number of grade 5 and 6 postings

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Demographic Controls

- Gender
- Age
- Nationality
- Tenure Length
- Starting Grade level

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Success Measures

- Success in Internal Applications
- Professional Growth
- Promotion Speed
- Performance Ratings

Linear Regression

Random Forest

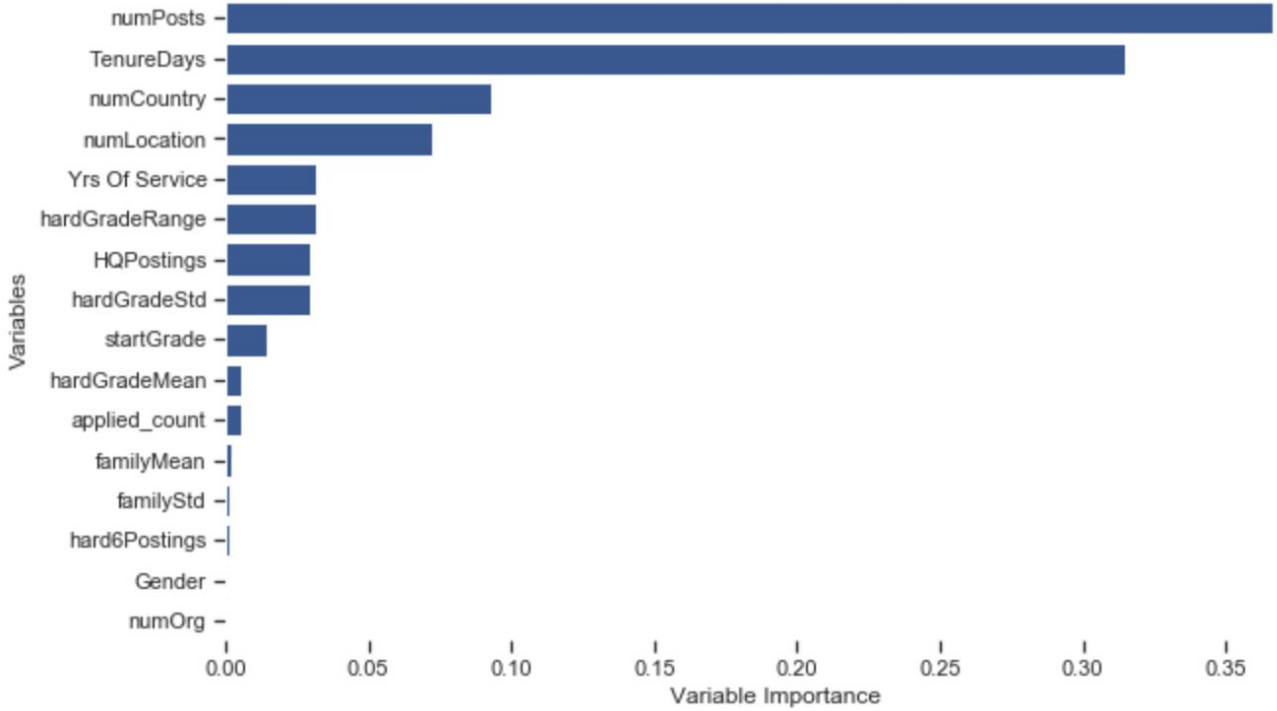
Linear Regression models revealed an observable relationship between Mobility and Success

Dependent Variable	Model R2	Significant Predictors (direction of impact + or -)
Professional Growth Score	0.340	Number of diff roles (+), Male Gender (-), Tenure (+), No of diff countries served in (+)
Success Rate in Internal Apps	0.144	No of diff countries served in (+), Application Count (+)
Average Performance Rating	0.023	Range of Hardship Faced (+)
Promotion Speed	0.280	Range of Hardship Faced (+), Tenure (+) (For women more postings with Family was likely to positively impact promotions)

Significant Predictors: No of Posts, No of Locations and the Range of Hardship

The Range of Hardship faced was a more significant predictor than its Average, signalling that mobility matters more than simply taking up a difficult posting

Random Forest model confirmed the significance of mobility measures towards predicting Professional Growth



Key Segmentations

Level of Entry

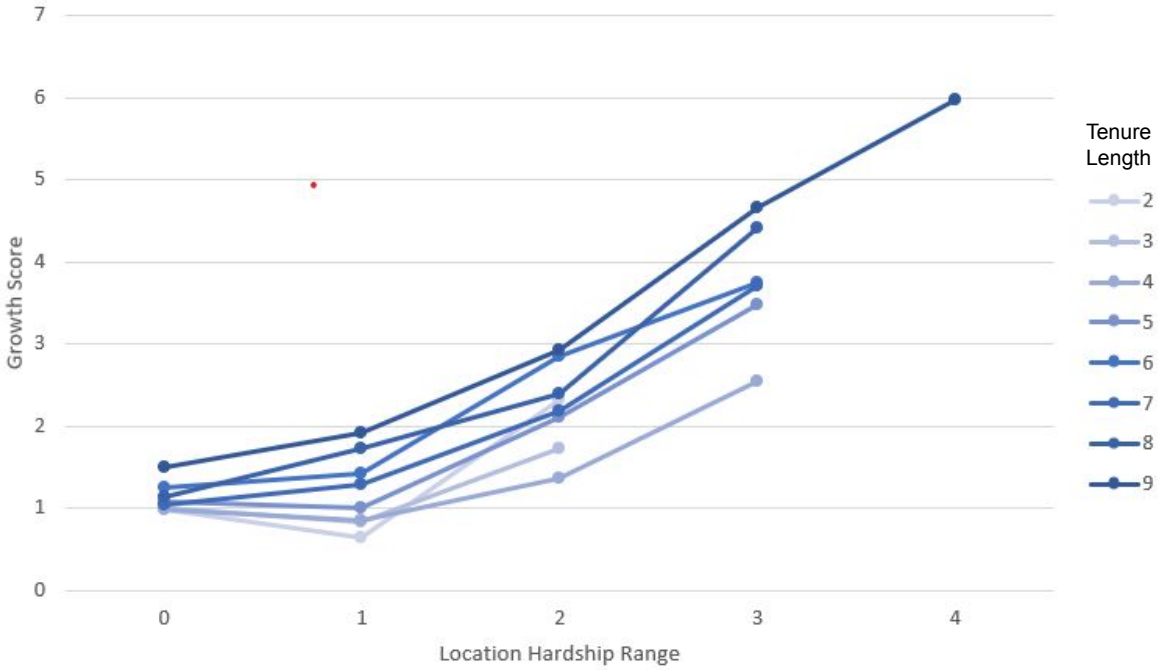
- **Low level**
  Employees who enter the system through low grade positions (A1-A12)
  General Service, National Officer
- **High level**
  Employees who enter the system through high grade positions (A12 and above)
  International Professional

Home Country

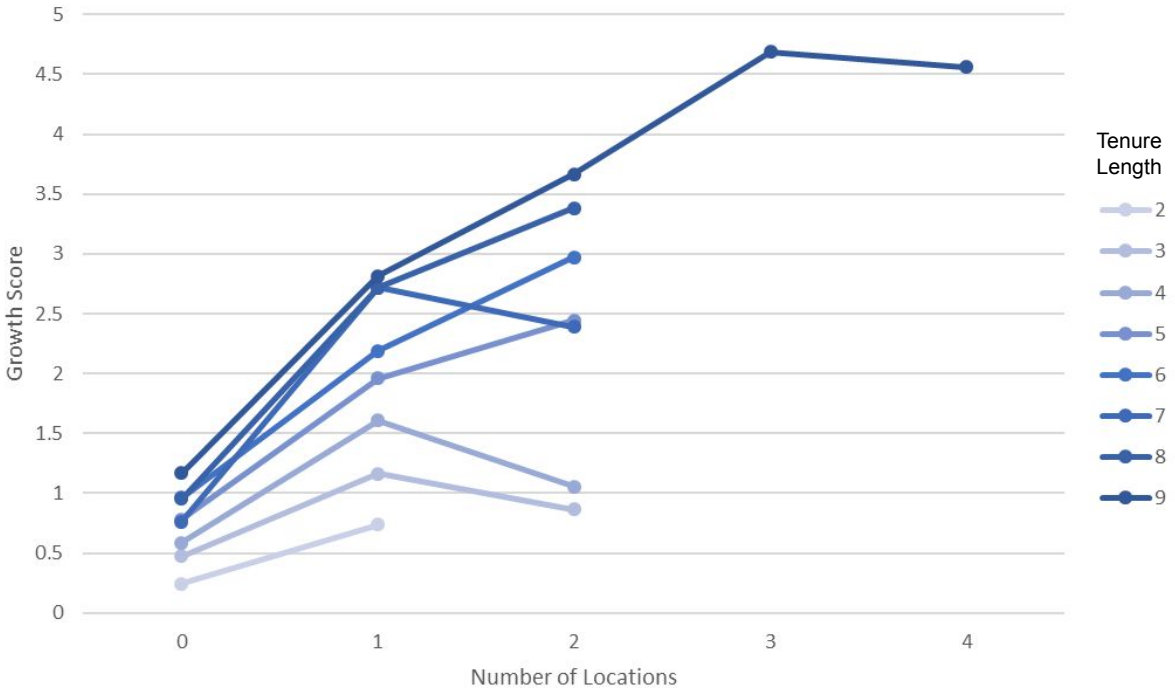
We observed that the majority of categorised into 2 buckets

- Work in their home country
- Work outside of their home country

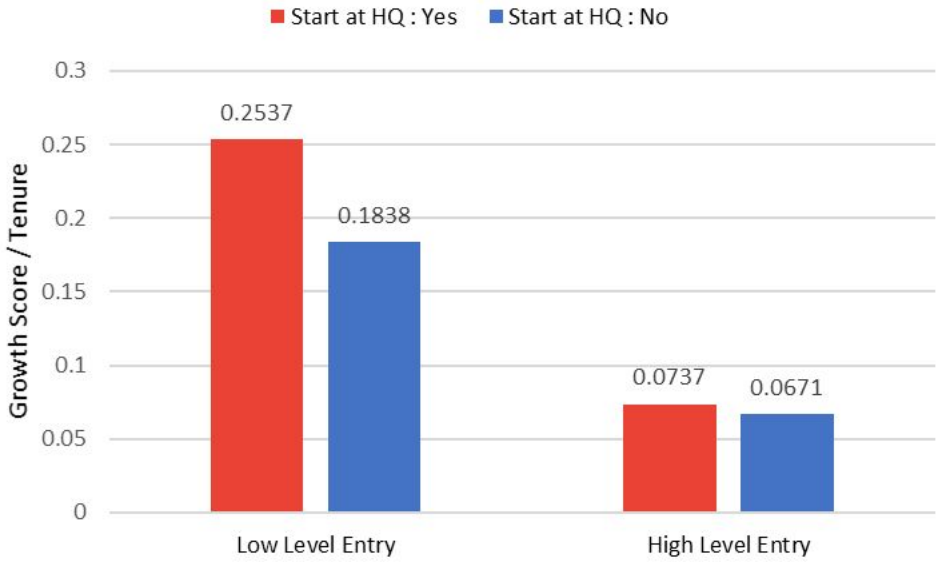
Controlling for Tenure length, we found a positive relationship between Range of Hardship faced and Professional Growth



A similar relationship was found between the Number of Locations served at, and Growth



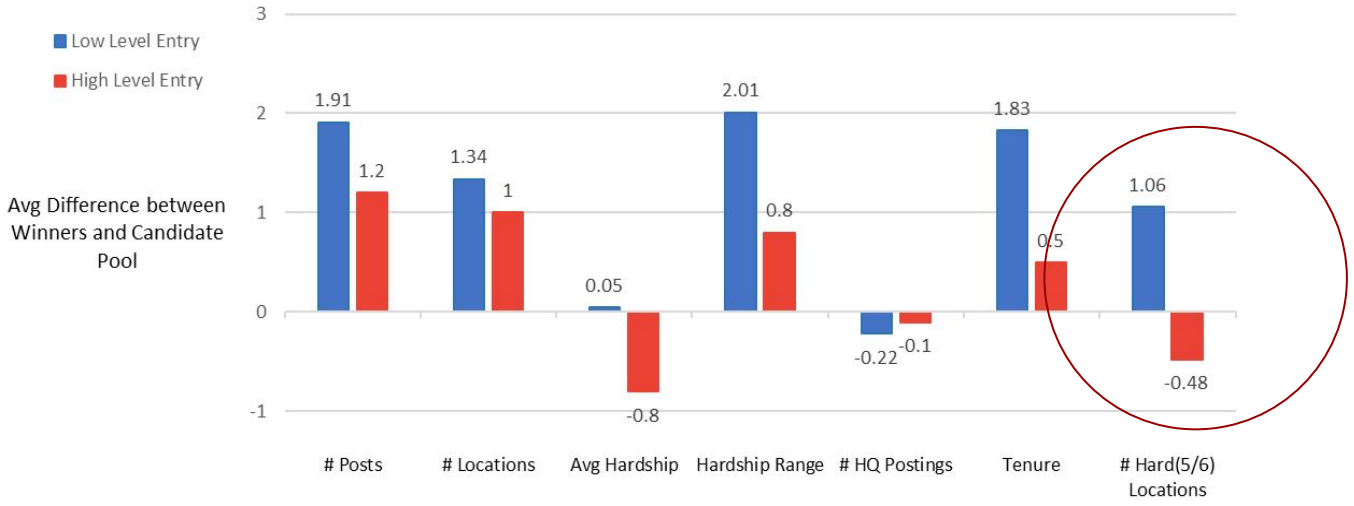
Staff that start their career at HQ posts tend to have a higher growth rate (Growth Score / Tenure) when compared to those who don't



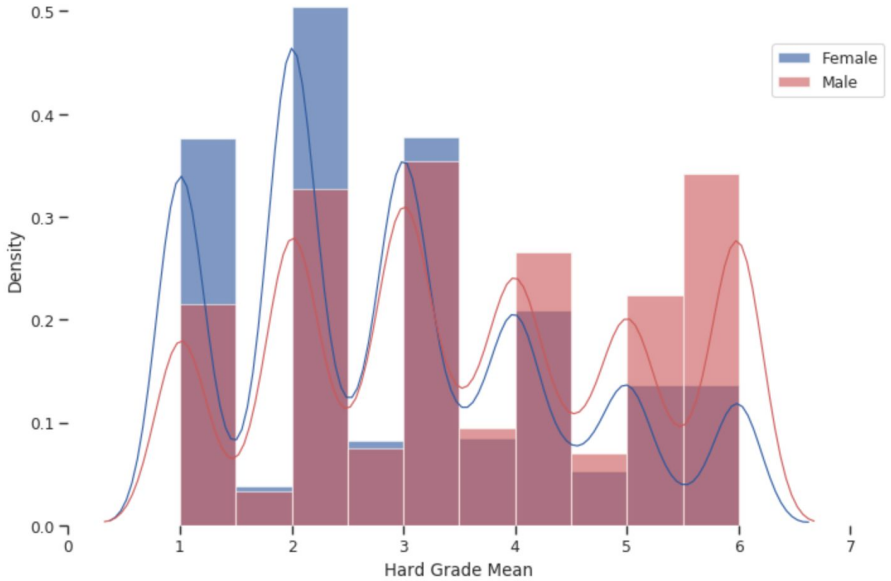
This was especially true for staff entering the system at a low grade level (Grade 13 and below). Differences were found to be significant.

Level of Entry	Test p-value
Low	4.98 e-13
High	3.46 e-2

For low level entry staff, assignment in level 5 or 6 hardship locations is correlated with success



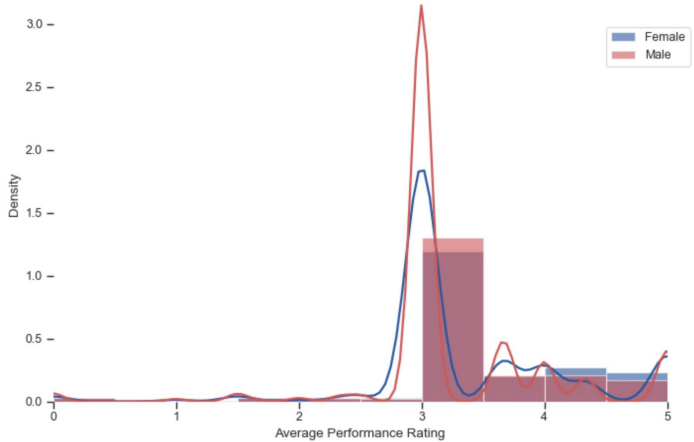
Women are significantly less likely to serve in difficult locations over their tenure



Using independent sample t-tests, we were about to establish a significant difference in the mean hardship levels of postings undertaken by women as compared to men

However this does not seem to translate into performance disadvantages for females

Metric	Male Mean	Female Mean	T Statistic	p-value
Avg Performance Rating	3.26	3.37	-8.3	1.04e-17
Growth Rate (Growth Score/Tenure)	0.163	0.183	-4.06	4.84e-05



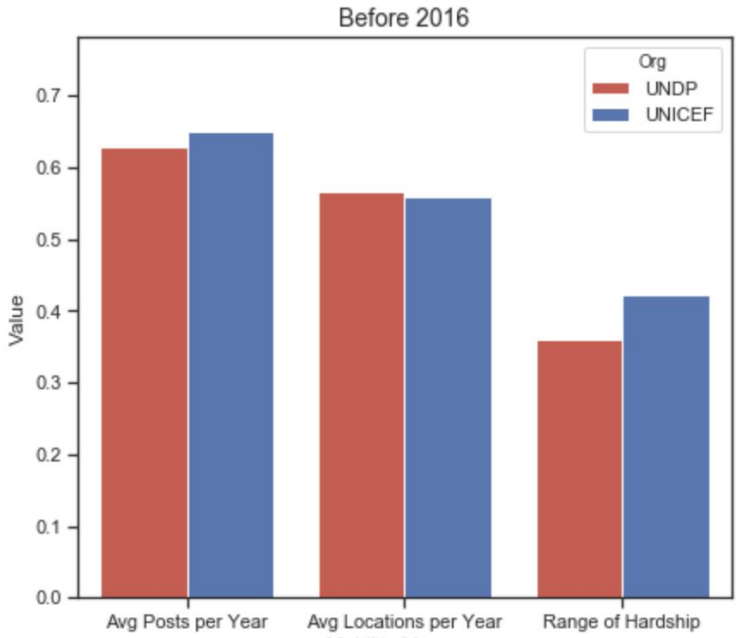
Female employees have a significantly higher average performance rating and professional growth rate

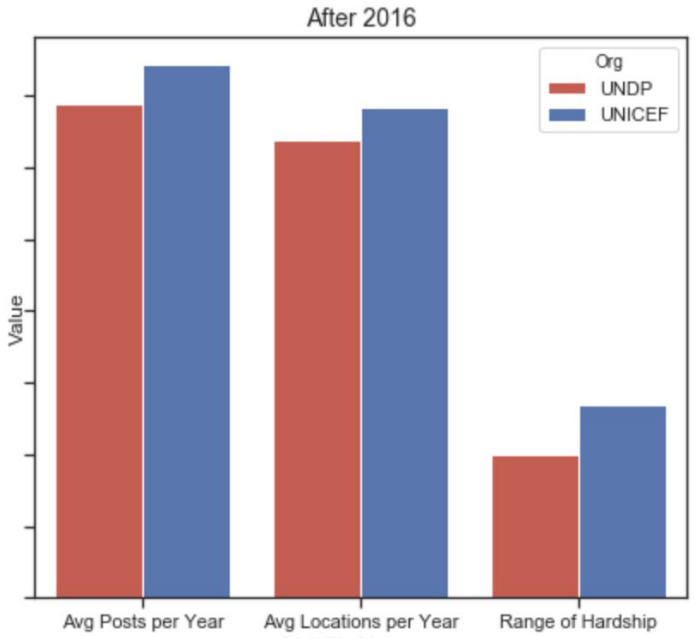
The new mobility system has helped increase the rotation rate within UNICEF itself.

Factors	Old System - Pre 2016	New System - Post 2016
Number of posts over time	0.64	0.73
Number of locations over time	0.55	0.67
Average of location hardship	3.12	2.89
Range of location hardship	0.55	0.45

However, this has not necessarily translated into staff taking up more hard postings.

UNICEF outperforms UNDP on mobility measures, particularly post 2016





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Recommendations

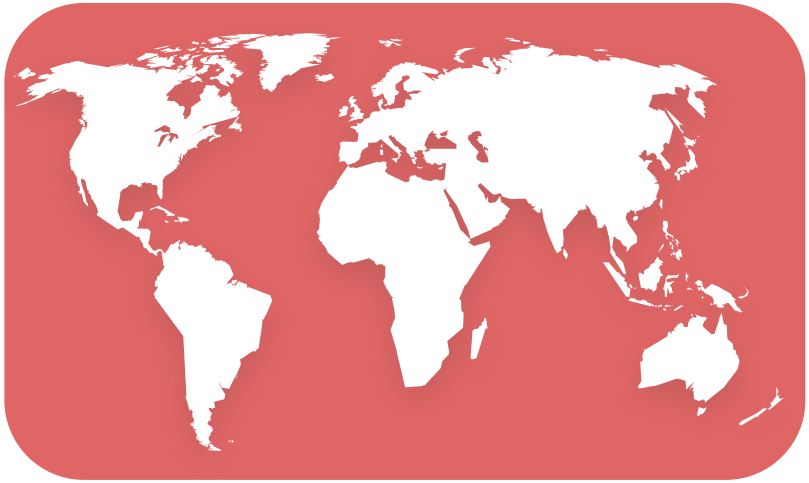
Mobility must be weighted differentially, based on the ability to be mobile

MOBILITY WEIGHTING FACTOR

(How much should we weight Mobility for an individual employee?)

01	**Demographics**	• Age • Gender • Health/Disability Status • Family Status
02	**Professional Profile**	• Applicability of Role in multiple geographical contexts • Past history of Mobility
03	**Current Assignment**	• Lower weight for individuals assigned at D and E stations • Higher weight for individuals assigned at H, A, B, C stations

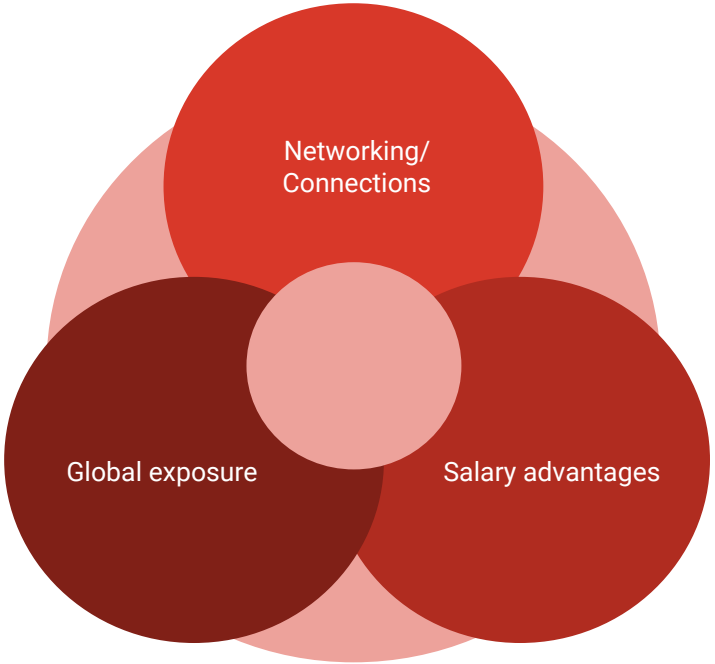
Standardize employee training and roles across geographies to create opportunities for mobility



Standardization of Roles: Improved ease of movement for staff

Development of Transferable Skills: Trainings to reduce inequities in opportunities for mobility across geographies. Better preparedness.

Rotate opportunities to work at Headquarter locations and improve exposure in other geographies



Staff with experience at HQ tend to have higher professional growth within the UN.

These opportunities should be rotated at a quicker pace to allow for individuals to gain exposure.

Additional Recommendations

- Ease movement from hardship locations to HQ
- Adopt 5 level performance rating system

Thank You!

Any questions?

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