



CASE STUDY #1803

# United Nations Development Programme



Aligning career management with capability enhancement by designing and curating content that will increase participants' employability and impact while in the organization.



CAREER AND CAPACITY MANAGEMENT SPECIALIST



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**18,000**  
NO. OF  
EMPLOYEES

**Global Development  
Network Programme**

INDUSTRY  
VERTICAL

**Global**  
REGION

**Opportunity  
Awareness**

SOLUTION  
BASIS

UNDP works in more than 170 countries and territories, helping to achieve the eradication of poverty and the reduction of inequalities and exclusion.

This is achieved by helping countries develop strong policies, skills, partnerships and institutions so they can sustain their progress.

“We are individually and collectively responsible for nurturing and promoting an organizational culture of ethics and integrity... where **staff are empowered and motivated** to deliver sustainable development results.”

Their team are all passionate about world development and want to make a difference.

## BUSINESS CHALLENGE

The latest UNDP Global Staff Survey told that employees crave opportunities for career development. It highlighted grave discrepancies between the experience of all personnel in different contract types regarding their opportunities/aspirations.

## TOP 7 CHALLENGES

- How UNDP defines talent
- Rapid need for reskilling and retooling a workforce to support a new strategic plan
- Need for a refined Mobility Framework
- New generation's expectations now include continuous learning and growth opportunities
- The war for talent in the UN System
- No linkage between learning and career management
- Current career models are outdated and do not fulfil employee's & employer's expectations



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## INITIATIVE

Launched new strategy in 2017 to create a practice-drive culture through **promoting a continuous learning culture** via the **Virtual Career Lab** Initiative.

## SOLUTION

Virtual Career Lab is a low-cost and high-impact way to link career management and learning. The labs create a dynamic environment of “learning by doing” where employees gain skills by adopting self-driven career management behaviors.

“Our goal is to empower ~18K personnel to reach their full potential and **create a work environment of alignment between personal and business growth.**”

These labs were scheduled on a bi-weekly basis and recordings were made available any time to all employees. Speakers from other multilateral organizations, not-for profit, private sector and academia were invited to provide different perspectives and insights into common career questions. They encouraged discussions before, during and after the event by creating interactive presentations with pre-assignments, in-session polls, exercises and question breaks.

### LAB TOPICS INCLUDE:

- Preparing for Competency Based Interviews
- Preparing a Job Application
- Careers of the Future
- Job Crafting: How to Maximize Career Growth in Your Role

### COMMUNICATION

- Actively shared the continuous learning framework with personnel at all levels
- Announcements shared through LinkedIn profiles, internal Yammer profiles and email signatures
- Leader-led sessions

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Our challenges include communication to audiences across time zones with varied levels of English proficiency and of employment opportunities in over 160 countries. //





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## RESULTS

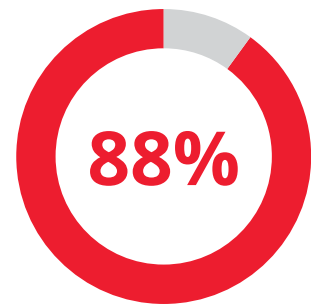
Results provided insightful metrics into personnel priorities and helped to gauge the 'learning temperature' across multiple audiences in the talent ecosystem. In the 4 months between 15 June and 5 October 2017:



registrations from employees across the globe



reported they are likely to attend a session again



indicated the content was relevant to their career goals

## What's your main career management goal?



I want to grow professionally (within my own role or lateral move)



I want to become more familiar with what's going on in different sectors and industries



I am not totally sure



I want to make a career shift (change directions in my career)



I would like to get a new job (promotion within the same general area of expertise)

"Hugely useful and of great interest..."

**"Changed my way of thinking in mentoring career growth..."**

"I have learnt that one has to constantly develop themselves in order to remain relevant."

## WHAT NEXT?

Continue building a growth-based career model where employees envision career as a learning journey rather than another step in the ladder.