



Terms of Reference

Business Analysis Consultant for Roster Management

Group/Unit: One Web Roster Project Board
Duty Station: Bonn, Germany
Type of contract: Special Service Agreement

1 Background

One of the three areas of intervention of the UNV programme is the mobilization of volunteers for peace and development. This includes the mobilization of some 7,000 UNV volunteers annually, who serve on national or international assignments.

One of UNV's key goals has been to make UNV volunteers "the best advocates" for UNV and for Volunteerism for Development (V4D). To this end, UNV re-defined its volunteer management cycle (VMC) in 2007 and has embarked on a review of all business processes linked to it. The outcome of the review should be improved efficiency in the recruitment and management of UNV volunteers as well as strengthened "V4D" awareness among them.

The starting point of the volunteer management cycle is the application submitted by potential candidates to UNV. Annually, the organization receives some 70,000 applications from all corners of the globe of people who are interested in serving as UNV volunteers. UNV has used this growing pool of applicants to build a roster of potential candidates for international UNV assignments. For over three decades, this roster has been UNV's main recruitment source.

Currently, the UNV roster holds some 10,000 active pre-screened profiles covering a wide range of professional expertise. The same database holds some 40,000 inactive (archived) profiles, some 32,000 profiles of current and former UNV volunteers and some 12,000 profiles of applicants not retained after pre-screening.

The composition of the roster aims at reflecting UNV's commitment to geographic diversity, gender balance, and facilitating south-south cooperation. The range of professional expertise and number of candidates available in the roster is built in anticipation of the demand for UNV volunteers.

1.1 Trends in Roster Management

Over the years, the application process evolved with the possibilities of modern information technology, particularly the Internet. Today, 95% of the 70,000 applications received annually arrive in electronic format. As such, the overall supply surpasses the demand for UNV volunteers by far. Nevertheless, there are still areas where UNV has difficulties attracting a sufficient number of candidates with the required skills. In such cases, UNV carries out special recruitment efforts. In this regard, balancing demand and supply has been a constant challenge. At the same time, the growing number of applications also presents opportunities for promoting UNV and "Volunteerism for Development" in general.

There are currently two web-based application systems available on the UNV public website. One system earmarks applicants for development assignments. Their profiles are filtered in two steps (automatically and through human intervention) and only those meeting UNV's requirements are added to the database. This system is mainly managed by UNV's Recruitment Resources Centre in Cyprus.



The second web-based entry point earmarks applicants for peacekeeping/humanitarian assignments and allows anyone interested in serving as UNV volunteer to upload his/her CV into the database. There is no filtering at the application stage but later when profiles are identified for assignments. Its advantages are an even faster entry into the database and the possibility to update the information provided. This system is mainly managed by UNV's Special Operations Recruitment Cell.

Besides the processing of incoming applications, both teams spend more and more time on roster maintenance activities such as the updating of profiles, archival of unavailable candidates and cleaning of duplicate entries, with the bulk of the maintenance work done by the Recruitment Resources Centre in Cyprus.

The presence of two web-based entry points into the UNV database has created confusion among applicants and candidates. The split of roster management functions among two units has reduced efficiency. Overall, growing numbers of UNV volunteers and partners perceive the application and recruitment processes as potentially inconsistent and not transparent.

2 Purpose of the Consultancy and Key Deliverables

The purpose of the consultancy is to

- a) review and UNV's current application and roster management processes and approaches, including the organizational resources involved to support them;
- b) analyze the current and anticipated needs of UNV in terms of volunteer human resources and propose mechanisms to balance supply and demand;
- c) propose new and/or revised business processes and approaches that meet the organization's current and future needs, including an optimal organizational structure and resources needed to support them;
- d) prepare a report on the findings and recommendations, including a roadmap for implementation.

3 Position Summary

3.1 Reporting Line

Under the direct supervision of the Project Manager, the consultant will report to the 'One Web Roster' Project Board.

3.2 Responsibilities

The consultant will be expected to:

- Review all roster systems currently in use by UNV, including the organizational resources and functions involved;
- Research other (volunteer) recruitment options in an international context and in an excess-supply situation;
- Define and document current business processes in application management and recruitment of UNV volunteers;
- Explore options of how UNV can best deliver on its UNV volunteer mobilization goals;
- Assess UNV's needs in terms of statistical and substantive reports on UNV volunteers;
- Define IT needs and other resources needed in support of recommended business processes and approaches.



- Review all roster systems currently in use by UNV, including the organizational resources and functions involved especially the problems encountered by having two roster systems.

3.3 Duration and Location

The consultancy is for three weeks and will be based at UNV headquarters in Bonn, Germany. The consultancy is expected to start as soon as possible.

3.4 Requirements

- Completed university degree in Human Resources or a related field;
- At least 5 years of experience in business process analysis and change management ideally in the context of international (volunteer) recruitment and development;
- Knowledge of the UN system;
- Fluency in English; knowledge of French and/or Spanish an asset;
- Solid writing skills in English;
- Analytical and negotiation skills.