



# STRATEGIC PLAN

DEPARTMENT OF OPERATIONAL SUPPORT. FOUNDATIONS FOR THE FUTURE.

## INTRODUCTION

The Department for Operational Support will be established on 1 January 2019. As part of the Secretary-General's ambitious reform agenda, DOS will play a key part in realizing the vision of the Secretary-General for a United Nations that is more agile, effective, transparent, accountable, efficient, pragmatic and decentralized to better support its organizational and operational activities. The envisaged shift in the management paradigm will be achieved through decentralization of decision-making authority; simplification of policies and processes; and, strengthening of a performance-driven, accountable and transparent culture. In guiding a framework of operational support across the Secretariat, in conjunction with key partners, DOS is expected to be central to this shift.

Managers and staff of the new DOS have established foundations for the future, by creating a mission statement, outlining a vision, defining strategic objectives in five focus areas and identifying organizational values.

MISSION	VISION	FOCUS	OBJECTIVES	VALUES
The core purpose of our department	The kind of organization we want to become	The key areas where we pursue accelerated progress	The specific ends we aim to achieve in our work	The types of traits and characteristics considered important for our department

### OUR MISSION

We support our clients and partners to fulfil their mandates by providing solutions that are effective, efficient & responsible.

Our mission statement defines the core purpose of United Nations operational support and highlights key aspects of our work.

- **Clients and partners:** We exist to support departments, offices, regional commissions, tribunals and field operations across the Secretariat.
- **Mandates:** We enable successful implementation of mandates given to all Secretariat entities.
- **Solutions:** We work with clients and partners to provide services that meet their needs.

Our mission statement also defines expectations our clients and partners have of our support:

- **Effective:** We ensure that our solutions deliver the desired outcomes.
- **Efficient:** We achieve maximum productivity with minimal wasted effort or expense.
- **Responsible:** We deliver within regulations and rules, ethical standards and environmental norms.

### OUR VISION

We work to be recognized for operational excellence in the service of the United Nations mission.

Our vision sets out the kind of department we want to become. It focuses on three elements:

- **Operational excellence:** A widely recognized concept of achievement. It distinguishes organisations that can continuously improve their work processes, tools, systems and techniques so that their results are of a higher quality, consistent, reliable and sustainable.
- **Recognition:** The work of UN operational support is recognised by our clients, partners and management through certification, acknowledgement and positive feedback.
- **United Nations:** The department works for all UN Secretariat entities in support of their mandates.



## FOCUS AREAS AND STRATEGIC OBJECTIVES

Based on the overarching vision of the Secretary-General for shifting the management paradigm, as well as the mission and vision statements for DOS, five areas of focus have been established. The focus areas are complemented by strategic objectives outlined below, each defined by sub-objectives which will guide all the functional areas of DOS. In this manner, a cascading effect and alignment between the vision and mission statements, focus areas and strategic objectives is expected across our department.

### CLIENTS AND RESULTS

*As a service provider, DOS exists to meet the needs of clients and partners fully empowered and accountable for results. Their needs, and their satisfaction must be a priority. DOS must proactively develop solutions, products and services that meet those needs and show what is possible. More focus is needed on results than on processes.*

**Objective: Engage proactively with clients and partners to deliver effective operational support solutions for their mandated activities.**

- Establish a single global architecture based on standardized processes and transparent performance standards.
- Operationalize the Management-Client Board with the Department of Management Strategy, Policy and Compliance.
- Implement an agreed framework – entry points - for engagement with all clients and partners.
- Foster a client-focused culture across the department.

### COLLABORATION

*DOS is a key enabler but will only achieve the desired objectives of the Organisation with the full collaboration of stakeholders, partners and clients. Investments need to be made to ensure collaborative relationships and partnerships are established to facilitate mandate implementation Secretariat-wide.*

**Objective: Establish collaborative relationships with all relevant internal and external partners.**

- Build and develop relationships with internal and external partners that enable the role of DOS (including regional organizations).
- Establish arrangements with the Department of Management Strategy, Policy and Compliance that integrate and highlight the complementarity in roles of the two Headquarters management departments.
- Ensure processes are in place to work jointly with other strategic partners at Headquarters and elsewhere in the Secretariat (i.e. offices away from Headquarters, regional commissions, Department of Political and Peacebuilding Affairs, Department of Peace Operations, etc.)

### BUSINESS PROCESSES

*To achieve results, processes that underpin service delivery need to be responsive and effective. To facilitate principled and practical action to deliver mandates, as envisaged by the Secretary-General, administrative and operational risks need to be balanced against needed action. As a service provider, DOS will work towards process simplification and optimization.*

**Objective: Improve continuously to deliver results through simplified processes and a balance between agility and risk.**

- All key business processes are reviewed and reengineered, where needed, including development of process maps, guidance and training packages.
- A performance framework is developed for monitoring and evaluation for key business processes.
- Development and execution of an implementation plan for adjustments to enterprise systems based on process improvements.



## CULTURE

*To shift the management paradigm, a culture of creativity, innovation and risk-tolerance is essential. This will be achieved through creation of shared values, attitudes, goals and practices. Leadership plays a critical role in setting the tone and creating the space to foster this culture.*

**Objective: Foster a culture of creativity, innovation and risk-tolerance with shared values, attitudes, goals and practices.**

- Develop and implement a set of workplace practices empowering staff and creating space for innovation, creativity, and risk-tolerance.
- Continue with change management and coaching activities throughout 2019.
- Rollout of a cascading series of engagements between supervisors and staff to develop shared attitudes, values, goals and practices.
- Develop and implement a strategy to realise a learning organisation.

## PEOPLE

*To achieve the vision of the Secretary-General and the department, all staff play a critical role. Staff that are empowered, appreciated and engaged will enhance creativity, performance, and productivity.*

**Objective: Staff aspire to achieve the vision and objectives of DOS and embody its values. They feel empowered, appreciated and engaged.**

- Develop a workforce plan including a skills assessment and training plan.
- Systematically implement the performance appraisal system of the Organization.
- Implement and execute a holistic internal communications strategy.
- Develop a framework for systematic staff engagement.

## DOS ORGANIZATIONAL VALUES

Further to the values for the United Nations, value statements have been established for DOS. These will help us work towards a shared culture and common goals. The values fall in four areas: client orientation and results; ethical and responsible behaviour; productive work environment and workplace practices; and innovation and creativity.

### CLIENT ORIENTATION AND RESULTS

**“We partner with clients to achieve UN goals”**

We need to work together – partner - with clients if we are to understand which solution(s) will most effectively work in achieving their goals. If clients achieve their goals we have also met ours.

### ETHICAL AND RESPONSIBLE BEHAVIOUR

**“We are transparent, fair and accountable in all our actions”**

We need to build trust in our department. To achieve that we need to ensure that clients and partners alike understand how we conduct operations, make decisions, and can explain both. We also need to ensure that we are fair- and open-minded in our work.



## PRODUCTIVE WORK ENVIRONMENT AND WORKPLACE PRACTICES

**“We foster an inclusive work environment based on mutual trust and respect. We make accessibility, health, and safety at work a priority.”**

Our work environment and workplace practices need to be such that the space and the way we work together are conducive to, and reflective of, what it is we collectively set out to achieve for others. This is a role for both management and staff alike.

## INNOVATION AND CREATIVITY

**“We innovate to be more effective – embracing learning and creativity to improve service delivery.”**

To continue to meet the needs of clients and partners effectively, we will focus on the application of better solutions that meet existing needs, unarticulated requirements or new demands. We will need to learn to innovate, including valuing honest mistakes from which valuable lessons can be drawn and creativity can be realized.

The reform agenda set out by the Secretary-General is ambitious and he is encouraging us to be bold to address the challenges that the Organization faces. We are committed to this endeavour and, with your support and the support of our partners and clients, we will be successful.