UNITED NATIONS SYSTEM	**CEB**

Chief Executives Board **for Coordination**	CEB/2013/HLCM/HR/20 30 December 2013

Summary of Decisions of the 27th Session of the Human Resources Network

London, 17-19 July 2013

CONTENTS

ANNEXES
Annex 1 – List of Participants

1.   INTRODUCTION

1.   The Human Resources Network held its 27th session from 17-19 July 2013, hosted by IMO in London. The meeting was co-chaired by Ms. Catherine Pollard, ASG for Human Resources Management, United Nations, Ms. Ana Luiza Thompson-Flores, Director, Human Resources Management, UNESCO, and Mr. Michael Liley, Director, Office of Human Resources, UNDP.

2.   The agenda was adopted as reflected in the table of contents.

3.   The list of participating organizations and their representatives at the meeting is provided in Annex 1. All session documents are available on the HR Network website at:

www.unsceb.org/content/july-2013

4.   The Network meeting was opened with a welcome from the Assistant Secretary-General for External Relations and Legal Affairs of IMO on behalf of the IMO Secretary General. Participants were welcomed to London. She offered the perspective of IMO Executive Management on selected topics on the HR Network agenda, reporting in particular about the current financial constraints of the organizations and the initiatives for organizational reform.

2.   CLOSED MEETING FOR HR NETWORK MEMBERS

5.   It was noted that HLCM's Strategic Plan emphasizes three strategic priorities for Human Resources: the ICSC Compensation Review Performance Management and Mobility. It was agreed that those issues should form regular agenda items at the HR Network meetings.

6.   *Decision: After intense discussion on the objectives, approach and expected outcome of the ICSC Compensation Review, it was agreed that there is a need for dedicated time among HR Directors to discuss the process of engaging in the Compensation Review. Therefore, a special HR Directors retreat on the Compensation Review was agreed to be held in the first half of September.*

7.   With regard to the upcoming ICSC discussion on the Mandatory Age of Separation for currently serving staff, the Network noted its unanimous rejection of the ICSC proposal for its extension to age 65. It was highlighted that the financial sustainability issues for the UNJSPF has been adequately addressed through the decisions to raise the normal age of retirement and the mandatory age of separation to age 65 for new staff that had been agreed in a consensual manner. It was further mentioned that the topic is a HR policy and contractual matter and therefore falls under article 15 of the ICSC statute. Therefore, any recommendation would have to be made to the Executive Heads of organizations.

8.   At request of ILO, a discussion was initiated on challenges with regard to ensuring legality of decisions taken by ICSC. The decision of the ICSC to withheld revision of the secondary dependents allowance for instance, has been challenged in front of the ILO Administrative Tribunal. While the outcome of these cases is not known yet, it would be important to find a

suitable approach with ICSC to confirm legality of their decisions prior to implementation by organizations.

9. *Decision: ILO agreed to come up with a position paper on the subject for one of the next HR Network meetings in 2014.*

3. ISSUES FOR THE HR NETWORK'S CONSIDERATION

A. Performance Management (Working Group and UNOPS)

10. Based on the present working paper of the Working Group on Performance Management, the Network members discussed the presented 6 common challenges and indicated good practices. A particular point of discussion was the degree to which performance evaluations should be relying on quantitative ratings and/or on meaningful narratives. While some members argued that emphasis on narratives would increase the burden on managers and inhibit comparability, others were of the opinion that since no or little financial rewards are given to staff, meaningful narratives could indeed help to focus on qualitative work aspects and more substantial feedback for the staff member. The Staff Federations emphasized that the main challenges with performance management were of a cultural and managerial nature, and that focus of work should be shifted from a systems perspective to addressing linkages to meaningful consequences for both good and inferior performance in order to increase the credibility of the systems, including a perception of equal treatment and fairness. Several organizations discussed the importance, but also the resource implications and use of rebuttal panels that are seen as a tool to increase credibility and fairness.

11. UNOPS presented their successful pilot project on rewards for Performance Management. The presentation was well received, and the Network thanked UNOPS for this contribution. A main topic of the following discussion was to what degree the monetary rewards involved would drive enhanced performance versus the explicit public acknowledgement of good performance and the creation of an engaging work environment.

12. *Decision: The Network acknowledged that Performance Management is one of the priority areas in the HLCM Strategic Plan and would need further practical progress. It was agreed to reconstitute the Working Group on Performance Management with a view to suggest more concrete tools and solutions. The Working Group should in particular focus on the strategic intent for Performance Management beyond system compliance and discuss closer linkages to career development.*

B. Dual Career Programme and Inter-Agency Mobility

13. UNAIDS updated the HR Network on the work of the Working Group on Inter-Agency mobility. The working group would still need more time to come up with a set of recommendations as expected by HLCM. It was highlighted that mobility topics are among the priorities of the HLCM Strategic Plan, and that continuation of the Working Group would therefore be essential, in particular to identify and address bottlenecks in current practices of transfers, secondments and loans.

14. With regard to the Dual Career & Spouse Mobility Programme, it was highlighted that the Programme changed direction several times during the last years. While it was formally

decided at the 25th meeting of the HR Network to end the formal Programme by the end of 2013 and mainstream it into the work of HR functions, UNDP had offered to temporarily host the programme until the end of the year in order to complete expected results, in particular the access to the UNDP Extranet and to Country Profiles. In addition, the Interim Programme Coordinator with the Steering Group put forward to the HR Network a proposal for a new Programme that included inter alia suggestions for Career Development workshops for spouses, access to local networks and spouse associations along with a revised and more affordable funding model.

15. The HR Network thanked the Programme team and the Steering Group for the work and the proposal. The subsequent discussion demonstrated however that a number of questions would still need to be answered before the Network could decide on the endorsement to implement a new Programme after the agreed closure of the current one. A particular discussion point was the need for clarity around the exact programme deliverables and their link to the overall topic of geographical and Inter-Agency mobility.   In addition, questions were raised as to how the usage of the currently designed solutions would develop over time. It was also noted that there was no unanimous agreement on continued regular financial contribution of the participating organisations; and some organisations suggested that the remaining funds might be better invested in existing activities and programmes. Other discussion topics included to what degree networking activities would need to be centrally managed, and what the best way forward would be to as to promote work permit for spouses in relevant Member States. It was acknowledged in the discussion that general relocation support is welcomed.

16. The Staff Federations welcomed the intent of the Programme. They stressed that country profiles and in-country work might be insufficient in a number of duty stations were spouses would take up residence outside the country of work. This fact would need to be considered in discussions during the ICSC Compensation Review. In addition, the focus in their view should be put on spouse employment policies and opportunities in the organisations. Work permits for spouses are still an issue that should be tackled, possibly through the revision of Standard Basic Agreements (SBA) with relevant countries.

17. In the discussion on Inter-Agency mobility, organisations mentioned that secondment systems can only work properly if applied by all, in order to avoid imbalances. It was recalled that the HLCM Strategic Plan clearly formulates in the Results Framework the expectation for the HR Network to work out modalities on how to achieve "internal applicant" status for all staff of UN System organisations.

18. ***Decisions: The HR Network agreed to spend part of its next meeting to focus on the topics around mobility. To prepare for this discussion, the Dual Career and Spouse Mobility Programme was requested to prepare a discussion paper that links this topic in a strategic manner to the overall mobility discussion. For the preparation of such paper and the continuation of the ongoing work of the Programme, a roll- over of the remaining funds into 2014 was approved and the required funds were authorized for spending until the end of the 1st quarter 2014.***

19. The Network thanked Sigrid Kranewetter from UNAIDS and the programme team for the work delivered and ensured their support.

C.   Report from the Field Group

20. The Field Group (FG) reported on its work over the past year, including its support to harmonizing HR practices in field duty stations. In this context, the concern was raised about a declining uptake of rest & recuperation entitlements since the reform of the relevant provisions by the ICSC. This observation was shared by several organizations with strong field presence. The Field Group further reported that they are in the process of collecting data and evidence on unintended consequences of the discontinuation of SOA for the work of staff members and their families.

21. *Decision: The Network decided to address the current issues with the rest & recuperation scheme and suggest solutions for those issues to the ICSC in their next session and during the Compensation Review, namely the need for a shortened R&R cycle in a number of difficult duty stations and the need to re-introduce an accommodation component in the present R&R scheme in order to avoid further deterioration of R&R uptake.*

22. The Field Group also reported that it was planned to install a dedicated working group to formulate suggestions on the topic of "as-if" family duty stations, for which Terms of References have been drafted.

23. *Decision: The Network requested the Field Group to continue its work to suggest solutions of "as-if" family duty stations, so that relevant inputs and suggestions for the ICSC Compensation Review are put forward.*

24. With regard to the initial request from 2010 to operationalize Rapid Response Teams, several organizations suggested to rethink that guidance, since the Field Group had discussed the continued validity of the concept and approach including training and funding issues. It was generally felt that it would be more efficient to access and better coordinate already available mechanisms within organizations than to create new and parallel mechanisms.

25. The report from the Inter-Agency Mission to Kenia / Somalia was presented and discussed, highlighting a number of recommendations put forward to the HR Network as per the mission presentation document. The HR Network thanked the mission team and expressed its high appreciation for the work done, highlighting that such joint missions were a preferred way to encourage inter-agency collaboration with regard to hardship duty stations.

26. *Decision: The Network decided not to pursue the operationalization of Rapid Response Teams at the moment. It requested the Field Group to distill from the mission to Kenia / Somalia those approaches and recommendations that are not country-specific and could therefore be carried forward into the further discussion on the topic.*

27. With regard to a discussion on better facilitating health care for UN staff in field locations, the Network was informed of the work to establish a framework on how current UN dispensaries would be reviewed and where required upgraded to UN clinics in order to provide a more comprehensive set of regular health care services. Consultants are currently working with the UN Medical Service to come up with such a framework and assessment tool.

28. *Decision: The Network strongly supported the work towards more comprehensive health care for UN staff in field locations, and requested an update on the work done at the next HR Network meeting including participation of the Medical Directors Working Group.*

D.   Salary Surveys in 2014/15

29. The UN Secretariat presented its paper on the planned activities and budget for local salary surveys in 2014/15. Given the changes in periodicity of the surveys, he work in the new biennium would require slight budget increases as presented in the paper.

30. Some smaller member organizations requested the revision of the cost-sharing criteria. Others mentioned that the issue had been discussed intensely during the last years. Rounding up to the 1% is making the distortion.

31. *Decision: The Network endorsed the proposal and requested the CEB Secretariat to forward it to HLCM for approval following consultations with the Finance & Budget Network. The HR Network noted the concerns of 4 organizations (WMO, WTO, UPU, IMO) on their financial burden due to the rounding up contributions to 1% but decided that it would not reopen the discussion at this point given the number of competing priorities, but only in an event when a new organization would join the HR Network formally.*

E.   Harmonisation of Business Practices – Recruitment in field duty stations

32. UNESCO, as project lead for this HLCM initiative, presented the progress on this pilot project carried out in Uruguay and Vietnam. In both countries, the project team on its mission met initially with the United Nations Country Team (UNCT) members to brief on the project background and expected outputs, as well as the mission work plan and methodology. The team had consultation meetings and workshops to develop proposals with the Operations Management Team (OMT) members (agencies' operations or HR staff).

33. In both missions, a final meeting was undertaken with the UNCT to report progress and present a range of draft proposals that emerged from the consultations and workshops. Relevant feedback was provided and incorporated to the study (reported in the Harmonization Proposals section below). Discussions on the possible pilot exercises to test the proposals were initiated. In total, 16 agencies participated directly in the project activities.   These agencies were UNAIDS, UNDP, UNFPA, UN Habitat, UNHCR, UNICEF, UNODC, UNOPS, UNV, UN Women, FAO, ILO, UNESCO, UNIDO, WHO, IOM.   In addition, UNDSS and IFAD indicated that they follow UNDP recruitment framework.

34. The project team reported the main similarities, challenges and issues to be addressed as per the project report. The HR Network was asked to confirm the project direction and the commitment of the respective organizations to further support the pilot, so that country level project participants would have clarity about Headquarters' positions.

35. Most organizations confirmed their commitment to the harmonization work, stating that the response to QCPR resolutions will require continuing the activities in a results-oriented way. Staff Federations requested clarification on the impact of the project proposals on panel participation of their representatives in organizations that require it. The project team clarified that the proposals provide sufficient flexibility to accommodate these requests were foreseen by rules and regulations of the hiring organization. UNHCR stated that some proposals made (in particular the "internal applicant" status for staff members of other organizations) have legal ramifications. Since the only way they have defined it is through a policy that can only be changed through Staff Management consultations, UNHCR would currently not in a position to opt in the pilot project.

36. *Decision: With the exception of UNHCR, organizations present in the pilot and Delivering as One countries (in particular: UN Secretariat, UNDP, UNFPA, UNICEF, UNIDO, WFP, FAO, IFAD) confirmed their commitment to participate in the pilot and to instruct their relevant country teams accordingly.*

F.   UN Cares

37. UNFPA introduced the update paper on the Programme. It was mentioned that current pledging were 300000 USD down as compared to the previous year, which was difficult to absorb for the Programme. Organizations stated their support for the Programme's mission and activities but also highlighted increasing financial difficulties.

38. *Decisions: The HR Network strongly appreciated and supported the work of the Programme. Given the difficult current funding situations, not all organizations were however able to pledge their full contribution for the next biennium. Organizations were encouraged to look into possibilities of raising their current contributions in order to help sustaining the Programme.*

G. Any other business

39. The UN Secretariat briefed the HR Network on special measures to prevent sexual exploitation and abuse. There is a requirement to report annually to the General Assembly on the number of cases and preventive action taken. In 2013, a strengthened programme of action was put in place, putting emphasis on further promotion of inter-agency partnership between peacekeeping, humanitarian and developmental organizations in the UN system. The Inter-Agency Task Force is requested to report annually to the CEB. While it was acknowledged that the topic involves a variety of stakeholders from gender, legal, oversight and human resources angles, it was suggested for practicality reasons that the task force should address its report to the HR Network first before it is forwarded to HLCM and CEB for deliberations.

40. *Decision: It was agreed that the Inter-Agency Task Force on the topic would report to the HR Network with a request to specifically highlight any recommendations for actions of the network.*

41. A number of organizations brought up the issue of recognition of domestic partnerships by the UNJSPF. It was highlighted that in principle the Pension Fund is requested to follow the decision of the member organization that employs the staff members about recognition of the partnership, however is seems to be practice that the UNJSPF administration is verifying separately the documentary evidence on this.

42. FICSA raised the issue that the topic of non-staff contracts that has been in the workplan of the HR Network has still not been analyzed and published. This issue continued of significant concern to them. Another issue that needs addressing in the view of Staff Federations is the Staff-Management relations topic, in order to agree on the interaction between Staff Federations and the HR Network and HLCM more concretely.

43. The Network deferred a decision on the date and location of the next HR Network meeting and expected suggestions from the Co-Chairs and the CEB Secretariat.

IV. ISSUES UNDER DISCUSSION BY ICSC

A. Resolutions and decisions adopted by the General Assembly at its resumed sixty-seventh session relating to the work of the Commission (ICSC/77/R.2)

44. The HR Network welcomed the decisions taken in particular on matters related to the Education Grant.

ICSC Decision:

The Commission decided to take note of General Assembly decisions 67/551 and 67/552 A and resolution 67/257.

B.   Conditions of service applicable to both categories of staff

Review of the common system compensation package (ICSC/77/R.3, 9 & 14)

45. The organizations underlined that the outcome of the review will significantly impact the future competitiveness of UN Organizations and thus directly influence their ability to deliver on their respective mandates. To ascertain credibility of the solution, the current analysis of external compensation practices should include a sufficiently broad base of organizations with comparable operations. While the information in the presented papers can serve as a good starting point, additional efforts should be undertaken to analyze suitable comparators' compensation practices.

46. With regard to communications, organizations concluded that the currently planned All-Staff Survey might be premature and may be more valuable once concrete options or solutions for a future compensation package are available. Such survey would need to be conducted with full cooperation of organizations and Staff Federations.

47. Other discussion topics included the very time-consuming nature of data collection efforts with extremely tight deadlines and the observation that an endeavor such as the comprehensive compensation review would be successful only if the scope is carefully managed and contained to relevant compensation topics.

ICSC Decision:

The Commission:

(a)   Took note of the information on external expatriate pay practices, with the understanding that it would be used as reference material at the stage of designing a revised system;

(b)   Endorsed the review outline and modalities for further activities as stated in paragraphs 48 to 54 of the ICSC Annual Report;

(c)   Decided to establish three working groups to consider the following themes:

(i)   Remuneration structure;

(ii)   Competitiveness and sustainability;

(iii)   Performance incentives and other human resources issues.

Mandatory Age of separation for existing staff (ICSC/77/R.4)

48. The organizations expressed dissatisfaction with the quality of the analysis in the paper. It was highlighted that the increase of mandatory age of separation and normal retirement age for new staff to age 65 had been agreed in a consensual manner. The suggested change for current staff was neither necessary nor addressing any specific organizational challenges and would rather hinder current organizational reform initiatives. It will also be detrimental to the attainment of diversity targets set by Member States. Staff Federations welcomed the proposal of increasing the mandatory age of retirement for current staff.

ICSC Decision:

The Commission decided to recommend to the General Assembly that it rise the mandatory age of separation to age 65 for current staff members effective 1 January 2016.

Mobility/hardship scheme: review of "H" category duty stations and field duty stations (ICSC/77/R.5)

49. The organizations welcomed this document. They were pleased to note that the work of the Tri-Partite Working Group proposed by them during the last session has resulted in a new set of clear criteria for determining the classification of "H" category duty stations that is much better suited to support organizational realities than previously made proposals. The Network supported the outcome of the Tri-Partite Working Group and thanked the group for its work.

ICSC Decision:

The Commission decided:

      (a)   To take note of the work of the tripartite working group;

      (b)   To request its secretariat to continue its work on the issue, in consultation with the organizations and staff, taking into account the views of the Commission as expressed in the present report.

C.   Conditions of service of staff in the Professional and higher categories:

     Base/floor salary scale (ICSC/77/R.6)

50. The HR Network organizations noted the report and its implications.

ICSC Decision:

The Commission decided to recommend to the General Assembly, for approval with effect from 1 January 2014, the revised base/floor salary scale for the Professional and higher categories as shown in annex III to the Annual Report, reflecting a 0.19 per cent adjustment implemented by increasing the base salary and commensurately reducing post adjustment multiplier points, resulting in no change in net take-home pay..

Evolution of the United Nations/United States net remuneration margin (ICSC/77/R.7)

51. The Network organizations took note of the report and the upcoming potential for application of a margin management procedure.

ICSC Decision:

The Commission decided:

(a)   To report to the General Assembly that the margin between the net remuneration of officials in the Professional and higher categories of the United Nations in New York and officials in comparable positions in the United States federal civil service in Washington, D.C., for the calendar year 2013 amounted to 119.6 and its five-year (2009-2013) average margin amounted to 115.7, which was above the desirable midpoint of 115;

(b)   To keep the matter under review, taking into account the discussion in paragraphs 92 to 95 above.

97.   The Commission decided to inform the General Assembly that:

(a)   ICSC would need to implement, in February 2014, the margin management procedure approved by the Assembly in its resolution 46/191, section IV;

(b)   As a result, in order to maintain purchasing power parity of salaries with New York, the base of the post adjustment system, post adjustment indices for all other duty stations would be proportionately scaled back to the extent of the ratio of the pay index that would actually be granted to the pay index that would otherwise have been granted in New York.

Monitoring of the implementation of the Master Standard for Job Evaluation for Professional posts (including the random sampling of jobs) (ICSC/77/R.8)

52. The Network noted that with a confirmation rate above 90%, the monitoring confirmed that the de-facto implementation of job evaluations is in line with the new Master Standard. A large number of Network members expressed interest in a specific feedback on findings of under- or overgrading of positions in their respective organizations, in order to further improve related Human Resources practices. Further monitoring exercises should ensure that all interested entities in the Common System are invited to participate. The Network would welcome a more comprehensive analysis of Job Description templates in the Common System to enhance the information base on best practices in this regard. Furthermore, the Network welcomed the recommendation for a technical working group to review CCOG codes for professional staff.

> **ICSC Decision:**
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> The Commission decided:
>
> (a) To take note of the findings of the secretariat;
>
> (b) To urge the organizations to update their job descriptions in line with the recommended format;
>
> (c) To urge organizations to continue to apply the Common Classification of Occupational Groups codes;
>
> (d) To request its secretariat to review the Common Classification of Occupational Groups codes by means of a technical working group that included the secretariat and representatives of the organizations and of the staff.

Report of the Advisory Committee on Post Adjustment Questions on its thirty-fifth session and agenda for the thirty-sixth session

53. The Network particularly welcomed the decision of the Committee regarding data quality of the Household Expenditure Survey. It also welcomed the steps taken and the analysis conducted to address strong concerns raised at the last ICSC Session about recommendations to include neighboring France in the data collection for the determination of post adjustment in Geneva. The Network also suggested that the ICSC Secretariat should, as a routine step, ensure that potential legal issues are checked and resolved prior to the data collection efforts.

> **ICSC Decision:**
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> The Commission decided:
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> (a) To take note of the report of the Advisory Committee on Post Adjustment Questions on the work of its thirty-fifth session;
>
> (b) To revert to the issues raised in the context of the comprehensive review of the compensation package;
>
> (c) That the operation of the post adjustment system should be part of the comprehensive review of the compensation package and that the Advisory Committee on Post Adjustment Questions should adjust its work programme accordingly.

D. Survey of best prevailing conditions of employment in Montreal

54. The Network took note of the report.

E. Conditions of service in the field: Security Evaluation Allowance: Guidelines

55. From the Network's perspective, the review of the Guidelines is a policy issue and not one of Conditions of Service. Therefore the Network was surprised to see ICSC Secretariat conducting such a policy review and requested clarification in this regard.

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ICSC Decision:

The Commission decided:

    (a)   To approve the security evacuation allowance text on the scope, applicability, eligibility and related procedures as contained in annex VII to the present report;

    (b)   To request its secretariat to inform the Department of Safety and Security that the scope, applicability, eligibility and related procedures of the security evacuation allowance would be regulated by the Commission.

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F.   Monitoring of implementation of decisions and recommendations of the International Civil Service Commission, the General Assembly and the legislative or governing bodies by organizations of the United Nations common system

56. The Network took note of the report.

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ICSC Decision:

The Commission decided to take note of the report.

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Annex 1

List of Participants

Org.	Name	Title
UNNY	Ms. Catherine POLLARD	Assistant Secretary-General of HR Management
UNNY	Ms. Ruth DE MIRANDA	Chief, HR Policy Service
ILO	Mr. Juan LLOBERA	Chief of the HR Policies and Development Branch
FAO	Ms. Monika ALTMAIER	Director, Human Resources Management Division
UNESCO	Ms. Ana Luiza THOMPSON-FLORES	Director, Human Resources Management
UNESCO	Mr. Douglas SMITH	Senior Consultant
ICAO	Mr. Joerg WEICH	Deputy Director, HR, Bureau of Administration & Services
WHO	Mr. Mahen SANDRASAGREN	Director a.i., Human Resources Management
UPU	Ms. Jutta NOPPER	Director, Human Resources Management
WMO	Mr. Shuibao LIU	Chief, HR Division
ITU	Ms. Julia WATT	Chief, HR Management Department
IMO	Mr. Christian DAHOUI	Deputy-Director of Administration & Head of HR
IFAD	Mr. Peter FROBEL	HR Management Advisor
WIPO	Ms. Cornelia MOUSSA	Director, HR Management Department
UNIDO	Ms. Okusitina BULAVAKARUA	Chief, HR Planning and Development Unit
UNWTO	Ms. Carmen MOLINA	Chief, HR Section
UNDP	Mr. Michael LILEY	Director, Office of HR, Bureau of Management
UNDP	Ms. Henrietta DE BEER	Chief, Policy and Compensation Unit, OHR
UNHCR	Ms. Karen FARKAS	Director, Division of HR Management ~~as of 1 Feb~~
UNHCR	Mr. Arnab ROY	Head, HR Policy and Planning Service
UNICEF	Mr. Richard BRIDLE	Director, Division of Human Resources
UNICEF	Mr. Stephan GRIEB	Chief, Policy and Administrative Law Section
UNFPA	Mr. Michael EMERY	Director, Division of Human Resources
UNFPA	Ms. Sarah ROSE	HR Policy and Planning Specialist
UNOPS	Mr. Pierre MOREAU-PERON	Director, Human Resources
WFP	Ms. Nana Yaa NIKOI	Chief, Staff Relations and Policy Branch
UNAIDS	Ms. Sigrid KRANAWETTER	Senior Adviser (HR Policy and Legal), HR Management
UNRWA	Ms. Laura LONDEN	Director, Human Resources
PAHO	Ms. Luz Marina BARILLAS	HR Advisor
UN Women	Mr. Prasun CHAKRABORTY	HR Specialist, Lead - HR Planning, Policy & Organizational Design
ITC	Mr. Carl ROGERSON	Chief, Human Resources

Org.	Name	Title
CEB	Mr. Remo LALLI	Secretary, HLCM
CEB	Mr. Michael ROSETZ	Senior Inter-Agency Advisor on HR Management (incumbent)
ICSC	Ms. Regina PAWLIK	Executive Secretary
ICSC	Ms. Marta LEICHNER-BOYCE	Chief, HR Policies Division
ICSC	Mr. Yuri ORLOV	Chief, Salaries and Allowances Division
CTBTO	Ms. Grace OKUNGU	Chief, Human Resources Section
ICC	Ms. Kristiane GOLZE	Chief, Human Resources
ICC	Mr. Floris KIST	HR Policy Unit
IOM	Ms. Greet de LEEUW	Director, HR Management
OPCW	Mr. Filiz AKTAS	Head, Entitlements and Benefits
OPCW	Ms. Julia SHAW	Acting Head, Human Resources Services
OSCE	Mr. Patrick CONIN	Deputy Director, Human Resources
CCISUA	Ms. Paulina ANALENA	President
CCISUA	Ms. Barbara TAVORA-JAINCHILL	Vice-President, Conditions of Service
FICSA	Mr. Mauro PACE	President
FICSA	Ms. Maria DWEGGAH	Interim Information Officer