REPORT OF THE EIGHTY-EIGHTH SESSION OF THE CONSULTATIVE COMMITTEE ON ADMINISTRATIVE QUESTIONS (PERSONNEL AND GENERAL ADMINISTRATIVE QUESTIONS)

Rome, 14-17 April 1998

The Consultative Committee on Administrative Questions is a subsidiary organ of the Administrative Committee on Co-ordination (ACC). Its objectives are to improve and harmonize management practices in the organizations of the United Nations system and promote efficiency and effectiveness in their operations. These objectives are pursued in the fields of personnel, budget, finance and general administration.

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The format of the Report

1.   The format of the Report of the Committee's eighty-eighth session has been slightly altered to take account of the creation of the CCAQ web site and the intention of posting CCAQ documents - including its sessional reports - thereon.

2.   It has also been drafted in such a way as to provide a more complete picture of the conclusions reached on those substantive issues under review in ICSC by providing a summary of ICSC's conclusions and decisions on each relevant issue. Thus, publication of the CCAQ Report had to await the completion of ICSC's concurrent session. A list of selected references has been incorported in annex VI.

3.   Those matters to be considered at higher levels (essentially the reference in paragraph 16 to ensuring the concurrence of reforms in the human resources and financial areas) will be summarized in the report of CCAQ's second 1998 session.

Agenda/Participation

4.   The agenda was adopted as provided in annex I; the list of participants is contained in annex II.

The consultative process and working arrangements in ICSC

5.   The Committee:

<   took note of the reports of the Working Group on this subject in which four of its members had participated;

<   decided to report to ICSC that:

-      it had been impressed by the willingness of the members of the Working Group to more forward;

-      it was grateful to the Facilitator for his excellent work;

-      would stress that the proposals of the Working Group had to be seen as a package not as a menu from which to pick and choose;

-      most of the recommendations could be implemented under the Commission's own authority;

-      the appointment of ICSC members - while not within the Commission's competence - remained of the highest importance and it would so report to ACC;

-      inter-agency bodies, such as ICSC, had an obligation to pursue new ways of working;

-      the proposals of the Working Group should not be seen as a one-time activity, but should become part of an on-going process to review and update working methods.
      [Action taken by ICSC: ICSC began detailed consideration of this issue but was unable to complete it in the time allotted; the matter will therefore be included in the agenda of ICSC's summer 1998 session.]

Application of the Noblemaire principle

Relevant documents: ACC/1998/PER/R.2;
                     CCAQ(PER)/88/INF.1

6.   The Committee:

<   examined a number of alternative ways put forward in the documentation of how the remuneration structure might be revised to ensure (a) the competitivity of remuneration levels and (b) the application of the Noblemaire principle. It also took note of further alternatives raised in the course of discussion, including the creation of a senior management cadre; the consideration of separate bands of pay for occupational groups across the common system; margin management recommendations; and the related issue of expatriation;

<   acknowledged that it had to wrestle with three fundamental issues:

<   the organizations' preparedness to move away from the current structure;

        -       in so doing, the need to maintain costs within the current envelope;

        -       the need also to identify the problems which the restructuring solutions would address.

Conclusions

7.   The Committee:

<   concluded that the complexity of the issues was such that, at first sight, none of the solutions put forward appeared to satisfy these concerns nor to be wholly acceptable;

<   requested the secretariat and the members of the Working Group on Remuneration Issues to the extent possible, to pursue together thinking on the several alternatives in order to put forward more complete proposals at the Committee's July session.

<   agreed that urgent attention be given to ways of dealing with the continuing non-margins at the D.1 and D.2 levels, including the possibility of creating a "senior executive service" for the United Nations system. The secretariat was requested to put forward recommendations thereon at the Committee's July session.

Treatment of expatriation

Relevant documents: ICSC/47/R.10 and Adds.1 and 2

8.   The Committee:

<   expressed its appreciation to the ICSC and CCAQ secretariats for the useful documents prepared on this subject;

<   endorsed the CCAQ secretariat's note on the "Effects of expatriation on the status of the

international civil servant" for submission to ICSC; recognizing that this note reflected work in progress, agreed to provide the secretariat with complementary information both in respect of locations not yet covered in this note and of new provisions introduced in all relevant locations;

<   noted that the comparator's treatment of expatriation was such as to warrant an increase in the common system margin for expatriation;

<   underscored the need to see the issue within the overall context of strengthening the international civil service;

<   concluded that the weight of evidence in respect of the magnitude of the comparator's package of benefits for expatriate staff was so overwhelming that there was a strong case for increasing the overall package of common system expatriation benefits and that it would so report to the Commission;

[Action taken by ICSC: The Commission's conclusions and decisions will be taken up at its forty-eighth (July 1998) session.]

New approaches to human resources management

(a)   Status report on initiatives taken by the Committee

9.   *The table contained in annex III summarizes the state of play of a number of initiatives taken by the Committee to upgrade human resources management across the UN system together with indications of future action to be taken.*

(i)   Annual CCAQ Conference

Relevant document: ACC/1998/PER/R.3

10.   The Committee:

<   endorsed the proposal to hold the first annual CCAQ Conference for HR specialists within and outside the UN common system in conjunction (hopefully) with its eighty-ninth session;

<   agreed that the subject for the Conference would be that of:

Using competencies to select and develop a senior management cadre in the context of creating a common management culture.

11.   Within this framework, particular emphasis would be given to the role of line managers in human resources management and ethical considerations.

(ii)   Competency framework for HR specialists

Relevant document: CCAQ(PER)/88/CRP.4

12.   The Committee:

<   endorsed the core competency framework contained in the document as the basis for further work (see annex IV);

<   invited designated lead agencies, in close cooperation with its secretariat, to develop competency modules for each of the specialist occupations so specified for the field of work in the Common Classification of Occupational Groups (CCOG) (1.A.06);

<   requested that, in the final draft of the competency framework to be presented to the Committee in July, adequate attention be paid to Information Technology customer skills and the ability to manage change.

(b)   <u>Institute for Human Resources in International Organizations</u> (INHRIO)

      <u>Relevant document</u>:   ACC/1998/PER/R.3/Add.1

13.   The Committee concluded that, in light of the overwhelming expressions of interest in the project from within the UN family of organizations as well as from other international organizations, its secretariat should pursue with all urgency contacts with three or four focal points in groupings of other international organizations (International Financial Institutions, Coordinated Organisations, INGO's, European Union) in order to develop detailed proposals - for the Committee's July session - for the creation and financing of INHRIO, taking into account:

<   that membership of the Institute would be open to staff working in international <u>non-profit</u> organizations;

<   that the Institute should be linked with a number of relevant academic institutions in as many regions as possible;

<   that one offering of the Institute would be an accreditation programme based on the framework of the competencies for HR professionals being developed by the Committee (see paragraph 12) within which the importance of having broad knowledge of the "business" of the organization would be fully reflected;

<   the importance of forging - from the outset - a close link with the UN Staff College and its network of institutions and of preserving contacts with other international human resources management bodies;

<   the importance of reviewing more detailed proposals (when these were available) with the HR staff of all concerned organizations in order to gauge their interest in and aspirations for such an Institute.

(c)   <u>Survey of UN organizations' practices in human resources management</u>

14.   *This issue was presented by Chris Brewster (Professor of European Human Resources Management Studies, Cranfield University) and Gavin Adam (Associate Fellow of Cranfield University).*

15.   Following extensive discussion of the presentation, the Committee:

< expressed its warm appreciation to the University of Cranfield for the analysis carried out of questionnaires submitted by 20 organizations without cost to the organizations;

< acknowledged that these analyses provided most valuable input to the future development of human resources management in each organization;

< concluded that a number of areas could be tackled within CCAQ including

(i) the classification and salary structure;
(ii) the use of IT in HR management;

< invited its secretariat to develop with Brewster and Adam proposals for the organization of more detailed analyses of responses to the questionnaire, including cost implications.

(d) Geneva Group on UN Human Resources Management; (e) UN Task Force on Human Resources Management; (f) Compendium on UN system reforms

16. In the context of consideration of new approaches to HR management, reports were also received about the work being pursued by the Geneva Group on UN Human Resources Management, the UN Task Force on Human Resources Management and the maintenance of the compendium on UN system reforms. In this context, the Committee was concerned to ensure that:

- adequate funding would be provided for human resources management reform;

- human resources management reforms had to be pursued concurrently with other reforms, especially those related to the financial area. It recommended that the interrelationship between reforms in the human resources and financial areas should be taken up by the High-Level CCAQ.

(g) Framework for human resources management

Relevant document: ICSC/57/R.8

[This matter was postponed until the Commission's forty-eighth session in July 1998.]

(h) Capacity-building for change management

Relevant document: ICSC/47/R.9

17. The Committee:

< noted that capacity-building for change management was closely linked to CCAQ's work on new approaches to human resources management and encompassed far more than just diversity management; it therefore hoped that the Commission's future work on this topical issue would take a broader perspective.

18.   Notwithstanding the above, the Committee decided to inform the Commission that:

<   it supported in principle the development of a generic training module on the management of diversity, but would reserve its position on the substance until more information was made available;

<   in its view, the publication of the ICSC Newsletter took the form of an in-house newsletter and did not reflect the more broad policy directions and strategies which had been envisaged at the Forum as a means of improving the image of the United Nations common system.

19.   It would also ask that details be made available as to the manner in which other topics raised in the course of the Forum had been accomplished as reported in the document.

        [Action taken by ICSC: The Commission noted the on-going programme of work in this area and requested its secretariat, in close collaboration with the organizations and the UN Staff College, to continue to refine the training/learning module on the management of diversity. It further requested its secretariat to keep the Commission informed of the use made of the module by the organizations.]

The International Civil Service

Relevant documents: ACC/1998/PER/R.4;
                      CCAQ(PER)/88/CRP.6

20.   Taking account of the considerations raised in respect of:

<   the importance of involving executive heads in the dialogue at the earliest;

<   the value of entering into discussions with those public sector officials within Member States who have special responsibility or concerns for their national civil services or for the maintenance of close ties with the international civil service (e.g. national recruitment offices) in addition to Member States' representatives in governing bodies;

<   the need to maintain contacts with as many groupings of Member States as possible (i.e. the Group of 77, the regional groupings, the Geneva Group, etc.);

<   the divisive nature of trying to define core and non-core staff and the importance of replacing such attempts with the concept of an organization's core competencies;

<   the importance of underlining Member States' obligations in respect of the security and safety of staff members and, in this connection, of ratifying the Convention on the Safety of United Nations and Associated Personnel adopted by the General Assembly at its forty-ninth session and of including reference to staff members in the Convention itself;

<   the undesirable weight given to nationality or gender in the consideration of candidates for field positions;

<   the possibility of introducing "cooling off" periods between serving as a Member States' representative or a governing body and applying for appointment within the organization in question;

21.   The Committee:

<   requested its secretariat to develop a document detailing each of the elements through which the organizations, staff and Member States might reaffirm their commitment to the international civil service as defined in the Charter. The document would also more explicitly outline the responsibilities and accountabilities of each of the parties in respect of each of these elements;

<   decided that, following its review and finalization of this document, it would request ACC to enter into discussion with Member States' representatives on strengthening the principles on which the international civil service was founded.

Long-term care insurance

Relevant documents: ACC/1998/PER/R.5
                      Submission from Willis Corroon

22.   *The Committee received a briefing from three representatives of Willis Corroon elaborating (i) how the proposal contained in their submission had been drawn up and (ii) the further steps required to introduce long-term care insurance across the common system.*

23.   The Committee:

<   extended its appreciation to the representatives of Willis Corroon for their presentation of well researched, detailed proposals for the introduction of long-term care insurance in UN family of organizations;

<   agreed to consult with respective organizations on the basis of the recommendations put forward by the agents for the underwriters;

<   in this context, requested the representatives of Willis Corroon, in close cooperation with its secretariat, to prepare a note which would present the information relevant to the preferred programme. The secretariat was further requested to append to this note a list of questions which each organization would be required to answer before the Committee's July 1998 session;

<   agreed to undertake consultations with senior management, legal counsels and staff representatives at the headquarters' levels to review the contents and questions raised in this note in order to be able to expedite its consideration of this matter at the July session of CCAQ;

<   agreed also to provide the secretariat with a brief analysis of the process and the time frame which would be required for the consideration of the proposed insurance scheme in each organization (e.g. the extent to which confirmation by the Governing Bodies would be required and the time frame for attaining these).

Definition of dependency

Relevant documents: ACC/1998/PER/R.6;
                                     CCAQ(PER)/88/CRP.7;
                                     Memo of 12 February 1998 from UN Office of Legal Affairs

24.   At the outset, organizations which had not already done so agreed to undertake the necessary steps to put in place a policy to recognize common law marriage for dependency purposes if proof was provided that the common law marriage was recognized by the staff member's home country.

25.   In addition, recognizing that this issue was intrinsically related to the work and life issues outlined in ACC's policy statement for a Work/Family Agenda, the Committee:

<   endorsed the principle that organizations[1] should move - to the extent possible, in unison - in the direction of non-discrimination with regard to the recognition of domestic partnerships;

<   agreed as a first step to initiate consultations within organizations on the basis of the draft criteria provided in annex V;

<   requested its secretariat to monitor progress on organizations' consultations and report thereon to the Committee's eighty-ninth session.

Medical standards

Relevant document: ACC/1998/PER/R.7

26.   The Committee:

<   noted WHO's progress report;

<   took note also of WHO's request that organizations submit complementary data as soon as possible; to this end, WHO would contact organizations directly;

<   noted that the final report of the study would be made available at the Committee's July session;

<   expressed appreciation to WHO for the reduction in costs achieved.

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[1]   FAO reserved its position.

Periodic updates/reviews by ICSC

(a)   Resolutions and decisions of the General Assembly and the
       governing/legislative bodies of other organizations of the common system

       Relevant documents: ICSC/47/R.2 and Add.1

27.   The Committee noted the documents.

       [Action taken by ICSC: The Commission noted with satisfaction that the majority of its recommendations had been endorsed by the General Assembly.]

(b)   Base/floor salary scale

       Relevant document: ICSC/47/R.3

28.   The Committee:

<   noted the proposals and supported the recommended increase in the base/floor of 2.48 per cent with effect from 1 March 1999.

       [Action taken by ICSC: The Commission decided to recommend to the General Assembly an increase of 2.48 per cent to the current base/floor salary scale through standard consolidation procedures (i.e. a no-loss, no-gain basis) with effect from 1 March 1999.]

(c)   Dependency allowances

       Relevant document: ICSC/47/R.4

29.   The Committee:

<   supported the proposal to increase the children's allowance and the secondary dependants allowance by 14.6 per cent with effect from 1 January 1999.

       [Action taken by ICSC: The Commission decided to recommend increases of 14.6 per cent to both the children's and secondary dependant's allowances with effect from 1 January 1999.]

(d)   Common scale of staff assessment

       Relevant documents: ICSC/47/R.5 and Add.1
                            ICSC/47/CRP.4

30.   The Committee:

<   took note of the information on the periodic update of staff assessment rates as contained in the documents;
<   concurred with the ICSC secretariat's conclusion that the current common scale of staff assessment should continue to apply until the next review;

< further noted that the methodological issues related to the determination of staff assessment rates, such as the grossing-up factors and the relationship to the special index for pensioners - about which it remained concerned - would be examined at the time of the next comprehensive review of pensionable remuneration.

< expressed concern at some of the assumptions in the actuarial study on Montreal which could have implications for a small number of other duty stations which were non-headquarters; these would need to be examined in detail before it was possible to confirm the Commission secretariat's conclusion in respect of the local practice approach.

[Action taken by ICSC: The Commission, inter alia, decided to reiterate the position it had reported to the General Assembly in 1992 that Athe local practice approach should not be pursued.]

(e)   Hazard pay

Relevant document: ICSC/47/R.6

31.   The Committee:

< focused on the background which had led to the introduction of hazard pay. It drew attention to the increasingly difficult and dangerous circumstances under which agencies and their staff were required to work and the apparent increasing trend whereby central authorities were unable to guarantee the safety of agency staff. The growing number of incidents around the security of staff was a matter of concern for all agency heads following the many recent cases of kidnapping and similar events.

< decided to report these events to ICSC and also inform the Commission that the most recent ACC meeting had placed security of staff high on its agenda and had leant its full support to a range of security measures in an effort to improve the situation.

Conclusions:

32.   The Committee decided to recommend to ICSC that hazard pay for international staff be increased to $1,000 per month effective June 1998 and be subject to periodic review in two years' time.

[Action taken by ICSC: The Commission decided inter alia (i) to set the amount of hazard pay for internationally-recruited staff at the rate of $1,000 per month with effect from 1 June 1998, (ii) to change the review cycle from two to three years and hence to review the amount again in the year 2002.]

Substantive issues of a non-routine nature taken up by ICSC

(a)   Post adjustment matters

      (i)   Post adjustment at the base of the system

            Relevant document: ICSC/47/R.11

33.   The Committee:

<   acknowledged that the issues raised in the document were "political" rather than technical in nature and that, in its view, the concerns raised by the General Assembly had been overtaken by events (namely the margin had significantly fallen as a result of margin management);

<   recalled that the matter had been raised at the Commission's forty-fifth session after review by ACPAQ; there had been no significant new developments relating to the matter since then;

<   confirmed that the concern to control the operation of the post adjustment system, which may have led the General Assembly to put forward its request to study this matter, was fully maintained through the current arrangements for the management of the margin. Moreover, in accordance with Article 11 of the ICSC Statute, ICSC was afforded the responsibility of establishing "the classification of duty stations for the purpose of applying post adjustments". To replace the Commission's authority with that of the General Assembly would require statutory amendment which the Committee did not favour;

<   reiterated its concern that either of the alternatives presented in the document, namely (i) having no post adjustment at all in New York (i.e. New York post adjustment at zero) or (ii) adjusting salaries in New York through a mechanism other than the normal operation of the post adjustment system would lead either (a) to enormous additional costs as a result of bringing all locations below the current New York post adjustment level up to that level or (b) to a complex breakdown of the system itself.

      [Action taken by ICSC: The Commission's conclusions and decisions will be taken up at its forty-eighth (July 1998) session.]

      (ii)   Separation of housing from post adjustment at small field duty stations

            Relevant document: ICSC/47/R.12

34.   The Committee:

<   took note of the report on the progress made on this on-going study.

      [Action taken by ICSC: The Commission's conclusions and decisions will be taken up at its forty-eighth (July 1998) session.]

(b)   Recognition of language knowledge

Relevant document: ICSC/47/R.13

35.   The Committee:

<   expressed its appreciation for the treatment of the subject in the document presented by the ICSC secretariat which confirmed the importance of the linguistic skills of staff for the effective functioning of the organizations of the common system;

<   emphasized that a broad knowledge of languages was not only important to meet specific job requirements, but also served to enhance cross-cultural understanding and to build a more flexible workforce;

<   noted that, at a time when organizations were being required to do more with less and staff were required to respond to evolving organizational mandates, language recognition schemes assisted in creating a more flexible, mobile and multi-skilled workforce.

Conclusions

36.   The Committee decided:

<   to urge the Commission to strongly support language recognition schemes as currently applied. Organizations' mandates, structures and needs were diverse; for this reason, the modalities for the recognition of language knowledge were not always the same and should not - except for broad policy direction - be determined at the level of the common system;

<   to request ICSC to leave the issue of the retesting of languages to the discretion of organizations. In view of the differences and varying requirements of organizations, it was not possible to draw valid conclusions on the cost-benefit of retesting based solely on the experience of one organization. For example, the UN's language programme was on a far larger scale than others as it included the administration of proficiency examinations for many other organizations of the system over a vast network of more than 100 test sites with examinations in six official languages for some 3,000 staff per year.

[Action taken by ICSC: The Commission decided to recommend to the General Assembly that organizations that had determined the need to provide an incentive for professional and higher levels of staff to encourage them to speak more than one language should align the mechanisms for both categories of staff. In particular, the language incentive scheme, in organizations which offered it, should be discontinued as currently applied and replaced by a non-pensionable bonus. Furthermore, the Commission considered that incentives should be paid only if the language was used in the organization and that, at the time of periodic performance appraisal, organizations should retest or certify as to the actual use by staff of the language(s) in the organization. The Commission will revert to this issue in five years' time.]

(c)   Gender balance in the United Nations system

        Relevant document: ICSC/47/R.14

37.   The Committee:

<   took note of the information provided in the document which it considered adequate in terms of statistical updating;

<   was concerned, however, that this matter formed part of a large and complex mosaic which required a holistic strategic outlook. Experience had shown that, to be effective, efforts to promote workforce diversity issues had to form part of organizations' human resources strategies which, in turn, had to be aligned with the overall strategy directions of each organization;

<   considered it imperative that the ICSC secretariat - working in close collaboration with the organizations and the Inter-Agency Committee on Gender Issues - examine experiences and initiatives which had been undertaken to improve the status of women across the system;

<   considered that ICSC's efforts to give impetus to organizational endeavours in this area would be useful at two levels: (i) strategic, by providing analyses such as the degree to which other equally important sometimes competing policies like geography may impede progress and (ii) practical, by showcasing creative initiatives that have increased the pool of potential female candidates in occupations which have traditionally been male dominated (e.g. the World Maritime University in Sweden and the International Maritime Law Institute in Malta, both run under the auspices of IMO, are endeavouring to increase the number of qualified female professionals in the maritime field);

<   decided to request the Commission to defer consideration of this crucial issue until the full panoply of information was available. Moreover, as the issue lent itself to the new working methods proposed in the report on the consultative process, it would be a good occasion to pilot these work methods by preparing a document for ICSC's next session in a collaborative manner.

        [Action taken by ICSC: In reviewing the rate of progress since its last report on the subject in 1993, it noted inter alia that, while there had indeed been progress due to the considerable efforts of the organizations of the common system, there was also the need to analyze the rate of progress and determine its implications for the long term. Based on a linear projection using the two most recent data reference points, 1991 and 1996, a 50/50 representation in non-geographical posts would not take place until the year 2013 and, in geographical posts, not until the year 2018. At the higher grades, P.5 and above, it would take 44 years to reach 50/50 parity. The Commission recognized, however, that higher rates of progress had been achieved in organizations that did not have to balance the competing priorities of gender and geography.

        In reviewing ways to improve the situation, it decided to request its secretariat to issue a booklet containing, inter alia, recent statistical information and give it wide distribution; to continue to maintain the gender balance data base and share the information with organizations; to establish, in collaboration with interested parties, a data base of recruitment sources targeting

nationals of developing countries and of countries in transition, giving particular attention to under-represented countries; and to develop, in collaboration with the organizations, a set of guidelines for those with decision-making responsibilities to support accountability for ensuring gender balance.

It further requested organizations to bring the Platform for Action of the Fourth World Conference on Women and the definition of mainstreaming and its principles to the attention of managers; to evaluate their recruitment pools to ensure that women were being presented and to request organizations, not already engaged, to undertake human resources planning.]

(d)   Standards of travel and per diem

Relevant document: ICSC/47/R.15

38.   The Committee concluded that:

<   the urgency previously attributed by the General Assembly to this matter had not been maintained in its resolution 52/216 which invited ICSC simply "to continue its consideration of this item" without any deadline;

<   the information contained in the document before ICSC was (i) not set within any conceptual framework, (ii) lacking in detail and analysis, (iii) in some cases, erroneous;

<   the Commission be requested to delay consideration of this matter until such time as the further necessary research had been carried out.

<   in the event that the Commission were to pursue the matter notwithstanding this request, the arguments advanced by CCAQ on this issue at ICSC's forty-sixth session would form the basis of a further statement in ICSC.

[Action taken by ICSC: The Commission's conclusions and decisions will be taken up at its forty-eighth (July 1998) session.]

(e)   Review of the mission subsistence allowance

Relevant document: ICSC/47/R.16

39.   The Committee reconfirmed that this matter essentially concerned the United Nations and that the views advanced by the United Nations and the two other organizations making use of the allowance at previous sessions of the Commission remained valid.

[Action taken by ICSC: The Commission's conclusions and decisions will be taken up at its forty-eighth (July 1998) session.]

United Nations Code of Conduct

Relevant documents: A/52/488 (Review of the efficiency of the administrative and financial functioning of the United Nations. Proposed United Nations Code of Conduct)
ICSC/47/CRP.3 and CRP.3/Add.1
Legal Opinion on the Code of Conduct for United Nations staff by Professor C.F. Amersinghe

40.   *The General Assembly, at its eighty-second plenary meeting (31 March 1998), decided to invite ICSC to examine, as a matter of priority, a code of conduct prepared by the United Nations (A/52/488). The United Nations' code of conduct has its origin in the Secretary-General's 1994 Report on the Efficiency of the Administrative and Financial Functioning of the United Nations (A/C.4/49/1, paras. 28-31). Given the short period between the Assembly's request and the Committee's session, it did not have the benefit of input from the ICSC secretariat on the matter available to it.*

41.   In the absence of the ICSC secretariat's document (ICSC/47/CRP.3), the Committee was unable to take a formal position on the matter in the course of its session. When it was subsequently taken up in ICSC, the Chairman of CCAQ made a statement referring Ato two distinct elements in the secretariat's document: (a) recommendations for amendments to the Staff Regulations and Rules; and (b) changes to the code of ethics incorporated in the Report on Standards of Conduct in the International Civil Service 1954 prepared by the International Civil Service Advisory Board (ICSAB). The first matter related to the United Nations alone. Other organizations might have different concerns from those of the United Nations, which they would want included in any codes of conduct they might develop. This matter had therefore to be left to individual organizations as a function of their differing needs. As to the second matter, CCAQ had already decided to review the 1954 ICSAB Standards of Conduct. CCAQ was pleased to participate in a working group if the Commission decided to consider the matter in this way, but it doubted that a working group at this session could come forward with recommendations on the 1954 ICSAB Standards of Conduct. Moreover, as the item could only be taken up after its session had ended, the Committee had not had time to form a common position. CCAQ members would therefore have to participate in the working group in their personal capacity.

[Action taken by ICSC: In reaching its conclusions, the Commission considered that it had met the General Assembly's request. It wished to make a distinction, however, between a core of common standards which, in its view, should govern the entire civil service and specific rules and regulations which might vary, depending on the different needs of the individual organizations. It also decided to place on its work programme the updating of the 1954 ICSAB Standards of Conduct in collaboration with CCAQ, noting that this review, as well as future experience, might lead to further changes in the regulations and rules. It further decided to follow up with the organizations to ascertain what initiatives, if any, were being undertaken or planned with respect to the development of ethical standards.

The Commission decided to recommend that the United Nations might proceed with the proposed amendment to its staff regulations and rules, bearing in mind the views expressed above, and on the understanding that the revised text was applicable to the United Nations only and would not be applicable to other organizations.

In the light of its discussion, the Commission recommended that the United Nations replace the term Code of Conduct, which could be misunderstood, by another, more appropriate designation.]

Issues related to the work of ICSC

(a)   Management audit

Relevant document: Report of the Board of Auditors on the Management Review of the Secretariat of the International Civil Service Commission

42.   The Committee:

<   noted that United Nations Board of Auditors had completed its report on the management review of the secretariat of the International Civil Service Commission and that this was being transmitted to the General Assembly in accordance with the Assembly's request in resolution 51/216;

<   concluded that, as required, it would revert to consideration of the content of the report in the light of ICSC's review, noting that the report did not appear to have dealt in any detail with the concerns raised with the Board of Auditors by CCAQ in July 1997 (see Report of the eighty-seventh session of CCAQ, ACC/1997/13, paras. 96 to 98). The Committee also noted that there were a number of factual errors in the Report.

[Action taken by ICSC: The Commission's consideration of this matter is to be completed at the Commission's forty-eighth (July 1998) session.]

(b)   Legal issues

43.   After an exchange of views on the concerns raised by the inter-agency meeting of legal advisers in respect of ensuring the legality of ICSC decisions prior to their implementation by executive heads, the Committee:

<   noted that ACC had requested the inter-agency meeting of legal advisers to prepare formal proposals for its consideration;

<   encouraged members to maintain close links with their organization's legal advisers in order inter alia to provide a human resources input to the proposals.

[Action taken by ICSC: The Commission's consideration of this matter is to be completed at the Commission's forty-eighth (July 1998) session.]

Other business

(a)   The impact of the introduction of the Aeuro

44.   The Committee:

<   agreed to keep the issue of the impact of the euro, which would be fully introduced in the year 2002, under review as a number of entitlements were currently expressed in separate European currencies.

(b)   The CCAQ web site

45.   The Committee:

<   expressed its appreciation and support for the work being undertaken by the secretariat in collaboration with the secretariat of the Information Systems Coordination Committee (ISCC) to upgrade information and documentation access through the Internet.

(c)   The CCAQ data base

46.   The Committee:

<   noted that the publication of the CCAQ personnel statistics had again been delayed due to late submissions and a number of errors in some organizations' data;

<   underlined the importance of the common system personnel statistics which served as the basis for a number of crucial analyses such as weights in margin calculations, costing changes in conditions of employment, determination of organizations' financial contributions to inter-agency bodies and activities, including inter alia security arrangements, and reports to ACC and representatives of Member States on staff composition.

<   noted the secretariat's plea to organizations to ensure the quality and timely submission of their 1997 statistics (1 June 1998 deadline).

(d)   Simplification of entitlements

47.   The Committee:

<   noted that a number of personnel entitlements and benefits were process-intensive and required an undesirable amount of staff time to administer; for organizations to be able to invest in newer and equally important areas of human resources management, rules and processes had to be streamlined wherever possible;

<   agreed that, as a first initiative, it would consider the potential for the simplification of the education grant in conjunction with its review of the adequacy of the levels of the education grant at its eighty-ninth session; to this end, it requested its secretariat to examine the issue in collaboration with the four lead agencies: UNICEF, UNHCR, ILO

and UNESCO.

(e)   The salary structure - single and dependency rates

48.   The Committee:

<   endorsed WHO's offer to take the lead in the preparation of an analysis for consideration at its eighty-ninth session on the feasibility and desirability of abolishing the separate single and dependency rates of base pay for the Professional and higher categories.

(f)   HIV/AIDS

49   The Committee:

<   noted UNICEF's report on initiatives underway to give further support to the growing number of staff and families affected by HIV/AIDS. Whilst it was difficult to see the full extent of what might be possible, more work could be carried out by way of counseling and in the educational aspects of support for staff and their families.

<   requested UNICEF to present further details of progress made in this area to its eighty-ninth session in July.

<u>Annex I</u>

AGENDA AS ADOPTED ON 14 APRIL 1998

<u>Document symbol</u>

1. Adoption of the agenda   ACC/1998/PER/R.1/Rev.2

2. Reports on:

(a) the conclusions of the fifty-second UNGA in
     respect of ICSC's 1997 Annual Report (oral)

(b) the ICSC Working Group on the Consultative Process   ICSC/47/R.7

3. The application of the Noblemaire Principle and
    other concerns related to the margin and the need
    for increased flexibility in the remuneration area

(a) General concerns
     - Note by the CCAQ secretariat   ACC/1998/PER/R.2
     - Information note   CCAQ(PER)/88/INF.1

(b) Treatment of expatriation   ICSC/47/R.10 and
     Notes by the ICSC secretariat   Adds. 1 and 2[2]

4. New approaches to Human Resources Management

(a) Status report on eight issues taken up
     by the Committee in 1997
     - Note by the CCAQ secretariat   ACC/1998/PER/R.3
     - Note on HR competencies   CCAQ(PER)/88/CRP.4
     - Information note   CCAQ(PER)/88/INF.2

(b) Institute for Human Resources in International
     Organizations (INHRIO)
     Note by the CCAQ secretariat   ACC/1998/PER/R.3/Add.1

(c) Feedback from Cranfield University in respect
     of the survey of UN system HR management
     practice

(d) Preparations by the Geneva Group to discuss UN
     human resources management   CCAQ(PER)/88/INF.3

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[2] Also issued as CCAQ(PER)/88/CRP.5

Document symbol

(e) Report on progress made by the UN Task Force
on Human Resources Management Reform

(f) Framework for human resources management
Note by the ICSC secretariat ICSC/47/R.8

(g) Capacity-building for change management
Note by the ICSC secretariat ICSC/47/R.9

5. The International Civil Service
- Note by the CCAQ secretariat ACC/1998/PER/R.4
- CRP by the CCAQ secretariat CCAQ(PER)/88/CRP.6

6. Long-term care insurance
Note by the CCAQ secretariat, incorporating
proposal from Willis Corroon ACC/1998/PER/R.5

7. Definition of dependency
- Note by the CCAQ secretariat ACC/1998/PER/R.6
- CRP by FICSA CCAQ(PER)/88/CRP.7

8. Medical standards
Progress report by WHO ACC/1998/PER/R.7

9. Administration of the special education grant*
Note by the UN Medical Director

10. Periodic updates/reviews by ICSC

(a) Resolutions and decisions of the General Assembly
and the governing/legislative bodies of other ICSC/47/R.2
organizations of the common system and Add.1

(b) Base/floor salary scale ICSC/47/R.3

(c) Dependency allowances ICSC/47/R.4
(Professional and higher categories)

(d) Common scale of staff assessment ICSC/47/R.5
and Add.1

(e) Hazard pay ICSC/47/R.6

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* to be taken up at CCAQ's eighty-ninth session in July.

<u>Document symbol</u>

11.   Substantive issues of a non-routine nature being
      taken up by ICSC

      (a)   Post adjustment matters

            (i)   Post adjustment at the base of the system   ICSC/47/R.11

            (ii)   Separation of housing from post adjustment
                   at small field duty stations   ICSC/47/R.12

      (b)   Recognition of language knowledge in the United
            Nations system   ICSC/47/R.13

      (c)   Report on gender balance in the United Nations
            system   ICSC/47/R.14

      (d)   Standards of travel and per diem   ICSC/47/R.15

      (e)   Review of the mission subsistence allowance   ICSC/47/R.16

12.   United Nations Code of Conduct   ICSC/47/CRP.?

13.   Issues related to the work of ICSC

      (a)   Management audit

      (b)   Legal issues

14.   Other business

      (a)   The impact of the introduction of the euro
      (b)   The CCAQ web site
      (c)   The CCAQ data base
      (d)   Simplification of entitlements
      (e)   The salary structure - single and dependency rates
      (f)   HIV/AIDS

<u>Annex II</u>

LIST OF PARTICIPANTS
Chairperson: Mr. D. Goethel (IAEA)
Vice-Chairpersons: Ms. J. Beagle (UN); Ms. H. Hirose (UNESCO)

<u>Representatives of member organizations</u>

United Nations:	Ms. Jan Beagle, Director, Specialist Services Division, OHRM
	Mr. Julio Camarena, Chief, Common System & Inter-agency Policy, SSD, OHRM
UNDP:	Ms. D. Landey, Director, Office of Human Resources
UNICEF:	Mr. Michael K. Corbett, Deputy Director, Human Resources Services Section
	Ms. Marta Helena Lopez, Human Resources Officer (Policy) Division of Human Resources
UNFPA:	Mr. Ian Howie, Chief, Office of Personnel & Training
WFP:	Ms. Diane Dufresne-Klaus Director, Human Resources
UNHCR:	Ms. Mary J. Murphy, Director, Division of Human Resources Management
	Mr. Duncan Barclay, Chief, Policy Coordination, Division of Human Resources Management
ILO:	Mr. Warwick Jones, Chief, Personnel Administration Branch, Personnel Department
	Mr. David MacDonald, Chief, Common System Entitlements and Pensions Section
FAO:	Mr. Charles Juge, Chief, Personnel Policy and Entitlements Service

	Mr. Gregory C. Flood Personnel Policy and Planning Branch
UNESCO:	Ms. Haruko Hirose, Director, Bureau of Personnel
	Ms. Ilana Krishnamurti, Chief, Division for Personnel & Compensation Policy
ICAO:	Mr. Dirk Jan Goossen, Chief, Personnel Branch
UPU:	Mr. Christian Langheld Head of Personnel
WHO:	Mr. A.T. Slater, Director, Division of Personnel
	Ms. Enid Steward-Goffman, Chief, Policy and Staff Development Services
ITU:	Mr. Alfredo Descalzi, Acting Chief, Personnel and Social Protection Department
WMO:	Mr. Mubarak Husain, Director, Resource Management Department
	Mr. Eric Renlund, Chief, Personnel Division
	Mr. Mark Peeters, Personnel Officer, Personnel Division
IMO:	Mr. Leif Gunnestedt, Head, Personnel Section
WIPO:	Mr. Herman Ntchatcho, Deputy Director, Human Resources Management Division
	Mrs. Jean Sagiati, Counsellor, Office of Strategic Planning and Policy Development
	Mrs. Thérèse Dayer, Head, Social Security Section, Human Resources Management Division

IFAD:	Ms. Margaret Simon Director of Personnel
	Ms. Elsabeth Terwolde Personnel Officer
	Ms. Jessie Sisto Personnel Officer
IAEA:	Mr. Dieter Goethel, Director, Division of Personnel
	Mr. Ernest Obed, Head, Staff Administration Section
WTO:	Mr. P. Rolian, Director, Personnel Division

International organizations applying UN common system
salaries and allowances

IOM:	Mr. Guido Gianasso Director, Human Resources Division
CFC:	Mr. Francesco Finocchio Personnel Assistant
ISA:	Ms. Kumiko Chaki-Kawamura, Chief, Office of Administration and Management
OPCW:	Mr. Johan Rautenbach Head of Human Resources
	Ms. Brigitta Exterkate Senior Legal Officer
	Ms. Faiza Patel King Legal Officer

Observers

ICSC:	Mr. Manfred R. Ordelt, Officer-in-Charge, Salaries and Allowances Division
UNJSPF:	Mr. Raymond Gieri, Secretary

Observers (cont'd.)

FICSA:	Ms. Margaret Eldon, President
	Mr. Walter Scherzer, Vice-President
	Mr. Alvaro da Silva Durao, General Secretary
	Mr. Maurizio De Nigris (FAO)
	Mr. Bernard Grandjean (ICAO)
	Mr. Todd Larson (WIPO)
	Mr. Mauro Pace (FAO)
CCISUA:	Ms. Lisanne Losier, President
	Ms. Christina Mercader-Steele
FAFICS:	Mr. René Matthieu
	Mr. George Saddler

Resource persons

Cranfield University School of Management:	Professor Chris Brewster, Professor of European Human Resources Management Studies
	Mr. Gavin Adam, Associate Fellow
Willis Corroon:	Mr. Roger Brown
	Mr. Michael Beckett
	Mr. Chris Metz

CCAQ secretariat

Secretary:	Mr. Roger Eggleston
Assistant Secretary:	Ms. Mary-Jane Peters

Annex III

NEW APPROACHES TO HUMAN RESOURCES MANAGEMENT

ACTION	STATUS
The adoption of a policy statement on new approaches to human resources management.	**The Committee took note of the statement's adoption by High-Level CCAQ on behalf of ACC and endorsed the production of a brochure for its broad dissemination.**
Development of a common profile for a UN human resources manager, including competencies.	**The Committee endorsed a draft core competency framework for HR specialists as the basis for further work (see annex V).**
Annual conference of UN HR specialists with outside HR experts.	**The Committee endorsed the holding of the first conference.**
Institution of periodic meetings of HR specialists in the recruitment and selection area.	**The secretariat was requested to develop a proposal for consideration at the Committee's eighty-ninth session.**
Temporary inter-agency exchanges of HR personnel inter alia as part of career development progression and continuous learning policy.	**The Secretariat was requested (a) to develop a proposal, together with UNHCR, UNDP, UNESCO and WFP, for consideration at CCAQ's eighty-ninth session, of a more formalized mechanism for instituting systematic short-term exchanges and (b) to study other measures which would facilitate and encourage mobility such as the Participating Agencies Mobility System (PAMS) and the Inter-Agency Agreement concerning the Transfer, Secondment and Loan of Staff.**
Lists of HR journals, HR web sites and HR conferences.	**Members expressed appreciation for the information already provided by memoranda of 20 and 28 October 1997 (CCAQ(PER)/1997/10 and CCAQ(PER)/1997/12) and support for information of this kind to be made available on the CCAQ Web site.**
Inventory of meetings of UN HR staff currently taking place on a regular basis (e.g. POGO, field-based organizations' meetings).	**The secretariat should continue to serve as a clearinghouse for the dissemination of information.**
The development of a training module in HR by the UN Staff College.	**The secretariat will work with the Staff College on the development of a module based on the core competency framework.**
Creation of an Institute for Human Resources in International Organizations (INHRIO).	**The secretariat should continue to pursue this initiative and present detailed proposals for consideration at the Committee's next session.**
Collaboration with Human Resources Specialists from the International Financial Institutions (IFI's)	**Collaboration should continue to be explored in particular as regards the Inter-Agency Agreement concerning Transfer, Secondment or Loan of Staff and the creation of an HR Institute.**
Survey of UN organizations' practices in HR management	**Further proposals for additional analyses should be developed by the secretariat in collaboration with Cranfield.**

Annex IV

COMPETENCY FRAMEWORK FOR HR SPECIALISTS

COMPETENCY	DESCRIPTION OF TYPICAL ELEMENTS
INTEGRITY AND COMMITMENT	courageous and upholds the ethical standards of the organization and of the international civil service in actions and deeds; words and actions are congruent; trustworthy and honours commitments; promotes equity, fairness and transparency; treats others in a consistent and fair manner; does not abuse the privilege of access to confidential information
FLEXIBILITY/ADAPTABILITY/ EMOTIONAL MATURITY	accepts and adjusts approach to new situations; exhibits composure and self-control when confronted with uncertainties, frustrations or resistance; listens with an open mind to opposing points of view
TEAM SKILLS	applies group process and problem solving techniques; kindles respect, mutual understanding and productive working relationships; shares information, knowledge and expertise
DIVERSITY SKILLS	ability to deal with individuals from all backgrounds; sets example by exhibiting tolerance and respect toward others; pro-active in ensuring fair and equitable treatment for all; willingness to challenge inequalities and inappropriate behaviour of individuals at all levels
COMMUNICATION AND ADVOCACY SKILLS	communicates effectively in writing and orally; at ease in relations with individuals at all levels of hierarchy; shows awareness of and responds to the needs of others; adapts content and style to setting/audience; persuasive
CONTINUOUS LEARNING AND DEVELOPMENT	sees change as an opportunity for personal and professional growth; takes steps to strengthen own knowledge and ability and to facilitate the learning process for others
CUSTOMER SKILLS	mission and service oriented; pro-active in understanding needs and concerns of clients (individual staff members, management and stakeholders); provides services, advice and encouragement in a positive and responsive manner; minimizes bureaucracy when possible; seeks to gain clients' trust and respect
PROCESS SKILLS	ability to comprehend and distil issues; identifies problems, develops concepts and generates creative and workable solutions; facilitates resolution of conflicts without damaging relationships; develops formal relationships and informal networks
LEADERSHIP	understands the overall business and culture of the organization and changes in the external environment as it relates to the job; makes sound and timely decisions and is accountable for them; coaches and motivates others to achieve planned results
SUBJECT MATTER SKILLS	overall knowledge of current HR principles and practices; thorough understanding of the key policies, practices and procedures of the organization; mastery of the HR skills required for work in the relevant functional area

Annex V

CRITERIA GOVERNING DOMESTIC PARTNERSHIPS

(a)   Not related by blood to a degree which would bar marriage in the country of residence;

(b)   Not presently married to anyone else;

(c)   Each other's sole partner with intention to remain so indefinitely;

(d)   Legally competent to contract and of lawful age to marry;

(e)   Have resided for at least 12 months and intend to do so indefinitely;

(f)   Have been jointly responsible to each other for basic living expenses and welfare for at least 12 months;

(g)   Must immediately inform the employing organization in the event of dissolution of the partnership;

(h)   In the event of dissolution of the partnership, cannot apply for recognition of another domestic partnership until at least 12 months have elapsed;

(i)   Attest to the foregoing by means of a signed, notarized statement;

(j)   Recognize that any false representation in the foregoing context would give grounds to the employing organization for the recovery of appropriate damages.

        The secretariat was requested to monitor progress on organizations' efforts and report to the Committee's eighty-ninth session.

Annex VI

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