# REPORT OF THE NINETY-FIRST SESSION OF THE CONSULTATIVE COMMITTEE ON ADMINISTRATIVE QUESTIONS (PERSONNEL AND GENERAL ADMINISTRATIVE QUESTIONS)

New York, 14 to 16 July 1999

## TABLE OF CONTENTS

On 12 and 13 July 1999, CCAQ held a Conference on "Human Resources Performance, Competencies and Practices - the Vital Links".  A report of the Conference will be issued separately.

**Agenda and participation**

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

**The international civil service**

<u>Preparation for the Working Group on the draft Standards</u>
<u>of Conduct of the International Civil Service</u>

2.      The Committee:

- was advised of preparations undertaken by the ICSC secretariat to organize an open-ended working group of organizations' human resources and legal specialists in New York from 25 to 27 October 1999;

- requested the ICSC secretariat:

   -      to give full attention to organizing this event in Europe where the majority of organizations were located or alternatively to organizing two sessions of the working group, one in the Americas and one in Europe;

   -      to consider advancing the date of the working group to avoid any conflict with organizations' governing body sessions;

   -      to explore the possibility of providing for a moderator from outside the system for this event.

**The pay system**

<u>Simplification of entitlements</u>

3.      The Committee:

- held an extensive review - organization by organization - of efforts being made to simplify the administration of entitlements and other processes in the human resources area;

- requested its secretariat to develop a matrix outlining these areas of simplification which after clearance with organizations should be regularly updated;

- requested its Chairperson and Secretary to make contact with their counterparts in CCAQ(FB) with a view to organizing a joint session of CCAQ(PER) and (FB) at which these matters could be further reviewed and further joint action developed;

- took note of concerns raised in respect of the simplification of the administration of the education grant and in this connection requested its secretariat carefully to monitor progress in this area in order to ensure compatibility with the methodology for revising the levels of the education grant;

- underlined that in all attempts to reform and simplify HRM processes and administrative arrangements, the training of staff was an essential component;

- requested organizations to share through the CCAQ secretariat their arrangements for the administration of leave in a bid to streamline outmoded administrative arrangements.

Evolution of the margin between the net remuneration of the
US federal civil service and that of the UN system

Document:    ICSC/50/R.2

4.      The Committee:

- took note of the margin estimate for 1999 of 113.8 and of the information provided by the ICSC secretariat that this estimate was likely to change because of the revised housing data which was expected to lead to an increase in post adjustment in New York in November and a change to the New York/Washington cost-of-living differential.

General Service salary survey in Paris

Documents:    ICSC/50/R.3
              ICSC/50/CRP.3
              ICSC/50/CRP.8

5.      The Committee:

- took note of the findings of the ICSC secretariat in respect of the above-mentioned survey.

**New approaches to human resources management**

Follow up to the CCAQ Conference on HR Performance, Competencies
and Practices - the Vital Links and to the Cranfield Study on
HR Management Practices in the UN system organizations

6.      The Committee:

- noting the success of the Conference, concluded that the secretariat should work towards organizing further such conferences on topics relevant to international organizations.  Such topics should meet emerging organizational needs. The periodicity of such events should reflect organizational needs and the resources available to bring together eminent specialists on a given subject matter.
- considered that the momentum engendered by the July 1999 conference should be built upon to the maximum extent possible.  To this end, the Committee suggested that the secretariat should:

(a)     establish at the earliest stage bulletin boards on the CCAQ web site which would enable organizations to put forward details of their reform initiatives and allow for exchanges between organizations on different topics of common concern such as:

(i)      the work/family agenda;
(ii)     the use of new selection tools;
(iii)    staff/management dialogue particularly in the context of the changing role of staff representatives;
(iv)    compensation and benefits and the related contractual arrangements.

(b)     create groups of organizations with common interests (communities of interest) in the above and additional areas to share developments and reform initiatives and encourage new thinking.  These groups should not be limited to common system organizations but should include other international organizations with common concerns and interests.

- In respect of the Cranfield survey, agreed that:

(a)     Cranfield University should be invited to consider surveying organizations in 2000/2001 (i.e. three years after the initial review);

(b)     the secretariat work together with Cranfield University in order to prepare a more comprehensive analysis of the structures, programmes, functions and deliverables of HR departments across the UN family of organizations;

(c)     individual organizations should contact the University of Cranfield to investigate how best and at what cost the data for their particular organization might be further analyzed;

(d)     requested the secretariat to review with Cranfield University the possible development of training programmes for organizations' staff representatives; such programmes would take into account new developments in human resources management.  The secretariat was further requested to report back to organizations as soon as possible on this initiative and to liaise closely with FICSA and CCISUA thereon.

Core competency framework

Document:     ACC/1999/PER/R.13

7.     The Committee:

- expressed appreciation for the on-going work and thanks to those organizations which had prepared further modules;
- endorsed the modules for human resources planning specialists and compensation specialists as the basis for further work;

- agreed that once all draft competency modules had been developed a working group bringing together those who had developed the modules should review the overall package for content and style.  It would also be necessary for this group to review the

core competency profile for the HR function to ensure consistency, to avoid redundancy and also to ensure its relevance to more generalist HR jobs; in furtherance of this work, members agreed to forward comments on the modules to the CCAQ secretariat;

- requested its secretariat to undertake a feasibility study with all urgency to see to what extent funds could be raised to develop reliable approaches and tools for the practical application of the core competency framework in respect of both selection and development.

Report from UNDG Personnel and Training Sub-Group

Document:    CCAQ(PER)/91st/CRP.3

8.      The Committee:

- expressed its support for the work being undertaken by the Sub-Group and confirmed that the close working relations developed between the Sub-Group and CCAQ be further advanced particularly in connection with the Sub-Group's work on mobility and rotation.

Report of the Working Group on the Framework
for Human Resources Management

Document:    ICSC/50/R.4

9.      The Committee:

- took note of the draft report of the tripartite Working Group;

- considered that the development of such a strategic framework for HR management was one of the most important ventures upon which ICSC had embarked in recent years;

- expressed appreciation for the serious, rigorous effort put into the development of the framework thus far;

- noted that further work was required to develop the principles which flowed from the framework and decided to ask ICSC to entrust the Working Group with the completion of this work;

- noted also that, in the elaboration of these principles, extensive consultation with organizations' line managers and staff representatives would be essential if the framework were to become a dynamic template for future human resources management reforms;

- did not agree that contractual arrangements were a core area as indicated in the draft report of the Working Group and would so advise ICSC; in some organizations, for example, such arrangements had been formally established by the governing bodies and were contained in their staff regulations. The executive heads had all expressed the need to ensure that, in order to attain their organizational goals, they retain the flexibility to introduce arrangements to meet emerging programme needs effectively and quickly. These needs were not common because of the great differences in the mandates, structures, workforce size, composition and location of the organizations.

- strongly supported the concept of a core human resources information management policy but considered that it would be essential to undertake an examination of which databases already existed in the common system; in this connection, consideration should also be given to the involvement of CCAQ's sister Committee, the Information Systems Coordination Committee (ISCC), in such a review.

- decided to request ICSC to undertake, with professional support, an in-depth review of the current status of human resources management databases throughout the common system with a view to examining how the information contained in these systems might be brought together to promote modelling or other human resources management reforms.

Status of implementation of ICSC's recommendations on performance awards

10.     The Committee:

- received an updated report which would be presented to ICSC containing the status of the introduction of performance awards in organizations;

- following an extensive review, noted that there were a large number of developments in the current status and thinking on the introduction of performance-related awards and that the picture across organizations was more dynamic than might be reflected in the document which would be submitted to ICSC;

- encouraged organizations to present this fuller picture to ICSC at its current session in particular to underline the concerns which had been expressed within organizations and indeed in governing bodies for the introduction of performance-related awards. These included the overriding need to ensure that, before rewards were introduced, the performance appraisal systems on which they were based would have to be more robust and transparent than in a number of instances was currently the case.

Capacity building for change management - leveraging global diversity

11.     The Committee:

- took note of the information provided by the ICSC secretariat in respect of the Train-the-Trainer workshops which had taken place on the above subject;

- encouraged organizations to integrate the diversity package into their current induction and management training programmes and to report back to the Committee on their experience in using this package.

**Reports on other on-going projects**

Medical standards

12.    The Committee:

- took note of information provided by WHO that the study on medical standards had been circulated to organizations' health insurance experts for review and comments; thereafter, the actuarial analysis would be prepared and circulated to the Committee for review.

Information update on UN Staff College

Document:    CCAQ(PER)/91st/CRP.2

13.    The Committee:

- received a progress report from the Director of the UN Staff College;

- expressed its support for the development of a clearing house through which information on organizations' training and development activities would be shared;

- expressed its encouragement to the Staff College in the development of a module for the induction of staff across the common system.

UN staff and dependants living with HIV/AIDS

Document:    ACC/1999/PER/R.15

14.    The Committee:

- took action on the request of ACC to report on policy level considerations and joint action needed in respect of staff and their dependants living with HIV/AIDS;

- concurred with the secretariat's proposal that a small contact group be created to work urgently on proposals to be circulated to CCAQ members by correspondence prior to submission to ACC at its October 1999 session; The contact group would be made up of:
    CCAQ secretariat (convenor)
    UNAIDS
    WHO
    UNDG
    Representative of UN Medical Directors
    Representative of FICSA
    Representative of CCISUA

- was fully aware of the complexity of the issue and of the many interrelated elements which would need to be reviewed by the contact group as outlined in document ACC/1999/PER/R.15; in addition to the issues raised in the document, the Committee underlined the importance of including in the contact group's work programme consideration of:

- the availability of affordable drugs in high risk countries and, in this connection, the possibility of gaining support from governments for the provision of drugs;

- the availability of medical and laboratory support;

- the importance of underlining that the issue was also one of personal and occupational security;

- medical evacuation concerns;

- an analysis of the implementation of all aspects of the current ACC policy;

- current arrangements for post-exposure treatment;

- the availability of care and counselling and, in this connection, the importance of providing a supportive working environment for staff and their dependants living with HIV/AIDS;

- the training of managers, especially in the field, in respect of these considerations and in particular the training of administrative staff to ensure that all UN system staff in all locations were fully aware of the social security provisions available to them;

- concerns in respect of different contractual arrangements, i.e. short-term, SSA holders, etc., of those working for the UN family of organizations which might have an impact on their social security benefits;

- the on-going review by the UN Medical Directors of UN examining physicians;

- the possibility of making use of existing studies in the development of an evidence base;

- was conscious that the review of policy and action in respect of staff and dependants living with HIV/AIDS was also pertinent to the wider issue of staff living with other chronic, life threatening diseases and other severe medical conditions;

- expressed its appreciation to UNAIDS for the production of an updated booklet on "AIDS and HIV Infection: Information for United Nations Employees and their Families" which would be circulated to all staff in all organizations;

- requested organizations to work with UNAIDS to ensure that funds were made available for the translation of the booklet into French and Spanish at the earliest possible opportunity.

**Security matters**

Issues arising out of the 1999 *Ad Hoc* Meeting on Security,
including selection/appointment of Security Officers

Document:      ACC/1999/PER/R.16

15.      The Committee:

- expressed its appreciation to the Deputy Security Coordinator, UNSECOORD, for her briefing on the incidences of staff endangered whilst on duty in the past year and on the outcome of the *ad hoc* security meeting held in Washington D.C. in May 1999;

- underlined the importance of strengthening security training and counselling arrangements at all duty stations and in particular at high risk duty stations; in this connection, requested organizations' representatives to contact their country representatives to remind them of the importance of participating in and ensuring that all their staff also participated in security training activities in country;

- took note with appreciation of the willingness of UNDP, UNHCR and UNICEF to assist the Security Coordinator in the redrafting of Annex I of the Security Handbook (evacuation entitlements).  The revised draft would be circulated as soon as possible to CCAQ members for clearance by correspondence;  it would then be included in the revised Security Handbook which was under preparation by the Security Coordinator's Office for presentation to ACC later in 1999.

- requested that, in order for organizations to move with all urgency towards the reimbursement of residential security measures on the basis of a flat rate lump sum, a contact group develop a simplified matrix which would be cleared with organizations by correspondence; it was expected that the matrix would be available by end September 1999; the secretariat was also requested to follow up with the UN Office in Nairobi (UNON) to see whether UNON intended to move forward on an interim basis on this matter.

- took note of the conclusions reached at the *ad hoc* meeting on security on the security implications of the Y2K problem for United Nations staff (these are contained in annex III);

- reviewed in detail organizations' arrangements to meet potential security and other related problems that might occur in connection with the Y2K.  In this connection, it recalled the conclusions reached at the High Level CCAQ meeting in March 1999 (these are contained in annex IV).

- requested all organizations to continue to pursue discussions duty station by duty station on all matters related to potential Y2K difficulties and in particular to look at more flexible leave arrangements, salary advances, local banking conditions and other matters that might have an impact on the management of human resources at each duty station;

- welcomed the offer of the Security Coordinators Office to circulate data on an on-going basis about potential risks associated with the Y2K;

- took note of the conclusions reached at the *ad hoc* meeting on security in respect of the criteria under which field security officer positions would no longer be required; in this connection, also recalled the arrangements that were already in place for the selection and the management of performance of field security officers by the security management teams in each country. It requested organizations to bring these arrangements again to the attention of country representatives where appropriate. It further confirmed that positions of field security officers should not be filled by nationals of the country in question.

**Other business**

Input from CCAQ(PER) to forthcoming sessions of the High Level CCAQ

Document:     ACC/1999/PER/R.17

16.     The Committee:

- took note of the information provided by its secretariat in respect of the February 2000 session of the High Level CCAQ;

- recalled the concerns expressed about the need to move forward with organizations' senior managers on reform efforts to simplify the administration of entitlements, benefits and other processes (see para.3 above);

- requested the Secretary of the High Level CCAQ to take account of these concerns in the preparation of the agenda of the forthcoming session.

Preparations for the CCAQ/AIIC negotiations

17.     The Committee:

- took note of the information provided by its secretariat that the current CCAQ/AIIC Agreement would expire at the end of the year;

- agreed that negotiations should be organized at a time which would not conflict with major meetings of the organizations' governing bodies;

- agreed that in these negotiations it was important to ensure the input of the field perspective;

- agreed that organizations who had not yet done so should forward to the secretariat by end September 1999 any views and comments on changes in the Agreement which should be pursued in the negotiations.

CCAQ data base

18.    The Committee:

- agreed that organizations should take every measure to ensure that their data for 1998 was submitted to the secretariat in a timely and accurate manner so as to avoid the delays that were experienced in the production of the personnel statistics for 1997.

Annex I

**AGENDA AS ADOPTED ON 14 JULY 1999**

<u>Document symbol</u>

1.  **Adoption of the agenda**                                    ACC/1999/PER/R.11

| | |
|---|---|
| 2. | **The International Civil Service** |
| | 2.1    Preparation for the Working Group on the draft Standards of Conduct of the International Civil Service<br>Oral report |

| | |
|---|---|
| 3. | **The pay system** |
| | 3.1    Simplification of entitlements - Initial approaches and suggestions for future action<br>Reports by organizations |
| | *3.2    Matters for consideration by ICSC:* |
| | *3.2.1    Evolution of the margin between the net remuneration of the United States federal civil service and that of the United Nations system*<br>*Note by the ICSC secretariat*       *ICSC/50/R.2* |
| | *3.2.2    General Service salary survey in Paris*<br>*Note by the ICSC secretariat*       *ICSC/50/R.3* |

| 4. | **New approaches to Human Resources Management** | |
|---|---|---|
| | 4.1 Follow up to the Cranfield Study on HR Management Practices in the UN System Organizations | |
| | 4.2 Core competency framework Note by the CCAQ secretariat | ACC/1999/PER/R.13 |
| | 4.3 Report from UNDG Personnel/Training Sub-Group (UNICEF) | CCAQ(PER)/91st/CRP.3 |
| | *4.4 Matters for consideration by ICSC:* | |
| | *4.4.1 Report of the Working Group on the Framework for Human Resources Management* | *ICSC/50/R.4* |
| | *4.4.2 Status of implementation of ICSC's recommendations on performance awards Report by the organizations* | |
| | *4.4.3 Capacity building for change management - leveraging global diversity: report on the train-the-trainer workshops organized by the secretariat* | |

| 5. | **Reports on other on-going projects** | |
|---|---|---|
| | 5.1 Medical standards Note by WHO | ACC/1999/PER/R.14 Not issued |
| | 5.2 Information update on UN Staff College (UNSC) by the Director of the College together with proposals for future collaboration between the UNSC and CCAQ | CCAQ(PER)/91st/CRP.2 |
| | 5.3 UN staff and dependants living with HIV/AIDS Note by the CCAQ secretariat | ACC/1999/PER/R.15 |

| 6. | **Security** | |
|---|---|---|
| | 6.1 Issues arising out of the 1999 UN *Ad Hoc* Meeting on Security, including selection/ appointment of Security Officers Note by the CCAQ secretariat | ACC/1999/PER/R.16 |

7.    **Other business**

    7.1    Input from CCAQ(PER) to forthcoming sessions
        of the High Level CCAQ
        Note by the CCAQ secretariat              ACC/1999/PER/R.17

    7.2    Preparations for the CCAQ/AIIC negotiations

    7.3    CCAQ data base

Annex II

**LIST OF PARTICIPANTS**

**Chairperson: Mr. Dieter Goethel (IAEA)**
**Vice-Chairpersons:  Ms. Jan Beagle (UN); Ms. Haruko Hirose (UNESCO)**

| Representatives of member organizations | |
|---|---|
| **United Nations** | Ms. Jan Beagle, Director, Specialist Services Division, OHRM<br>Mr. Julio Camarena, Chief, Common System and Inter-Agency Policy Unit, SSD, OHRM<br>Mr. Noel Reynado, Compensation Policy Officer |
| **UNDP** | Mr. Gary McGillicuddy, Chief, Policies, Compensation and Administration, Office of Human Resources<br>Ms. Rohini De Silva, Chief, Staffing |
| **UNICEF** | Mr. Thomas McDermott, Director, Division of Human Resources<br>Ms. Marta Helena Lopez, Chief, Policy Unit, DHR |
| **UNHCR** | Mr. Alejandro Henning, Head, Human Resources Service<br>Ms. Mary Murphy, Head, Career and Staff Support Service<br>Ms. Anne Gunning, Senior Policy Officer<br>Mr. Duncan Barclay, Chief, Policy and Planning Section |
| **UNRWA** | Mr. Lucien Chaker, Director, Administration and Human Resources |
| **UNFPA** | Mr. Ian Howie, Chief, Office of Personnel and Training |
| **WFP** | Ms. Dyane Dufresne-Klaus, Director of Human Resources |
| **UNU** | Mr. Peter Button, Chief, Personnel |
| **UNAIDS** | Ms. Johanne Girard, Manager, Human Resources |
| **UN Staff College** | Mr. John Machin, Director |
| **UNOPS** | Mr. Martyn Evans, Assistant Director, Finance, Control and Administration (including Personnel)<br>Mr. Peter Van Laere, Chief, Human Resources |
| **ILO** | Mr. David Macdonald, Chief,  Common System and Entitlements Section |
| **FAO** | Ms. Carleen Gardner, Director, Personnel<br>Mr. Gregory Flood, Chief, Personnel Policy and Planning Branch |
| **UNESCO** | Ms. Haruko Hirose, Director, Bureau of Personnel<br>Ms. Ilana Krishnamurti, Chief, Division for Personnel and Compensation Policy<br>Ms. Annick Grisar, Chief, HR Planning Section |
| **ICAO** | Mr. Jesus Ocampo, Chief, Staff Services Section, Personnel Branch |
| **WHO** | Ms. Enid Steward-Goffman, Coordinator, Policy Development, Human Resources Services Dept.<br>Ms. Telma Viale, Human Resources Specialist |
| **PAHO** | Dr. Diana LaVertu, Chief of Personnel |
| **UPU** | Mr. Christian Langheld, Chief of Personnel |

| ITU | Mr. Alfredo Descalzi, Chief a.i., Personnel and Social Protection Dept. |
|---|---|
| WMO | Mr. Avo Lepp, Chief, Human Resource Management Division |
| IMO | Mr. Leif Gunnestedt, Head, Personnel Section |
| WIPO | Mr. Sven Arneberg, Deputy Director, Human Resources Management Division (HRMD)<br>Mr. Todd Larson, Counsellor, HRMD |
| IFAD | Ms. Margaret Simon, Director of Personnel |
| UNIDO | Mr. Charles Juge, Special Adviser to the Director-General on Personnel Matters |
| IAEA | Mr. Dieter Goethel, Director, Division of Personnel<br>Mr. Yasuyoshi Komizo, Special Assistant to the Director-General for Management<br>Ms. Catherine Monzel, Head, Office of Management Services<br>Ms. Beverley Young, Head, Human Resources Planning and Control Unit |

| International organizations applying UN common system of salaries and allowances | |
|---|---|
| ISA | Ms. Kumiko Chaki-Kawamura, Chief, Office of Administration and Management |
| OPCW | Ms. Cynthia Valenzuela, Head, Staff Administration |

| Other International Organizations | |
|---|---|
| CTBTO | Mr. Michael Hasenau, Chief, Personnel Section |
| WTO | Mr. Paul Rolian, Director of Personnel |

| Observers | |
|---|---|
| ICSC | Mr. Prakash Ranadive, Executive Secretary<br>Ms. Linda Saputelli, Officer-in-Charge, Personnel Policies Division<br>Ms. Celine Alary, Personnel Policy Officer |
| FICSA | Mr. Alvaro da Silva Durao, General Secretary |

| CCAQ Secretariat | |
|---|---|
| Secretary<br>Assistant Secretary | Mr. Roger Eggleston<br>Ms. Mary Jane Peters |

<u>Annex III</u>

**Extract from the Report of the *Ad Hoc* Inter-Agency Meeting on Security**
Washington, D.C, 11-13 May 1999

**C.  Security Implications of the Y2K Problem for United Nations Staff**

5.      The Meeting was provided with a briefing from UNSECOORD outlining the security implications which could result from possible problems associated with Y2K.  Following extensive discussions, the Meeting recommended that:

a.      All organization headquarters should immediately take action to mitigate the effects of Y2K on operations, both at Headquarters and in the field;

b.      Designated Officials and Security Management Teams should take appropriate action to ensure that United Nations staff members are aware of the potential problems which might arise as a result of Y2K; staff members should be briefed regarding what actions they could take to prepare for any eventuality;

c.      All organizations present at the duty station should participate in contingency planning at the country level (in the context of the Security Management Team) to ensure that Y2K problems are minimized.

d.      Headquarters of organizations should advise their representatives in the field of the importance of addressing Y2K problems and of identifying actions which will minimize the effects of these problems on operations.

e.      UNSECOORD, with input from OCHA regarding humanitarian issues, will send a letter to all Designated Officials containing specific guidance regarding the identification of potential Y2K problems at the duty station.  This letter will contain specific dates by which actions must be completed.

f.      Each duty station must ensure that there is coverage by the security management system during the roll-over period.

g.      CCAQ(PER) may wish to consider, on an inter-agency basis, what type of leave should be authorized during the period, i.e permit advance home leave, etc;

h.      CCAQ(FB) may wish to consider, on an inter-agency basis, whether staff should be provided with salary advances;

i.      In order to avoid duplication of effort, UNSECOORD will request specific organizations to undertake actions on behalf of the entire group.  For example, UNDP will check with IAPSU regarding the Y2K compatibility of vehicles;

j.      Within the limits of the human resources available to it, UNSECOORD will keep track of actions taken or required relating to Y2K.

Annex IV

**Extract from the Report of the CCAQ High Level Meeting
March 1999 (ACC/1999/21)**

A.      The Y2K ISSUE

1.      The Committee received three presentations on the Y2K issue.

2.      Arising out of an exchange of views thereon, it concluded that:

(a)     The Y2K issue was not exclusively an IT question but also a concern for senior management.

(b)     The Y2K problems could lead - in the worst case scenario - to topple the work of some organizations.  Such problems were at best expected to create some dislocation in all organizations of the system.

(c)     While there were significant differences in preparedness for the Y2K between Headquarters and field locations and also between organizations' internal arrangements and those that related to the external environment, a system-wide co-ordinated approach location by location was required to deal with:

- contingency planning and logistics
- financial matters
- personnel matters
- telecommunications

(d)     ACC should be informed of these concerns at its April 1999 session.  A short statement would be prepared for adoption by ACC and action by executive heads as a basis for consistent and parallel information dissemination on Y2K issues to all staff in each organization.

(e)     In terms of immediate action:

- UNDP/UNDG was tasked with ensuring that Resident Co-ordinators take action to develop contingency plans, crisis management teams, stand-by teams, etc. on the basis of their in-country risk assessment;

- CCAQ(FB), in consultation with personnel colleagues, when necessary, was tasked with urgently developing system-wide guidelines for dealing with payroll and banking matters;

- UNHCR, UNICEF, WFP (and other field-oriented organizations) were tasked with reviewing the logistical concerns;

- UNSECOORD would pursue through its upcoming meeting and in consultation with the High Level CCAQ, all issues related to the security and safety of staff in the context of the Y2K concerns;

- UN would look into creating a common 'help-desk'/situation room/monitoring centre.

3.       An informal network of senior managers - taking as a starting point the participants in the HL-CCAQ - would be created through CCAQ to share efforts, exchange materials and review current and best practices.

4.       The Committee also took note of a Travel Advisory being issued to all organizations by UNSECOORD.