



**CONCLUSIONS OF THE MEETING  
OF THE HUMAN RESOURCES NETWORK  
(UN, New York, 5-8 July 2005)**

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**I. Agenda**

**II. List of Participants**

**III. Outcome of Orientation Session on HIV and AIDS in the UN system workplace**

## 1. ADOPTION OF AGENDA AND WORK PROGRAMME

(CEB/2005/HLCM/9 and CEB/2005/HR10/CRP.1)

1. The agenda is attached in annex I and the list of participants in annex II.

## 2. MATTERS RELATED TO THE WORK OF THE CEB, HLCM AND OTHER NETWORKS

2. The Network:

➤ Took note of the briefing provided by the Secretary of HLCM on the following matters:

- (a) Accountability and Transparency: A Working Group on current accountability measures would be established for which HR Network representation would be required;
- (b) High-level Panel on the Strengthening of the International Civil Service: There was a need to ensure that Member States would support the Panel's recommendations during the upcoming General Assembly;
- (c) Medical Directors: The Medical Directors Group had now been constituted as a working group of HLCM; the same is envisaged for a group on travel standards;
- (d) Appendix D: At the request of UNDP, the HLCM had asked that the HR Network consider a review of Appendix D.
- (e) CEB Website: The re-design of the CEB website was underway and should lead to a significantly improved functionality.

➤ Agreed to establish the following working groups:

- Accountability: ITU, WFP, UNDP, UNHCR, UNESCO, WHO, UNICEF
- Appendix D: FAO, UN and funds and programmes, WHO, WIPO

## 3. ISSUES UNDER CONSIDERATION BY ICSC

### 3.1 Review of the Pay and Benefits System

#### (a) Monitoring of the pilot study on broadbanding/reward for contribution



#### Background

Five organizations had agreed to participate in the pilot studies on broadbanding and performance-based pay: WFP, UNDP, UNAIDS, IFAD and UNESCO. While organizations had recommended the testing of several broad-banded approaches, only one model was approved for the pilot, which is to be reviewed in 2007.



#### Documentation

- ✓ ICSC/61/R.2

## ☛ **Conclusions**

### 3. The Network:

- Expressed its appreciation to the participating organizations and to the representatives of UNDP, WFP, UNAIDS and UNESCO for their presentations on progress made;
- Reiterated organizations' concern to allow for greater flexibility with regard to the banding structure. The Network recalled that it had consistently requested the Commission to allow organizations to set the bands in a manner that would best suit their individual business needs rather than applying the "one-size-fits-all" approach that the Commission decided to adopt. There was now important new information that would warrant a re-consideration of the banding options. The new information came from two sides:
  - (a) The comparator: The comparator federal civil service, which had always allowed for flexibility in setting the bands, had now moved to even greater flexibility, based on the experience gained with broadbanding. Not only was flexibility encouraged between agencies, but even within agencies, different bands could be established, based on the respective business needs and requirements. This development in the comparator service should be an important "lessons learnt" consideration for the common system pilot.
  - (b) The pilot organizations: Implementation of the pilot had started or was about to start and the experience gained so far very clearly demonstrated the need for greater flexibility. Grouping the P-5 level with P-3 and P-4 might work in one organization, but in another it might seriously hamper the process and prevent the system from obtaining valid and useful results from this pilot study.
- Believed therefore that the benefits of introducing greater flexibility would be significant and ensure much more realistic and useful results coming out of the pilot, whereas the costs of doing so seemed to be insignificant or non-existent;
- Reiterated organizations' wish to ensure the participation of General Service staff in the pilot. The Commission's position had been restrictive on this matter. Some participating organizations sought to include General Service staff together with Professional staff in their pilots which would be better aligned with the operational realities and working methods of organizations: General Service staff contributed fully to the performance of a team as, for example, programme or operations assistants, human resource or finance assistants. Many elements of the pilot, notably feedback on team performance, would yield less than meaningful, if not distorted, results if the participation of the General Service team members would not be taken into consideration.
- Looked forward to the appointment of a project manager which it had called for in 2003 to oversee the pilot project in a dedicated manner.

#### **Decision by the ICSC**

The Commission welcomed the progress report on the pilot study, particularly as it related to the information provided by the volunteer organizations and consultants assisting in the exercise. It found the discussion of the various study issues very useful and was encouraged by the progress made thus far. It was, however, concerned about the direction that some of the test modalities were taking based on its decisions taken earlier and reported to the General Assembly in 2004. It reminded the volunteer organizations that those modalities were the basis on which the study should be conducted and that any deviation from them would require the Commission's prior approval. It requested its secretariat to provide a further progress report on this item at its sixty-second session.

**(b) Assessing the implementation of the new Job Evaluation Master Standard for the Professional and higher categories**



**Background**

At its 57<sup>th</sup> session in 2003, the ICSC had endorsed a conceptual model of the new job evaluation system for the Professional and higher categories. On 18 December 2003, the Chairman of ICSC promulgated the new Master Standard for implementation by all organizations of the common system as from 1 January 2004. The new system was based on an approach that linked job design to the development of competencies and supported performance management in an integrated manner. A progress report on the implementation of the new system by organizations of the common system is contained in document R.3.



**Documentation**

✓ ICSC/61/R.3



**Conclusions**

4. The Network:

- Took note with appreciation of the progress made with regard to the implementation of the new Master Standard for the Professional and higher categories;
- Expressed appreciation for the training provided by the ICSC Secretariat, which facilitated the implementation of the Standard;
- Looked forward to the development of a glossary that would enhance understanding and consistency in the interpretation of the definitions used in the grade level descriptors;
- Proposed that the ICSC Secretariat seek the advice of the ICT Network through the CEB Secretariat with respect to the problems encountered in the area of electronic systems support, detailed in paragraph 19 of ICSC/61/R.3;
- Supported the development of an informal group of job classification specialists, as proposed in paragraph 21 (f) of the document, on the understanding that this group would operate on a virtual basis. The virtual nature would be in line with the frequently expressed views of executive heads that a proliferation of formal committees should be avoided.

**Decision by the ICSC**

The Commission decided to:

- (a) Take note of the report of the status of implementation by the organizations of the new job evaluation standard for the Professional and higher categories;
- (b) Encourage the organizations to increase the rate of implementation while noting the difficulties encountered by them;
- (c) Endorse the approach proposed by its secretariat in paragraph [4] above for the enhancement of the new system;
- (d) Request its secretariat to ensure that a random sample of United Nations jobs is classified by reference to the new job evaluation standard in preparation for the grade equivalency study with the United States federal civil service;
- (e) Request its secretariat to report on further progress in implementation at the Commission session in the third quarter of 2006, including the number and grade levels of posts classified and any changes to these grade levels as a result of classification action taken.

**(c) Mobility and hardship allowance, hazard pay and strategic bonuses**



**Background**

At its fifty-ninth session in July 2004, the ICSC had decided to delink the mobility and hardship scheme from the base/floor salary scale and to separate the mobility and hardship elements but to defer implementation of the decision until a new system had been put in place. The Commission established a working group to study “the range of issues associated with the revision of the scheme”. The working group was composed of three members of the Commission, six organizations (UN, UNDP, UNICEF, WHO, FAO, UNHCR), representatives from FICSA and CCISUA and the CEB Secretariat. (UNICEF was unable to attend the first meeting). The report of the first meeting of the working group (Guatemala City, 29 November to 3 December 2004) outlined initial ideas and proposals. The second meeting took place at the end of April in Cyprus and came up with concrete proposals for new flat sum schemes for mobility, hardship and non-removal allowance. The goal set by the Commission was to maintain overall cost neutrality for the three elements. Of particular concern to organizations and staff was the maintenance of a mobility allowance for staff assigned to headquarters and A category duty stations. The recommendations are to be considered by the General Assembly at its sixtieth session.



**Documentation**

✓ ICSC/61/R.4



**Conclusions**

5. The Network:

- Recalled that at the Commission’s last two sessions, the Network had expressed regret and concern regarding the decision to de-link the mobility and hardship allowance from the base/floor salary scale, and to do so at a time when organizations were increasing their efforts to enhance mobility of staff within and between organizations;
- Noting that the Working Group had been charged with a difficult task and had very little time to accomplish it (only two weeks compared to the several months it took the 1989 review process to arrive at the current scheme), the Network’s expressed appreciation to the Working Group for the collaborative effort that had resulted in the proposal for a revised scheme;
- Considered that in the context of the ongoing reform efforts, including the review of the pay and benefits system, the proposals for a new scheme corresponded well with the overall reform objectives. The new flat-rate scheme would meet organizations’ business needs by providing incentives and rewards to staff who were geographically mobile and willing to take up assignments in hardship duty stations. At the same time, the new scheme would represent a simplification in that it would be easier to administer and would also be more transparent to staff;
- Noted that the proposed package would achieve the Commission’s goal of cost neutrality. While it was unfortunate that in many cases, increases in the hardship element would have to be offset by a reduction in mobility and non-removal allowances, the proposed introduction of a an additional mobility category for staff on their seventh or higher assignments was very much supported;
- Strongly supported the proposal to continue the mobility allowance for staff at H and at A duty stations. Organizations attached particular importance to this aspect of the scheme and to the need to distinguish between considerations that related to mobility and those that related to hardship. Including H and A duty stations in the mobility allowance was also strategically important for the purpose of encouraging and increasing inter-agency mobility which, in the case of some organizations, might include moves between headquarters locations and A duty stations;
- Agreed that, with regard to implementation of the new scheme, a starting date of 1 January 2006 would not be feasible as a decision by the General Assembly on this matter could not be

- expected before December and given the obviously significant implications for organizations' payroll and IT systems. The earliest possible starting date would be 1 July 2006;
- Decided that in order to optimize support for the proposals in the General Assembly it would propose that HLCM adopt a statement thereon. The strong support of the staff associations would also be important;
  - Emphasized the importance of designing a comprehensive communications strategy to inform staff about the new arrangements that would precede and accompany the introduction of the revised scheme. This should include the provision of adequate training of HR specialists;
  - Also emphasized that prior to the starting date, it would be necessary to establish very clear guidelines on the transitional arrangements that needed to be put in place, particularly with regard to the issue of acquired rights. Organizations would need to work closely with their legal advisors to determine their approach to the transitional arrangements;
  - Proposed to establish a joint working group, made up of members of the organizations, the staff representative bodies and the ICSC and CEB Secretariats to support the process of preparing for implementation (a first informal meeting took place during the HR Network meeting).

#### **Decision by the ICSC**

The Commission decided to recommend to the General Assembly:

- (a) To approve the proposed arrangements for mobility, hardship, non-removal and the assignment grant as set out in annex I;
- (b) To implement the new systems with effect from 1 July 2006;
- (c) To approve the definitions of hardship and mobility as outlined in the documentation
- (d) Approve the definition of the criteria for hazard pay as proposed in the documentation.

#### **(d) Education grant: Review of the methodology for determining the level of the grant**

#### **Background**

The review of the Education grant is part of the overall review by the ICSC of the pay and benefits system of the common system. The objective was to develop proposals on alternative approaches to providing the education grant as a lump sum with a view to streamlining the scheme's operation and administration. The present proposal introduces a move away from the current "individual-receipt-based" to an "institution-specific" approach for administering the grant.

#### **Documentation** ✓ ICSC/61/R.5

#### **Conclusions**

#### 6. The Network:

- Supported, in principle, a lump-sum approach for the education grant as part of the ongoing effort to simplify and streamline the pay and benefits system. At the same time, the Network emphasized that the education grant was one of the most important expatriate benefits and that any simplification or streamlining had to ensure that the value of the allowance was not eroded;
- Noted the information provided by the ICSC Secretariat that the adjustment mechanism for boarding would remain unchanged and that capital levies would be treated separately;
- Considered that the proposals contained in document R.5 represented a useful step forward in the development of a new concept. At the same time, the Network did not believe that a point

had yet been reached where the concept could be translated into reality and implementation. The proposed move from the individual-receipt-based to the institution-specific approach might well result in some reduction of the administrative workload associated with processing the claims. On the other hand, the implications of some of the proposed changes, particularly their practicality with regard to implementation, would require further study;

- Fully supported the suggestion made in paragraph 33 of the document first to conduct a simulation of the practicality of the new approach. The Network recommended doing so on a virtual basis, i.e. by way of a simulation in one or two volunteer organizations at the time of the next review of the levels of the grant under the existing methodology (summer of 2006).

#### **Decision by the ICSC**

The Commission decided to request its secretariat to continue, in cooperation with the organizations, its work on the development of proposals on the review of the methodology for determining the level of the education grant on the basis of current underlying principles of the scheme and, in particular, the lump-sum approach. It also requested the secretariat to develop models illustrating the practicality of the various review proposals with a view to ensuring fairness, simplification and cost control and to report to the Commission on this issue at its sixty-third session.

### **3.2 Conditions of Service of the Professional and higher categories**

#### **(a) Evolution of the United Nations/United States remuneration margin**



##### **Background**

Under a standing mandate from the General Assembly, the ICSC reports on an annual basis the margin between the net remuneration of the UN staff in grades P-1 to D-2 and their counterparts in the United States federal civil service (the comparator). The forecast for 2005 is estimated at 111.1 (i.e. close to the margin's lower end of 110), with one grade, D.1, falling below the margin.



##### **Documentation**

- ✓ ICSC/61/R.6



##### **Conclusions**

7. The Network:

- Noted that of the seven grade levels in the Professional and higher categories, for which the margin was calculated, three had almost reached the lower end of the margin - 110.5, 110.3 and 110.5 for grades P-1, P-4 and P-5, respectively -, and that one grade, D-1, had fallen below the margin, to 109.8;
- Requested the Commission to recommend to the General Assembly to consider a real salary adjustment that would bring the remuneration margin closer to the mid-point of 115;
- Emphasized that the request for an adjustment was not a request for a salary increase but, more importantly, a request for adhering to the existing methodology. As was pointed out in paragraph 9 of the document, only last year the General Assembly had reaffirmed that the range of 110 to 120 for the margin should continue to apply, on the understanding that it should be maintained around the mid-point of 115. If the current situation – three grades hovering close to the bottom end and one grade having actually dropped below - did not give rise to the application of the methodology, thus further eroding the Noblemaire Principle, the question could be asked

whether it should continue to be called a methodology. Organizations, therefore, firmly believed that now was the time to apply the methodology;

- Reiterated its concern that organizations were no longer competitive and that it was becoming increasingly difficult to attract and retain the expertise, often highly specialized, required for organizations to remain effective. This applied particularly to the D-1 level, the level that had now slipped below the margin - and which was precisely the level that held key managerial responsibilities in organizations and that was held accountable for leading and implementing change and reform. To not correct this problem would only lead to the erosion of managerial capacity across the system, especially when one considered the large proportion of managerial staff who were expected to retire over the next five years. Organizations could no longer afford difficulties in attracting and retaining qualified managers and specialists at this level.

#### **Decision by the ICSC**

The Commission decided to take note of the margin forecast of 111.1 between the net remuneration of United Nations staff in grades P-1 to D-2 in New York and that of the United States federal civil service in Washington, D.C., for the period from 1 January to 31 December 2005. It also decided to draw the attention of the General Assembly to the fact that the current level of the margin was 3.9 percentage points below the desirable midpoint of 115.

### **(b) Proposed agenda for the twenty-eighth session of the Advisory Committee on Post Adjustment Questions (ACPAQ)**



#### **Background**

The agenda for the 28<sup>th</sup> session of ACPAQ was focused primarily on the 2005 round of place-to-place surveys at headquarters duty stations. ICSC at its 60<sup>th</sup> session had endorsed the schedules for this round.



#### **Documentation**

- ✓ ICSC/61/R.7



#### **Conclusions**

#### 8. The Network:

- Noted the proposed agenda for the twenty-eighth session of the Advisory Committee on Post Adjustment Questions.
- Noted further information provided by the CEB Secretariat that Roger Eggleston would serve as the independent observer of price collection in New York on behalf of both the administrations and staff associations.

#### **Decision by the ICSC**

The Commission approved the provisional agenda for the twenty-eighth session of the Advisory Committee on Post Adjustment Questions with the addition of an item on "Other business".

### 3.3 Conditions of Service of the General Service and other locally recruited staff

#### (a) Survey of best prevailing conditions of employment in Montreal

 **Documentation**  
✓ ICSC/61/R.8

 **Conclusions**

9. The Network:

- Took note of the contents of document R.8.

#### (b) Considerations related to reviewing the Job Evaluation Standards for General Service and related categories

 **Background**

A number of consultations have taken place on this issue, including a working group meeting organized by the ICSC Secretariat in Geneva on 11 and 12 January 2005, at which representatives from organizations and the staff representative bodies participated. The document prepared by the ICSC Secretariat reflects the continuation of previous debates on whether the review of the job evaluation standards should be looked at separately or could only form part of a comprehensive review/reform of the GS category as a whole. The Commission considers that the existence of eight different standards is not acceptable and wants to see one single standard developed. Some organizations and the staff representatives do not think that a single standard is essential.

 **Documentation**  
✓ ICSC/61/R.9

 **Conclusions**

10. The Network:

- Expressed appreciation for the work carried out by the Secretariat and in particular, for the thorough and excellent comparative study on the existing eight job classification standards for the General Service and related categories. This work was greatly facilitated by the very positive engagement and collaboration with organizations and staff;
- Agreed that of the options presented in the document, the preferred direction for future work on this matter was the further examination of comprehensive reform for the General Service and related categories;
- Recalled that when the review of pay and benefits had been launched in 2001, focus groups had been charged with the tasks of identifying challenges faced by organizations in the changing international environment and recommending new human resources initiatives to respond to those issues. Given the magnitude of the reform effort, it had been decided at the time to first develop new approaches to the job evaluation system governing the Professional and higher categories.
- Believed that the time had now come to fully integrate the General Service and related categories into the reform agenda. Clearly, the nature of work of the General Service category had undergone as significant a transformation as had the professional category. The

competencies and qualifications that the GS workforce was expected and required to bring to their jobs were very different now than they were a decade ago. Most organizations had already moved ahead and reflected this changed nature of the General Service work in a number of ways, such as in the core competencies established for all staff, the competencies used for performance assessment purposes, and generic job profiles incorporating updated functions and competencies. In the context of the pilot study on broadbanding and reward for performance, the contribution of General Service staff to the performance of work teams was considered so closely integrated with the contribution made by their professional colleagues that organizations did not consider it feasible to conduct the pilot studies without including the GS team members. An exercise that focused merely on merging eight job evaluation standards into one would not do justice to the changed realities and to the new and different nature of work of the General Service category – a category, which, after all, comprised such a significant part of the common system workforce. A more holistic approach that would take into account many other dimensions would be advocated;

- Proposed that in order to accelerate the process, a working group of organizations and staff representatives, and the secretariats of the ICSC and CEB, would be best placed to carry out this work.

#### **Decision by the ICSC**

The Commission decided to pursue further research in collaboration with organizations and staff representatives on the reform of the job evaluation system for the General Service and related categories. It therefore decided to establish a working group consisting of representatives of the ICSC and CEB secretariats, administrations and staff representatives for this purpose. The terms of reference established by the Commission for the working group were also approved by the Commission.

### **3.4 Review of the pensionable remuneration**



#### **Background**

The comprehensive review, conducted approximately every six years, should have begun in 2002. It was postponed due to workload considerations. The document prepared for the ICSC suggested that another postponement could be considered.



#### **Documentation**

- ✓ ICSC/61/R.10



#### **Conclusions**

##### 11. The Network:

- Agreed with the suggestion that “the comprehensive review of pensionable remuneration and consequent pension should be deferred until such time as the results of the current pay and benefits review are known”. For the reasons given in the document and also in light of the current staffing situation in the ICSC Secretariat which could make it difficult to dedicate the necessary resources to this important exercise.

**Note:** The item was subsequently withdrawn from the ICSC agenda and postponed until 2006.

### 3.5 Total compensation comparisons under the Noblemaire principle to determine the highest paid civil service

#### (a) Progress Report on Phase II of total compensation comparisons



##### Background

According to the current application of the Noblemaire Principle, the salary levels of United Nations common system staff of the Professional and higher categories are determined on the basis of a comparison with the highest paying national civil service. Currently, the comparator is the United States federal civil service. A study to determine the highest-paid civil service, including a total compensation comparison between the United Nations and the US federal civil service is on the work programme of the Commission for 2005-2006. The Commission and the General Assembly have agreed that the current practice of using the highest paid national service could be combined with a reference check with other international organizations. The purpose of Phase I of the current study was to gather sufficient data in order to identify those national civil services that appear to have the highest cash compensation levels and therefore could be studied in depth in Phase II. At its 60<sup>th</sup> session, the Commission agreed to including Singapore, Belgium, Switzerland and Germany for further study.



##### Documentation

✓ ICSC/61/R.11



##### Conclusions

12. The Network:

- Appreciated the effort made by the Secretariat and the work done by the consultant;
- Expressed regret at the lack of progress which was due to the sweeping reforms underway in the comparator's federal civil service;

**Note:** Subsequent to the meeting of the HR Network and during the ICSC session, documents ICSC/61/CRP.6: German civil service and ICSC/61/CRP.7: Swiss civil service were submitted. The outcome of the review of these two civil services is reflected in the ICSC decision below.

#### **Decision by the ICSC**

The Commission decided to

- (a) Take note of the progress made thus far in the study;
- (b) Discontinue any further study with regard to Germany, Singapore and Switzerland;
- (c) Continue the study with regard to Belgium;
- (d) Continue the reference check with regard to the World Bank and OECD;
- (e) Request its secretariat to provide a further progress report at the 62nd session.

## (b) Grade equivalency between United Nations/United States



### Background

Grade equivalency studies between officials in comparable positions of the comparator civil service (the United States federal civil service) and the United Nations common system are conducted every five years by the ICSC. At its fifty-ninth session, the Commission had decided that it would commence the next grade equivalency study in the latter part of 2004 with an examination of the comparator's Senior Executive Service (SES). The document of the ICSC Secretariat reported delays in obtaining the required grade equivalency data because of changes in the comparator's data systems.



### Documentation

- ✓ ICSC/61/R.12



### Conclusions

#### 13. The Network:

- Expressed regret that, due to the dramatic reforms being introduced in the US federal civil service under the Federal Workforce Flexibility Act of 2004, the collection of the required data had not yet been possible. These extensive changes in the comparator's system and the consequent delays in obtaining data clearly demonstrated the shortcomings of having one national civil service as the comparator and of using other international organizations – which were the UN System's true competitors - only as a reference point.
- The executive heads had repeatedly indicated that the Noblemaire principle was not working as it was intended and that it had to be updated. As the work of the majority of the staff could no longer be compared to that of a largely home-based national civil service, the importance the executive heads attached to this subject was reflected in a statement that the United Nations System Chief Executives Board for Coordination (CEB) had adopted for transmission to the Commission at its fifty-eighth session (spring 2004):

**Note:** Following the HR Network and during the session of ICSC, an oral progress report was provided by an ICSC consultant.

### Decision by the ICSC

The Commission decided to take note of the progress made and of further work to be done in connection with the grade equivalency exercise and looked forward to a report from its secretariat at its spring session in 2006.

## 3.6 Administrative and budgetary matters: proposed budget for the biennium 2006/2007



### Background

As provided for in Article 21 of the ICSC statute, the Commission's budget proposal is circulated by the CEB Secretariat to member organizations for their review and comment. The budget is to be established by the Secretary-General after consultation with CEB.



### Documentation

- ✓ ICSC/61/R.13 – ICSC 2006-2007 Budget Proposal
- ✓ CEB/2005/HR10/CRP.3 – Review by Member Organizations

## **Conclusions**

### 14. The Network:

- Expressed appreciation for the fact that the proposed budget was based on a zero growth approach, with the proposed nominal increases resulting from recosting. However, even the proposed nominal increases could represent a problem for organizations in that organizations had finalized their 2006/2007 budgets and the proposed increases had not been received early enough to be included in the cost-sharing provisions. Organizations therefore requested that in the future, an earlier submission be ensured so that the Secretary General could consult in a timely manner with the CEB as provided for under Article 21 of the ICSC Statute;
- Noted that the Commission envisaged two three-week sessions and two two-week sessions during the biennium. In this regard, the Network continued to fully support the recommendation of the High-level Panel on the Strengthening of the International Civil Service that Commission sessions should be limited to two weeks. Almost all organizations of the common system had in recent years reduced the length of their meetings, without compromising the quality and productivity of their sessions;
- Requested the Commission to provide more detailed information on the use of the consultants, including their background and experience. While the Network appreciated the fact that the proposed significant increase from \$893,000 to \$1,490,900 for consultancy resources was mainly associated with the increased use of consultancy expertise for the pay and benefits reform, in particular for the broadbanding/reward for contribution pilot study, the Network proposed examining the possibility of substituting existing staff resources for some of the consultancy services. This would also facilitate the building up of the Secretariat's own internal expertise and knowledge base;
- Considered that the proposed amount of \$13,000 allocated to staff training was quite inadequate when taking into consideration the importance of the role that the Secretariat staff must play in the development of innovative approaches in the field of human resources. \$13,000 corresponded to just about 0.1 (zero point 1) per cent of total staff costs. The Network believed that with this percentage, the Commission's Secretariat was trailing behind the rest of the common system. In this context, it was recalled that in 2003, the CEB, through its HR Network, endorsed the principles contained in the Organizational Learning Framework (OLF), a framework for learning that was developed by an inter-agency group of learning and staff development managers. One of the indicators for a strategic approach to learning in organizations is an organization's commitment to dedicating 2 per cent of staff costs to learning and training (some organizations even apply the percentage to the administrative budget) and 5 per cent of staff time to learning and training activities. Organizations were working towards reaching these goals, and the Network believed that the Commission should do the same;
- Noted that the structure of the ICSC Secretariat had remained the same. By contrast, virtually all organizations of the common system had undertaken comprehensive restructuring, reprofiling and reorganization exercises over the last few years. These exercises had been driven by the need to adapt to changing external environments, changed business needs and the requirements for greater flexibility and simplification in administrative processes. The organizations of the common system, particularly those that had gained ample and useful experience with their own restructuring efforts, stood ready to assist the ICSC Secretariat in any effort it might wish to initiate in this regard.

**Decision by the ICSC**

The Commission endorsed the proposed programme budget for the biennium 2006-2007, presented in document ICSC/61/R.13.

**3.7 Implementation by organizations of decisions and recommendations of the ICSC**



**Background**

Under Article 17 of its Statute, the ICSC submits an annual report to the General Assembly, which includes information on the implementation of its decisions and recommendations. The last report was provided in 2003. The document R.14 is useful for reference purposes, particularly table 14 on the Framework for HR Management.



**Documentation**

✓ ICSC/61/R.14



**Conclusions**

15. The Network:

- Took note with appreciation of the document.

**Decision by the ICSC**

The Commission decided to:

- (a) Take note with interest and satisfaction of the responses provided by the organizations for the 2005 exercise;
- (b) Request an update of mobility policies in organizations in 2007;
- (c) Request its secretariat to review the status of National Professional Officers and to present a report on the use of this category at the Commission's summer 2006 session.

**3.8 Hazard pay – review of the level**



**Background**

Hazard Pay was introduced in 1984. The current review includes a revision of the definition and criteria, the adjustment mechanism and adjustments to the level.



**Documentation**

✓ ICSC/61/R.15



**Conclusions**

16. The Network:

- Emphasized that staff must be properly supported and compensated, particularly those who were working in difficult and dangerous locations. Each year, more staff were working in hazardous duty stations, without their families and other means of support;

- Decided to request the Commission to adjust the level of hazard pay for internationally recruited staff to \$1,500 which was fully justified, particularly in view of the strong devaluation of the United States dollar vis-à-vis some currencies since 2001;
- Agreed that the level of hazard pay for locally-recruited staff should remain unchanged as it had been adjusted only last year;
- Agreed with the revised definition for hazard pay as proposed in paragraph 14 of the document to take into account situations where staff were directly exposed to life-threatening diseases in the performance of their function;
- Also agreed with the proposed adjustment mechanism;
- Recommended that the levels of hazard pay for internationally and locally recruited staff should be reviewed simultaneously in the future.

#### **Decision by the ICSC**

The Commission decided to:

- (a) Reiterate its commitment to the principle of hazard pay and to express its appreciation for the dedication and commitment of all those staff working in hazardous conditions;
- (b) Establish the level of hazard pay for internationally recruited staff at \$1,300 per month as of 1 January 2006;
- (c) Retain unchanged the current level of hazard pay for locally recruited staff (25 per cent of the midpoint of the local salary scale for General Service staff);
- (d) Approve the periodicity of the review and reference point for setting the hazard pay as set out in paragraph 14 above;
- (e) Establish the criteria for payment of hazard pay as defined in the annex to its report.

### **3.9 Entitlements of internationally-recruited staff serving in non-family duty stations**



#### **Background**

At the Commission's 60<sup>th</sup> session, the HR Network presented a comprehensive report on organizations' efforts to harmonize their practices with regard to the entitlements of internationally recruited staff serving in non-family duty stations. The Commission at the time expressed appreciation for the progress made with regard to the harmonization. The Commission also requested the Network to provide further information on the application of two allowances which are part of the entitlements at non-family duty stations, the Special Operations Approach (SOA) and the Mission Subsistence Allowance (MSA). Annex I of document R.16 contains the requested information.



#### **Documentation**

- ✓ ICSC/61/R.16



#### **Conclusions**

17. The Network:

- Agreed that the harmonization of practices in this area represented an excellent example of close and fruitful collaboration between organizations. The differences which remained were fully justified by the varying operational requirements of the organizations

#### **Decision by the ICSC**

The Commission agreed with the rationale for maintaining two separate approaches under the special operations and the mission subsistence regimes, which were applied to address the different needs and requirements of different groups of personnel serving under different types of appointments. While the special operations approach was used with respect to staff members assigned for longer but defined periods and with traditional entitlements, the mission subsistence allowance approach applied exclusively to a specific group of staff assigned to special peacekeeping operations and for political and peacebuilding missions.

The Commission also welcomed the efforts by the organizations aimed at harmonizing their practices with regard to the entitlements of staff serving at non-family duty stations and endorsed the proposed change from mission subsistence allowance to the after-60-day daily subsistence allowance rate as the basis for calculating the special operations living allowance under the special operations approach.

### **3.10. Responses to requests by the General Assembly in Resolution 59/268 (UN Common System)**



#### **Background**

Under this item, the ICSC responds to a request by the General Assembly on information on “which entities it uses as comparators for the determination of entitlements such as leave and allowances” and “the practices of other relevant civil services and international organizations concerning the provision of education grants”. The result is a very comprehensive document which HR managers may find useful as a reference tool on leave, allowances and education grant practices by other civil services and international organizations.



#### **Documentation**

✓ ICSC/61/R.17



#### **Conclusions**

18. The Network:

- Took note of the comprehensive and detailed information provided in the document.
- Reiterated the position it had advocated for a long time that the common system should not be a carbon copy of the comparator.

#### **Decision by the ICSC**

The Commission decided to take note of the information provided and requested its secretariat to summarize the results for presentation to the Assembly. It further decided that the information should be provided, in its entirety, if requested by the Assembly at the time of its review of the Commission's report.

## 4. ISSUES RELATING TO THE HR NETWORK AGENDA

### 4.1 Safety and Security of Staff

#### (a) Report of the Inter-Agency Security Management Network (IASMN)



#### Background

The report of the IASMN is reviewed each year by the HR Network given the significant HR implications.



#### Documentation

✓ CEB/2005/HLCM/19



#### Conclusions

19. The HR Network:

- Thanked the Acting Deputy to the Under-Secretary General of the Department of Safety and Security who reiterated the main goals\* of the Department of Safety and Security and presented the report of the IASMN. In particular, she drew attention to the following:
  - (a) The support of the Network was needed to ensure that all organizations' stress counselors were fully integrated within the security management system so as to ensure a coordinated and coherent response to critical incident stress management across the UN system;
  - (b) Specific training was required for security officers in gender sensitivity, particularly with respect to domestic violence and security of women which were delicate and complex;
  - (c) Despite extensive efforts to recruit female security officers, their retention had become problematic. In her view, this was due largely to difficulties experienced by female security officers with regard to the attitudes of some male colleagues;
  - (d) Close collaboration with HR and Medical Directors was needed in developing coordinated responses to situations involving mass casualties; and
  - (e) The minimum qualifications for security officers, especially as regards prospective applicants who do not have the required educational background but who have significant work experience.
- Noted the full report of IASMN would be submitted to HLCM for its review and approval and that therefore HLCM would be requested to approve the revision of the Inter-organizational security measures: framework for accountability for the United Nations security management system" and also to consider whether adjustments were required to the operation of the minimum operating residential security standards (MORSS);

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\* (Be) The world's most effective, professional, flexible and supportive department of safety and security.

(Have) Enhanced operational ability to enable and deliver the United Nations mission in the most demanding locations on the globe.

(Work with) A team of men and women who are respected and envied as the gold medal standard of international safety and security achievement.

- Recalled the earlier work that had been done by the then CCAQ/PER to combat domestic violence and violence in the workplace and requested the CEB secretariat to liaise with the IASMN's working group on the security of women with the view to developing a policy thereon;
- Welcomed the development of new field security training programme which would be available on CD-ROM entitled "Survival in the Field" and agreed that security training, including refresher training, should be mandatory for all staff members.

## **(b) Malicious Acts Insurance Policy (MAIP)**

### **Background**

General Assembly Resolution 59/276, Section XI, of 23 December 2004, on a Strengthened and unified security management system for the United Nations, noted in paragraph 1:

"...that the malicious acts insurance policy has a worldwide coverage except in headquarters countries, namely, Austria, Canada, France, Germany, Italy, Japan, the Netherlands, Switzerland, the United Kingdom of Great Britain and Northern Ireland and the United States of America" and requested "... the Secretary-General, as Chairman of the United Nations System Chief Executives Board for Coordination, to address this matter in the context of the Board and to report to the General Assembly thereon at its sixtieth session with a view to ensuring that all staff are covered"

In this context, the CEB Secretariat carried out consultations with some member organizations with a view to obtaining a more complete understanding of the overall coverage of staff in the United Nations system under the malicious acts insurance policy or a comparable scheme, as well as an indication of any significant differences between the UN-maintained policy and any other policies.

 **Documentation**  
✓ CEB/2005/HLCM/10

### **Conclusions**

20. The Network:

- Thanked the secretariat for the useful information provided in the document;
- Agreed that disparities in death and disability benefits among organizations should be avoided; and
- Decided that the review of Appendix D (see paragraph 2) should take a wider approach and therefore encompass related policies

## **4.2 Inter-Organization Mobility Accord**

### **Background**

The Inter-Organization Mobility Accord had been developed by an HLCM working group composed of HR managers and legal advisors. HLCM had approved the Accord, "in principle", at its session in October 2004 and had requested the HR Network to finalize the document. It was therefore decided to convene an open-ended ad-hoc working group that met during the HR Network meeting. The Working Group successfully negotiated and agreed on a final draft of the Accord.

 **Documentation**  
✓ CEB/2005/HLCM/11

## **Conclusions**

### 21. The Network:

- Expressed its appreciation to the members of the ad-hoc working group for finalizing the draft Accord and to the representative of FAO for his leadership of the process;
- Agreed to submit the revised version of the Accord to the next session of HLCM in October 2005 for final approval.

## **4.3 Access to hard currency by locally recruited staff for education of dependent children abroad (UNICEF)**

### **Background**

Access to hard currency by locally recruited staff can currently be authorized in individual cases only for official travel outside the country, for medical expenses incurred in hard currency outside the duty station and under existing special measures provided for in the non-headquarters salary survey methodology. The last review, which had resulted in the described practice, took place in 1988 at a joint meeting of the then CCAQ (PER) and CCAQ (FB). At the eighth session of the HR Network in February 2005, UNICEF had submitted a note proposing that locally recruited staff could have access to hard currency also for the purpose of educating children abroad. The Network had asked UNICEF to conduct informal consultations with other organizations and to submit a revised proposal to the ninth session of the Network.

### **Documentation**

- ✓ CEB/2005/HLCM/12 – Note by UNICEF
- ✓ For reference purposes: ACC/1988/6, paras 9-11, and ACC/1988/PER/R.6

## **Conclusions**

### 22. The Network:

- Noted that there were a number of legal and financial issues that needed to be clarified at the individual organizational level and bearing in mind the need to maintain a harmonized approach to salaries and allowances across the common system;
- Requested UNICEF to obtain additional information on the legal and financial implications and prepare a revised proposal, to be reviewed at the next session of the Network in February 2006.

## **4.4 Harmonization of the Conditions of Travel throughout the UN System: JIU Report JIU/REP/2004/10**

### **Background**

The report of the Joint Inspection Unit (JIU) made a number of recommendations with regard to conditions of travel throughout the UN system, including harmonization of length of travel required for business class travel. As provided for under Article 11 of the JIU Statute, the CEB Secretariat circulated the JIU report to all organizations, asking for their views in order to coordinate CEB's comments on the recommendations.

### **Documentation**

- ✓ CEB/2005/HLCM/13

 **Conclusions**

23. The Network:

- Expressed its full support for the recommendations contained in the JIU report;
- Agreed to assist the CEB Secretariat in ensuring that the CEB document submitting the views of the organizations would reflect organizations' positive reaction to and full support for the recommendations.

#### 4.5 DSA for locally recruited staff

 **Background**

At its ninth meeting in February 2005, the HR Network requested the CEB Secretariat to survey organizations on their current practices with respect to applying the 1987 CCAQ guidelines on daily subsistence allowance (DSA) for locally-recruited staff. The last common system review of DSA for locally-recruited staff took place in 1987. At the time, CCAQ concluded that the principle to pay locally-recruited staff a reduced DSA was appropriate and "remained valid". With regard to the process of determining the level of the local rate, the CCAQ guidelines described the role of the Local Salary Survey Committee (LSSC) in collecting and analyzing data. They stated that "no prior consultation with headquarters would be required to establish local DSA rates if the amount was less than 50 per cent of regular rates. Recommendations for rates of 50 per cent and over should continue to be referred to UNDP Headquarters for approval". The outcome of the survey confirmed that practices as to the application of the guidelines varied between duty stations and between organizations.

 **Documentation**

- ✓ CEB/2005/HLCM/14 – Note by the CEB Secretariat

 **Conclusions**

24. Recognizing the importance of consistency across the common system at individual duty stations, the Network agreed to the following:

- Locally-recruited staff, when on duty travel outside the country of assignment, should be paid 100 per cent of the DSA established for the place of travel;
- DSA rates for locally-recruited staff, when on duty travel within the country of assignment, should be established by the lead agency, in full consultation with all other organizations represented at the duty station.
- The Local Salary Survey Committee (LSSC) should not be involved in the process of establishing local DSA rates nor should the lead agency be required to refer the matter back to headquarters;
- The lead agency should however ensure that the established rates are published widely in the country and reported to the CEB Secretariat to be posted on its website as a central repository;
- Exceptions to the established rate should be granted under special circumstances such as when local staff are required to stay at a MOSS compliant hotel.

## 4.6 Outcome of Review Process of UNSSC



### Background

In early 2005, the Secretary of CEB, in his capacity as Secretary of the UNSSC Board of Governors, had initiated a review process involving a retreat held in Rome in February 2005 and a meeting of the Expert Technical Review Panel in May 2005. Recommendations were made with regard to the governance of the College and its programme, resource mobilization and management strategies. At the meeting of the Board on 7 July 2005, the Deputy Secretary-General, in her capacity as Chair of the Board of Governors, had called on organizations to decide whether the Staff College should become a truly strategic UN System instrument or should remain an institution that delivered training programmes to individual organizations. It was decided to prepare a costed core curriculum especially focused on change management and leadership development for the College, which would be submitted to HLCM and then to CEB at its next session in October 2005.



### Documentation

- ✓ CEB/2005/HLCM/15 – Outcome of the Review Process



### Conclusions

25. The Network:

- Took note of the briefing provided by the spokesperson on the outcome of the recent review process of the UN System Staff College and of the Board of Governors meeting held on 7 July 2005.

## 4.7 Update on implementation of the Senior Management Network



### Background

At its February 2005 session, the HR Network was briefed on the status of the competitive bidding process for a comprehensive leadership development programme for the Senior Management Network. Since then, the inter-agency evaluation committee had continued its work and reviewed in-depth the fifteen technical proposals received from a range of well-known institutions. As a next step, the organization of presentations by the three leading short listed institutions would be arranged.



### Conclusions

26. The Network:

- Thanked the members of the inter-agency evaluation committee and all other colleagues involved in the process;
- Invited interested organizations to attend the presentations by the three top institutions which were expected to take place in Geneva in September 2005.

#### 4.8 HIV/AIDS Orientation Session (UNAIDS)



##### **Background**

Orientation sessions on HIV and AIDS in the UN system workplace have been conducted for staff and managers throughout the system. At the HR Network meeting in February 2005, it was decided to organize a similar session for the HR Network participants.



##### **Conclusions**

27. A summary of the commitments agreed to by the members of the HR Network during the session on HIV and AIDS in the UN system workplace for the coming year is attached as Annex III.

#### 4.9 Other business

##### **(a) Proposal for “Dialogue on enhancing staff representatives/management relations and cooperation” (FICSA)**



##### **Background**

The proposal, prepared by FICSA, proposes the establishment of a dialogue mechanism between staff representatives and administrations on ways to enhance staff/management relations and cooperation.



##### **Documentation**

- ✓ CEB/2005/HLCM/16 – Note by FICSA



##### **Conclusions**

28. The Network:

- Thanked the representatives of FICSA for the initiative and agreed to convene, as a first step, a video-conference, open to all interested organizations, to brainstorm on the issues that should be reviewed and discussed in greater detail. As a second step, a Working Group would be established to deal with the specific issues identified (FAO and UNDP volunteered to participate in the Working Group).

##### **(b) Re-negotiation of Agreement with AIIC (International Association of Conference Interpreters)**

29. Due to time constraints, this item was deleted from the agenda.

##### **(c) Procurement Certification Training (IAPSO/ITCILO)**



##### **Background**

In February 2005, the representative of the International Training Centre of the ILO had presented the Procurement Certification Programme organized in collaboration with the UN System Staff College. In particular, attention was drawn to the HR implications of the certification scheme; a subsequent survey of organizations' views was conducted. It was decided to follow-up at the July session of the HR Network.



### **Documentation**

- ✓ CEB/2005/HLCM/17
- ✓ PowerPoint presentation (posted separately)



### **Conclusions**

30. The Network:

- Thanked the representative of IAPSO for her presentation;
- Agreed to follow the implementation of the procurement certification programme;
- Also agreed to follow up on the suggestion to consider a similar certification programme for the HR profession.

<b>(d) National Professional Officer category</b>
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### **Background**

This item was included on the agenda at the request of UNHCR. The proposal was to broaden the National Professional Officer category so as to allow the organization to capture local expertise needed to carry out its mandate and operations, particularly in some parts of Western and Central Europe.



### **Documentation**

- ✓ CEB/2005/HLCM/18 – Note by UNHCR



### **Conclusions**

31. The Network:

- Agreed to further consider the matter prior to its next session, and initially through a videoconference with interested organizations.

<b>(e) Selection of Spokespersons</b>
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32. The Network re-elected Jan Beagle (United Nations) and Alejandro Henning (WHO) as spokespersons for the HR Network. In addition, the Network agreed to request Dyane Dufresne (UNESCO) to serve as the third spokesperson from the organizations. Mary Jane Peters, the Secretary of HLCM, would continue to also serve as spokesperson. The Network also agreed that as of 2006, a mechanism for “succession planning” should be put in place so as to ensure a good balance of continuity as well as workload sharing among the organizations.

**Agenda**

1. **ADOPTION OF THE AGENDA AND WORK PROGRAMME** CEB/2005/HLCM/9  
CEB/2005/HR10/CRP.1
2. **MATTERS RELATED TO THE WORK OF THE CEB, HLCM  
AND OTHER NETWORKS**
3. **ISSUES UNDER CONSIDERATION BY ICSC**
  - 3.1 **Review of the pay and benefits system**
    - (a) Monitoring of the pilot study on broadbanding/  
reward for contribution ICSC/61/R.2
    - (b) Assessing the implementation of the new Job Evaluation  
Master Standard for the Professional and higher categories ICSC/61/R.3
    - (c) Mobility and hardship allowance, hazard pay and  
strategic bonuses ICSC/61/R.4
    - (d) Education grant: Review of the methodology for  
determining the level of the grant ICSC/61/R.5
  - 3.2 **Conditions of service of the Professional and higher categories**
    - (a) Evolution of the United Nations/United States  
remuneration margin ICSC/61/R.6
    - (b) Proposed agenda for the twenty-eighth session of  
the Advisory Committee on Post Adjustment  
Questions ICSC/61/R.7
  - 3.3 **Conditions of Service of the General Service and other  
locally recruited staff**
    - (a) Survey of best prevailing conditions of employment  
in Montreal ICSC/61/R.8
    - (b) Considerations related to reviewing the Job  
Evaluation Standards for General Service and  
related categories ICSC/61/R.9
  - 3.4 **Review of the pensionable remuneration** ICSC/61/R.10

- 3.5 Total compensation comparisons under the Noblemaire principle to determine the highest paid civil service**
- (a) Progress Report on Phase II of total compensation comparisons  
ICSC/61/R.11  
ICSC/61/CRP.6  
ICSC/61.CRP.7
  - (b) Grade equivalency between United Nations/United States  
ICSC/60/R.12
- 3.6 Administrative and budgetary matters: proposed budget for the biennium 2006/2007**  
ICSC/60/R.13
- 3.7 Implementation by organizations of decisions and recommendations of the ICSC**  
ICSC/61/R.14
- 3.8 Hazard pay – review of the level**  
ICSC/61/R.15
- 3.9 Entitlements of internationally-recruited staff serving in non-family duty stations**  
ICSC/61/R.16
- 3.10 Other business:**
- (a) Responses to requests by General Assembly in resolution 59/268 (UN Common System)  
ICSC/61/R.17
  - (b) Conditions of service of the Professional and higher categories: base/floor salary scale  
ICSC/61/CRP.8
- 4. ISSUES RELATING TO THE HR NETWORK AGENDA**
- 4.1 Safety and Security of Staff:**
- (a) Report of the Inter-Agency Security Management Network (IASMN)  
CEB/2005/HLCM/19
  - (b) Malicious Acts Insurance Programme  
CEB/2005/HLCM/10
- 4.2 Inter-Organization Mobility Accord**  
CEB/2005/HLCM/11
- 4.3 Access to hard currency by locally recruited staff for education of dependent children abroad (UNICEF)**  
CEB/2005/HLCM/12
- 4.4 Harmonization of the Conditions of Travel throughout the UN System: JIU Report JIU/REP/2004/10**  
CEB/2005/HLCM/13

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|---|------------------|
| <b>4.5 DSA for locally recruited staff</b>  | CEB/2005/HLCM/14 |
| <b>4.6 Outcome of Review Process of UNSSC</b>   | CEB/2005/HLCM/15 |
| <b>4.7 Update on implementation of the Senior Management Network</b>  |                  |
| <b>4.8 HIV/AIDS Orientation Session (UNAIDS)</b>  |                  |
| <b>4.9 Other business:</b>  |                  |
| (a) Proposal for “Dialogue on enhancing staff representatives/management relations and cooperation” (FICSA) | CEB/2005/HLCM/16 |
| (b) Re-negotiation of Agreement with AIIC   |                  |
| (c) Procurement Certification Training (ICTILO)   | CEB/2005/HLCM/17 |
| (d) National Professional Officer Category  | CEB/2005/HLCM/18 |
| (e) Selection of Spokespersons  |                  |

## ANNEX II

## List of Participants

Org.	Name and title
UN	<b>Jan Beagle</b> , Director, Division of Organizational Development
	<b>Martha Helena Lopez</b> , Chief, Staff Development Services
	<b>Regina Pawlik</b> , Deputy Chief, Conditions of Service Section
ILO	<b>Satoru Tabusa</b> , Manager, HR Policy and Administration Branch
	<b>Susan Hudson</b> , Senior Human Resources Officer
FAO	<b>Louis Gagnon</b> , Chief, HR Policies and Administrative Law Service
	<b>Serge Nakouzi</b> , Senior HR Officer
UNESCO	<b>Dyane Dufresne-Klaus</b> , Director, Bureau of HRM
WHO	<b>Alejandro Henning</b> , Director, HR Services
	<b>David Nolan</b> , Coordinator, HR Services/HRC
UPU	<b>Michael Mauer</b> , Director of Human Resources
ITU	<b>Yajaira Freudiger</b> , Head, Entitlements and Benefits Section
IMO	<b>Leif Gunnstedt</b> , Deputy Director/Head, HR Services
WIPO	<b>Juan Antonio Toledo Barraza</b> , Director, HRM Department
	<b>Svein Arneberg</b> , Deputy Director, HRM Department
UNIDO	<b>Renato Fornocaldo</b> , Managing Director, Division of Administration
IAEA	<b>Unni Vennemoe</b> , Director, Division of Personnel
WTO (Tourism)	<b>Carmen Molina</b> , Chief of Personnel
UNDP	<b>Brian Gleeson</b> , Director, Office of Human Resources, Bureau of Management
	<b>Ana Luiza Thompson-Flores</b> , HR Advisor, Policy, Office of HR
UNEP	<b>Elmi Suleiman</b> , Chief, HR Management Services, UNON
UNHCR	<b>Raymond Hall</b> , Director, Division of HR Management
	<b>Marta Leichner-Boyce</b> , Senior Policy Co-ordination Officer
UNICEF	<b>Steven Allen</b> , Director, Division of Human Resources
	<b>Mieko Tarui</b> , Deputy Director, Division of Human Resources
	<b>Ruth de Miranda</b> , Chief, Policy and Administrative Law Section
	<b>Dushyant Joshi</b> , Chief, New York Headquarters/TACRO Cluster, DHR
UNFPA	<b>Sean Hand</b> , Chief, Office of Personnel and Training
	<b>Linda Sherry-Cloonan</b> , Deputy Chief, Office of Personnel and Training
WFP	<b>Rebecca Hansen</b> , Director, Human Resources
UNOPS	<b>Michèle Page</b> , Chief, Division for HR Management

<b>Org.</b>	<b>Name and title</b>
<b>UNAIDS</b>	<b>Johanne Girard</b> , Manager, Human Resources Management
	<b>Devendri Sandrasagren</b> , Human Resources Officer
<b>IAPSO</b>	<b>Kirsten I. Jensen</b> , Manager in Procurement Advisory and Development

<b>Observers</b>	
<b>ICSC</b>	<b>Manfred Ordelt</b> , Officer-in-Charge, Chief, Salaries and Allowances Division
	<b>Beverley Young</b> , Chief, Personnel Policies Division
	<b>Vladislav Nisichenko</b> , Chief, Cost-of-Living Division
	<b>Yuri Orlov</b> , Compensation Officer
	<b>Shihana Mohamed</b> , Personnel Policies Officer
<b>UNSSC</b>	<b>Karina Sarajyan</b> , Human Resources Officer
<b>FICSA</b>	<b>Robert C. Weisell</b> , President
	<b>Diab El-Tabari</b> , Executive Committee Member for Regional and Field Issues
	<b>Anne Marie Pinou</b> , Research/Liaison Officer
	<b>Mauro Pace</b> , Executive Committee Member for Compensation Issues
<b>CCISUA</b>	<b>Rosemarie Waters</b> , President
	<b>Susan Thompson</b> , First Vice-President
<b>OPCW</b>	<b>Eva Murray</b> , Head, Human Resources Branch
<b>CFC</b>	<b>Rebecca Hinchliffe</b> , Personnel Assistant
<b>CTBTO</b>	<b>Yeshiareg Mekonnen</b> , Chief, Personnel Section

<b>CEB Secretariat</b>
<b>Mary Jane Peters</b> , Secretary, HLCM
<b>Kristiane Golze</b> , Inter-Agency HRM Advisor
<b>Remo Lalli</b> , Inter-Agency FB Advisor

## ANNEX III

### **Orientation session on HIV and AIDS in the UN system workplace HR Network meeting 5-8 July 2005**

Commitments taken by the members of the HR Network during the orientation session on HIV and AIDS in the UN system workplace for the coming year include:-

1. Ensuring HR professionals are properly prepared to support policy implementation on HIV by organizing mandatory training for all HR staff, including administrative staff in different locations. The training should focus on the HR role in implementing the UN system policy and should include discussions around stigma and discrimination at the workplace, insurance coverage, nature of entitlements and cultural sensitivity. Further, a network among HR professionals is to be established as a platform to exchange information and ongoing learning.
2. In terms of role of HR leaders with respect to advocating for HIV in the UN workplace, being role models were underscored by the participants. HR Leaders committed to lead by example by 1) attending orientation sessions themselves 2) encouraging and giving the time during working hours for their staff to participate in orientation sessions 3) including HIV in the workplace on their agenda.

HR leaders will advocate with the following key stakeholders in support of a comprehensive wellness programme which will include HIV and other social security issues for all staff:-

- Senior management – use HR data such as absenteeism and global data published by UNAIDS to persuade/convince senior management.
  - Staff association – seek their support in both mobilizing their members and bringing HIV issues up with senior management. It was suggested to organize a brainstorming with the Staff Association on workplace issues to make them an integral partner in the implementation.
  - Advocate with other partners such as Medical Services, local NGOs, Women's Group, Health authorities, organizations of People Living with HIV and other non-UN employers so as to mobilize them to support HR in the implementation of a workplace programme.
3. With respect to ensuring that resources are available to implement HIV in the workplace activities, members will review insurance coverage to ensure that care and treatment for HIV and AIDS are available for all personnel. This will be done in a concerted inter-agency effort, based on facts and financial analysis.
  4. Systems to monitor, evaluate and report on HIV initiatives will be set up by individual agencies and will include monitoring of for example number of managers trained and number of staff who attended learning. This information will be regularly reported back to senior management in order to engage on an ongoing dialogue and will also be fed back to staff. Managers will be appraised on their performance with respect to ensuring that all staff have attended learning activities. Status reports on implementation of activities will be published widely, including outside the HR profession.