UNITED NATIONS SYSTEM

CEB

Chief Executives Board for Coordination

CEB/2012/HLCM/HR/28
5 September 2012

CONCLUSIONS OF THE MEETING

OF THE HUMAN RESOURCES NETWORK

25th Session

(Paris, 27-29 June 2012)

TABLE OF CONTENTS

PART I – OPENING SESSION AND ADOPTION OF THE AGENDA

(CEB/2012/HLCM/HR/18/Rev.1)

1. The Human Resources Network held its 25th session from 27-29 June 2012 at the UNESCO Headquarters, Paris. The meeting was co-chaired by Ms. Ana Luiza Thompson-Flores, Director, Bureau of HR Management, UNESCO, Ms. Ruth de Miranda, Chief, Human Resources Policy Service, United Nations and Mr. Shelly Pitterman, Director, Division of HR Management, UNHCR.

2. Claudia Lassing, Acting Senior Inter-Agency Advisor on Human Resources Management, Chief Executives Board for Coordination (CEB) Secretariat welcomed the HR Network members and the new participants.

3. The list of participating organizations and their representatives at the meeting is provided in Annex 1.

4. All session documents are available on the HR Network website at:
http://www.unsceb.org/ceb/mtg/hr/june-2012

5. The Agenda was adopted as reflected in the table of contents.

PART II – CLOSED MEETING FOR HR NETWORK MEMBERS

A. Report on review of personnel working for United Nations Common System Organizations on non-staff contracts (CEB/2012/HLCM/HR/17/Rev.1)

6. Several members expressed concerns about the report on non-staff personnel: UNDP felt that it did not reflect the context in which UNDP engages non-staff personnel. UNOPS and UNAIDS indicated that it contained inaccurate information, including the numbers of non-staff personnel. The general understanding was that the report could not be used in its current form as it needed considerable refinement and verification of data accuracy. The Network therefore decided not to finalize this report in its current form and to conduct some further review of the matter for further consideration by the Network.

B. Working Group on the review of the ICSC HR Framework

7. The new Working Group Review of the ICSC HR framework is comprised of four ICSC commissioners: Kingston Rhodes, Chair; Fatih Bouayad-Agha; Shamsher Chowdhury; Carleen Gardner as well as representatives from the UN, Funds and Programmes and Specialized Agencies, namely Peter van Laere, UN Secretariat, Peter Frobel, UNICEF, Monika Altmaier, WHO, and Eric Dalhen, ITU. One of the key issues is to define clearly the "core HR elements" which bind together the common system organizations. Core elements have the objective to avoid competition in the employment of staff that may result from fundamental differences in the compensation package, as well as to promote common values of the international civil service and to facilitate inter-agency mobility. Non-core elements fall under the purview of each individual organization. In principle, preference was expressed to take a conservative approach and not to include additional elements as "core issues".

8. The HR Network requested additional information about the Working Group with regard to the choice of location of the initial meeting, the number of meetings that would be required, the terms of reference and the timeframe.

C. Other business

9. The discussion about the Field Group was first taken up in the closed meeting and it was agreed to review the terms of reference in a smaller group during the breaks of the HR Network meeting so that the

ToR could be finalized by the end of the week. The revised terms of reference as contained in Annex II were endorsed by the HR Network.

10. Regarding education grant, the Geneva-based organizations will discuss the new age threshold and its implications with a view to adopt a harmonized approach in the same duty station.

PART III – ISSUES FOR THE HR NETWORK'S CONSIDERATION

The chair welcomed the observers and staff federations. He congratulated Ms. Paulina Analena on her recent election as president of CCISUA.

A. Harmonization of Business Practices (HBP) HR projects

Documentation: CEB/2012/HLCM/HR/21 - Concept paper by WFP
CEB/2012/HLCM/HR/24 – HBP project led by UNESCO

11. The CEB Secretariat provided a brief update on the status of the HBP Plan of Action to the Network. After USD 1.9 million was approved for allocation in June 2012, there remain USD 2 million to be distributed.

12. The Network was provided with an update from UNESCO regarding the approved pilot project on "Recruitment for National Officers and General Service staff in the field". It was confirmed that the project will be launched as soon as a MoU between UNOG and UNESCO will be signed and this is expected to take four to six weeks. The lead organization will contact Vietnam and Uruguay as the approved locations by HLCM for the pilot. Some organizations questioned why only the two locations where "Delivering as One" locations. It was explained that this was decided by HLCM as the issue was first identified by the UNCT in Vietnam, this approach made sense. Furthermore, it was confirmed that the intent is for the project to identify a model that can be up-scaled to more duty stations once the lessons learned from the pilot can be assessed. It was also noted that there are on-going initiatives related to recruitment in different organizations and these need to be taken into account as the project moves forward. Several participants advised that the project implementation team needs to look at existing examples in the field, for example, the UN in Bangkok. The meeting recognized that this is not a project under the sole responsibility of one organization, namely UNESCO; the entire HR Network needs to collaborate for it to become an example of success for the Network.

13. WFP updated the Network on its initial work on a project proposal for the HBP on professionalization of HR staff. This initiative had been requested by the HR Network in its Spring session. WFP, in consultation with several other organizations, prepared a concept paper that was shared with the Network. More details of the proposal were included in a power-point (Annex II). The Network expressed its appreciation to WFP and agreed that this project should be pursued further. It was agreed that a more formal steering committee would be created to work with WFP as they move forward. Such a steering committee, or working group at this stage, could be based on the organizations that have worked with WFP on this initiative (UN, UNRWA and UNFPA). Key messages from the HR Network included the importance of combining internal resources with the project budget in order to reduce reliance on external consultancies. This was regarded as necessary both to ensure ownership by the Network as well as to lower the cost significantly in order to maximize likelihood of approval. As the project moves forward the Network also requested more clarity about some of the proposed outputs, including the output related to certification. In terms of timing, the aim is to have a project proposal finalized for submission to the HBP by the end of the third quarter in 2012.

14. The Network:

- **The HR Network took note of the update on the UNESCO HBP project and looks forward to reports on implementation. It committed itself to supporting UNESCO in its work.**

- **The HR Network requested WFP to continue to lead the development on the "professionalization" project and encouraged other organizations to participate in the work.**

B. Inter-agency Mobility

Documentation: CEB/2012/HLCM/HR/22, Discussion note by UNDG Working Group on RC issues on incentive mechanisms for Resident Coordinators and UNDG Management Response

15. The item on inter-agency mobility was introduced by Ruth de Miranda from the UN Secretariat and she briefly summarized the discussion of the ad-hoc HR Network videoconference on 18 June 2012.

16. In relation to inter-agency mobility, two items were covered. First, regarding the Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries and Allowances, the Network members were reminded that those who have not yet reported on ratification should do so as soon as possible.

17. As the next steps, it was suggested that the UN would update the inventory of existing practices prepared by UNICEF which should help to identify bottlenecks and common solutions. The CEB Secretariat was asked to share the current mobility policies through the website. In addition, budget implications and liabilities in IPSAS have to be examined in more detail.

18. The second item discussed was related to a request from the UNDG for the HR Network to review and consider proposals in the "Discussion Note on Incentive Mechanisms for Resident Coordinators" prepared by the UNDG Working Group on RC System Issues. The request was based on the management response by the UNDG to the review of the Management and Accountability System under the UNDG. The need for incentives for staff from organizations other than UNDP to seek RC positions was emphasized in the report.

19. The Network agreed to option 2, guaranteeing the right of return, and to the extent possible, retention of grade.

20. The Network emphasized that the retention of grade, although desirable, is not always possible due to the limited number of D1 and D2 posts in organizations. Furthermore, the Network noted that consideration of financial incentives was not advisable in the current difficult financial climate. It was noted that the ICSC had already rejected broad-banding of salaries. Therefore the HR Network did not consider it to be useful at this stage to approach the Commission with the same or a similar proposal.

21. Several HR directors underlined that the RC position is not the only position for which organizations need to find top level candidates. Filling senior management posts in hardship duty stations poses similar problems and is also of high priority. Furthermore, the requested profile for RC posts is usually the same profile which organizations need to attract and retain internally.

22. However, as there was consensus on the need to make the RC post more attractive, the Network agreed on the usefulness of exploring non-financial incentives through a structured consultative process among organizations.

23. The Network:

- **Endorsed option 2): guaranteeing the right of return and to the extent possible, retention of grade.**

- **Encourages those organizations who have not yet reported on ratification of the Inter-Organization Agreement to do so.**

C. Support to staff and families after incident or death

Documentation: CEB 2010/HLCM/21/Add.1 - Decision memo on survivor support and Annex to decision on survivor support

24. This item was introduced by the UN Secretariat. It was emphasized that this topic was of importance to the Secretary-General and she informed the meeting about the decisions taken by the Policy Committee which fall under the purview of the HR Network. CCISUA stressed the importance of staff welfare and expressed concerns that contractors could be left out of consideration in crisis situations.

25. It was decided that the existing questionnaire should be circulated by email to request further input for the stock-taking exercise. Some participants felt that the information gathered in the report from 2010 was sufficient, while others said that the issues to be looked at go beyond the information available.

26. The HR Network requested information on the planned rapid response team. Document CEB/2010/HLCM/HR/32 was added to the CEB website after the meeting.

27. The Network:

- **Decided that the focus should be on the stock-taking exercise.**

D. Language Proficiency Examinations

Documentation: CEB/2012/HLCM/HR/19 and Annexes 1-10

28. The agenda item on Language Proficiency Exams was introduced by Maria Hutchinson from the UN Secretariat. The purpose of the discussion was to decide on the future direction of the development, marking and administration of the UN Language Proficiency Examinations. Currently, the full process is handled by the UN Secretariat as mandated by the General Assembly. In addition, separate proficiency exams are used by FAO and UNESCO.

29. During the discussion, several requests were made for a cost-benefit analysis. There was consensus that the overall cost should not increase, but if possible decrease.

30. The members agreed that the same minimum level of proficiency to receive a language incentive should be defined for the entire UN system and that this level should be comparable among official languages. Clarification is needed on the definition of *proficiency level* and *working level*.

31. Questions were raised about the proposal to recognize several external entities to assess the same language and it was explained that this is acceptable as long as they use the same standard of references.

32. It was mentioned that another option, which is not included in the paper, may be, to use the language proficiency exams developed by FAO for the entire UN system.

33. Participants asked whether it would be possible to include examinations for the German and Portuguese languages.

34. The Network:

- **Decided to pursue option 2: examination development, marking and administration of language proficiency exams by several external entities.**

- **Established a new Working Group with representatives from UN, UNESCO, UNHCR, ILO and IMO. Clear timelines are to be determined by the Working Group.**

E. UN Cares

Documentation: CEB/2012/HLCM/HR/20

35. The item was introduced by Laurie Newell, Global Coordinator of UN Cares. She highlighted that the external evaluation findings provided evidence that UN Cares is mostly an efficient, effective, necessary and valuable programme. HR Network was asked to discuss three issues:

36. Firstly, regarding the continuation of funding, several organizations indicated willingness to continue to provide funding for UN Cares. However, they explained that it was premature to make a firm commitment for the next biennium and concerns were expressed about the impact of the financial crisis.

37. Secondly, with regard to the recommended focus of UN Cares, the general view was that the focus should remain on HIV, but as appropriate it could be worth exploring opportunities to cooperate with Medical Services (for example, to offer several health tests, including tests for HIV and participation in health fairs).

38. Thirdly, regarding the desirability of eventually establishing a wider well-being programme and on the appropriate role of UN Cares, organizations recommended to wait before taking a decision until both the appointment of the new UN Medical Services Director, as well as any decision by the General Assembly about the recommendation by the Joint Inspection Unit to establish an Occupational Health Network.

39. The Network:

- **Thanked UN Cares for the good work**

- **Agreed to maintain the focus on HIV/AIDS and, as appropriate, to explore opportunities to cooperate with Medical Services on health-related issues.**

F. Update from Field Group

Documentation: CEB/2012/HLCM/HR/25 – Terms of Reference for HR Network Field Group
CEB/2012/HLCM/HR/26 –Baseline Staffing Data Indicators in non-family duty stations

40. The HR Network continued the discussion on Field Group issues. The indicators in Annex II were discussed and endorsed. Some indicators require further qualification and the UN Secretariat explained that it would not be in a position to offer data for each indicator. Furthermore, the possible inclusion of divorce rates was seen as a too personal issue to be included in such an exercise.

41. The Network:

- **Endorsed the terms of reference of the Field Group**

G. Report on Performance Appraisal

Documentation: CEB/2012/HLCM/HR/23, Annexes A, B and C

42. Pierre Moreau-Peron from UNOPS, head of the Working Group, presented the recommendations of the Working Group contained in CEB/2012/HR/23. He explained that the Working Group worked very well together and met all the timelines. The group was tasked with two specific objectives: 1) identify a set of standard elements for participating organizations to include in their existing performance appraisal systems and 2) to formulate a standard objective for all senior managers to be included in the performance appraisal systems of participating organizations. A survey was conducted and as a result of the analysis from the questionnaires, 40 recommendations are made in the report. Out of these 40 recommendations, eight recommendations are considered to be “quick wins” which can easily be implemented.

43. A lively discussion followed which indicated the high level of interest in this topic. The main issues raised were:

(a) Ratings: WMO and IAEA informed the meeting that they no longer use ratings. Some participants expressed the view that, while it might be a great step towards "one UN", it would certainly be difficult to adopt a common rating scale for the entire UN system (recommendation 29).
(b) ERP systems: The group had not looked at ERP systems, such as SAP or Oracle to support performance appraisal.
(c) Training: different views were expressed; some participants believe that training of managers is important to ensure consistent application of rating standards, etc. while others felt that this should not be mandatory.
(d) Performance improvement plan: the opinion was expressed that this should not become an overly bureaucratic process. Several organizations believe that it would be difficult to have a standardized performance improvement plan given the different legal frameworks (recommendation 32).

44. CCISUA would have liked to be included in this Working Group, in particular since staff frequently seek advice on this topic.

45. The HR Network will have to decide on when to implement the long-term recommendation, which, if found useful for the UN common system, could lead to a more harmonized approach in performance management. It was decided that the group would continue its work as a community of practice.

46. The Network:

- **Decided that a community of practice should be formed**

- **Approved the following five "quick win" recommendations:**
  - 7) Sharing of compliance rates with other organizations, sharing of indicators and best practices related to performance management
  - 10) Staff on secondment to be evaluated by the receiving organization and appraisal to be communicated to parent Organization
  - 11) Consistent application of performance appraisals, in particular for new recruits
  - 28) Clear definitions of different ratings in the policy (provided that the organization has ratings)
  - 38) Creation of a resource bank to share relevant material and documentation

H. Other business

47. The Working Group on Employment of Persons with Disabilities had submitted a progress report a few days prior to the meeting. After taking a look at the recommendations, the Chair suggested to hold a separate videoconference on this topic since more time might be required for the discussion.

PART IV – ISSUES UNDER CONSIDERATION BY ICSC

The HR Network welcomed Ms. Regina Pawlik, Ms. Marta Leichner-Boyce and Mr. Yuri Orlov from the ICSC Secretariat. The ICSC items were discussed based on thematic areas and not in chronological order. In this report, the sequence is by document number to enhance usefulness of this report for future reference.

A. Conditions of service applicable to both categories of staff:

(a) Review of the level of the education grant (ICSC/75/R.2)

48. This paper was introduced by Mr. Seshan Nurani Sreeenivasan who had been on a temporary assignment with the CEB Secretariat to analyze the education grant claims and to prepare the report. He explained that there was almost a 25% increase in the number of claims submitted; this increase was mainly due to the harmonization of conditions of service. After careful review, special measures were proposed for a number of locations, including Mongolia, South Africa, Tunisia, Turkey and Thailand.

49. Organizations supported the requests for special measures and asked why special measures were not proposed for Morocco and Angola. It was clarified that both countries did not meet the criteria for special measures as all the claims analyzed were below the maximum admissible expenditure.

50. The HR Network thanked the CEB Secretariat, and in particular Mr. Nurani Sreenivasan for the good work and requested that he would be available for questions raised during the upcoming ICSC session.

51. Further information about the financial implications was requested by the members; the data was subsequently sent to the HR Network members.

52. The Network:

- **Thanked the CEB Secretariat for the paper;**
- **Emphasized that education grant is a critical element of the UN compensation package, not only to attract and retain staff, but also to facilitate geographic mobility;**
- **Supported the proposals, including the request for special measures;**
- **Expressed interest in a speedy review of the methodology.**

ICSC Decision

The Commission decided to recommend to the General Assembly that:

(a) For Austria, Belgium, Denmark, France, Germany, Italy, the Netherlands, Spain, Switzerland, the United Kingdom, the United States and the United States dollar area outside the United States, the maximum admissible expenses and the maximum education grant be adjusted as shown in annex III, table 1, to the present report;
(b) For Ireland, Japan and Sweden, the maximum admissible expenses and the maximum education grant remain at current levels as shown in annex III, table 1, to the present report;
(c) For Austria, Belgium, Denmark, France, Germany, Ireland, Italy, Japan, the Netherlands, Spain, Sweden, the United Kingdom, the United States and the United States dollar area outside the United States, the normal flat rates for boarding, taken into account within the maximum admissible educational expenses, and the additional amount for reimbursement of boarding costs over and above the maximum grant payable to staff members serving at designated duty stations be revised as shown in annex III, table 2 to the present report;
(d) For Switzerland, the normal flat rate for boarding and additional flat rate for designated duty stations be maintained at the current level as shown in annex III, table 2 to the present report;
(e) The special measures for China, Hungary, Indonesia and the Russian Federation as well as for the eight specific schools in France (namely, American School of Paris, British School of Paris, International School of Paris, American University of Paris, Marymont School of Paris, European Management School of Lyon, École Active Bilingue Victor Hugo and École Active Bilingue Jeanine Manuel) be maintained;
(f) That the special measures for Romania be discontinued;
(g) Special measures be introduced in Thailand and for the American Cooperative School in Tunis, Tunisia, and the American International School of Johannesburg, South Africa;
(h) All above-mentioned adjustments and measures be applicable as from the school year in progress on 1 January 2013.

(b) Report of the working group on the review of pensionable remuneration (ICSC/75/R.3)

53. Yuri Orlov from the ICSC Secretariat explained that the review on pensionable remuneration had been postponed several times. In 2011 a Working Group had been established comprising members of the Commission, representatives of Organizations and staff associations as well as UNJSPF and ICSC secretariats. The paper deals with several issues, such as the comparability of the United Nations/ United States pension schemes, as well as income inversion.

54. All six recommendations contained in the document were supported by the HR Network.

55. The Network:

- **Expressed its appreciation for the effort of the working group in conducting such a complex exercise;**
- **Endorsed all six recommendations made in the report.**

ICSC Decision

The Commission decided to report to the General Assembly that as regards:

(a) The Comparability of the schemes: The income replacement ratios under the FERS and the UNJSPF schemes were comparable at similar employee contribution levels. However, United States employees had the potential to receive a significantly higher benefit owing to voluntary contributions and employer match of up to 5 per cent of the employee contribution. It should be further noted that the changes introduced in 2012 in the United States pension legislation as part of the on-going review of the pension system would increase the minimum required employee contributions for new entrants for the defined benefit pension. These provisions were however not applicable in the context of the current review;

(b) Income Inversion: The Commission believes that this phenomenon exists owing to the combined effect of pay overlap between Professional and General Service staff at some locations and the difference in parameters used to calculate pensionable remuneration for the two categories of staff. However, its actual incidence was low since very few Professional staff retired at grades where income inversion occurred. Accordingly, the Commission did not consider that additional measures to reduce income inversion were necessary at the present stage but would recommend that the phenomenon continue to be monitored at future comprehensive reviews of pensionable remuneration;

(c) Recalculation of the PR scale due to a change in the grossing-up factors: While recognizing that the different grossing-up factors contributed to the income inversion phenomenon, the Commission did not believe that there was a compelling reason for changing these factors, in particular because very few staff were affected by income inversion and because of concerns regarding the financial and actuarial impact of such measures on organizations and the UNJSPF. The Commission did take note, however, that if either of the grossing-up factors were changed in the future, the pensionable remuneration scale would have to be recalculated to reflect the change;

(d) Recalculation of the PR scale due to the application of the one-to-one interim adjustment procedure: Members of the Commission were of the view that the one-to-one interim adjustment procedure should continue to be applied and the recalculation of the pensionable remuneration scale should be reviewed on the basis of the five-year review cycle;

(e) Recalculation of the PR scale due to a change in the common scale of staff assessment: Going forward, a baseline would be established as at 2012 for the common scale of staff assessment. At each five-year review of the pensionable remuneration scales, the common scale of staff assessment would be reviewed. The update of the common scale of staff assessment would be made on a cumulative rather than an incremental basis and would measure the average differences at the referenced income tax

levels since the last adjustment of the rates. The next review would be based on the baseline established in 2012. The decision to implement an updated common scale should be done on a pragmatic basis taking into account the movement of external taxes, comparability of income replacement ratios and levels of net pensions under the common system and the comparator service schemes, actuarial and other considerations;

(f) Non-pensionable component: The Commission was of the view that the present approach should be maintained until additional information becomes available based on the experience of applying the new General Service salary survey methodology.

(c) Mandatory age of separation (ICSC/75/R.4)

56. The report on mandatory age of separation includes topics, such as geographical distribution, gender balance rejuvenation, career development and workforce planning. An increase in the mandatory age of separation does not have a significant impact on the above topics.

57. The group expressed some disappointment with the paper. Organizations requested some corrections in the tables and text and felt that no conclusions could be drawn from the paper. Several of the issues examined fall under the authority of each individual Organization and the group recommends to the Commission not to act on the basis of this paper.

58. The Network:

- **Expressed concerns about the issues considered in the paper which fall under the authority of each Organization;**
- **Recommends to ICSC not to act on the basis of this paper.**

ICSC Decision

The Commission decided to:

(a) Support the recommendation from the UNJSPB to raise the mandatory age of separation to age 65 years for new staff of the UNJSPF Member Organizations effective no later than 1 January 2014;

(b) Request its secretariat to work with organisations and staff representatives to prepare a strategic review of the implications of applying the increased mandatory age to current staff members;

(c) Report on the matter at its seventy-seventh session.

(d) Contractual arrangements: review of the implementation of the three types of contracts and the phasing-out of appointments of limited duration (ICSC/75/R.5)

59. The document on contractual arrangements was presented by Ms. Leichner-Boyce. She explained that most Organizations have implemented the “framework for contractual arrangements in organizations of the United Nations common system”. This framework seems to meet the needs of most Organizations.

60. UNESCO had requested an extension to phase out the appointments of limited duration and confirmed during the meeting that ALDs will be phased out by 31 December 2012.

61. The Organizations commented that this paper was not a review, but merely a stock-taking exercise and it was suggested that the title of the report be changed to avoid misunderstandings.

62. The majority of the Organizations are not in favor of a review as early as 2014 since this may lead to further changes to the contractual framework. Overall, the Organizations affirmed the usefulness of the ICSC framework on contracts. It was explained that the continuing appointments are implemented as determined by the General Assembly.

63. The Network:

- **Affirms the usefulness of the ICSC framework on contracts;**
- **Is not in agreement with paragraphs 20 and 24e) that continuing appointments would be granted to staff members who perform functions that are core to the mandate of the individual organization;**
- **Recommends postponing the review of contractual arrangements.**

ICSC Decision

The Commission decided to:

(a) Take note of the information provided in the document and request its secretariat to prepare a report to be presented to the General Assembly on the status of implementation of the ICSC contractual framework, in the context of implementation reports submitted to the Assembly on a biannual basis, under article 17 of the Commission's statute;

(b) Note that the organizations have phased out appointments of limited duration, in accordance with the Commission's recommendation;

(c) Affirm that the ICSC framework for contractual arrangements in the organizations of the United Nations common system (see A/65/30, annex V) covers three types of appointments (continuing, fixed-term and temporary). The Commission does not require organizations to implement all the three types of appointments as described in the framework. Organizations may implement any combination of the defined contract types in accordance with the particular needs of the organization.

(d) Urge the organizations to follow the guidelines of the framework for contractual arrangements when considering and introducing any changes to the contractual status of staff, and in particular request the organizations that have not implemented the ICSC contractual framework to review their contractual mechanisms in the light of the framework, taking into account the experiences in other organizations, and make proposals to their respective governing bodies to align their contractual arrangements with the common system;

(e) Review the implementation of the ICSC framework for contractual arrangements at its summer 2014 session.

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

(a) Base/floor salary scale (ICSC/75/R.6)

64. Changes in the federal and Maryland tax schedules occurred in 2012 while the taxes for the State of Virginia and in the Federal District of Columbia remained unchanged. Therefore, despite the comparator's pay freeze, this results in a slight increase of 0.12%. As usual, the increase would be implemented according to the no-loss/ no-gain methodology. The system-wide financial implications are negligible.

65. The Network:

- **Takes note that the consequences of the adjustment, to be implemented through the standard no-loss, no-gain consolidation method, are negligible.**

ICSC Decision

The Commission decided to recommend to the General Assembly for approval with effect from 1 January 2013 the revised base/floor salary scale for the Professional and higher categories as shown in annex V to the present report, reflecting a 0.12 per cent adjustment implemented by increasing the base/floor salary scale and commensurately reducing post adjustment multiplier points with no change in net take home pay.

(b) Evolution of the United Nations/United States net remuneration margin (ICSC/75/R.7)

66. The HR Network took note of the paper. CCISUA indicated that ICSC should follow the methodology and raised the issue whether the weighted average ratio before adjustment for the New York/ Washington, D.C. cost of living differential should be included in the table of the annex of ICSC/75/R.7. The decision was to leave it in the table for transparency purposes and to clearly explain the issue.

67. The Network:

- **Takes note of the report**

ICSC Decision

The Commission:

(a) Noted that a post adjustment multiplier of 68.0 would become due in New York on 1 August 2012 in accordance with the approved methodology;

(b) Decided to defer the promulgation of the revised New York post adjustment multiplier in view of the financial situation of the United Nations as described by the Secretary-General;

(c) Also decided that, unless the General Assembly acted otherwise, the multiplier would be promulgated on 1 January 2013 with a retroactive effect as of 1 August 2012.

(c) Children's and secondary dependants' allowances: review of the level (ICSC/75/R.8)

68. A corrigendum of paper ICSC/75/R.8 will be issued due to a change in Geneva. Mr Orlov explained that the proposed increase in the global level of the allowance was primarily due to changes in Switzerland which registered a 50 per cent increase in legislated child payments, along with the introduction of a supplementary child tax credit at the federal level.

69. The ILO noted with concern the impact of unpredictable and often wide fluctuations in exchange rates. In order to arrive at a global amount in US$, the amount of the child benefits at each duty station denominated in local currency is converted into US$ using a 12 month exchange rate average. At the same time, for the purpose of conversion of the global flat amount back into the local currency in which the child allowance is paid, the operational UN exchange rate in force on 1 January of the year where the revised level enters into effect is used. As a result, the amount of child allowance payable between two reviews might substantially depend on the exchange rate of only one month. To improve equity and predictability, the Network proposed that the conversion is made using the average of the 12 months preceding the review.

70. The Network:

- **Concurs with the proposal to increase the children's and secondary dependants' allowances.**
- **Stresses the importance of the children's and secondary dependants allowances as important elements of the compensation package.**
- **Expresses concern with one undesired effect of the current system resulting from unpredictable fluctuation in exchanges rates.**

ICSC Decision

The Commission:
(a) Requested its secretariat to conduct a comprehensive review of the dependency allowances methodology taking into account the views expressed by the Commission and to report on its findings to ICSC at its seventy-sixth session;

(b) Decided to defer its consideration of the levels of the children's and secondary dependant's allowances until its seventy-seventh session.

(d) Report of the Advisory Committee on Post Adjustment Questions on its 34th session and agenda for the 35th session (ICSC/75/R.9)

71. Ms Regina Pawlik introduced the paper on ACPAQ. A lively discussion ensued about the proposal to consider neighboring France for the data collection to determine the post adjustment of Geneva. The group raised serious concerns regarding the proposal to conduct a cross-border data collection exercise. It was emphasized that the situation in Geneva is not comparable to New York, in particular since France is a different country, with a different currency, import restrictions and the residency for non EU nationals is limited to three months. The definition of duty station should be limited to a given country. A broader definition beyond the borders of a country would have implications for a number of entitlements which could lead to significant financial implications.

72. The Network:

- **Expressed strong concerns about the recommendation to include neighboring France in the data collection process for the determination of post adjustment in Geneva;**
- **Supported the other recommendations made in the report.**

ICSC Decision

The Commission decided:
(a) To request the secretariat to conduct a comprehensive review of the methodology underlying the post adjustment system, specifically addressing the following issues:

(i) A review of the specification of the out-of-area weight to be used for post adjustment index calculations for all duty stations;
(ii) A review of the classification of household expenditures, including purchases on the Internet, as in-area or out-of-area;
(iii) An examination of the rationale for the inclusion of the pension contribution index in the post adjustment index structure;
(iv) A progress report on the feasibility of incorporating geographical areas outside Geneva in establishing the post adjustment classification of Geneva;

(b) To request the secretariat to develop procedures for assuring the quality of data collected from staff expenditure surveys;

(c) To request the secretariat to conduct an out-of-area survey in 2012 for the purpose of updating the list of countries, and their corresponding weights, that are used in the estimation of the out-of-area index;

(d) To defer taking a decision on the methodology for estimating the rent index for group I duty stations until after consideration of ACPAQ's recommendations on the issues in (a) and (b) above;
(e) That the selection of neighbourhoods used for the collection of market rent data by the

International Service for Remunerations and Pensions (ISRP) should not be customized for the various group I duty stations; and

(f) To approve the agenda for the thirty-fifth session of the Advisory Committee on Post Adjustment Questions, as outlined in the annex VII.

(e) Mobility/hardship scheme: review of "H" category duty stations and field duty stations (ICSC/75/R.10)

73. The paper ICSC/75/R.10 was introduced by Ms. Marta Leichner-Boyce. She explained that from ISCS's perspective it is important to put in place a long-term and solid solution which would not require annual reviews. The last change had occurred in 2004 when the definition of "H" duty station was expanded to include all EU countries.

74. Several Organizations expressed the view that a classification of duty stations should not be based on an economic or political grouping, but on objective criteria. It was also discussed that the living conditions within a country can vary significantly.

75. It was suggested to set up a Tri-Partite Working Group to prepare a proposal with clear criteria for determining the classification of H duty stations.

76. The Network:

- **Does not endorse any of the proposed options;**
- **Recommends forming a Tri-Partite Working Group to prepare a proposal with clear criteria for the determination of H duty stations.**

ICSC Decision

The Commission decided to:

(a) revise the current definition of "A" & "H" category duty stations under the mobility and hardship scheme and develop a new classification system;

(b) request its secretariat to conduct a study in consultation with the organizations and staff federations for an appropriate classification system and a definition for "H" category duty stations based on the discussion which took place at the current session and to present a sound proposal at its seventy-sixth session.

(f) Overview of mobility policies within organizations of the United Nations common system (ICSC/75/R.11)

77. The ICSC Secretariat informed the meeting that a questionnaire had been used to obtain the information summarized in the paper. Currently, there is no common definition of mobility which typically includes movement between jobs/ functions and between locations.

78. As requested by Commission members, information about the cost of mobility was included in this paper. The estimated figure is US$ 50,000 per staff member per move. This estimate which is the cost of reassignment, not of mobility, includes the following components: average taken for assignment grants based on different grades, average of DSA rates, average airfares, non-removal element and mobility element were factored in for the first year.

79. Several Organizations expressed their dissatisfaction that they had not been asked to provide real figures regarding the cost of mobility, and it was felt that such an estimated cost of reassignment may be calculated in different ways, and organizations may come up with different figures. Furthermore, concerns

were raised that the General Assembly had not requested financial implications to be included at this stage, so it was not clear to the participants why such an estimate had been included.

80. Organizations would have liked to see more information in the paper about the benefits of mobility. In particular in field-based Organizations mobility is absolutely essential for Organizations to deliver their respective mandates. There is also a cost if the workforce is stagnant and staff remain in the same job for an extended period which may lead to reduced job satisfaction and productivity.

81. The report was seen as a missed opportunity since important factors, such as spouse employment and support to families, had not been considered.

82. It was suggested that the current mobility policies are made available through the CEB Website.

83. The Network:

- **Is not in favor of a common definition of mobility;**
- **Noted with concern the emphasis on cost of mobility;**
- **Stressed the importance of support mechanisms for families, such as spousal employment and family assistance.**

ICSC Decision

The Commission decided to:

(a) Take note of the information provided by its secretariat on mobility policies and practices in the organizations of the United Nations common system as presented in annex VIII;

(b) Underscore that staff mobility, mandatory and/or voluntary, is an integral element of an effective international civil service;

(c) Urge organizations of the common system to develop a formal mobility policy, through consultations with their staff and governing bodies where applicable, and communicate it to all staff in order to facilitate the execution of the organizations' mandates and support the career aspirations of staff;

(d) Encourage organizations to include in their mobility policy a framework for managing all aspects of staff mobility in accordance with the functional needs of the organization and the principles of fairness, equity, consistency and adequacy of the support given to staff. Mobility requirements should be balanced between the needs of the organization and the career aspirations of the staff and at the same time take into consideration any exceptional special needs of staff and their families;

(e) Highlight the importance of linking staff mobility to career development plans, strategic workforce planning and succession planning;

(f) Provide a definition for the terms related to mobility as set out in annex IX and use a set of indicators to measure and describe the status of mobility in the organizations of the United Nations common system in order to facilitate communication and to aid data collection for future studies;

(g) Urge organizations to make informed decisions on the required level of geographical mobility based on a cost analysis of proposed staff mobility programs and the identification and assessment of the expected benefits of such programs;

(h) Request its secretariat to: continue its work on mobility; prepare a comparative study of best practices in the United Nations common system and in other similar organizations; develop a list of the barriers to mobility; and, conduct a review of the status of inter-agency mobility among United Nations common system organizations and report on its findings at its seventy-seventh session.

C. Conditions of service of General Service and other locally recruited staff:

(a) Survey of best prevailing conditions of employment at Rome (including the service differential) (ICSC/75/R.12)

84. Mr Orlov informed the group that this was the first survey carried out under the revised methodology. A number of difficulties were encountered in conducting this survey. The outcome of the analysis of the data collected from the comparators is that the UN is ahead of the local labour market. The HR Network took note of the report. Document ICSC/75/CRP.5, which contains the outcome of the survey, was made available to all participants.

85. The Network:

- **Thanked the ICSC secretariat for the work carried out in preparing the survey, as well as for collecting and analyzing the data;**
- **Noted that the Rome survey was the first one conducted in accordance with the revised methodology for headquarters duty stations.**

ICSC Decision

The Commission decided:

(a) To use the data for all 18 surveyed employers and all surveyed jobs except jobs 18 and 19;

(b) To approve the treatment of the cash and non-cash benefits and allowances added to salary and the exclusion of certain benefits as proposed by the secretariat;

(c) To approve the procedure for netting down outside gross salaries;

(d) To exclude the data from IFAD, from the analysis and to encourage IFAD to implement the resulting salary scale.

(e) That the presently used interim adjustment indices should continue to be applied;

(f) To recommend that the provisions of the internal and external separation payments schemes for the General Service and locally recruited staff in Rome be harmonized to the extent possible;

(g) To recommend discontinuing the service differential modality for hours worked in excess of the normally scheduled work hours and to align the compensation for such hours with existing overtime regulations in the Rome-based organizations;

(h) To recommend, as of the date of promulgation by the organizations, the revised salary scale for the General Service category of the Rome-based organizations which is shown in annex VII.A to the present report;

(i) To recommend, as of the date of promulgation by the organizations, the revised levels of dependency allowances as shown in annex VII.B to the present report.

(b) Assessing the implementation of the job evaluation standards for the General Service and related categories (ICSC/75/R.13)

86. The new job evaluation standard for the General Service Category was promulgated in March 2010. The new standard is available in English, French and Spanish.

87. The organizations regard the new standard as useful and they will proceed with the implementation. To date two Organizations have classified all their positions according to the new standard.

88. It was clarified that only 7 levels are used in all duty stations. Level GS 1A is used for outsourced functions, such as cleaners and GS 1B is used for staff. These classifications are due to be phased out.

89. The Network:

- **Expressed satisfaction with the new job evaluation tool;**
- **Confirmed the ongoing implementation of the new classification standard.**

ICSC Decision

The Commission decided:

(a) To take note of the progress made by the organizations in implementing the new job evaluation standard for the General Service and related categories;

(b) To request the organizations to collaborate with its secretariat and develop action plans, bearing in mind the reasons for promulgating the new standard, including the need to link to other human resources subsystems. Action plans should include any technical obstacles that would prevent or delay full implementation of the new standard;

(c) To request its secretariat to report on the implementation of the standard at its seventy-ninth session in 2014.

D. Conditions of service in the field

(a) Rest and recuperation: accommodation portion of travel (ICSC/75/R.14)

90. The document was presented by Ms. Marta Leichner-Boyce from the ICSC Secretariat who explained that its purpose was to submit a proposal for determining the accommodation allowance during rest and recuperation travel.

91. The HR Network expressed strong support for R&R which is essential for the well-being of staff and to maintain productivity of staff based in difficult locations. The proposed lump sum approach was welcomed by the group.

92. The Network was surprised about the information contained in paragraphs 8 and 9 of the report and requested corrections. Concerns were expressed by both, Organizations and staff federations that the information about Afghanistan had been received from staff members directly and not from the Organizations. In addition, the information was not verified with Organizations.

93. It was felt that utilization rates should be monitored closely. UNDP collected data showing that now fewer staff take advantage of R&R which is regarded to have negative effects on health.

94. The group affirmed its interest in a good work relationship between the ICSC Secretariat and the HR Network.

95. The Network:

- **Emphasized that the organizations had harmonized conditions in the field;**
- **Expressed strong concerns over the reference to an unnamed organization in paragraph 8 of the paper.**

ICSC Decision

The Commission decided to:

(a) Defer consideration of an allowance for the accommodation portion of rest and recuperation travel;

(b) Request the HR Network to provide the ICSC secretariat with information on the cost and utilization rates of R&R travel.

(b) Review of the security evacuation allowance (SEA) and the extended monthly security evacuation allowance (EMSEA) (ICSC/75/R.15)

96. The item had been discussed at the ICSC Spring session in Bangkok and the decision was deferred to the summer session.

97. In the paper various options were presented and most organizations spoke in favor of a global rate put forward in option 1. The experience with the global rate of $ 200 is viewed positively since it seems to meet the actual needs of staff.

98. The Network:

- **Expressed support for Option1 for the establishment of the security evacuation allowance;**
- **Expressed support for Option 1 to maintain the current methodology for calculating the extended monthly security evacuation allowance.**

ICSC Decision

The Commission decided:

(a) To approve the definition and purpose of a security evacuation allowance as follows: the purpose of security evacuation allowance is to assist in offsetting direct added expenses of staff members and their eligible family members who are evacuated from their official duty stations.

(b) To establish the amounts for the security evacuation allowance at $200 per day in respect of the staff member and $100 per day in respect of each eligible family member for up to 30 days, and thereafter $150 and $75 respectively, for a maximum period of six months, following which the evacuation is normally either lifted or a duty station is declared as non-family; and a single lump sum shipping element of $500 would apply when the staff member or his/her family is evacuated.

(c) To apply an extended security evacuation allowance set at the same amount as that provided under the additional hardship allowance payable at non-family duty stations when an evacuation continued beyond six months, and the duty station had not been declared as a non-family duty station.

(d) That a duty station could be declared as 'non-family' prior to the sixth-month mark following evacuation, after recalling its decision in paragraph 246 of its report for the year 2011 . The Commission decided to specifically have the situation assessed at the three-month mark. At that time, the Under-Secretary-General for UNDSS would review the situation and advise the Chair of the Commission. At the six-month mark the definitive decision on the family or non-family status would normally need to be made by the Chair of the Commission after consultation with UNDSS.

(e) To establish a review cycle for the evacuation allowance and the extended security evacuation allowance every three years at the same time as the review of the amounts for mobility and hardship allowances.

(f) To request its secretariat to prepare a document outlining the guiding principles, scope, applicability, eligibility and related procedures of the security evacuation allowance for the approval by the Commission at its seventy-seventh session.

(c) Methodology for the adjustment of danger pay for both categories of staff (ICSC/75/R.16)

99. In presenting the document, the ICSC Secretariat drew attention to the fact that it is difficult to present actual cost implications and that therefore the cost estimate ranges from low to high in a scale from 1 to 5.

100. The HR Network did not endorse any of the options presented in the paper and the group requested additional information, in particular the financial implications.

101. Concerns were expressed about fixing the rate at 30 per cent over a three year period since the real value would come down during this timeframe.

102. The Network:

- **Emphasized its interest to keep equity between internationally recruited and locally recruited staff.**

ICSC Decision

The Commission did not discuss danger pay during the 75th session. It was decided to defer the review of the methodology to the next session.

PART V – END OF MEETING

103. The HR Network members thanked the Co-Chairs for efficiently chairing the meeting.

ANNEX 1

LIST OF PARTICIPANTS

Org.	Name	Title
UNNY	Ms. Ruth DE MIRANDA	Chief, HR Policy Service
UNNY	Ms. Mary DELLAR	Chief, Policy and Conditions of Service Section
ILO	Mr. Juan LLOBERA	Chief of the HR Policies and Development Branch
FAO	Mr. Sergio NAKOUZI	Deputy Director, HR Management Division
UNESCO	Ms. Ana Luiza THOMPSON-FLORES	Director, HR Management
UNESCO	Ms. Annick GRISAR	Chief, Policy & Planning Section
UNESCO	Mr. Colin BELL	Compensation Officer, HRM
ICAO	Ms. Linda COMEAU-STUART	Chief, Policy and Organizational Development Section
WHO	Ms. Josiane SIDIBE-PIMPIE	Focal point for Inter-Agency Issues
WMO	Mr. Shuibao LIU	Chief, HR Division
ITU	Ms. Julia WATT	Chief, HR Management Department
IMO	Mr. Christian DAHOUI	Deputy-Director of Administration & Head of HR
WIPO	Ms. Thérèse DAYER	Acting Director, HRM Department
UNIDO	Ms. Okusitina BULAVAKARUA	Chief, HR Planning and Development Unit
UNWTO	Ms. Carmen MOLINA	Chief, HR Section
IAEA	Ms. Catherine MONZEL	Head, Recruitment & Staff Development, Division of HR
UNDP	Mr. Miguel FIGUEROLA	Chief, Staff Administrative Services
UNDP	Ms. Henrietta DE BEER	Chief, Policy and Compensation Unit, OHR
UNHCR	Mr. Shelly PITTERMAN	Director, Division of HR Management
UNICEF	Mr. Richard BRIDLE	Director, Division HR
UNICEF	Mr. Peter FROBEL	Senior HR Policy Specialist
UNFPA	Ms. Linda SHERRY-CLOONAN	Deputy Director, Division of Human Resources
UNOPS	Mr. Pierre MOREAU-PERON	Director, HR
WFP	Ms. Charlotte Edwina (Nana Yaa) NIKOI	Chief, Staff Relations and Policy Branch
UNAIDS	Ms. Nancy RAPHAEL	Chief, HR Management
UNAIDS	Ms. Sigrid KRANAWETTER	Senior Adviser (HR Policy and Legal), HR Management
UNRWA	Ms. Cornelia MOUSSA	Director, HR
UNRWA	Mr. Patrick CRONIN	Head, International Personnel Sections
UN Women	Ms. Sonia URRIZA	Chief, HR Centre
CEB	Ms. Claudia LASSING	Acting Senior Inter-Agency Advisor on HR Management
CEB	Mr. Ronny LINDSTROM	Senior Business Practices Advisor
CEB	Mr. Seshan NURANI SREENIVASAN	Workforce Compensation Analyst (UNHCR)
ICSC	Ms. Regina PAWLIK	Executive Secretary
ICSC	Ms. Marta LEICHNER-BOYCE	Chief, HR Policies Division
ICSC	Mr. Yuri ORLOV	Chief, Salaries and Allowances Division
IOM	Ms. Daniela KABILJO	HR Management Adviser
CTBTO	Ms. Grace OKUNGU	Chief of Personnel Section
ICC	Mr. Floris KIST	HR Policy Unit
FICSA	Ms. Marie Thérèse CONILH DE BEYSSAC	General Secretary
CCISUA	Ms. Paulina ANALENA	President
CCISUA	Ms. Barbara TAVORA-JAINCHILL	Vice-President, Conditions of Service
CCISUA	Mr. Christopher LAND-KAZLAUSKAS	Representative (Chair, ILO Staff Union Committee)

ANNEX 2

THE HR NETWORK STANDING COMMITTEE ON FIELD DUTY STATIONS

Background

As outlined in its 2005 report, reference CEB/2005/HLCM/2 Rev.1, the HR Network formally established the Standing Committee on Field Duty Stations, also known as the "Field Group", as the mechanism for managing, coordinating and overseeing the Rest & Recuperation (R & R) framework scheme and determining the locations that qualify for the Special Operations Approach (SOA).

The membership of the Field Group is voluntary and primarily includes all organizations that have staff deployed under the SOA approach and/or implement the R & R framework. The work of the Field Group is overseen by the HR Network through the submission of a report twice a year at each session of the HR Network. In addition, through the submission of this report, the Field Group also brings to the attention of the HR Network any issues of a policy nature related to the R&R framework as well as the SOA, that require approval. The decisions made by the Field Group related to the R & R scheme and SOA are governed by the framework and policy established by the HR Network and adopted by the High Level Committee on Management (HLCM) . Hence, a consistent approach has been achieved for consultation and effective harmonization of HR practices regarding R&R and SOA. Since in the majority of duty stations UNDP is the coordinating agency under the auspices of the Resident Coordinator, it was decided that UNDP would assume the role of Chair and Secretariat of the Field Group.

Evolving Role

Over the years, the work of the Field Group has also been a useful forum for technical consultation on issues related to HR policies and business practices in field duty stations. The Field Group has been used as a rapid consultation mechanism to assist harmonized policy interpretation when implementing special measures in crisis situations. The Field Group strengthens the ongoing efforts at harmonization and consistency among agencies.

Following the General Assembly's decisions on the harmonization of conditions of service for staff serving in non-family/restricted duty stations (GA resolution 63/248), the role of the ICSC in regulating the R & R framework, the Terms of Reference of the Standing Committee on Field Duty Stations (The Field Group) should be modified to support harmonized implementation and interpretation of entitlements, particularly related to service in locations classified D and E and non-family/restricted duty stations.

TERMS OF REFERENCE

for

THE HR NETWORK STANDING COMMITTEE ON FIELD DUTY STATIONS

(The Field Group)

Primary Objective

- To provide the HR Network with a technical consultative mechanism for facilitating harmonization of policy implementation, administrative arrangements and practices for specific field-related issues.

Reporting and Accountability:

- The Field Group is constituted by and reports to the Human Resources Network, which decides on its program of work. It operates under the guidance of the three HR Network Chairs.
- The Chair of the Field Group reports to the HR Network twice per year with a detailed report.
- The Field Group makes recommendations on operational issues to the HR Network.
- The Chair of the Field Group consults periodically throughout the year on specific issues with all the Chairs of the HR Network.

Specific Functions & Responsibilities:

- Determines the frequencies and destinations for R&R on the basis of the ICSC Framework;
- Coordinates and ensures collaboration on the application of HR policies and measures in crisis situations.
- The Field Group has delegated authority from the HR Network to inform the ICSC Secretariat on specific technical issues concerning the application of the R&R Framework as well as the designation of non-family duty stations.
- Manages the application of SOA for eligible locations in accordance with the transition arrangements approved by the GA.
- The Chair of the Field Group ensures preparation and dissemination to all common system organizations of an updated global list of duty stations and applicable R&R cycles & designated locations.

Membership:

- UNDP is the Chair of the Field Group.
- Participation in meetings is open to all organizations, agencies, funds and programmes that are members of the HR Network. Members of the Field Group are typically HR policy experts with knowledge of UN Benefits and Entitlements.
- ICSC and CEB Secretariats as observers and any other observers may be invited, as needed.

Meeting Frequency:

- Regular meetings, as necessary.

ANNEX 3

PRESENTATION BY WFP ON PROFESSIONALIZATION OF THE HR FUNCTION

WFP

wfp.org

HR NETWORK PROJECT

Professionalizing the Human Resources Function

WFP
wfp.org
PROFESSIONALIZING THE HR FUNCTION

Project Objectives

Setting common standards to enhance professionalism within the global HR community across UN system which will help the HR function to provide value-added contributions to its organization and contribute to its business success

WFP
wfp.org
PROFESSIONALIZING THE HR FUNCTION

Why are we doing this? – Return on Investment

- The value for money will be realized through a strengthened HR function that can understand the business and have a positive influence on organizational performance.
- To achieve agency wide savings through shared resources and economies of scale.

WFP
wfp.org
PROFESSIONALIZING THE HR FUNCTION

Additional Expected Benefits

- Cultivate a culture of "professionalism" in the UN community.
- Facilitate inter-agency mobility amongst HR professionals and create more career development opportunities.
- Streamlined and harmonized capacity development mechanisms.

WFP
wfp.org
PROFESSIONALIZING THE HR FUNCTION

Expected Outputs

- HR Competency Framework
- HR Certification Program
- HR Development Program
- HR Code of Ethics
- Broad parameters for an individual agency's HR business model based on best practices.