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**Chief Executives Board
for Coordination**

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**CONCLUSIONS OF THE MEETING
OF THE HUMAN RESOURCES NETWORK**

15th Session

(FAO, Rome, 12-14 March 2008)

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PART I – ADOPTION OF THE AGENDA AND WORK PROGRAMME

(CEB/2008/HLCM/HR/1 and CEB/2008/HR/XV/CRP.1)

1. The Human Resources Network held its 15th session in Rome on 12-14 March 2008 at the Headquarters of the Food and Agriculture Organization of the United Nations (FAO). The meeting was co-chaired by the Network's spokespersons Ms. Dyane Dufresne-Klaus, Director, Bureau of Human Resources Management, UNESCO, and Ms. Martha Helena Lopez, Officer-in-Charge, Division for Organizational Development, OHRM, United Nations.
2. The Senior Inter Agency Advisor on Human Resources, CEB Secretariat, welcomed new participants from several organizations and the newly elected FICSA President and General Secretary.
3. The spokesperson announced that a short survey would be conducted on "Arrangements to support those left behind following the death of a staff member". This issue stems from the Report of the Inter-Agency Security Management Network (IASMN) Report and will be discussed at the 15th session of HLCM. The HR Network participants were requested to complete the short survey and return it to the CEB Secretariat prior to the end of its session. The summary of responses to the survey is attached as Annex 1.
4. The spokesperson announced the changes in the agenda and the programme of work. The agenda as adopted is reflected in the table of contents. The list of participating organizations and their representatives is provided in Annex 2.

PART II – Technical session: ISSUES UNDER CONSIDERATION BY ICSC:

A. Resolutions and decisions adopted by the General Assembly and the legislative/governing bodies of the other organizations of the common system (ICSC/66/R.2 and Add.1)

5. The Network took note of both documents under consideration.



See Annex 6 for the HR Network Statement to the Commission

B. Conditions of service of the Professional and higher categories

(a) Update on the United Nations/United States grade equivalency studies (General Schedule and other pay systems) (ICSC/66/R.3)

6. The document describes the efforts made in looking at alternative approaches to the current "job-by-job" comparison conducted between positions in the UN Common System and similar positions in the comparator service. A Working Group comprised of the ICSC Secretariat and the HR Network felt that it would be useful to discuss with other international organizations that conduct similar exercises, such as the World Bank and the International Monetary Fund, and to consider engaging a consultant to gather and analyze data for the study. The ICSC Secretariat further proposed to reconsider the frequency with which the study is conducted and to simplify the validation process.

7. The Network:

- Took note of progress made since 2007, however, it expressed its concern regarding the issue of data collection, and the relationship between ICSC and the United States federal civil service (the comparator) who should be sharing the data for this purpose;
- Expressed its concerns about the consequences of the methodology on the margin calculations and its results and about the proposal to increase the frequency with which the study is conducted; more simulations should be undertaken before the time line is expanded;
- Stressed the importance of having very clear parameters and timelines, and for the Network to be fully involved in simulations to ensure that the right jobs are compared;
- Accepted the proposal to hire a consultant to facilitate the work, but requires complete clarity on the role of the consultant and the role of the ICSC Secretariat.



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ICSC Decision

The Commission requested its secretariat:

- (a) To continue to explore the possibility of pursuing the grade equivalency study both jointly with the World Bank and IMF and separately with a consultancy firm or an individual expert capable of assisting the secretariat in completing the study in a timely manner;
- (b) Upon satisfactory completion of the study, to measure the periodic impact of grade equivalency exercises on margin calculations in order to determine a better frequency for job comparisons; and
- (c) To explore alternative approaches and conduct studies and simulations as necessary.

(b) *Children's and secondary dependant's allowance: review of the methodology*
(ICSC/66/R.4)

8. The document provides information on the continuation of the review of the methodology for the determination of children's and secondary dependant's allowance and provides further proposals aimed at simplifying and improving the fairness of the system. The paper puts forward compelling reasons in favour of discontinuing the present approach. Two solutions are proposed:

Option 1: Setting the allowance as a flat rate United States Dollar amount. The children's allowance would be established as the average of US dollar amounts of child benefits at the eight headquarters duty stations weighted by the number of staff at those locations.

Option 2: Setting the allowance as a fixed percentage of reference net remuneration in the locality.

9. The Network:

- Expressed its appreciation to the ICSC Secretariat for the comprehensive document;
- Noted that the current system has flaws and recommends a new approach. However it was not fully convinced that the two options as presented are acceptable. It would be difficult to recommend either option without knowing the financial implications;
- Indicated it would prefer to have the review in a more holistic approach including the lump sum option;

- Proposed to revisit this item with the financial implications prior to the ICSC Session in Addis Ababa;
- Agreed with the proposal presented for secondary dependents;
- Agreed to recommend that there should be transitional arrangements as proposed by the ICSC Secretariat;
- Requested to work closely with the Secretariat on an implementation and communication strategy.



See Annex 6 for the HR Network Statement to the Commission

ICSC Decision

The Commission decided to inform the General Assembly of the following decisions:

- (a) The children's allowance should be established as a global flat-rate amount calculated as the average of the United States dollar amounts of child benefits at the eight headquarters duty stations weighted by the number of staff at those locations;
- (b) At the time of its implementation, the United States dollar amount of the allowance would be converted to local currency using the official United Nations exchange rate and would remain unchanged until the next biennial review;
- (c) The flat amount would be recalculated on the same basis at the time of every subsequent review;
- (d) The secondary dependants allowance should be established at 35 per cent of the proposed children's allowance;
- (e) As a transitional measure, where, at the time of implementation, the revised flat-rate was lower than the one currently in effect, the allowance payable to currently eligible staff would be equal to the higher rate reduced by 25 percent of the difference between the two rates; if, during the next review of the allowance, that rate remained above the newly revised flat rate, a further reduction equal to 50 per cent of the difference would be applied. The transitional measures will come into effect as of 1 January 2009 and will be discontinued as of 31 December 2012.

(c) ***Report of the thirtieth session of the Advisory Committee on Post Adjustment Questions (ACPAQ)*** (ICSC/66/R.5)

10. The report of the Advisory Committee on Post Adjustment Questions (ACPAQ) thirtieth session includes topics such as: further simplification of the post adjustment index structure; the feasibility of using hedonic regression techniques in the adjustment of prices of laptop computers; the results of an out-of-area survey to identify the countries in which staff members incur out-of-area expenditures; and also to determine the extent to which staff members use the Internet for the purchase of goods and services.

11. The Network:

- Expressed its appreciation to the ACPAQ and the ICSC Secretariat and endorsed the recommendations;
- Recognized the need to improve communications to staff on the implications of the survey in order to improve compliance. This is a joint responsibility for ICSC and HR managers in organizations and in this respect the Network requested the ICSC Secretariat to provide more user-friendly tools and instructions.



See Annex 6 for the HR Network Statement to the Commission

ICSC Decision

The Commission decided:

- (a) To endorse the recommendations of the Advisory Committee in respect of the proposed simplifications of the post adjustment index structure by which the number of basic headings would be reduced from 104 to 84;
- (b) To endorse the recommendation of the Advisory Committee that, for the 2010 round of surveys, the secretariat not use hedonic regression techniques to adjust the prices of electronic and other high-technology products, but that it keep abreast of developments in this area;
- (c) To authorize the Commission secretariat to apply the new cost-of-living measurement methodology based on real-time comparisons with New York for the products involved, starting with the 2010 round of cost-of-living surveys;
- (d) To endorse the recommendations of the Advisory Committee in respect of the increased use of the Internet as a source of price data at group I duty stations where local outlets have websites, and to encourage outlets that do not already have websites to create them;
- (e) To endorse the recommendations of the Advisory Committee in respect of the proposed methodology for calculating the out-of-area index on the basis of a new list of 26 countries and using survey weights, as well as the proposed procedure for revising the survey weights and the list of countries over time;
- (f) To endorse the revised template of the biennial report on the data provider's study of the cost-of-living differential between Washington, D.C., and New York, and to request the Committee to review the structure of the 2008 report at its next session;
- (g) To approve the Advisory Committee's recommendation to use the cost estimation models developed by the secretariat to estimate the financial implications of possible changes to the education grant;
- (h) To authorize the secretariat to conduct the proposed housing surveys at headquarters duty stations in 2008, for the purpose of updating rental subsidy thresholds at those duty stations;
- (i) To endorse the recommendation of the Advisory Committee that the secretariat expand the list of organic/biological products to be priced in the next round of surveys to include all foods and beverages.

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

(a) *Survey of best prevailing conditions of employment in Vienna* (ICSC/66/R.6)

12. The document provides information on the survey of best prevailing conditions of employment of the General Service and related categories in Vienna. The data collection for the survey took place in November 2007. The ICSC Secretariat informed that Vienna was the last survey in the Headquarters round. In general, fewer difficulties were encountered and the Local Salary Survey Committee identified and retained 21 employers for the final analysis.

13. The Network:

- Thanked the ICSC Secretariat for the document and took note of the recommendations;
- Reiterated the need to start working on the review of the methodology and expressed its full support and involvement.



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ICSC Decision

Based on the results of the salary survey, the Commission recommended a new salary scale which is 1.57 per cent lower than the current scale and revised rates for dependency allowance determined on the basis of tax abatements, legislative payments and the surveyed employer-specific payments.

(b) Review of the Job Evaluation Standards for the General Service and related categories
(ICSC/66/R.7)

14. The document sets out the activities of the Working Group to date, including proposals for the concept and design of a new job evaluation standard. A new tool for job evaluation is being developed for measuring and grading posts. The next step is a meeting of Classification specialists to test and evaluate this tool. Posts from various organizations will be classified representing a cross section of field and headquarters.

15. The HR Network:

- Thanked the ICSC Secretariat for the document and all the work undertaken on this complex issue;
- Continues to support that the desired outcome is to arrive at a single system worldwide, with seven levels;
- Requested that factors such as knowledge and experience be reflected in the document;
- Stressed that the evaluation will require rigorous testing and the full participation of organizations will be required in mid-April 2008. In this regard, it expressed some concern regarding the time span, as the results are to be submitted to the July 2008 ICSC session and the testing and evaluation will only begin in mid April 2008.



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ICSC Decision

The Commission approved the continued development of the job evaluation system for the General Service and related categories based on the application of the same principles underlying the framework of the job evaluation system for the Professional and higher categories. The working group should take under review the inclusion of language as a factor/sub-factor in the new standard. The secretariat will present a further report to Commission at its 67th session.

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

(a) Review of the pay and benefits system: assessment of the pilot study of pay-for-performance/broad banding (ICSC/66/R.8)

16. The document provides information on the evaluation process of the pilot study in the five volunteer organizations, the findings and lessons learned.

17. The Network:

- Noted with concern that the project has lost momentum in most of the pilot organizations and that participation has virtually stopped. However, it underlined that the positive results from the pilots such as improved Performance Management should be recognized;
- Expressed that organizations that wish to pursue parts of the project should be able to do so with technical assistance from ICSC;
- Proposed that the HR Network develop guidelines on how to deal with poor performance;
- Recommended that the ICSC Secretariat further develop the ideas and initiatives stemming from the workshops on pay for performance held in New York and Vienna in January 2008. Once the ideas and initiatives from these meetings have been compiled, further discussions should take place.



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ICSC Decision

The Commission decided:

- (a) To discontinue the broad-banding/pay-for-performance pilot as it was originally conceived;
- (b) To request its Secretariat to provide, for consideration at the 67th session, an updated performance management framework taking into account the previous work of the Commission that could serve as a guide to organizations; and
- (c) To take note of the UNDP proposal for the conditions of service of the Resident Coordinators of the United Nations system. The Commission invited UNDP to modify and further develop the proposal taking into account views expressed by its members, as well as previous decisions and recommendations of the Commission, and to present it to the Commission at its 67th session.

(b) ***Mobility*** (ICSC/66/R.9)

18. No briefing was provided as this item has been postponed to the Summer Session.

(c) ***Performance management and evaluation – innovative practices*** (ICSC/66/R.10)

19. The document provides information on current practices in the management of performance and outlines practices in the area of performance recognition in national civil services and other international organizations.

20. The Network:

- Thanked the ICSC Secretariat for the document as it provided a starting point for discussion on the overall frame of performance rewards and how to attract and retain staff. The document was discussed in conjunction with R.8 as the two documents were linked;
- Requested a more credible and objective set of incentives and expressed its willingness to have more flexibility in using non-pensionable incentives;
- Underlined three important components of Performance Management: measuring results, competencies and development output. Pointing out that staff assessment, feedback and guidance from senior managers were the ways to achieve it;
- Expressed its willingness to have better monetary benefits for the best performers and sanctions for poor performance.



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ICSC Decision

The Commission decided to keep performance management under continuing review. The secretariat was requested to issue updated guidelines on the granting of steps based on merit.

(d) Education grant: review of the methodology for determining the grant (ICSC/66/R.11)

21. The document provides information on proposals to review the current methodology for determining the level of the education grant. A Working Group including four ICSC members, four HR Network members (UNESCO, UNHCR, WHO, and UNDP), the Staff Representatives and the ICSC and CEB Secretariats reviewed the education grant methodology. The Working Group was tasked with conducting a comprehensive analysis of all relevant issues, with a view to identifying a viable alternative to the present scheme based on considerations of simplification, equity and cost-neutrality. The Working Group reviewed three approaches: global flat rate; modified current system; and a tuition-based-reimbursement approach and recommended the tuition-based-reimbursement approach as modified.

22. The amounts payable under the revised education grant scheme will be updated to reflect the education grant statistics for the academic year 2006-2007. Therefore, organizations were reminded that data on education grant should have already been submitted to the CEB Secretariat in order to provide the information to ICSC by the end of April 2008.

23. The Network:

- Thanked the ICSC Secretariat and the Working Group for the work undertaken and the document;
- Underlined that the education grant entitlement remained an essential element of the remuneration package for internationally recruited staff members;
- Confirmed that the Working Group made recommendations based on available information and its discussions but that they do not represent decisions agreed by all organizations;
- Reviewed the recommendations made by the Working Group, however is not fully convinced of the proposal and has concerns regarding the sliding scale as well as the exclusion of transport and meals in the list of admissible expenses;
- Requested the ICSC Secretariat to provide the Education Grant simulator used by the Working Group;
- Requested Organizations to commit to reviewing the data and indicate if they have any issues to raise;
- Intended to review the proposal with the simulator data provided by ICSC on 31 March prior to the ICSC Session.



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ICSC Decision

The Commission:

- (a) Took note with appreciation of the progress report of the working group;
- (b) Tentatively endorsed the overall framework of the proposed education grant scheme;
- (c) Requested the working group, taking into account the views expressed by members, representatives of the organizations and staff, to revisit specific parameters of the scheme with a view to limiting the extent of gains and losses resulting from the changeover to the revised scheme while achieving a streamlined system;
- (d) Also requested its secretariat to conduct further modeling based on the latest education grant claim data and

- to provide a set of proposed modifications to the working group, taking into account the views expressed by the Commission;
- (e) Further requested the working group to submit its revised recommendations to the Commission at its 67th session; and
 - (f) Requested the organizations and staff representatives, to the extent possible, to ensure continuity of representation in the working group.

E. Conditions of service in the field:

(a) *Effectiveness and impact of recruitment and retention measures at difficult duty stations* (ICSC/66/R.12)

24. The document analyzed the effectiveness and impact of current recruitment and retention practices in participating organizations using data obtained through a questionnaire survey. Only fourteen organizations responded, more data was required; therefore the document should be considered an interim report. A further questionnaire is being developed with the collaboration of organizations to get views from staff.

25. The data analysis covered the period 1 January 2002 to 31 December 2006. Various HR indicators such as vacancy rates, retention and turnover rates were analyzed.

26. The Network:

- Thanked the ICSC Secretariat for the document which contains the initial analysis and findings on “effectiveness and impact of recruitment and retention measures at difficult duty stations”.
- Recommended to make a distinction between D and E duty stations as there are different allowances in each;
- Requested to participate in the redesign of the staff questionnaire and to review it before it was sent to staff;
- Reiterated that this was an initial analysis and that meaningful conclusions could not be drawn until more comprehensive data was available;
- Confirmed that this was a very important review which could have an impact on future policies and decisions;
- Supported the study and emphasized its involvement in this important undertaking.



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ICSC Decision

The Commission requested its secretariat to complete the work already initiated and to present a final report on the effectiveness of recruitment and retention measures at its 67th session, taking into account the additional data expected from organizations and from the staff survey. The Commission stressed the importance of organizations providing the necessary information to make that possible and expressed its appreciation for the offers made by both the Human Resources Network and the staff representatives to facilitate the process by encouraging their staff to participate fully.

The Commission decided that the final report, due for the 67th session, should, in addition to containing the updated information being requested from organizations and the outcome of the staff survey, be formulated in such a way that it facilitated the Commission’s task of addressing the concerns expressed by the General Assembly.

PART III – ISSUES FOR THE HR NETWORK

A. 2008/2009 Programme of work (CEB/2008/HLCM/HR/3/Rev.1)

27. The spokesperson introduced the draft 2008/2009 Human Resources Network Programme of Work. The Programme of Work was prepared in a results-based matrix form with four strategic objectives. Each objective has a list of activities with expected results, timeframe and order of priority.

28. The Network proposed some minor changes which were reflected in the revised matrix, namely:

▪ **Strategy 1:**

- Activity 3: Move “*Undertake a comprehensive review of contacts for local staff recruited under SSA & SC in the field*”, as Activity 1, with “*High*” priority, as this issue has an impact on *Delivering as One*
- Activity 2: Add “*competencies*”
- Activity 9: Give “*High*” priority
- New Activity 11: “*Provide support and advice to Delivering as One pilots*”.

▪ **Strategy 2:**

- Activity 6: Add “*and Pension issues*”, with “*High*” priority;
- Activity 7: Move under Strategy 4, with “*High*” priority.

29. The Network formally approved the Programme of Work for 2008-2009 with the above changes (see Annex 3).

B. Pending Issues (CEB/2008/HR/XV/INF.1)

30. The CEB Secretariat informed that CEB/2008/HR/XV/INF.1 was a list of issues pending from the Network’s 2006 and 2007 Agenda. The list provides a more systematic monitoring tool in order not to lose track of what is still pending. Most issues are now under the Programme of Work and some have been completed.

C. Updates from Working Groups:

(a) *Mobility and Hardship (ICSC WG)*

31. A representative of the Working Group provided the Network with a briefing on the meeting which took place in December 2007. The objective of the WG was to provide the Commission with proposals to review the flat amount payments in accordance with the approved methodology. The WG was also tasked to carry out an examination of implementation related problems of the scheme as identified by organizations and to model and conduct simulations to determine the cost implications of the various proposals.

32. The Working Group agreed to recommend an overall 5 percent increase in the amounts of the scheme as of 1 January 2008. On the issue of implementation of adjustments, the Working Group recommended that the provisions contained in Annex II of the ICSC Annual Report (paragraphs A.9, B.6, and C.7) be revised to

permit the personal status of a staff member as well as changes to the hardship classification levels of duty stations to continue to be reflected in the mobility, hardship, and non-removal amounts.

33. The Working Group's recommendations will be presented to the Commission at its summer 2008 session.

34. The Network:

- Thanked the Working Group for its work and endorsed the recommendations.

(b) Education Grant (ICSC WG)

35. This issue was part of the discussion under the ICSC briefing.

(c) Guidelines on "Disabilities" in the workplace (HR Net WG)

36. A draft policy outline on persons with disabilities in the United Nations workplace was prepared by the HR Network Working Group, incorporating comments from ILO, UNICEF, UNDP, UNHCR, WHO and the CEB Secretariat. The draft document was guided by the Convention on the Rights of Persons with Disabilities, adopted by the GA in Resolution 51/106 of 24 January 2007, as well as the ILO Policy on the Employment of Persons with Disabilities (2005).

37. The draft document expresses the commitment of the HR Network to the rights of persons with disabilities for employment within the United Nations Common System. The Working Group proposed that: (1) the HR Network discuss the draft document and provide feedback for further revision; and (2) the draft document be adjusted and finalized based on a further round of comments from the HR Network, after which it would be used as a policy outline for the formulation of policies on the employment of persons with disabilities in all organizations.

38. The Network:

- Thanked the Working Group for the work undertaken in this important area; it considered the document a work in progress;
- Requested the Working Group to continue to develop the guidelines with the collaboration and input from the Medical and Legal Networks;
- Agreed to review the document at the Network's summer session.

D. December 2007 meetings – briefing by Spokespersons (CEB/2008/HLCM/HR/4)

39. A specific discussion did not take place, however, mention of the various meetings were made during the course of the Session as applicable.

40. No action required.

E. Issues for Discussion:

(a) *Mobility Accord – Legal issues identified by the Legal Network* (CEB/2008/HLCM/HR/5)

41. The Inter-Agency Mobility Accord was developed to replace the "Inter-Organization Agreement Concerning the Transfer, Secondment or Loan of Staff among the Organizations Applying the UN Common System of Salaries and Allowances". The Accord was approved by HLCM in 2005.

42. The CEB Secretariat undertook a survey in October 2007 on the implementation of the Accord.

- 17 Organizations have implemented the Accord
- 6 Organizations have not implemented the Accord

43. Reasons provided by the six organizations for not implementing the Accord:

- Waiting for the amendment of Staff Rules;
- Lack of clarity as to legal validity;
- Need guidelines from the Legal and HR Networks.

44. Organizations that have implemented the Accord provided comments on some of the problems experienced in its implementation:

- The Accord is too complex, in offering “multiple” option and increasing flexibility, it has complicated the process. Different options make it somewhat unclear for staff.
- As some Organizations have implemented the Accord and others have not, this has created an imbalance as to what agreement to use and slowed down the efficient movements of some staff.

45. A number of legal concerns were brought to the attention of the Office of Legal Affairs.

46. The Network:

- Agreed that a Working Group comprised of the Legal and HR Networks should review legal and any other issues which are preventing the implementation of the Accord by all organizations, with a view to incorporating these in the Accord or developing implementation guidelines to compliment the Accord. The Working Group should report at the next HR Network Session in July 2008.

(b) *DSA for locally recruited staff in the Field* (CEB/2008/HLCM/HR/6)

47. UNDP presented a paper on the issue of DSA for locally recruited staff in the field. A two-tiered system of establishing DSA for international and national staff still exists in some locations. In these locations the UN Country Team sets a reduced DSA rate for nationally recruited staff. UNDP recommends to formally adopt the practice of applying one official DSA rate promulgated by the Chairman of ICSC for all staff in a duty station. The Country team may, in the cases of documented two-tiered systems, establish and pay an appropriate reduced DSA rate, which should be the same rate for all General Service levels at the duty stations.

48. The Network:

- Thanked UNDP for the paper;
- Expressed concern regarding the two-tiered system in some duty stations;

- Requested UNDP to work with ICSC on finding one solution that is fair and equitable for all staff in the duty station. In this regard, the ICSC secretariat representative who was present at the meeting agreed to collect and post data provided by organizations such as hotel rates in various duty stations in the ICSC website to facilitate the process.

(c) ***UN Cares Programme*** (CEB/2008/HLCM/HR/7)

49. The Global Coordinator for the UN Cares Programme provided an update on the actions which have taken place since the last presentation to the Network. In September 2007, HLCM approved the UN Cares Minimum Standards, the 2008-09 work plan and the budget.

- **Funding situation:** As of the end of February 2008, funding has been committed by 15 Organizations, for a total of US\$1,316,000. Organizations are asked to already begin planning to include UN Cares in 2010-11 budgets.
- **Capacity Building and Staffing:** Four regional workshops have been completed; three more are planned. Workshops introduced the ten Minimum Standards and resources to support implementation. Two Regional Coordinator posts have been advertised.

50. The Network:

- Thanked the Global Coordinator for the update and UNFPA for its extra effort and support;
- Encouraged Organizations that had not yet joined UN Cares to do so and contribute to the programme.

HLCM conclusions: the Committee re-iterated its support for the UN Cares Programme, HLCM strongly encouraged organizations to commit financial resources for the continuation of this Programme in their budgets for the biennium 2010-2011, and requested the UN Cares Global Coordinator to submit formal letters towards this end to HLCM member organizations.

(d) ***Dual Career and Staff Mobility*** (CEB/2008/HLCM/HR/8)

51. The Dual Career & Staff Mobility programme was launched in 2004; it has been managed by WFP for the past four years. In 2007 it was agreed that the programme would move to the CEB Secretariat in Geneva so that it would gain a higher profile and attract more organizations to participate. From the original seven organizations, several new organizations have joined the programme for a total of 15. The following information was provided:

- The date for the move of the programme to the CEB Secretariat is early April 2008;
- Two professional posts have been established for the programme: A Human Resources Programme Coordinator, and a part-time Researcher/Writer;
- Budget: Commitment of US\$292,000 for 2008 and 229,000 for 2009;
- All participating organizations will be members of the Steering Committee and will meet biannually by videoconference. Specific topics such as the harmonization of Spouse Employment policies and governance issues will be discussed by the Steering Committee;
- The lack of access to work permits in duty stations remains one of the main constraints for accompanying spouses and partners. Though it was acknowledged that the most effective solution would be the re-negotiation of an organization's host agreement with the local government, the Network encouraged the programme to invest in researching and developing other potential solutions for this matter.

52. The Network:

- Expressed its appreciation to WFP for all its work on this project for the past four years;
- Fully supported the continuation of the project and the planned activities under the CEB Secretariat as of April 2008.

HLCM conclusions: the Committee thanked the HR Network for the work undertaken and supported the continuation of the programme under the CEB Secretariat.

(e) **Senior Management Network/SMNP** (CEB/2008/HLCM/HR/9)

53. The first cohort of the Senior Management Network Programme (SMNP) took place in the Netherlands at the end of November 2007 for one week. There were 47 participants representing an excellent cross-section of the United Nations.

54. Based on the Staff College assessment, the programme required a major re-think or re-design.

1. Feedback from participants of the first cohort:

- **Positive aspects of the programme:**
 - High level external experts delivered lectures (Rotterdam University)
- **Negative aspects of programme:**
 - Did not fully meet the expectations of the participants;
 - Not sufficiently flexible;
 - Was not close enough to the UN agenda.

55. After a comprehensive assessment, the Staff College presented a re-design proposal to the HR Network on 8 February 2008.

2. Proposed New Approach:

56. The new approach would involve a “series” of events (proposed name: “UN Leaders Series”) addressing the challenges to UN Leadership, rather than the previous one week session. This would provide an opportunity for UN leaders to discuss leadership, not be taught leadership. While the outcome would be learning about leadership and the tasks of the leaders in the UN, the learning would result from exploring issues and dilemmas facing the UN.

- Three to four sessions per year, with a different theme. Themes identified so far include:
 - Conflict resolution
 - Climate change
 - Ethics, integrity and accountability
 - Human rights
 - The responsibility to protect
 - Globalization
 - International criminal justice system

- Each theme would highlight the following leadership dilemmas and challenges:
 - Leading change
 - Judgement, decision making and political acumen
 - Influencing, advocating and communicating positions
 - Negotiating solutions
 - Building partnerships
 - Realising results

- Content:
 1. **Experience:** a presentation of conflicting views on a specific issue by the UN and external practitioners who have experienced the dilemmas first hand;
 2. **Reflection:** an exploration of the dilemmas by the participants through group work, debates, simulations and role plays;
 3. **Theory:** the analysis, commentary and presentation of a theoretical framework by a well-known leadership expert;
 4. **Practice:** the application of this theoretical framework in a safe learning environment by the participants;

57. Each event would be 3 days, in Turin (not the UNSSC campus), with 40 to 50 participants. The cost will be considerably lower than the current programme (approx. 5,000 USD per participant). The Staff College would redesign the programme. It was estimated that some 5 months will be required to do this.

58. The HR Network:

- Supported the Staff College's proposal to redesign the learning programme along the new approach described and would brief HLCM accordingly.

1. **HLCM conclusions:** HLCM members expressed their strong concern regarding the negative assessment of the Programme's first cohort which took place in November 2007. Many organizations suggested they would not be willing to commit to a re-design as proposed by the Staff College. The HLCM acknowledged the critical importance of addressing the long standing need to improve leadership and management across the United Nations system, to support the present effort to increase system-wide coherence through harmonized business practices, and to promote a common corporate culture with a renewed framework of responsibility, authority and accountability. Consensus emerged on the need to carry out a deeper assessment of the first cohort of the SMNP, in light of the objectives originally set by CEB. It was agreed that a Steering Group would be tasked with the following specific mandates:

- Undertake a comprehensive assessment of the Senior Management Leadership Programme in light of the objectives set by the CEB;
- Examine the various options available to meet such objectives, including a minor re-adjustment of the current Programme; a major re-design as proposed by the Staff College and alternative leadership development tools and modalities, either internally-developed or partly/entirely outsourced;
- Assess the capacity and availability of the Staff College to undertake the implementation of any suggested options;
- Develop recommendations for HLCM, to be considered at an inter-sessional meeting of the Committee.

(f) Staff Management relations

59. The spokesperson welcomed the Federation of International Civil Servant's Associations' (FICSA) newly elected President and General Secretary. The FICSA representative introduced the Survey on "Staff management Relations" (CEB/2008/HR/XV/CRP.2).

60. The following points were raised by FICSA:

- FICSA expressed their concern regarding the issue of the release of the President and General Secretary. In the meeting which took place in December 2007 in New York between the former President, the spokespersons and the CEB secretariat, three possible solutions were proposed by FICSA :
 - 1) The releasing organization would pay the salary of the elected officer and if necessary reimburse the unit so that his/her duties could be carried out by a temporary replacement;
 - 2) Member organizations to share costs;
 - 3) Debiting each staff member a "levy" for supporting system-wide staff representation.
- FICSA also informed the Network that FICSA and CCISUA had continued their discussion and had made progress towards developing a joint vision and a common approach for fulfilling the shared objective of working closer together and eventually joining under one Federation.
- FICSA recalled that in 2005 a working group conducted an independent study on staff association that still has good statistical validity. The study underlined the input and value of staff presentation and the need for more dialogue.
- FICSA requested more dialogue with the Network and assistance with training activities as well as financial support and the agreement to release elected officials from organizations. FICSA proposed a working group to facilitate these issues.

61. The Network:

- Expressed appreciation to FICSA for their efforts and welcomed the move of FICSA and CCISUA to work closer together;
- Requested FICSA to prepare recommendations on the issues of concern and present to the Network for further discussion;
- Agreed to hold a video conference in the near future with the Staff Federations.

HLCM conclusions: HLCM requested the HR Network to continue its dialogue with the staff associations, reflecting the views expressed by the Committee, specifically on the need to examine, within the context of staff management relations, the issue of representation and functioning of staff associations, and to report back on this at the next session of HLCM. The Network would organize an ad-hoc video conference with the staff associations on this particular subject.

F. Briefing and updates:

(a) *Briefing by Finance and Budget (FB) Network (by Videoconference)*

62. The three main topics of discussion with the FB Network were:

- Streamlining financial rules
- Appendix D
- Long Term Care (LTC)

63. A lot of work has been done on the **streamlining of financial rules**, especially on the adaptation and introduction of the International Public Sector Accounting Standards (IPSAS) in conjunction with six organizations and the legal network. The main challenge is how to reflect accrued liabilities such as annual leave, repatriation grants, lump sums and ASHI provisions in the financial statements. A study by a consulting company is being conducted to test the modalities and assumptions of the guidelines that will be provided to the UN organizations on this matter. Training on IPSAS will be provided to all staff and targeted groups such as HR Network members.

64. A Working Group is being set up to conduct the review of **Appendix D**. The FB Network is seeking volunteers from the HR and Legal Networks and possibly to hire consultants with specific expertise to assist the Working Group. The aim is to keep the Working Group small. The Terms of Reference have not yet been finalised.

65. On the issue of **Long Term Care (LTC)**, a Working Group is also being set up, for which volunteers are sought, and the Terms of Reference need to be completed. The WG should start in May 2008 and provide results by the end of the year. LTC cannot be supported by the UN itself due to the significant financial implications. It will be important to review all options and make recommendations that take the financial implications into account, as these will be of great concern to the member states. At the last General Assembly it was suggested to cut the After-Service Health Insurance (ASHI) provision entirely, but the General Assembly was convinced into maintaining it. However, it is on the agenda again for the next General Assembly.

66. The FB Network Spokespersons mentioned the **Harmonization of Business Practices** and the fact that some of those projects may have financial consequences. They suggested that the two Networks continue to liaise closely on this.

67. The issue of the harmonization of **standards of travel** was raised by the HR Network, as the entitlements to DSA and travel hours have heavy financial implications, while travel budgets are being reduced across the board. So the increase of entitlements would limit travel even more. However, some staff travel 80-120 days a year and should not have reduced travel conditions. The FB Network confirmed the need to balance the medical and HR issues with the financial constraints and stressed that the legislative pressure on this issue is high.

68. Finally the matter of the **effect of the weakening US Dollar** on staff pensions was raised. This will be discussed at the upcoming meeting of the United Nations Joint Staff Pension Board. HR/FB Network members agreed to collaborate and brief their respective JSPF Board members. The HR Network expressed that this situation was creating serious concern among staff members and remarked that pensions payable under local/double track of most major currencies have fallen by some 20 percent since 2002. In order to reach fairness, equity and stability, and mitigate - at least in part - the effect of the weakening US Dollar, a change was proposed in the methodology of calculating the pensions under the local/double track to be implemented as an immediate measure. The proposal was for the rate of exchange for translating the dollar

pension benefit to the local track currency to be calculated based on the average of the best 36 months rates of exchange in the last 5 years, instead of the last 36 months.

69. The Network:

- Thanked the FB Network Spokespersons for their participation and for the thorough update on the above-mentioned topics;
- Took note that the FB Network would propose participants and share a first draft Terms of Reference for the respective Working Groups on Appendix D and Long Term Care by the end of April;
- Agreed to review and carefully research the issue on hours of air travel and present a proposal in collaboration with the FB Network;
- The HR and FB Networks agreed to collaborate continuously throughout the year.

(b) Briefing by Legal Network (by Videoconference)

70. The videoconference was mainly focused on introducing the Legal Network and getting acquainted with its set up and mandate. The Legal Network was established due to the need for greater cooperation given the increased decentralisation and fragmentation of UN activities.

71. Several mechanisms have now been harmonised as sub-networks under the Legal Network:

- Pre-existing legal advice of specialised and related agencies
- Legal Liaison Officers of the Funds and Programmes
- Legal Advisors to DPKOs around the world (field legal offices)

72. The Network's programme of work contains issues such as:

- Revision of the UN's general conditions of contract
- Privileges and immunities
- Contracts with service providers
- Fraud and corruption
- Model trust fund agreements
- Model cooperation agreements with commercial entities.

73. The objective of the Legal Network is to liaise and address legal issues early in processes and understand the needs of the requesting entities. It will also address issues such as the legal validity of documents adopted by the HLCM and other interagency accords and agreements.

74. The Network:

- Thanked the Legal Network for the briefing;
- Concluded that it will request advice and assistance from the Legal Network in the streamlining and harmonization of staff regulations and rules.

(c) Salary Survey 2009 – Review of methodology for HQ and Field duty stations
(CEB/2008/HLCM/HR/10)

75. The representative of the United Nations briefed the Network on the revised proposed programme budget for the biennium 2008-2009. The paper provides the 2008-2009 projected salary survey schedule.

The revised budget takes into account the experience during the 2006-2007 biennium and proposes three scenarios for the Network's review:

- Scenario One: No change in the current staffing levels.
- Scenario Two: Establish as a pilot an out posted unit in Bangkok effective 1 July 2008;
- Scenario Three: Establish the pilot unit in Bangkok effective 1 January 2009.

76. The representative of WIPO raised the question of the cost-sharing methodology and informed that WIPO will not participate in the cost-sharing any longer.

77. It was recalled that the cost sharing formula is based on the CEB Secretariat personnel statistics. The methodology needs to be reviewed and in this context it was mentioned that the ICSC plans to undertake a comprehensive review of headquarters and non-headquarters methodologies starting in 2008 and that the Network will be requested to participate. However, the review of the methodology will only have an impact in 2010. UNDP stated that they are not convinced of the present methodology, mentioning they had tried to outsource the data collection during the time they were responsible for carrying out surveys.

78. In conclusion, the Network:

- Expressed its appreciation to the United Nations for the information provided and the proposed scenarios;
- Supported Scenario Three: to establish a pilot unit in Bangkok as of 1 January 2009;
- Indicated its commitment to participate in the review of the methodology.

(d) Contracts

79. The representative from the United Nations reported on the matter of contractual arrangements in the common system organizations. The issue was due to be considered by the Fifth Committee during the main part of its sixty-second session. However, it has been postponed until the latter part of the session in the second quarter of 2008.

80. The new contractual framework calls for one series of the staff rules, abolishing the 200 and 300 series, and comprising of three types of appointments under the 100 series: Short term, Fixed term and Continuing. Once the General Assembly approves the new framework, it is expected that the implementation date will be 1 January 2009. Much work will have to be done to amend the staff rules and policy directives to reflect the change. The Network will be kept informed of any developments.

81. The Network:

- Thanked the representative of the UN for the update;
- Expressed its concern regarding the implementation date of the new Contractual Framework and recommended that some transitional arrangements should be considered.

(e) Stress Counsellors

82. The Director of Human Resources from IAEA presented a paper on behalf of the UN and Affiliated Agencies Staff Counsellors Network. The Staff Counsellors in their individual organizations address the needs of staff which include a range of activities involving consultation, guidance and counselling on well-

being and staff welfare. This includes work-related and personal stress, psychological health, issues regarding the work environment and team functioning, and policies to support a healthy and positive workplace. This involves consultation with managers and Human Resources Departments. Their activities range from, preventive stress management, interventions, training, dealing with cases of substance abuse, depression, anxiety, traumatic stress, family and marital problems, including domestic violence, grief and loss, medical evacuations for psychological reasons, harassment and burnout syndrome.

83. In this context, the group of Staff Counsellors is requesting formalized representation in the HR Network as an appropriate channel to communicate and discuss issues which affect and impact staff. Currently the only representation is through the Inter-Agency Security Management Network (IASM) which mainly addresses critical incident stress management.

84. The Deputy to the Under-Secretary General of the United Nations Department of Safety and Security (DSS) sent a message to the HR Network in this respect. It should be noted that the General Assembly mandated DSS to provide critical incident stress management response and support to the UN system. One of its main and most challenging roles is critical incident stress prevention including training, and pre- and post-deployment briefings.

85. In the spirit of inclusiveness and cooperation, DSS proposed that the HR Network considers creating a Working Group on Staff Welfare Policy composed of representatives of UN Organizations, Medical departments, DSS and DPKO counsellors, and Human Resource Officers.

86. HR Network members noted the request of the Staff Counsellors to be affiliated with the HR Network and the views of DSS. While some members saw merit in the establishment of an HR Network sub-group, others expressed the view of having two separate groups: 1) the crisis counsellors, who deal with issues related to security incidents under DSS, and 2) the staff counsellors who deal with other work-related stress issues in their own Organizations.

87. The Network:

- Agreed that the Director of Human Resources from IAEA would discuss the issue with DSS and the group of Staff Counsellors in order to clarify the roles and boundaries between the crisis counsellors and the staff counsellors;
- Report to the Network at its summer session before any further decision was taken.

(f) *Long Term Care* (CEB/2008/HLCM/HR/14)

88. The document was prepared by the HR Network Working Group on Long Term Care which was formed in 2006. The objectives of the WG are to set an initial minimum goal on Long Term Care and to formulate recommendations, including the strategic importance and the financial implications for which the cooperation with the FB Network is required. The paper provides extensive information on demographic developments projecting an age increase of the total population, and social backdrop, describing the current reality within the UN system

89. The Network:

- Thanked the Working Group for undertaking this complex task;
- Agreed that a joint working group with the FB Network should be formed to explore the opportunity of developing a common approach to providing Long Term Care insurance coverage as part of the overall social insurance;

- Requested organizations that intend to continue or take part in this working group to inform the CEB Secretariat by end April.

(g) Diploma mills

90. The Network was briefed by UNESCO that the International Association of Universities (IAU) located in the UNESCO building in Paris, produces a listing of recognized universities worldwide. The information is produced as a CD-ROM called “the World Higher Education Database”. The cost of the CD-ROM is approximately €200. At present the principal buyers of the CD are national ministries and institutions.

91. UNESCO also advised organization’s to be stricter in the hiring process by checking and cross-referencing even for internal candidates. Furthermore it was suggested that in any case of doubt additional checks should be conducted directly with the universities.

92. The Network:

- Thanked UNESCO for the information provided and endorsed the recommendation to use the CD-Rom developed by the NGO;
- Requested UNESCO to provide further details on the cost of the CD-Rom and the NGO website as soon as possible.

Note: Subsequent to the meeting, UNESCO has provided the website as follows: www.unesco.org/iau/directories/index.html. There are also various publications that can be ordered through this website. For additional information, the contact at IAU Secretariat in Paris is: centre.iau@unesco.org.

G. Special Session on Strategic issues:

(a) Gender issues: – presentation by the Special Advisor of the Secretary-General on Gender Issues and Advancement of Women (by Video-conference)

93. The Special Advisor of the Secretary-General on Gender Issues and Advancement of Women briefed the Network on the gender work plans and the work of the 52nd session of the UN Commission on the Status of Women. “Financing for Gender Equality and the Empowerment of Women” was the priority theme of the 52nd session. It was pointed out that organizations had to find financing mechanisms within the UN and allocate adequate resources to gender issues. It was underlined that it is fundamental to support the work of women, and to continue to create and improve an effective work/life balance. The Secretary-General has written to all heads of Departments and Offices, reminding them of their responsibility to make gender balance a priority.

94. The Special Advisor of the Secretary-General on Gender Issues highlighted the Secretary General’s commitment to affirmative action and pointed out that organizations should ensure that non-discriminatory policies are in place. Managers are delegated with responsibilities to recruit the most talented woman within a pool of candidates.

95. The HR Network:

- Requested Organizations to share concrete actions taken and pointed out the need to establish effective targets and time lines;
- Shared some of the measures to achieve gender balance adopted by different organizations;
- Indicated their concern regarding the accountability of senior managers to reach the gender targets;
- Shared problems and concerns in recruiting, promoting, and retaining women due to lack of suitable candidates and other structural problems;
- Showed concern about the synchronization of different promotion policies such as geographical and gender approaches;
- Suggested to create better organizational cultures and work environment policies and to be more transparent in practices for the recruitment of women;
- Shared concerns about the gender balance in hardship and non-family duty stations;
- Pointed out that accountability had to play a key role in communication and a more proactive approach was needed;
- Underlined that, though organizations deal with problems, situations and mechanisms differently, all have similar problems in reaching gender balance at the middle and senior management levels and in recruiting/retaining women in the hardship duty stations;
- Agreed that organizations need to continue sharing information and experiences.

(b) ***“Delivering as One” Pilot countries – issues identified by organizations***
(CEB/2008/HLCM/HR/11)

96. The HR Network held a videoconference with representatives from two “Delivering as One” pilot countries. The topic was introduced by Mr. Ashok Nigam, Associate Director of United Nations Development Group (UNDG), who explained that the initiative had started in early 2007. Individual agencies had formed Steering Groups with the national government and sometimes donors to develop work plans for the development of “Delivering as One” with specific focus on the added value of the UN in those countries. Interagency groups were set up to clarify issues of accountability and concluded that it remains with the agencies implementing the programme. UNDG will be evaluating the programmes over the 2008-2009 biennium and their results in the next biennium (2010-2011). The pilot projects are to show a reduction in transaction costs for the government, the donors and the UN alike. Though additional funding for the projects should come from country level donors as non-earmarked funds, not all the gaps in funding have been filled yet. The UN Resident Coordinator is the leader of the project, but agency heads retain interaction with the country sector ministries. One of the main activities is the harmonization of business practices. Countries are pushing specifically for harmonization of practices related to Human Resources.

97. Representatives from the Viet Nam and Tanzania offices explained how the programme was being implemented and highlighted the major constraints and problems facing those two pilots, including those concerning Human Resources.

- **Tanzania:**
 - Angus Miller reported that the focus is on collaboration among agencies, not necessarily on one office building.
 - It is important to build confidence that all the HR policies and practices will really work together. Both finance and HR are shackled in very strict procedures with too few similarities and too little flexibility.
 - A Capacity Assessment carried out by the Dalberg team shows that there is much more operational staff than programme staff in Tanzania, so there needs to be a slow shift to more high-level policy advice for governments

- Guidance is needed on how to make HR policies more flexible, how to really do joint recruiting and how to monitor and evaluate the expected reduction in transaction costs.
- **Viet Nam**
 - Kitty van der Heide reported that the key problem is that Human Resources policies and practices often do not relate to UN reform. Agencies work in HR isolation, while the Delivering as One pilot projects are in the process of creating one back office with common integrated core services.
 - Price Waterhouse Coopers is doing a needs-assessment and is mapping and re-profiling staff to fit with their new roles in the One UN office. But the amount of additional work for these change and coordination activities is placing strain on staff and the insecurity and inflexibility of HR policies is affecting staff morale. More human resources are needed to cope with all the additional work that comes on top of an already heavy workload.
 - The wide variety in types of contracts leads to differences in remuneration and benefits and creates confusion that impacts staff. In addition, different standards in post classification and grading create inequities when people performing similar functions are ranked at different levels. Career development paths are unclear, especially for staff working in functional clusters. Policies and practices need to become more flexible and facilitative for inter-agency mobility.
 - There is concern also about the variety of appraisal systems. Alignment and integration of performance systems is necessary so Viet Nam is currently using the UNFPA performance management system to appraise staff working on the UN reform;

98. Both Viet Nam and Tanzania Country Teams requested the urgent involvement and assistance of the HR Network with these issues. They are seeking “pragmatic solutions, flexibility and the harmonization of business practices” and support in carrying the large additional workload.

99. Although the HR Network will undertake a comprehensive review of staff regulations and rules within the UN, such a study will take time and the current pilots are seeking solutions to their problems now. HR Network members expressed firm commitment to support the pilots and work with the capacity assessment exercises as there are often too few HR practitioners involved. They saw an additional value of the pilot projects generating new approaches from the field and wanted to ensure that the lessons learned would be available for further development and dissemination. Finally, members expressed the need for clarity on the legal basis for these pilots so that harmonization can be undertaken correctly and solutions are sound.

100. The Network:

- Agreed to set up a Working Group dedicated to Delivering as One pilot projects including UNDG. The Working Group will adopt a two-phased approach – first to deal with the “quick fixes” that can be implemented in the short-term, secondly with the more complex issues that would require policy changes;
- Further agreed to get involved in the Capacity Assessment Review to be carried out in Viet Nam and in the study undertaken by the Dalberg team in Tanzania.
- The UNDG Associate Director stated that UNDG will work closely with the Network, and stressed the urgency of the situation.

HLCM conclusions: The Committee highly appreciated the commitment towards the requirements of the “Delivering as One” pilots, and supported the two-phased approach adopted by the Network to deal with “quick fixes” that can be implemented in the short-term; as well as with more complex issues that would require longer discussions and policy changes.

(c) **Work-life Balance** (CEB/2008/HLCM/HR/12)

101. The CEB Secretariat recruited a consultant to look at work/life balance issues in the UN system. The consultant completed a report which provided an insight into what was being undertaken system-wide, leading to the identification of gaps and overlaps and made the business case for investing in work/life initiatives. The report provided a set of recommendations for the further development and harmonization of work/life balance across the system.

102. The Network:

- Agreed to complete any lacking or incorrect data in the report by the end of April 2008, so that it could be disseminated widely and put on the CEB website.
- Agreed to collate their most important work/life balance policies and publish them on the CEB website.
- As a next step, suggested to start sharing implementation mechanisms for these policies, as there were many issues that arose with this, such as insurance for staff who telecommute.
- Requested the consultant to ensure that the report was relevant for all staff, not only Professional staff and that the recommendations were prioritized and foreseen in a timeline that could be accomplished within the available CEB resources.

HLCM conclusions: *The Committee recognized the value of a good balance between working life and personal/family life of staff members, also in terms of efficiency and effectiveness gains for the organizations. The Committee strongly encouraged all its members to promote and implement work/life balance within their organizations. HLCM awaits recommendations by the HR Network on the adoption of best practices in this area.*

H. Private Session

103. The notes on the private session are distributed separately to HR Network members (see CEB/2008/HLCM/HR/17/Add.1).

Annex 1

Results of the survey on “Arrangements to support those left behind following the death of a staff member”

1. Twenty-two organizations provided information to the survey to identify the type of support measures currently available in organizations for those left behind following the service-incurred death of a staff member.
2. Organizations were requested to provide information on what type of support they had in place in the following five areas:
 - Psychological and moral support,
 - Assistance to family (e.g. funeral services arrangement, evacuation),
 - Financial support measures,
 - Counselling & family services,
 - Support to colleagues in the workplace,
3. From the questionnaire, the following information was obtained:
 - Most organizations provide psychological and moral support by the Staff Counsellor or other ad hoc measures;
 - Most organizations provide assistance to families to transport the remains and facilitate funeral arrangements as well as providing counselling and family services;
 - Financial support is provided by all organizations through the “Malicious Act Insurance” or other measures provided under the Staff Rules and insurance schemes;
 - Fourteen organizations provide support to colleagues in the workplace to various degrees, which can range from ad hoc “available upon request” to very comprehensive professional psychological support to the team after an incident, if due to traumatic incident watch for secondary trauma and additional support to the manager.

Recommendation of support measures currently not provided and other comments

4. Various proposals were made which can be summarized as follows:
 - The HR Network to “inventory” what organizations are doing in this area as part of “staff + dependant” well-being;
 - Establish a TOR/checklist for dealing with service-incurred-death cases which would include establishing a focal point in the office for dealing with the family members of the deceased and assisting them with transport, liaise with HQ/Regional/Country Office, for quick settlement of payments to the beneficiaries, and for arranging counselling services as necessary;
 - Adopt a continuous and broader support for spouse and dependent of those left behind, including job search through the Local Expatriate Staff Association (LESA), help in providing visas and in acquiring resident permits for the expatriates, and legal services.

ANNEX 1

SURVEY ON "ARRANGEMENTS TO SUPPORT THOSE LEFT BEHIND FOLLOWING THE DEATH OF A STAFF MEMBER"

Organization	Psychological and moral support	Assistance to family (e.g. funeral services arrangement, evacuation)	Financial support measures	Counselling & family services	Support to colleagues in the workplace	Recommendation of support measures currently not provided	Other comments
UN	<ul style="list-style-type: none"> Letter of condolences signed by ASG/OHRM sent to family or next of kin; Appointment of a family focal point who will: <ol style="list-style-type: none"> inform the family about the s/m's death; if remains returned from overseas, assist family in collecting them; attend the funeral and talk with family; listen to family's needs; keep family apprised on arrangements, daily, if necessary 	<ul style="list-style-type: none"> Organization of memorial service; Payment of expenses of transportation of the body to a place to which the deceased was entitled to return/ or reimbursement of reasonable expenses incurred for the interment (international recruits only); Travel at the Organization's expense of family member to duty station or mission area to attend the burial and/or to accompany the remains to place of s/m's return travel. 	<ul style="list-style-type: none"> Death grant Repatriation grant Appendix D No proration of education grant if staff member dies at the beginning of school year; Widow/s/widower's benefit (Articles 34 and 35 of UNJSPF Regulations); Child's benefit (Article 36 of UNJSPF Regulations); Secondary dependant's benefit (if no spouse or child Article 37 of UNJSPF Regulations); Residual settlement payable to a recipient designated by the s/m (if no surviving relative eligible for periodic benefit – Article 38 of UNJSPF Regulations); Spouse and eligible dependent children may apply for After Service Health Insurance (ASHI) if eligibility requirements set out in ST/AI/2007/3 or ST/AI/394 (for s/m in service prior to 1 July 2007) are met. 	-Family Focal Point will provide information and assist family in applying and obtaining entitlements; Counselling provided: (family member may make an appointment with a counsellor provided by the Staff Counsellor's office).	Counselling provided.	Legal services in particular with respect to cases where children/stepchildren are involved, former/new spouse conflicts etc.	
ILO	Yes	Yes	Yes, within a scheme but sometimes beyond	Yes	Yes	The ILO recently had one staff member killed in Algiers and applied all of the measures mentioned above both within existing established schemes and beyond. The question remains of the moral obligation of the Office in case any unfortunate "massive" incident would occur, and how to apply these measures and the financial implications this would have.	

Organization	Psychological and moral support	Assistance to family (e.g. funeral services arrangement, evacuation)	Financial support measures	Counselling & family services	Support to colleagues in the workplace	Recommendation of support measures currently not provided	Other comments
FAO	Yes, by Staff Counsellor to staff members.	FAO pays the expenses of transportation of the remains and related costs (preparation of the remains, shroud, casket, cremation), repatriation travels for family members.	Death grant, repatriation grant & accrued annual leave is paid to designated beneficiaries.	Debriefing regarding UNJSPF and medical plans is provided. Staff Counsellor is also available to family members.	N/A	FAO may envisage measures such as: (a) psychological and moral support to family members (spouse and independent children). (b) salary to be paid until the end of the month, whatever is the date of death.	
UNESCO	Yes, by the Staff Counsellor	Yes (see FAO's reply)	Yes (see FAO's reply)	Yes, including through referral to a public notary for legal/financial advice	Yes, as required, by the Staff Counsellor		
UPU	-	-	Special allowance; professional accident insurance	-	-	At the UPU, we have not yet had any such case. No concrete proposal from our side.	
PAHO	<ul style="list-style-type: none"> Medical assistance Staff assistance service is available to staff & families to address all aspects (e.g. psychological, financial implications) 	Evacuation of staff member remains and family members whom the org. has the responsibility to repatriate.	<ul style="list-style-type: none"> Malicious acts insurance; Outstanding payments/benefits given to named beneficiaries 	<ul style="list-style-type: none"> Life insurance benefit (where applicable) Pension benefits to surviving spouse & children Reasonable costs for preparation of remains and local internment 	<ul style="list-style-type: none"> Staff assistance services 	More organized moral support to family and staff. Now, necessary onsite support could be provided on an ad hoc basis.	
WHO	Psychological and moral support is provided by the Staff Counsellor and if needed, also by the Staff Psychologist, to the family of the deceased staff member (in Headquarters) and the WHO Representative (in the field) or the Personnel Officer (in Regional Offices).	The Organization pays for the transportation of the remains of internationally recruited staff members from the place of death to the place of residence recognized by the Organization. Funeral costs including preparation of the remains (cremation/ burial), shipping permits, and a casket or any container required for the transport of the body. The Organization also pays for the evacuation of the remains of any staff member who dies while on duty travel. Costs for a religious service or for the purchase or lease of a burial place are not paid	The following are paid to designated beneficiaries: <ul style="list-style-type: none"> Salary and allowances up to the date of the staff member's death. Death grant Repatriation grant Accrued annual leave as at date of death Outstanding claims (travel, health insurance, etc.) Education grant for the balance of the current school year if the staff member dies while in service after the beginning of the school year. Pension benefits to surviving spouse and children when applicable Group Accident and illness insurance benefit when applicable 	Staff Counsellor and if needed, Staff Psychologist and/or Health Medical Services	Staff Counsellor and if needed, Staff Psychologist and/or Health Medical Services	In case of death due to a critical -security incident, recommend deployment of WHO Staff Counsellor at the location	

Organization	Psychological and moral support	Assistance to family (e.g. funeral services arrangement, evacuation)	Financial support measures	Counselling & family services	Support to colleagues in the workplace	Recommendation of support measures currently not provided	Other comments
		<p>for by the Organization.</p> <p>A deceased staff member's spouse and children are entitled to travel costs and transportation of their personal effects, provided that the Organization has an obligation to repatriate the family.</p>	<p>or Compensation in application of Manual II 7 Annex E if death recognized as attributable to the performance of official duties on behalf of the Organization</p> <ul style="list-style-type: none"> • Malicious Act insurance benefit when applicable • Voluntary Group Life insurance benefit if staff member is a participant <p>The surviving dependent spouse and/or children, if insured at the time of death and if eligible, can opt to continue to participate to the WHO staff health insurance plan.</p>				
ITU	<p>Both staff and former staff members provide informal moral support. The Welfare Officer provides moral support and assistance. For a massive crisis we have not enough staff to give the necessary support.</p>	<ul style="list-style-type: none"> • For staff members on mission or in non HQ duty stations, ITU has a Repatriation Insurance. • In HQ, Welfare Officer provides assistance and facilitates funeral arrangements with local authorities. 	<ul style="list-style-type: none"> • Pensions and insurance Service provides guidance and assistance regarding social security benefits. • In addition to survivor benefits provided by UNJSPF, a flat benefit equivalent to 3 X annual salary is paid. • All related medical expenses as well funeral expenses are fully covered up to the limits set by insurance policy. • ITU has a practice of offering employment opportunities to surviving family member. • For a massive crisis we have not enough staff to give the necessary support. 	<p>Welfare Officer provides guidance and any services within his/ her mandate. For a massive crisis we have not enough staff to give the necessary support.</p>	<p>For a massive crisis we have not enough staff to give the necessary support.</p>	<p>In the event of the death of a staff member, the provision of a counseling service for colleagues. For surviving family members who wish to remain in duty station eventually facilitate the acquisition of resident permits. Extend the payment of educational grant for as long as would have been provided had the staff member been alive.</p>	<p>For staff members in the field limited support assistance is provided; ITU offices too small but ITU Offices should have access to services of other agencies. One could also consider the pooling of support resources in field duty stations.</p>
IMO	Moral support offered by HR	Support is offered for funeral services	Only those stipulated in the Staff Rules & Regulations	-	-	Counselling and support to family members and colleagues at work.	

Organization	Psychological and moral support	Assistance to family (e.g. funeral services arrangement, evacuation)	Financial support measures	Counselling & family services	Support to colleagues in the workplace	Recommendation of support measures currently not provided	Other comments
WIPO	<ul style="list-style-type: none"> Staff welfare service WIPO Medical services 	<ul style="list-style-type: none"> Transport to recognized home (prof. + higher categories) or to duty station; Cremation at duty station (if required) 	<ul style="list-style-type: none"> Grant on death (staff only) [Assistance to unblock Swiss accounts] 	Service welfare service	<ul style="list-style-type: none"> Staff welfare service If funeral in Geneva, all staff may participate (as "working hours") 	More "to-the-point" legal guidance as the international civil servants are "aliens" in the host country legislation.	<ul style="list-style-type: none"> Dependents residing with staff (or at the educational institution outside home/duty station) New staff receive detailed information.
IFAD	Ad hoc & informal arrangements can be/have been made	Provided on benefit-related issues. Other assistance, sometimes quite extensive, such as job searches, has been provided on a non-formalized basis, depending on circumstances.	Regulated by measures under compensation plan, pension fund, separation pay, etc. but additional help has been provided, depending on circumstances.	No formalized arrangement but counselling services would be available on request (including external staff counsellor).	No formalized plan but counselling services (internal or external) available on request.	Perhaps a formalized plan would be useful (allowing for different cultures, circumstances).	
UNIDO	-	Yes, through social security office.	Such measures are provided under staff rule and insurance provisions e.g. Appendix, and Malicious Acts Insurance Policy.	Counselling provided, more out headquarters level.	Not systematically.		
IAEA	Staff Counsellor available to family & colleagues – also trained "SOS" support staff.	Evacuation paid for, funeral paid by family, support for logistics.	Death Grant, Staff welfare grants	Staff Counsellor, Medical Service, HR Advisors	Staff Counsellor, Medical Service, HR Advisors	We are to establish better contact with Vienna City organizations to support counselling in these situations.	
UNICEF	UNICEF provides support to family by visiting, attending funerals accompanying remains on international flights (ad hoc)	Facilitate/ make arrangements for preparation/ repatriation; transport support for if deceased is locally recruited staff provide for standard funeral arrangements.	MAIP, if applicable - death grant - repatriation grant; - Appendix D - salary and leave up to 60 days	Counselling provided	Counselling of colleagues	Legal services – there have been issues with visas, wills, etc.	
UNFPA	Yes (informal)	Yes	Yes	Yes	Yes	Maybe, some day, the HR Network could "inventory" what agencies are doing in this area as part of "staff + dependant" well-being.	

Organization	Psychological and moral support	Assistance to family (e.g. funeral services arrangement, evacuation)	Financial support measures	Counselling & family services	Support to colleagues in the workplace	Recommendation of support measures currently not provided	Other comments
UNDP	Senior member of staff visits family (where possible). Colleague may accompany remaining dependents on repatriation back to home country for burial; where possible colleagues will attend burial; counselling is provided to surviving spouse and dependants.	Facilitate/make arrangements for preparation & repatriation of deceased staff member's remains – when it is an internationally-recruited staff member.	1. Provide transportation support, if local staff member for funeral attendance. 2. <u>Payments:</u> - Payments to locally recruited staff: (i) salary up to date of death; (ii) cash in lieu of leave (up to 60 days); (iii) death benefit (one month salary for every complete year of service up to 9 months); (iv) Appendix D; (v) MAIP where relevant. - Funeral allowance in duty station where this is captured under the salary scale – for death of staff member's eligible dependants. - Payments to internationally recruited staff: (i) – (v) As above; (vi) Costs for preparation & repatriation of staff member's remains. (vii) Repatriation of surviving eligible dependants. (viii) Education grant due to s/m up to end of school year in which the s/m died.	Counselling is provided & the usual support for surviving spouse to obtain employment is strengthened.	Counselling is provided.	Continued support to the surviving spouse, in cases where the deceased staff member was the sole breadwinner, in job search, through LESA.	
UNIFEM	Yes	Yes	Yes	Yes	Yes		UNIFEM adheres to and provides the same entitlements, accommodation and support to staff members and their families that UNDP has – which include all of the above.

Organization	Psychological and moral support	Assistance to family (e.g. funeral services arrangement, evacuation)	Financial support measures	Counselling & family services	Support to colleagues in the workplace	Recommendation of support measures currently not provided	Other comments
UNHCR	<ul style="list-style-type: none"> Support accompanying the body in case the spouse cannot do it alone; Joining family in bereavement related rituals (memorial ceremony, prayers, funerals etc.) 	<ul style="list-style-type: none"> Provide swift response, if possible advancing funds and ensuring paperwork is in good order to process the different entitlements. Focal points assigned with surviving family members. Social assessment covering: <ol style="list-style-type: none"> sources of financial support to sustain them until the death benefits etc. are settled; residence requirements in relation to their stay in the country (in case of the death of an international staff) and support in terms of visa extensions etc. Compensation will include (please refer to the SAMM 6.5.8): <ol style="list-style-type: none"> all reasonable medical, hospital and directly related costs; a reasonable amount for the preparation of the remains and funeral expenses; costs of return transportation of the deceased staff member and his/her dependants; an annual compensation payment. 		Counselor is to be immediately available to the family in case of crisis and can be an additional resource to the family to deal with bereavement.	<ul style="list-style-type: none"> Psychosocial support to the team after the incident to facilitate expression of grief; Psychological support to the individual/group in the context of loss; if the loss was due to traumatic incident, watch for secondary trauma; Ensure that the manager receives support as the rest of the staff, also by providing him/her with suggestions of handling the situation; impact of the incident on the staff and what can help the healing process. 	<ul style="list-style-type: none"> Time standards for completion of administrative procedures; Deployment of a counselor on board ASAP, as a source of support to those in need. 	<ul style="list-style-type: none"> Important thing is for the Office to be patient while family members wade their way through the UN bureaucracy of requirements. In large traumatic situations (Timor, Baghdad, Algiers), it is important to give the staff worldwide the sense of belonging and participation. Incidents like that could serve as a trigger for re-emergence of the old traumatic experiences and that needs to be taken into account.
WFP		As per provided within the UN common system: funeral service within a maximum limit, evacuation for international staff families	Death grant, + insurance coverage as applicable	Staff Counsellors and PSVs support family of deceased staff member, including regular home visits and phone calls.	Staff Counsellors and PSVs offer group and individual sessions to affected colleagues.	Sometimes the incident occurs in locations where there are no counsellors or PSVs. In this case the nearest available counsellor or PSV should be asked to travel to support family and/or colleagues. To deal with loss takes time and, therefore, follow up supportive measures should be planned/budgeted for.	

Organization	Psychological and moral support	Assistance to family (e.g. funeral services arrangement, evacuation)	Financial support measures	Counselling & family services	Support to colleagues in the workplace	Recommendation of support measures currently not provided	Other comments
UNOPS	A focal point is designated. The relevant project office provides administrative and morale support to family of a staff member.	Focal point is designated for liaising with family and assistance with transport of mortal remains to place of funeral and with funeral arrangements.	Our staff assist with liaising with HQ administrative office for quick resolution of payment of last salary, other benefits and insurance payments to the beneficiaries of the staff member.	-	-	I personally would like UNOPS to establish a TOR/checklist for dealing with death in service cases which would include establishing a focal point in the office for dealing with the family members of the deceased and assisting them with transport, liaise with HQ/Regional/ Country office/Project Office, for quick settlement of payments to the beneficiaries, and for arranging counselling services as necessary. A second focal point should be identified to obtain professional services for office colleagues and to talk to colleagues who are affected by the death of the staff member.	
WTO	Staff Counsellor	Staff Counsellor	Staff Counsellor	Staff Counsellor	Staff Counsellor	An Employee Assistance Programme Support from an external clinical psychologist.	
CFC	No.	Limited and ad hoc assistance provided.	Yes – designation of beneficiaries for (i) provident fund (pension) (ii) outstanding salaries (iii) life insurance	No – however, medical insurance provides for counselling services	No formal support	Continuation of medical insurance for dependants for (time specific) period at 100% expense of organization.	As by virtue of our size we have engendered a caring & supportive environment. For equity formalized procedures should be explored.

ANNEX 2

LIST OF PARTICIPANTS

Spokespersons: **Dyane Dufresne-Klaus (UNESCO)**
Martha Helena Lopez (UN)
Senior HR Advisor: **Marta Leichner-Boyce (CEB Secretariat)**

Org.	Name and title
UN	Martha Helena Lopez , Officer-in-Charge, Division for Organizational Development
ILO	Catharine Zourdos , Human Resources Development Department
FAO	Tony Alonzi , Director, HR Management Division
	Doug Smith , Chief, Staff Development
	Gregory Flood , Chief, Staffing and Recruitment
	Nabil Gangi , Chief, Social Security Branch
	Serge Nakouzi , Chief, HR Strategy, Policy & Planning Branch
UNESCO	Dyane Dufresne-Klaus , Director, Bureau of Human Resources Management
	Annick Grisar , Chief, Policy Unit
	Colin Bell , Compensation Officer
PAHO	Nancy Machado , HR Policy and Administration of Justice
UPU	Michael Mauer , Director, Human Resources
ITU	Yajaira Freudiger , Chief, HR Administration Division
IMO	Christian Dahoui , Head, Human Resources Services
WIPO	Juan Antonio Toledo , Director of Human Resources Management Department (HRMD)
	Svein Arneberg , Deputy Director, HRMD
IFAD	Antonella Foti-McGhie , Human Resources Officer
	Penny Henley , Human Resources Officer
UNIDO	Sotiria Antonopoulou , Director, Human Resource Management Branch
IAEA	Doug Northey , Director, Division of Human Resources
UNDP	Francoise Nocquet , Deputy Director, Office of Human Resources
	Henrietta de Beer , Chief, HR Policy and Compensation.
UNHCR	Mérida Morales-O'Donnell , Director, Division of HR Management
	Kaori Saito , Policy Officer, Policy Unit, Division of HR Management
UNICEF	Steven Allen , Director, Division of Human Resources
	Ruth de Miranda , Chief, Policy and Administrative Law Section
UNFPA	Linda Sherry-Cloonan , Deputy Director, Office of Human Resources
WFP	Rebecca Hansen , Director, Human Resources
	Ana Luiza Thompson-Flores , Chief, Human Resources Policy
	Gina Paone , Chief, Recruitment and Staff Management Branch, HR Division
UNIFEM	Thomas Rahilly , Human Resources Advisor
UNOPS	Monika Altmaier , Director of Organizational Effectiveness and Human Resources

Other representatives:

Org.	Name and title
ICSC	Yuri Orlov , Chief, Salaries and Allowances Division
	Lakita Henriques , Human Resources Policy Officer
	Shihana Mohamed , Human Resources Policy Officer
UNSSC	Carlos Lopes , Acting Director
	Michael Alford , Coordinator of Leadership and Management Programmes
UNDGO	Ashok Nigam , Associate Director
FICSA	Edmond Mobio , President
	Valérie Seguin , General Secretary
	Varghese Joseph , Executive Committee Member for Compensation Issues
	Leslie Ewart , Information Officer
	Giovanni Muñoz , Member for Compensation Issues
	Robert Weisell , Former President
WTO	Monica Lezama , HR Policy and Org. Development Advisor
ICC	Kristiane Golze , Chief, Human Resources Section
Common Fund for Commodities	Javed Akhtar , Chief Finance Officer & Head of Personnel
	Rebecca Hinchliffe , Personnel Assistant
ICJ	Loud-Hein Jordans , Head of Administrative and Personnel Division

CEB Secretariat
Marta Leichner-Boyce , Senior Inter-Agency Advisor on Human Resources Management
Cristina Milano , Associate Expert
Petra ten Hoop Bender , Former Consultant

Briefings by videoconference	
FB Network	Jay Karia , Director, Accounts Division, United Nations
	Gary Eidet , Spokesperson, FB Network, IAEA
	Remo Lalli , Inter-Agency Advisor on Finance and Budget; Acting Secretary, HLCM
Legal Network	Nicolas Michel , Chairperson, Legal Network
UN Cares Programme	Laurie Newell , Global Coordinator, UN Cares, UNFPA
Gender issues	Rachel Mayanja , Special Advisor on Gender Issues & Advancement of Women, UN
	Aparna Mehrotra , Focal Point for Women in the UN
Delivering as One Pilots	Kitty van der Heijden , Head of the Resident Coordinator's Office, Senior Advisor on UN Reform, United Nations, Viet Nam
	Michael Coleman , co-managers of the One Un Communications Team, Viet Nam
	Caroline den Dulk , co-managers of the One Un Communications Team, Viet Nam
	Angus Miller , Operations Adviser, UNRCO, Tanzania

ANNEX 3

CEB
Human Resources Network

2008/2009 - PROGRAMME OF WORK

Introduction

The Human Resources (HR) Network reports to the High-level Committee on Management (HLCM). The Network meets twice a year (Spring and Summer) to: (i) develop policies, (ii) oversee the implementation, (iii) lead projects, (iv) review and make recommendations and (v) review all matters under consideration by ICSC; to determine common positions to put to ICSC, and to develop HR policy issues of the whole UN system. The current spokespersons elected in 2006 are Dyane Dufresne-Klaus (UNESCO) and Marta Helena Lopez (United Nations). Marta Leichner-Boyce (CEB Secretariat) is the Inter-Agency Advisor of the Network. The HR Network has two major roles:

1. To provide strategic advice to the Chief Executives of the system on human resources management developments, ensuring best practices across the system;
2. To prepare on behalf of the CEB, input and exchange with the International Civil Service Commission (ICSC), which since 1975 has been responsible for the regulation and coordination of the conditions of service of the United Nations common system organizations.

STRATEGY 1:

- Facilitate “Delivering as One” by harmonizing and reforming as much as possible the HR business practices across the UN system and enhance and facilitate inter-agency mobility.

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Undertake a comprehensive review of contracts for local staff recruited under SSA & SC in the field.	Minimizing types of contracts in the field and harmonization among organizations.	Consultancy	Mid 2009	High (If resources are available)	Pending funding from Business Practices Proposal
2. Undertake a comprehensive and comparative review of staff regulations and rules of organizations.	Review completed, discussed with HR Network and decisions taken for greater harmonization.	CEB secretariat to hire consultant to work in consultation with HR Network and other Networks as required. ICSC collaboration.	End of 2008	High. (If resources are available) Financial resources required through the general CEB appeal).	
3. Develop common guiding principles for performance evaluation systems and competencies in the UN.	Common approaches.	Establish Working Group to develop Guidelines. ICSC collaboration.	Mid 2008	High (Commitment from WG members.)	UNFPA (Sean Hand)/ CEB Secretariat to develop guidelines
4. Review input from the Legal Network on the Inter-Agency Mobility Accord.	Legal issues clarified.	CEB Secretariat / HR Network	Mid 2008	High	
5. Develop general guidelines on inter-agency mobility.	<ul style="list-style-type: none"> — Increase inter-agency mobility movements; — Build awareness among staff members that they belong to one UN system. 	Establish Working Group to develop Guidelines.	End of 2008	Medium	Pending
6. Participate in ICSC Working Group to review Mobility and Hardship Scheme.	Identification of implementation issues/problems. Discussion paper with proposals submitted to ICSC Working Group for review.	Survey undertaken by CEB Secretariat, draft paper; ICSC/HR Network/Staff Assoc. Working Group	December 2007/first quarter 2008.	High	Done. 2 nd Working Group meeting in June 2008
7. Review DSA practices in the field for locally recruited staff.	Adoption of a common approach.	UNDP proposal Share with ICSC	Mid 2009	Low	UNDP liaising with ICSC
8. Review recruitment and promotion policies and practices	Common approaches; Facilitate inter-agency mobility	Paper for discussion ICSC collaboration	End 2008	Medium	CEB Survey

STRATEGY 1: *(continued)*

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
9. Review Administration of Justice practices.	Common approaches.	Paper for discussion	End 2008	High	CEB Secretariat to prepare paper
10. Review implications for HRM on the introduction of ERPs and other strategic HR/IT issues.	<ul style="list-style-type: none"> - Ensure harmonization of Business Practices - Methodology for sharing information and knowledge 	HR Network participation in technical groups	Mid 2009	Medium	
11. Provide support and advice to "Delivering as one" Pilots		Working Group	End 2008	High	Dyane Dufresne-Klaus leading Working Group

STRATEGY 2:

- Enhance the efficiency and effectiveness of HR policies, practices and compensation package.

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Participate in ICSC Working Group to review Education Grant methodology.	Proposal for a revised methodology presented to ICSC July Session. New methodology which is simpler to administer approved by GA in 2008.	Working Group including Commission members, representatives of organizations, Staff representatives and the ICSC and CEB secretariats established in Dec. 2007 to review the methodology.	Dec. 2007 to July 2008.	High	Done. 2 nd Working Group to meet in June 2008.
2. Review current Appendix D.	Revised Appendix D.	Established Working Group to include FB Network with assistance from external expertise.	End 2008	Medium (availability of funds for external expertise).	
3. Participate in the review & assessment of pilot organizations in regard to broad banding and pay-for-performance.	Decision on way forward.	ICSC Workshop in Rome, 29-30 Oct 2007. Second meeting in NY and Europe location, January 2008	2008	Medium	Done.
4. Participate in ICSC Working Group on the Reform of GS job classification.	Agreement on new GS job classification.	Established ICSC Working Group.	2008	Medium	Ongoing. Meeting in Turin, April 2008.
5. Review Long-Term Care.	Agreement on system-wide Long-Term Care insurance package.	Joint HR/FB Networks Working Group.	End-2008	Low (agreement on financing from organization's individual medical schemes).	
6. Review of the mandatory age of retirement and pension issues.	Agreement on the mandatory age of retirement.	CEB/HR Network recommendation to ICSC.	2008	High	
7. Review Salary Survey methodologies for Headquarters and Field.	Revised methodologies.	Inter-Agency Working Group	End 2008	Medium (availability of WG members & cooperation with LSSCs)	ICSC/HR Network Preparatory meeting June 08
8. Review issue of "Disability" in the workforce.	General policy statement for all organizations.	Inter-Agency Working Group	Early 2008	Medium	WG to present update in July session.

STRATEGY 3:

- Coordinate the implementation of programmes for the UN system.

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Coordinate implementation of the following programmes: <ul style="list-style-type: none"> • UN Cares; • Dual career and Staff Mobility; • Senior Management Network 	Well run programmes which are models for UN reform.	Global Co-ordinator for UN Cares; CEB Secretariat in coordination with UNSSC.	Ongoing	High (budgets not fully funded)	UN Cares – Letter to organizations reminding to plan/include in 2010-11 budgets, June 08; DCSM – CEB Sec. implementing Prog as of April 05 – posts filled; SMN – Pending funding from Bus. Practices proposal.
2. Liaise with UNSSC on the Senior Management Leadership Programme.	Programme that responds to Senior Managers' leadership and management development needs; Programme designed to show measurable behaviour change and enhanced network.	UNSSC Focal point/HR Network	Ongoing	High (aging participation)	HLCM Steering Group reviewing programme.

STRATEGY 4:

- Provide strategic advice and leadership in the management of Human Resources.

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Prepare for the ICSC sessions by reviewing issues on ICSC Agenda.	Common and well-prepared positions at ICSC sessions.	Video conferences; HR Network Sessions; consultation with technical WG on specific topics.	Ongoing	High	Ongoing
2. Discuss specific strategic issues of interest/concern to HR Directors.	HR Directors to share best practices, exchange views.	Discussions during HR Network sessions on identified topics of strategic priority and common interests.	On-going	High	Ongoing
3. Discuss specific field issues with field-based organizations.	Common approach and coherence in the field.	HR Network Standing Committee on Field Duty Stations	Ongoing in addition to formal meetings in July & December	High	Ongoing
4. Develop guidelines on succession planning.	Provide proactive workforce solutions, including gender and diversity perspectives.	Inter-agency working group	End-2008	High (availability/commitment of working group members)	CEB Sec. preparing paper
5. Collect, monitor and provide staff data of organizations of the UN common system.	Centrally available and up to date personnel data.	Surveys; Personnel statistics; CEB Website	Ongoing	High	Ongoing
6. Review the working methods of the HR Network, (including the introduction of 2005 format for HR Network meetings, the preparatory group work, technical and private sessions and use of inter-sessional videoconferencing on specific topics, either as follow-up to previous decisions or in response to new and emerging issues of relevance).	More effective meetings and outcomes.	Spokespersons and CEB Secretariat to direct and guide format of meetings with HR Network agreement.	Spring/Summer Sessions – March/ /July 2008	Medium	Done. To be approved, July 2008 session.

STRATEGY 4: *(continued)*

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
7. Present our views to HLCM and liaise with other HLCM Networks.	Collaboration on issues of mutual concern.	Meetings among Spokesperson/CEB Secretariat; Scheduled briefings from other Networks during HR Network Sessions; Joint Working Groups	Ongoing March/July 2008	High	Ongoing
8. Liaise with Staff Representatives on issues of concern, providing advice/guidance as appropriate.	Preparation of Business Case by Staff representatives for HLCM approval; Elected Officers able to serve full time; Better managed Staff bodies.	Spokespersons/CEB Secretariat meetings with FICSA and CCISUA.	Ongoing	Medium	Ongoing

ANNEX 4

HR NETWORK SPECIAL SESSION ADDIS ABABA, 31 MARCH 2008

1. The Network held a Special Session in Addis Ababa just prior to the ICSC Session to discuss two outstanding issues:

I. Children's and secondary dependant's allowance: review of the methodology (ICSC/66/R.4)

2. The Network had requested the ICSC Secretariat to provide information on the financial implications for Options 1 and 2 before making a recommendation.

3. The ICSC Secretariat provided the following information on the financial implications based on the 2006 data:

A. If no transitional arrangements are decided upon:

Option 1 – Global flat rate: increase of US\$696,000.

Option 2 - % of P4/VI net remuneration: US\$514,000 savings because in some locations the allowance will go down below the New York scale.

B. If transitional arrangements are decided upon:

Option 1: US\$4.9 million;

Option 2: US\$3.0 million.

4. On the issue of transitional measures, the ICSC Secretariat informed that legally there are no acquired rights to the amount of an allowance, only to the allowance itself.

5. The Network:

- Indicated a preference for Option 2: Setting the allowance as a fixed percentage of reference net remuneration in the locality, with transitional measures.

II. Education Grant: review of the methodology for determining the grant (ICSC/66/R.11)

6. At its 15th Session in Rome, the Network had requested the ICSC secretariat to provide the Education Grant simulator used by the Working Group and requested organizations to review the data in order to indicate any issues and problems.

7. While recognizing and appreciating the efforts of the Working Group in this complicated task, the Network members present at the meeting in Addis agreed on a number of issues to be raised by organizations during the ICSC discussion as follows:

➤ **Cost neutrality**

8. The proposed scheme has been formulated with the understanding that this entitlement package would be cost-neutral. While the overall monetary level of the proposed scheme may indeed be cost neutral, the proposal does not take into account the implementation cost which may be quite significant. The proposal entails substantial additional costs for individual organisations [needed to modify the respective ERP platforms and related IT systems to support the implementation of the revised methodology. If calculated, these costs could have a significant financial impact across the common system. Preliminary indications are that the average cost per organisation may be at approximately US\$ 200,000 and some US\$ 4 million for the system as a whole.

➤ **Simplification of the scheme**

9. In addition to cost-neutrality, one of the other principal considerations upon which the working group was to identify a “*viable alternative to the current education grant scheme*” was simplification.

10. The scheme formulated by the working group does indeed contribute to simplifying further certain aspects of the current methodology for the calculation of the education grant entitlement. However, it is felt that the replacement of the sixteen currency and geographical zones with a bracket system for calculating the reimbursement of tuition fees is not conducive to achieving a more streamlined administrative procedure at the organizational level. In fact, within the individual geographical and currency zone, the substitution of the hitherto ‘simple’ process of calculating the 75 percent reimbursement amount of the admissible tuition expense level with the brackets system is administratively more cumbersome and would be less transparent and more difficult to understand by the staff concerned.

11. Instead of the single calculation that is required under the present scheme, a multiple calculation process would be required under the proposed revised methodology for the tuition fees. In some organisation, this would need to be carried out manually.

➤ **Equity & the principle of non-erosion**

12. It would appear that the principle of non-erosion was merely reviewed from the perspective of retaining a cost-neutrality impact of adoption of the proposed methodology across the UN common system. The working group clearly indicated that “*there would be winners and losers*”. The very concept of ‘winners and losers’, be it at the individual or corporate level, is an anathema to ‘non-erosion’ as the term implies that the amounts of education grant under the proposed scheme in the case of staff members in certain duty stations would diminish – in some cases such reductions would be quite significant. It is not evident from the proposal presented by the working group as to how greater equity would be achieved either for staff across the common system or for organisations at large.

➤ **Transportation**

13. Transportation in some duty stations constitutes a significant component and cost of the education grant entitlement for staff members. The exclusion of the transportation element from the proposed scheme would not only lead to a substantial decrease in monetary terms in the education grant entitlement received by certain staff members but also completely discards the implications of the removal of this element would have on dual career expatriate families who by definition lack the support of a social familial network and who consequently rely exclusively on this element to assist them in ensuring that their children are safely accompanied to and forth from the academic institutions. The significance of this component is particularly important in certain duty stations, including Headquarters duty stations, which lack adequate transport infrastructures which could in theory substitute for the need to rely on this element. The elimination of this component is compounded when considering the high comparative cost of transportation in some duty stations.

➤ **Definition of duty station**

14. The definition of duty station agreed to by the working group, *videlicet* “*the country, or area within commuting distance notwithstanding national boundaries, where the staff member is serving*”, entails the exclusion of eligibility of a substantive proportion of the population of internationally recruited professional staff in certain duty station, to this entitlement. Such exclusion violates the very principle underlying one of the primary considerations, namely ‘equity’, that was to be safeguarded by the working group in seeking an alternative scheme.

15. In addition, it should be pointed out that, in accordance with Article 11 (c) of the ICSC statutes, the Commission does not have the statutory competence to fix or define duty stations, but only to classify them for the purpose of applying the post adjustment.

➤ **Cost-effectiveness of administrative streamlining**

16. The reduction in the costs of administering the processing of the education grant entitlement, or any other entitlement, does not have any bearing on the overall cost of this entitlement to the common system as a whole. Administrative costs are ‘organisations-centric’ and thus any savings to be derived from streamlined administrative processing activities contribute to the overall efficiency savings of each organisation. It should be noted that administrative streamlining can be achieved without touching on the methodology, as can be exemplified by certain administrative measures already being pursued. As already stated by some organisations on the issue of cost implication for the implementation of the scheme, we do not believe that the scheme would result in a significant reduction in administrative costs.

➤ **Boarding**

17. Boarding constitutes an important element of the education grant entitlement for expatriate professional staff and particularly for those who wish to ensure that their children pursue an education in their mother tongues while reassigned to duty stations that do not have the requisite educational facilities or infrastructure. This element is also of particular importance for children for their secondary or higher level education.

➤ **Presentation by UNDP on “Broad Banding and Pay for Performance Pilot Project**

18. UNDP requested to present a proposal to the Network on Broad Banding and pay for Performance pilot project for the Resident Coordinators (RC) and/or Humanitarian Coordinators (HC). The UNDP Director Office of Human Resources stated that the proposal would be presented to the ICSC during the session and was looking forward to comments from the Network.

19. In general Network members agreed that this was an innovate approach. However it was stressed that this group of staff should not be seen to be compensated additionally based on the duty station and hardship level. It was agreed that it was important for the Commission to understand the problems and challenges faced by UNDP in identifying candidates for RC posts and that the paper should be seen as a starting point for the discussion.

20. The Project brief was circulated on 26 March 2008 and is also available at:

<https://hr.unsystemceb.org/documents/SpecialHRsession/>

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ANNEX 5

ACTION POINTS – FOLLOW UP TO THE HR NETWORK 15TH SESSION

Item	Conclusions/Decisions
1. Review of the Job Evaluation for the GS and related categories (ICSC WG)	<ul style="list-style-type: none"> Working Group meeting, Turin, 21-24 April with Job Classification Specialists Further report from the Working Group for ICSC 67th Session, July 2008
2. Education Grant (ICSC WG)	<ul style="list-style-type: none"> Working Group to meet in June 2008, NY Participants: UNDP – Henrietta de Beer UNHCR – Arnab Roy FAO – Serge Nakouzi UNESCO – Colin Bell CEB Secretariat – Marta Leichner-Boyce
3. HQ & Non-HQ Salary Survey Methodology (ICSC WG)	<ul style="list-style-type: none"> Meeting in June, (venue, tbc) Participants: (tbc)
4. HR Network Working Groups: (a) Long Term Care (b) Appendix D (c) Inter-Agency Mobility Accord	<ul style="list-style-type: none"> Joint Working Group with FB Network Joint Working Group with FB Network Working Group to review legal issue – prepare guidelines; Participants: UNDP – François Nocquet FAO – Serge Nakouzi UN WHO (?)
5. Disabilities in the work place	<ul style="list-style-type: none"> Working Group to continue to develop Guidelines and present progress in July 2008 to the HR Network; Participants: UNHCR UNICEF WHO ILO
6. Staff Associations	<ul style="list-style-type: none"> Hold a videoconference before the Network's Summer session.
7. Hours of Travel	<ul style="list-style-type: none"> Review and carefully research the issue on hours of air travel and present a proposal in collaboration with the FB Network.
8. DSA for local Field staff	<ul style="list-style-type: none"> UNDP to work with ICSC on finding a fair and equitable solution for all staff in the duty station.
9. Stress Counsellors	<ul style="list-style-type: none"> IAEA to discuss issue with the Department of Safety and Security and the Staff Counsellors Group and report back to the HR Network's Summer session prior any decisions.
10. Work/life balance Report	<ul style="list-style-type: none"> Collate most important work/life balance policies and publish them on the CEB website.
11. "Delivering as One" Pilot countries	<ul style="list-style-type: none"> Form Working Group, ToRs
Follow-up to HLCM 15th session:	
1. Senior Management Network/ SMNP	<ul style="list-style-type: none"> HLCM agreed that a Steering Group be tasked to make an in-depth analysis of and revisit the original objectives of SMNP.
2. Triennial Comprehensive Policy Review (TCPR)	<ul style="list-style-type: none"> Improve transparency and competitiveness of the recruitment process for senior posts in the UN development system; harmonize recruitment processes for senior staff by 2009; adopt comprehensive policies for human resources and workforce planning and development; intensify efforts on inter-agency staff mobility, re-profiling and training.

ANNEX 6

HR NETWORK STATEMENTS TO ICSC

◆ **Resolutions and decisions adopted by the General Assembly and the legislative/governing bodies of the other organizations of the common system (ICSC/66/R.2 and Add.1)**

Mr. Chairman,

The HR Network has taken note of the information contained in the two documents.

The Network welcomes the adoption of resolution 62/227 on language incentives by the General Assembly. We would also like to express our appreciations for the involvement of the Chairman and Vice-Chairman in the Fifth Committee in clarifying the various issues – your presence has certainly made a difference.

Thank you.

The Network notes that the General Assembly postponed the deliberations on the matter of contractual arrangements in the common system organizations and expresses its regret at this delay.

◆ **Update on the United Nations/United States grade equivalency studies (ICSC/66/R.3)**

The HR Network has taken very careful note of the information contained in document ICSC/66/R.3 and notes the progress made since 2007.

The Network expressed its continued concern regarding the issue of data collection, and more importantly the relationship between ICSC and the United States federal civil service, who should be sharing the data for the purpose of the grade equivalency study.

The Network wishes to stress the importance of the grade equivalency study in establishing a sound basis for the correct measurement of the net remuneration margin.

Regarding the suggestion to engage a consultant to assist in conducting the grade equivalency, the Network supports this idea as long as the role of the consultant is clearly defined vis-à-vis that of the ICSC secretariat.

At this time the Network does not support the proposal to increase the frequency with which the study is conducted until more simulations are undertaken.

Finally, the Network stressed the importance of having very clear parameters and timeline and to be fully involved in simulations to ensure the right jobs are compared.

◆ **Children’s and secondary dependant’s allowance: review of the methodology (ICSC/66/R.4)**

The Network wishes to thank the ICSC Secretariat for the comprehensive document and presentation as well as for its efforts in reviewing the methodology of the children’s and secondary dependant’s allowance.

The Network has carefully reviewed the two options presented and looks forward to discussing them. At this point in time the Network would have a preference for Option 2 – “Setting the allowance as a fixed percentage of reference net remuneration in the locality” with transitional arrangements.

Thank you.

◆ **Report of the thirtieth session of the Advisory Committee on Post Adjustment Questions (ACPAQ) (ICSC/66/R.5)**

The Network has taken careful note of the information contained in the document and the Report of the 30th session of ACPAC. Ten organizations participated fully in the session and concurred with the conclusions reached by the Committee and the recommendations.

On the subject of the surveys, the Network recognized the need to improve communications to staff on the implications of the survey in order to improve compliance. The Network sees this as a joint responsibility of the ICSC secretariat and HR managers in organizations and in this respect requests the ICSC secretariat to provide more user-friendly tools and instructions.

◆ **Survey of best prevailing conditions in Vienna (ICSC/66/R.6)**

Mr. Chairman,

The HR Network takes note that the survey was conducted in a constructive manner with the full participation and cooperation of all parties concerned.

While the issue will be further elaborated by the representative of the Vienna organizations, the Network would like to reiterate our commitment to actively support the review of the salary survey methodologies for both headquarters and non-headquarters locations. There are a number of issues to be addressed, ranging from data collection to how to put in place special measures for countries with extreme economic or security adversities and we strongly believe that it is key to do as much ground work as possible in 2008 so as to ensure the successful review in 2009.

We now pass to the Vienna organization’s representative.

◆ **Review of the Job Evaluation Standards for the General Service and related categories (ICSC/66/R.7)**

The HR Network continuous to place great importance to the reform of the job evaluation system for General Service and related categories. The Network also continues to support that the desired outcome is to arrive at a single system worldwide, with seven levels. The Network realizes that this is a complex task and wishes to thank the ICSC Secretariat and the Working Group for the work undertaken up to now.

Regarding the next step of testing and evaluating the tool being developed for grading posts, the Network wishes to stress that such exercise should be rigorously tested and organizations are committed to be fully involved. The Network is somewhat concerned regarding the time span, as the results are to be submitted to the July 2008 ICSC session and the testing and evaluation which will only begin in mid April 2008.

◆ **Review of the pay and benefits system: assessment of the pilot study of pay-for-performance/broad banding (ICSC/66/R.8)**

The HR Network takes note of the findings of the evaluation undertaken by the ICSC Secretariat on the pay-for-performance/broad banding pilot in the five volunteer organizations.

The Network notes with concern that the project has lost momentum in most of the pilot organizations and that participation has virtually stopped. Nevertheless, very valuable lessons have been learned and the positive areas resulting from the pilots such as improved Performance Management should be duly recognized.

The Network is of the view that the pilot organizations that wish to pursue parts of the project should be able to do so with technical assistance from the ICSC secretariat.

Organizations remain committed to rewarding performance and wish to pursue some flexible approaches. Therefore, the Network wishes to request the ICSC Secretariat to further develop the ideas and initiatives stemming from the workshops on pay for performance held in New York and Vienna in January 2008 and of document ICSC/66/R.10 on Performance management and evaluation: innovative practices.

◆ **Performance Management and Evaluation: Innovative practices (ICSC/66/R.10)**

The HR Network wishes to thank and commend the ICSC Secretariat for the very comprehensive document on Performance Management and Evaluation which includes practices from the public and private sector. This is an area in which organizations place great importance and one of the most complex activities in the human resources framework.

To have better measures to reward good performance and measures to sanction poor performance continues to be a challenge.

The document provides a good starting point for discussion on the overall frame of performance as well as a good complement to ICSC/66/R.8 on the assessment of the pilot study of pay-for-performance/broad banding and the corresponding CRPs.

◆ **Education grant: review of the methodology for determining the grant (ICSC/66/R.11)**

The HR Network wishes to thank the Working Group, which included members of the Commission, the HR Network, Staff Representatives and the Secretariats of the CEB and ICSC, for their work. The Working Group was tasked with looking at an alternative to the present scheme which would be simpler while maintaining cost neutrality. We are aware that the deliberations of the Working Group were not easy, yet the discussions were conducted in a collegial and constructive manner and have achieved some progress.

The Network wishes to stress that the Education Grant entitlement remains an essential and fundamental element of the remuneration package of our international staff members. Organizations also place great importance to this allowance in order to remain competitive and to be able to recruit and retain staff of the highest standards.

Upon receipt of the Working Group's report, the Network has carefully reviewed the scheme proposed by the Working Group and has undertaken additional studies. As a result, the Network has some concerns with regard to the proposal which we believe could benefit from further review and testing given that it represents a fundamental change. These will be addressed in the course of the discussion.

◆ **Effectiveness and impact of recruitment and retention measures at difficult duty stations**
(ICSC/66/R.12)

The HR Network wishes to thank the ICSC Secretariat for this document which contains the initial analysis and findings on “Effectiveness and impact of recruitment and retention measures at difficult duty stations.” This is a very important review which can have an impact on future policies and decisions; the issue is complex, therefore deserves a very thorough review. The Network is committed to be fully involved and support the Secretariat in providing data for this important undertaking.

Regarding the responses by the Organizations, the Network would like to highlight that it considers the content of the document as indicated by the ICSC Secretariat an interim report and that meaningful conclusions should not be drawn until more comprehensive data is available.

As to the staff questionnaire, the Network is also committed to support this and is collaborating closely with the ICSC Secretariat on the design of the questionnaire, its launching and a communication strategy.

Thank you.
