

Comparative Analysis and Review of the Human Resources Management Policies and Practices of the Organizations of the UN System

PROJECT STATUS REPORT

Status Date: 1 November 2011
Project Name: HR Initiatives: Comparative analysis and review of the staff regulations and rules, practices & procedures; review of arrangements for non-staff personnel; review of entitlements in the event of death and injury due to malicious acts and service incurred accidents
Lead Agencies: Human Resources Network
Project Budget: US\$ 386,200¹

Project Summary

Project Overview

- Review of the contractual arrangements pertaining to the UN system workforce as well as a review of staff rules and regulations, policies and practices relating to issues arising from “Delivering as One” pilot countries (Part I).
- Review of all remaining issues, not covered above, of the Staff Regulations, Rules and Policies of the Organizations of the United Nations Common System (Part II).

Expected Benefits:

- Greater cohesion across the UN common system leading to the reduction/elimination of administrative impediments to inter-agency mobility.
- Identification of good practices both within and outside the UN system, so as to ensure that UN organizations are employers of choice in the international marketplace.
- Simplification of processes and realization of efficiencies, particularly efficiencies of scale (e.g. common service processes).
- Reduce the “war for talent” and increase inter-agency mobility, resulting in improved ‘Delivering as One’ at country level.
- Increase integration of field-staff skills into organizational capacity and strengthen unified performance across the system at the point of programme delivery.

Project Activities

1. To identify and review the current employment/contractual arrangements of employees working in field offices across the UN common system and to identify possible areas and recommendations for harmonization;
2. To identify and review current staff rules, policies and practices in the areas of job descriptions, classification and grading systems; common performance and promotion systems and the management of internal vacancies and identify possible areas of harmonization.

Project Activities

¹ Early stages of the project were funded by Organizations, prior to the creation of the Trust Fund.

List of Activities undertaken

- Participation in the HLCM/UNDG High Level Mission to Malawi, Mozambique and Vietnam to obtain first-hand information on human resources concerns in Delivering as One pilot countries.
- Obtaining information and clarifications from individual organizations on HR rules, policies and practices.
- Comparative analysis of Staff Regulations and Rules, HR policies and practices pertaining to the areas of particular relevance to the Delivering as One pilot projects.
- Preparation, discussion and completion of report containing a summary of the UNDG-HLCM's observations, findings and recommendations related to HR issues.
- Preparation and initial discussion by the HR Network, of a report entitled "Review of Personnel Working for United Nations Common System Organizations on Non-Staff Contracts".

Project Outcomes

- Identification of good practices from across the system and make recommendations for greater harmonization and a focus on quick wins and the new approaches being developed in Delivering as One pilot projects.
- Indications of the cost implications of the recommended harmonization measures.
- A report containing the collected data and their analysis and a set of recommendations and their cost implications for review and discussion by the HR Network, HLCM and the ICSC Secretariat, in preparation for implementation by UN organisations. (Early October 2010)
- A comprehensive review of the types of non-staff contracts used by individual organizations; the conditions of service and benefits of the various types of non-staff contracts and recommendations for harmonizing them to the greatest extent possible, as well as a clear rationale for using personnel on non-staff contracts.
- Map and report finalized, including recommendations on Review of Appendix D. (Final follow up pending GA decision.)

Project Duration Estimates

Project Milestone	Date Estimate	Implementation Level
All Project Activities identified under Part I have been completed.	October 2010	Completed
Follow up: The HR Network has agreed to take several recommendations forward. The two main areas of work are to expedite implementation of the ICSC classification standards and to pilot inter-agency mobility in select pilot duty stations	Expected end 2012	
Preparation of report on non-staff contracts, and initial discussion by HR Network. Priorities identified.	September 2011	Completed