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CEB

**Chief Executives Board
for Coordination**

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Summary of Conclusions of the 38th Session of the Human Resources Network

**Part 1: Closed Session
19, 21 and 22 February 2019
UNESCO and OECD, Paris**

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Adoption of the Agenda

i. Opening of the session and adoption of the agenda

1. The Human Resources Network held its 38th session from 19-22 February 2019, hosted by UNESCO and OECD in Paris. The meeting was co-chaired by Ms. Martha Helena Lopez, Assistant Secretary-General, Human Resources, UN Secretariat, Ms. Eva Mennel, Director, Human Resources, UNICEF, Ms. Cornelia Moussa, Director, Human Resources, WIPO and Mr. Mark Levin, Director, Human Resources, ILO.
2. The agenda was adopted as reflected in the table of contents.
3. The list of participating organisations and their representatives at the meeting is provided in Annex 1.
4. The Network Co-Chair announced personnel changes among the organisations and welcomed new participants to the HR Network session.
5. The meeting was opened with a welcome from Mr. Xing Qu, the Deputy Director General, of UNESCO.

ii. ICSC review of collaborative arrangements

6. During the 87th ICSC session (July 2018), a review of collaborative arrangements between ICSC, organizations and staff federations was initiated. Following the session, a contact group met in October 2018 for a first discussion and exchange.
7. The Network Co-Chair reported from the first contact group meeting and organizations had the opportunity to provide their views, input and priorities for the ongoing review as well as in regard to the new ICSC leadership.
8. One important outcome of the last meeting was the implementation of revised rules and procedures. These have also been published on the ICSC website. A CEB document addressing the changes in the rules had been provided as background document for this HR Network session.
9. A second contact group meeting is planned for April 2019. At the upcoming 88th ICSC session in March 2019, an update on the contact group is on the agenda, thus allowing for a broader exchange on pertinent collaboration topics.

10. Conclusion: The HR Network

- a) *highlighted the need for ICSC to be an enabler for organizational reform and thus the need for a constructive and enhanced relationship between organizations and ICSC.*
- b) *highlighted the role and responsibility of the HR Network for active contribution at the upcoming ICSC session, between sessions and in discussions of the contact group.*

iii. Local Salary Survey Budget 2020 - 2021

11. The UN Secretariat Representative held a presentation on the proposed 2020 – 2021 budget as well as the respective cost sharing methodology. The budget covers the jointly funded activities in order to undertake the local salary surveys which lead to the revision of the GS and NO salary scales.
12. The proposed budget saw a slight overall increase to accommodate for ASHI provisions an increase in IT investment and travel costs.
13. The discussion continued on the three scenarios put forward in the background paper regarding potential options to change the current cost sharing arrangements and how to guide the future pro rating of the budget. In this context considerations to reduce overall costs were discussed, including the effect of potentially purchasing external survey data. The importance of concluding outstanding surveys in a speedy and timely manner was emphasized by some organizations.

14. A potential scenario for change included the consideration of an organization's presence in the field. Furthermore, the importance of coaching the Local Salary Survey Committees was stressed. Further discussion topics included the need for and potential effects of changes in cost sharing formula, including the impact of including in-kind contributions.
15. The UN Secretariat clarified that the proposed budget did not include the costs at the local level but only the central budget. There were a couple of organisations contributing in-kind. The review of the methodology would include the effect on the budget. Furthermore, it was stated that the purchase of external data could potentially reduce the overall costs. Regarding outstanding local salary survey results it was mentioned that a dedicated staff member was to address those cases and that the results would be applied retroactively.
16. Some organizations, including OSCE and UN Women, offered to contribute to the work of the focus group.

17. *Conclusion: The HR Network*

- c) *thanked the representative of the UN Secretariat for the presentation, welcomed OSCE's and UNWOMEN's offer to contribute to the work of the focus group, and asked the focus group to speedily look into the review of the cost sharing formula.*
- d) *took note of and endorsed the proposed 2020 – 2021 budget and agreed to forward it to the Finance & Budget Network for their endorsement.*

iv. Update from the working group on internship programmes

18. A Representative from WHO informed the Network of the work done by the working group.
19. Further to the publication of the report from the JIU "Review of internship programmes in the United Nations, an informal working group of the HLCM had been set up. The working group reviewed all the recommendations and the benchmarks provided by the JIU, agreed on key principles and minimum standards and proposed a plan for implementation including short, medium- and long-term measures that would facilitate the establishment of more coherent and harmonized internship programmes across the United Nations system.
20. The Co-Chair opened the discussion with a review of developments on this topic and stressed the importance of this agenda item as it was also a priority of the Secretary General.
21. Organizations expressed their appreciation, interest, and the importance of the topic and especially in regard to the issues highlighted. Organizations felt a need to clearly position internship programmes and the respective value add. In this regard the payment of stipends to interns was identified as a cornerstone.
22. The issue of break-in-service, whether interns should be able to travel and the recognition of their internships as working experiences was also discussed by the organizations. The discussion showed that organizations handled the issues differently and that it was challenging to find a consensus on all topics due to the differing needs of organizations; despite this fact organizations did express their interest in further exploring common standards to the extent possible.
23. The discussion continued with an exchange of best practices at different organizations as well as different options on how internship programmes could be enriched by offering dedicated training, insurances, social events, among others.
24. Reference was also made to the Fair Internship Initiative whose ideas had also been considered by the informal working group.

25. *Conclusion: The HR Network*

- a) *thanked the working group for the work achieved especially considering the short time available to the group.*
- b) *asked the group to review the feasibility of any proposals in their final review of the document before submission of the paper to the HLCM.*

v. Update from the working groups recruitment & outreach, and performance management and staff engagement

- 26. The CEB Secretariat Representative provided an update of the work of the working groups on recruitment and outreach, and performance management and staff engagement. The HR Network was asked to endorse the work plan for the working group on recruitment and outreach as well as the work priorities for the working groups on performance management and staff engagement.
- 27. The two working groups had met in the previous week to agree on work priorities for 2019. The document provided to the HR Network presented the priorities discussed and included, for the recruitment and outreach working group, also a draft work plan. While leadership for the performance management and staff engagement working group remained unchanged with WFP and UNOPS, the working group on recruitment and outreach was expected to be co-led by UNDP and one specialized agency. While the recruitment work plan presented an inventory of desirable activities, it needed to be understood that most of the mid-to-long-term activities might need to be underpinned by some additional resources and/ or dedicated volunteers.
- 28. Some organizations expressed interest in exploring how to drop scales in performance management, how to include 360-degree feedback and how to collaborate financially in terms of artificial intelligence and mass screening technologies. It was suggested to add a repository of innovative recruitment techniques could be added to the work plan of the recruitment and outreach working group.
- 29. Furthermore, it was suggested to focus the work of the working group on recruitment and outreach to create traction and shorter-term tangible outcomes, such as the conclusion of LTA with selected providers, the expansion of joint online and offline outreach, and a catalogue of available tests and assessments.

30. *Conclusion: The HR Network*

- a) *thanked the working groups for the work achieved so far and to continue the momentum, noting the importance of the deliverables of the groups for the network's agenda.*
- b) *endorsed the work plans and suggested priorities, highlighting the three focus areas on recruitment and outreach.*
- c) *called for nominations of suitable staff to actively support the work of the working groups.*
- d) *asked the working groups to report again during the summer session of the HR Network.*

vi. Feedback from the last pension board and discussion on UNJSPF matters

- 31. The HR Network Co-Chair led through the update from the last pension board and respective matters on the UNJSPF, including the upcoming search process for a new CEO. Active participation by all organizations was encouraged to ensure adequate representation and consideration of the topics of concern. Furthermore, some potential concerns regarding the governance structure of the pension board were discussed.

vii. JIU reports

32. The CEB Secretariat Representative highlighted a range of concluded and ongoing JIU activities touching upon the work of the HR Network. One report on administrative service centres “Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency Cooperation” (JIU/REP/2018/5) with a focus on regional and local service delivery, might have HR-specific elements and merited a discussion, not least in the context of the reform of the UN Development System.
33. A second JIU report was the “Review of whistle-blower policies and practices in United Nations system organizations” (JIU/REP/2018/4), for which the JIU report had already been published and organizations had provided their comments.
34. The third report was the “Review of internship programmes in the United Nations system” (JIU/REP/2018/1) which had already been addressed by the informal HLCM Working Group in Internship Programmes.
35. For 2019, the JIU was planning a review of inter-agency mobility practices.
36. The organizations recalled the work which had been carried out by a previous working group on the topic of inter-agency mobility and how that work could be utilized in this context.
37. Furthermore, it was discussed how organizations could join forces to provide consolidated and coordinated feedback to any enquiries from the JIU office to adequately address any information exchange.
38. *Conclusion: The HR Network*
 - a) *requested the organizations to inform the CEB Secretariat on nominated focal points for HR-related topics to ensure synergies for related research and information gathering are leveraged.*

viii. Director’s retreat at OECD

39. OECD kindly hosted a one-day retreat, with a blend of external presentations on HR restructuring and transformation, and internal discussions around management reform, revising HR / People strategies and restructuring. The purpose of the retreat was to focus on strategic and change management considerations of the current HR work, and to provide a platform for informal experience exchange.
40. The presentations held:
 - a. “Public Sector Skills for the 21st century and Public Sector Leadership & Capabilities”, by Cristina Mendes and Donal Mulligan, OECD;
 - b. “Work 4.0 and expectations of next generation workforce”, Bob Athwal, Disruptive Graduate Consulting;
 - c. “The Future for HR”, by Andrew Lambert, Creelman Lambert;
 - d. “People for 2030” – UNDP’s new People Strategy, by David Bearfield, UNDP
41. The related presentations are made available to participants separately.

ix. Prevention of harassment and conducive workplaces

42. The HR Network Co-Chair opened the discussion by making reference to the ongoing initiatives in regard to sexual harassment. However, those separate discussions highlighted the need for a broader discussion around prevention of harassment including use of authority and bullying. Prevention of inadequate or unethical behaviour was as important as how to deal with raised cases touching upon involvement of staff well-being functions and counsellors.
43. Organizations shared experiences around anonymous reporting, the length of investigations, domestic violence, impacts of social media and communication, as well as the difficulties on how to address more general types of harassment adequately.

44. Furthermore, issues around performance management were discussed critically. Due to the intangible nature of the discussion some staff found it unclear what behaviours were tolerable and which unacceptable; while some managers even felt paralyzed by what was still acceptable when having to deal with difficult situations. Respective coaching and training solutions were part of the discussion.
45. A holistic approach including, counsellors, mediators, management trainings, the right communication and clear guidelines and policies were identified as important. A broader topical exchange with all involved professions in form of a roundtable was suggested.

46. *Conclusion: The HR Network*

- a) *expressed the support and commitment on the initiatives at HLCM level going forward.*

x. Professional and ethical standards for counselling

47. The representative from the UN Staff/ Stress Counsellors Group (UNSSCG) thanked the HR Network and especially the Co-Chair for having participated in the last Counsellors Group meeting and looked forward to a continuous collaboration.
48. The UNSSCG had been formally established under the HR Network and its first mandate was endorsed by the HRN in 2009. Ten years later, the group members endeavoured to update the mandate to better reflect the group's current engagement with the emphasis on the following points:
 - a. change of the name from UN Staff/Stress Counsellors Special Interest Group (UNSSCG) to UN Staff/Stress Counsellors network (UNSSCn).
 - b. creation of a single Steering Committee to lead the UNSSCn chaired by two Co-Chairs.
 - c. emphasizing the expert role in development of professional standard and guidance documents.
 - d. emphasizing the importance of adherence to professional and ethical standards by its members.
 - e. offering the Staff/Stress Counsellors and their employers' guidance on practice of counselling and psychosocial support to the staff in the UN system.
 - f. including a provision for secretarial support based on cost sharing arrangement and modelled on the UN Medical Directors, subject to availability of funds.
49. Along with the updated mandate, the UNSSCn also presented a new document on professional standards for counsellors for endorsement. The professional standards addressed the questions of position level, minimum educational qualifications, dealing with malpractice and violation of standards, licensing and registration and continuous professional education.
50. Some organizations expressed their appreciation for the momentum the group had achieved. Reference was made to mental health issues in the UN system as well as respective investigations by the JIU confirming a lack of resources. Furthermore, it was highlighted that the work of the group has added professionalism to the topic. A word of caution was raised in regard to the proposed licensing.
51. Active participation of the HR Network in the Counsellor's work was suggested by some organizations while also more clearly defining roles and responsibilities in this context. One organization mentioned the option of stating SOPs for the group to ensure responsibilities and confidentiality are clearly communicated to all stakeholders including HR colleagues.

52. The HR Network Co-Chair thanked for the work achieved while cautioning the proposed term “network” as there were no staff representatives present in the initiative as well as confidentiality could become an issue. The same applied to the communication with the medical network going forward. The proposed introduction of a licensing was positively noticed however in a weaker form than the current proposal. Furthermore, the current hosting arrangements should be reconsidered.
53. The Counsellor’s representative proposed that the final documents should be published by the end of the year and would reconsider the proposed name change. Also, the idea of introducing SOPs was noted and would be taken up by the group.

54. *Conclusion: The HR Network*

- a) *asked its members to review the documents and provide any comments, and to also help provide accessing legal services to UNSSCn in case any legal views are needed.*
- b) *asked the initiative to report back at the next HR Network meeting with the updated documents as well as a new proposal for the name change.*

xi. Disability inclusion

55. The Representative from the initiative sought the review and comments of the indicators and technical notes in the accountability framework on UN system-wide disability inclusion. Furthermore, good practice sharing on inclusive HR practices from entities of the network in relation to the indicators was asked for by the representative.
56. The inclusion of persons with disabilities was an issue that straddled all three pillars of the work of the UN system, and the meaningful inclusion of persons with disabilities was an important dimension of upholding human rights. As a group, persons with disabilities – who constituted an estimated 1 billion persons globally – were more likely to live in poverty than their peers, to face food insecurity and poorer health outcomes, to be denied educational and employment opportunities, and to experience violence. In order to support its constituents in upholding the rights of persons with disabilities, the UN system needed to model meaningful inclusion of persons with disabilities in its own work.
57. The UN system-wide policy and accountability framework, set forth by Decision 2018/20 of the Executive Committee of the Secretary-General, sought to provide the UN system with a set of tools to institute lasting and transformative change on its work on disability inclusion. Similar to the gender UN-SWAP, entities of the UN system would be requested to report progress against a set of common system indicators, for which various departments would be involved in implementation.
58. A sub-working group of Inter-Agency Support Group for the Convention on the Rights of Persons with Disabilities (IASG-CRPD) was tasked with the development of these tools and has undertaken an extensive consultation process to engage relevant stakeholders across the UN system.
59. Some organizations expressed potential resource and funding issues if already hired staff also fell under any new categories going forward.

60. *Conclusion: The HR Network*

- a) *confirmed the importance of the topic and the support of the network.*
- b) *asked the organizations to thoroughly review the documents and provide any feedback and comments they deemed necessary.*

xii. Discussion Working Group on contractual arrangements and affiliate workforce

61. The CEB Secretariat Representative recalled the previous initiatives and preparatory work, requesting further input as deemed necessary as well as guidance on the establishment of the prospective working group.
 62. At the last HRN meeting, a decision had been taken to install a working group for staff and affiliate workforce. This working group would need further concrete guidance on expected deliverables. It was recalled that certain aspects, such as Duty of Care for affiliate workforce, had meanwhile been addressed already in other fora.
 63. During the discussion, it was agreed that the focus of the work should be to consider a new pilot contract modality type for cases in which current modalities were deemed insufficient. This work should be fully based on the prior work of a taskforce on the topic. A call for nominations of one to two lead organizations in this initiative was made.
 64. Some organizations were of the opinion that no new working group needed to be established but rather to continue with the work that had been done previously on the subject.
65. *Conclusion: The HR Network*
- a) *agreed to revisit the work which has been previously accomplished on this topic and to build upon it focussing on contractual arrangements.*
 - b) *thanked UN Secretariat, IOM, UNOPS, UNDP, UNHCR and OSCE for volunteering to drive the subject further.*
 - c) *requested the working group to report back at the next HR Network meeting.*

xiii. Any other business

66. The Representative from the CEB Secretariat provided a debrief of the positive outcome of a three-year lasting negotiation process with the AIIC which had been concluded with a final contract document in December 2018 which was currently in the process of endorsement by organizations. An overview of key changes to the previous agreement was also highlighted. Organizations and in particular Funds & Programmes were reminded to explicitly state their acceptance or reservations to the new agreement.
 67. The HR Network Co-Chair asked the organizations to revisit a paper previously drafted by the CEB Secretariat and bring it up to date in response to the “Future of Work” for the upcoming HLCM session in April. UNESCO volunteered to take the lead on this point.
 68. The organizations were informed of the 2019 Career Roundtable in St. Gallen, 09/10 December 2019.
69. *Conclusion: The HR Network*
- a) *agreed to hold the HR Network summer session from 01 to 03 July 2019, whereas the exact location would still need to be confirmed.*
 - b) *welcomed that UNHCR and UNOPS offered to volunteer in the organization for another break out session during the next HR Network meeting in the summer.*
 - c) *noted that UNESCO would support in the drafting of a joint HR Network proposal on the topic of “Future of work” for the upcoming HLCM session.*

List of Participants

Name	Organisation
Martha Helena Lopez	UN Secretariat
Jonathan Ball	UN Secretariat
Robert K. Smith	UN Secretariat
Rebecca Hinchliffe	CFC
Michele Schwarz	CFC
Margarete Sobral	CTBTO
Sarah Castree	FAO
Fernando Servan	FAO
Vittoria Vecchione	FAO
Sarah Rose	ICAO
Stefanie Kufner	International Criminal Court (ICC)
Susanne Seegers	International Criminal Court (ICC)
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Regina Pawlik	ICSC
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Andrzej Antoszkiewicz	OSCE
Luz Marina Barillas	PAHO
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Cristiana Baroglio	UNAIDS
Juliane Drews	UNAIDS
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Michael Emery	UNFPA
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Name	Organisation
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Lorenzo Pasquali	UNHCR
Catty Bennett Sattler	UNHCR
Dubravka Suzic	UNHCR
Lauren Cheshire	UNICEF
Eva Mennel	UNICEF
Michelle Wong	UNICEF
Thomas Neufing	UNOG
Tina Friis Hansen	UNOPS
Sebastian Rottmair	UNOPS
Antonino Brusa	UNRWA
Nadine Kaddoura	UNRWA
Catarina Edlund	UNWOMEN
Greet De Leeuw	UNWOMEN
Paolo Velasco	UNWTO
Marie Louise Razafy	UPU
John Aylieff	WFP
Andrew Patterson	WFP
Isabelle Nuttall	WHO
Cornelia Moussa	WIPO
Therese Dayer	WIPO
Fiona Brazil	WMO
Kristina Carey	Special Tribunal for Lebanon (STL)
Floris Kist	Special Tribunal for Lebanon (STL)
Ole Emmrich	CEB Secretariat
Remo Lalli	CEB Secretariat
Ben Riemenschneider	CEB Secretariat
Michael Rosetz	CEB Secretariat
Andrew Lambert	Creelman Lambert
Bob Athwal	Disruptive Graduate Consulting
Michelle Page	OECD
Cristina Mendes	OECD
Donal Mulligan	OECD

Summary of Conclusions of the 38th Session of the Human Resources Network

**Part 2 (Open Session)
20 February 2019
UNESCO, Paris**

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Adoption of the Agenda (Open session)

xiv. Opening of the session and adoption of the agenda

70. The Human Resources Network held its 38th session from 19-22 February 2019, hosted by UNESCO and OECD in Paris. The meeting was co-chaired by Ms. Martha Helena Lopez, Assistant Secretary-General, Human Resources, UN Headquarters, Ms. Eva Mennel, Director, Human Resources, UNICEF, Ms. Cornelia Moussa, Director, Human Resources, WIPO and Mr. Mark Levin, Director, Human Resources, ILO.
71. The agenda was adopted as reflected in the table of contents.
72. The list of participating organisations and their representatives at the meeting is provided in Annex 1.

xv. Opening and updates from other networks and fora

73. The Representative from the HLCM Secretariat provided an overview of the latest developments of the HLCM including a debrief from the last HLCM meeting which took place in Paris in October 2018.
74. It was shared that fostering and mainstreaming innovation were a centre piece of the work for the Secretary General and the CEB, whereby ongoing HR Network initiatives had been brought to the attention as well; technology, digitization and digital cooperation were respective drivers in the discussion.
75. Another standing item from the HLCM is the topic of addressing sexual harassment. This work was proceeding at significant speed, and a lot of work had already been delivered including “ClearCheck”, a screening database of persecutors.
76. The work of the Duty of Care working group is another centre piece of the discussion and will continue its work until autumn 2019.
77. Three additional topics on the agenda of the HLCM are the rights of persons with disabilities, the work of the environmental group, and the “Future of work”, a report by an independent commission, for which the HR Network would be consulted to contribute input in the course of the near future.
78. The representative from UNISERV expressed some concern regarding the screening database of persecutors in cases where staff members were negatively affected when they left a position with a pending investigation but then eventually proofed to be innocent.
79. The CCISUA Representative expressed interest in contributing to the work on the rights of persons with disabilities; furthermore, the consideration of the “Future of work” was welcomed.
80. *Conclusion: The HR Network*
 - a) *took note of the ongoing business improvement initiatives throughout the UN System, as discussed at HLCM, and highlighted their impact on the Human Resources functions including the need to adapt to a changing environment.*
 - b) *confirmed its commitment to actively work on those items.*

xvi. Prevention of sexual harassment, including survey results

81. The HR Network Co-Chair led through the agenda item by providing a feedback on the “Safe Space Survey on Sexual Harassment in our Workplace” which was administered by the external service provider Deloitte. The confidential survey was delivered in the six official languages from 06 to 27 November 2018. Thirty-one United Nations system and related organizations participated in this effort, having sent a clear message of the common resolve to address sexual harassment.

82. The results from the survey provided key findings on: prevalence of sexual harassment, the target experience, the witness experience, work environment, and organizational policies and processes. One-third (33%) of respondents reported having experienced sexual harassment over the last two years. Overall, 38.7% of respondents reported having experienced sexual harassment during their entire career in the UN system. Those most vulnerable were women aged 25-34 years, and in particular junior professional officers, volunteers and consultants. Risk of sexual harassment was also higher for respondents who identified as transgender or gender non-conforming (50-51%). The most common perpetrator of sexual harassment was identified as male aged 45-54 years, however 15.9% of reported perpetrators were women. Among perpetrators, one on four were reported to be supervisors and one in then were senior leaders.
83. While the results contained some sobering statistics, they also demonstrated that the work of the CEB Task Force on addressing sexual harassment in the United Nations system was having an impact. Nearly three-quarters of respondents reported that sexual harassment was not tolerated in their workplace and a majority agreed or strongly agreed that they had seen an improvement in the way sexual harassment is being addressed. But more still needed to be done to make zero tolerance of sexual harassment a shared reality, and to increase trust and accountability in our organizational culture.
84. Among the many actions taken forward by the CEB Task Force to address and prevent sexual harassment, a screening database called "ClearCheck" was established to prevent the rehire of persons who have perpetrated sexual harassment and were terminated by a System organization as a result or left an organization while an investigation was pending (the database also covers sexual exploitation and abuse).
85. The data collected, and insights gained from the survey analysis provided information that could serve as the basis for evidence-based and tailored initiatives to give effect to the Secretary-General's zero-tolerance approach on sexual harassment across the UN system. In this respect, the HR Network should propose concrete recommendations on how best to support the CEB Task Force with the survey results.
86. On the report's recommendation to strengthen accountability, it was important to reaffirm the HR Network's support for the "ClearCheck" database. To ensure consistency throughout the Network, moreover, it would be useful for all organizations to agree to vet recommended candidates.
87. The UNISERV Representative thanked for the presentation and recalled that it could be very uncomfortable to report sexual harassment especially in field duty stations and pointed out the importance of the cultural change required.
88. Organizations stressed the importance of the topic and expressed appreciation for the collaboration and shared best practices and reported on initiatives taken out in the past couple of months. It was noted that staff seemed to be better aware of the policies and procedures in place in case misconduct but that the number of staff unaware was still too high. Furthermore, additional initiatives complementing mandatory trainings and widening the angle of the discussion including other types of harassment as well would be welcomed. Additionally, organizations discussed the benefits of introducing the survey on a periodic basis. The aspect of cultural change as well as respective initiatives to foster such change was strongly supported.
89. The discussion continued touching upon survey response rates and potential statistical impacts, survey fatigue and going forward a holistic approach knitting together the various issues involved and fostering a continued joint effort approach among HR Network members.
90. The HR Network Co-Chair confirmed the interest to further support by donors, the HR Network as well as the UN Secretariat to move this topic further. The survey was a good opportunity for lessons learned as well on how to improve the initiative going forward.

91. The CCISUA Representative provided a debrief of the survey results of the survey on sexual harassment which had been taken out in parallel to the UN system wide survey by CCISUA. The finding that sexual harassment did not seem to be the core issue but rather abuse of power more generally was presented. Another point brought forward was the high rate of staff who felt retaliation after having reported on a sexual harassment case which underlined the importance to take a closer look into how staff was treated and to foster a cultural change. The discussion was extended to contractual relationships, how the misbalance of power could provoke abuse of authority, the offer of counselling in field and small duty stations, and the importance of the adequate review of policies in the context of the discussion.

92. *Conclusion: The HR Network*

- a) *thanked the organizations for their collaboration and support taking out the survey system wide.*
- b) *thanked the task force for its work achieved and ensured its continued support in any initiatives to achieve a zero-tolerance environment, including collaboration with the ombudsmen, improving training offers, addressing duty stations which require immediate attention, considering a roundtable format session, as well as to continue collective work on the topic going forward also considering future surveys.*
- c) *confirmed the need to broaden the discussion including other types of harassment as well while also focussing on changing the culture.*
- d) *suggested the establishment of a dedicated focus group to further analyse the survey results in more detail and derive further potential action points.*

xvii. Gender parity strategy – including exchange of good practices

93. In 2017, the network agreed to put gender parity as a recurring / standing item at the agenda of every meeting. At the present meeting, two Representatives from a group of Geneva-based organizations (UN and UNAIDS) presented the experience on their EMERGE Talent Development Programme for female emerging leaders. Furthermore, it was noted that since the last HR Network meeting, the Guidelines for an Enabling Environment have been officially finalized and published. A video produced by UNRWA on the matter was screened, followed by a presentation of UNICEF on their recently accomplished EDGE certification.

94. The CCISUA Representative stressed the importance of having an enabling environment with regard to the Secretary General's strategy on gender parity and suggested to explore any existing gender pay gap in the consultants' population. The importance of sound and fair practices to deal with gender equality in situations of restructuring and downsizing was highlighted.

95. The UNISERV Representative also highlighted the importance of an enabling environment such as career advancements for parents with child care obligations or flexible workplace arrangements.

96. *Conclusion: The HR Network*

- a) *thanked the presenters for their presentations.*
- b) *welcomed and took note that UNWOMEN, UNDP, WFP and the UN Secretariat volunteered to work on parental leave harmonization, maternity and paternity leave in duty stations.*

xviii. HLCM task force on duty of care

97. The Representatives from the task force provided an update of the work taken out since the last HR Network meeting and sought input and strategic direction from the HR Network as well as recommendations on the role of the HR Network vis-à-vis the work on Duty of Care, after the closure of the Task Force in Fall 2019.
98. In order to ensure Duty of Care was applied across the UN system (i.e. in all environment), the Task Force developed the vision for Duty of Care and five Duty of Care core principles.
99. By pledging its Duty of Care, United Nations enabled all those working under its auspices to enjoy better protection and support while fulfilling organizational mandates. In aiming to provide a healthy, safe and respectful working environment, the UN promoted greater accountability, efficiency and commitment by its workforce. The five principles were:
 - a. Risk awareness and transparency: the organization is proactive in providing information and remains open to engagement, input and feedback from personnel.
 - b. Safe and healthy working and living environment: shared responsibility between organization and personnel to promote and sustain security, safety, health and wellbeing of UN personnel as far as it is reasonable and practicable.
 - c. Inclusion and respect for dignity: organizations treat personnel in good faith, with due consideration for individual circumstances, respecting and preserving dignity.
 - d. Caring for consequences of risk: caring for those who have been adversely affected or impacted by hazardous events, associated with their work in the United Nations.
 - e. Accountability at all levels: creating a just culture that supports effective leadership and individual accountability.
100. The UN was committed to discharge its Duty of Care responsibilities towards its workforce. The Secretary General expressed his wishes to expand the commitment to beyond staff and beyond high-risk environments.
101. The Task Force would develop minimum standards for organizations to consider and apply when engaging “affiliate workforce”. The aim was to minimize differences in Duty of Care measures provided to different categories of “affiliate workforce” as well as to staff. However, it was noted that some differences are inevitable given the different contractual modalities.
102. For the purpose of this work, “affiliate workforce” referred to the below categories which did not include uniformed personnel:
 - Category 1: individuals with direct contractual relationship with the organizations, including but not limited to consultants, individual contractors, interns, UN volunteers, fellows, UNOPS contractors (e.g. Local Individual Contractors (LICAs) and International Individual Contractors (IICAs)) etc.;
 - Category 2: individuals deployed from entities in standby partnership arrangement with UN organizations, including Government-provided personnel (GPP) and those on Non-reimbursable loan agreement (NRLA); and
 - Category 3: individuals with indirect relationship with the organizations through their employers.
103. A working group composed of IOM, UNICEF, UNHCR, UN Secretariat, WFP, UNV and Standby personnel working group, within the Task Force was set up to review and develop Duty of Care measures for “affiliate workforce”, based on the Duty of Care core principles.
104. Organizations expressed their appreciation for the work achieved and having brought the topic forward in the last years.
105. *Conclusion: The HR Network*
 - a) *thanked the task force for the work achieved.*
 - b) *requested the task force to finalize the Duty of Care measures for “affiliate workforce”, based on the feedback received and to submit the proposed measures to the April 2019 HLCM session, for their consideration and endorsement.*

xix. Topics for discussion at upcoming ICSC session, including

a) Local Salary Survey methodology review

106. The representative from the ICSC Secretariat provided a presentation with reference to the related ICSC publications and the first working group meeting which had taken place in January 2019, stressing that at this stage the intention did not include the proposal of solutions but the comprehensiveness of the coverage of all items raised in the respective papers.
107. The representative from CCISUA thanked the ICSC for engaging in the discussion in a very open manner but expressed their concern regarding the ICSC proposal and proposed that organizations should broadcast ICSC proposals on their website. Furthermore, some of the concerns were highlighted including the use of the Ministry of Foreign Affairs as a comparator, the selection of employers included in the surveys and the potential use and suitability of external data.
108. The FICSA Representative raised a concern regarding the proposed use of external data for purposes of the survey, especially when the responsibility of the LSSC could potentially see limitation to communication only. If the decision was to switch to use of external data, then the role of the LSSC should include validation of such data. Another concern was raised by a potential increase of the Ministry of Foreign Affairs as a comparator as this could cause distortion. It was reminded to conduct thorough analysis and testing prior to any implementation.
109. The representative of the HR Network focus group stated that the role of the LSSC was not precisely defined yet. In the current setup, the LSSC spent a lot of time on deliberations and chasing for data of external companies. The responsibilities of the LSSC could potentially be much more defined and efficient when external data was purchased.

b) Post adjustment methodology review

110. The ICSC Representative provided a brief overview of the latest developments by the working group including the last face-to-face meeting in New York.
111. The complexity of the task of the working group was stressed. The next meeting will take place in April 2019 in New York City, followed by the ACPAQ meeting in Rome end of May. Then the report of the working group will be presented during the ICSC summer session end of July 2019.
112. The CCISUA Representative asked the working group to reconsider the gap closing measure at five per cent where it used to be.

c) Other ICSC topics

113. One representative from an organization raised the question whether the issue of the family duty station classification would be on the agenda of the ICSC summer session. The ICSC Representative shared that it had been decided by member states to take out a pilot phase on the issue and analyse the results before taking any further action or decision.
114. The issue of the children allowance would be discussed during the summer session as per current planning.
115. Regarding the issue of relocation grant and whether the level should be changed, the recommendation was to keep the current ceiling.
116. Regarding the career development under article 14 there was one paper in the review of the consultative process at present. An informal meeting between the commission and two other stakeholders as well as a meeting of the contact group had taken place before the last HLCM meeting in October 2018. A further meeting in conjunction with the next HLCM meeting was planned.
117. The ICSC Representative anticipated the active participation of the HR Network in the upcoming discussions to achieve good progress on the different topics.

118. The HR Network requested the CEB Secretariat, as per usual practice, to use the thoughts expressed and additional feedback from organizations for the preparation of the CEB statements on the various topics.

xx. Update on joint HR facility on reference checks and classification

119. The HR Network Co-Chair held led through the update presentation of the OneHR center especially thanking UNV and UNDP for what has been achieved so far among others during the past 18 months.

120. Some organizations expressed their appreciation of the latest developments and anticipated the addition of further service offerings and continuous progress supporting the initiative.

121. One representative flagged a concern in regard to the latest introduction of changes in the European data protection framework and whether this had any adverse impact on the joint HR facility and its services.

122. The discussion continued around operational aspects in regard to reference checks, turnaround time, and classifications.

123. Staff representatives emphasized the need for adequate data privacy and security with regard to personal data and highlighted the need to clarify legal aspects if assessments and screenings are conducted externally.

124. *Conclusion: The HR Network*

a) thanked for the progress made and expressed the continuous support going forward welcoming additional service offerings to be added.

b) asked for nominations to the steering committee of the initiative to support bringing the initiative to the next phase.

xxi. HR innovation, in particular structures and JD of district innovation units

125. The representative of the CEB Secretariat led through a presentation summarizing the results of an exploratory survey in regard to experiences gained with the installation of innovation hubs at organizations.

126. One representative of an organization made reference to a roundtable which took place in 2018 focussing on artificial intelligence and HR. The organizations were on very different statuses when it came to the level of innovation. Emphasis was put on creating the right culture to allow for innovation while celebrating failure as well.

127. Questions were also raised around how to foster innovation within organizations and to create synergies which could benefit the HR Network organisations.

128. The representative from CCISUA believed that innovation initiatives required a bottom up approach where staff should be consulted in the dialogue. If organizations wanted to attract and retain high calibre personnel in this context, proper classification of posts and shorter application processes were to be considered among other factors.

129. *Conclusion: The HR Network*

a) thanked for the presentation of the findings of the survey.

b) expressed its commitment for further fostering innovation in the work of Human Resources, including as input for the ongoing work of HLCM.

List of participants

Name	Organisation
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