

**REPORT OF THE EIGHTY-NINTH SESSION OF THE  
CONSULTATIVE COMMITTEE ON  
ADMINISTRATIVE QUESTIONS  
(PERSONNEL & GENERAL ADMINISTRATIVE QUESTIONS)**

New York, 20 to 24 July 1998

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I Agenda as adopted on 20 July 1998

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## **Agenda and Participation**

1. The agenda was adopted as provided in annex I; the list of participants is contained in annex II.

### **Senior Executive Group**

Relevant documents: ACC/1998/PER/R.11  
CCAQ(PER)/89/INF.1  
CCAQ(PER)/89/INF.2  
CCAQ(PER)/89/CRP.7

2. The Committee was provided by its secretariat with a series of proposals related to the creation of a senior executive group or category across the common system (ACC/1998/PER/R.11).

3. It welcomed the far-reaching nature of the suggestions put forward. Working groups were established to review the proposals and the conceptual framework within which such a senior service might be developed.

4. After in-depth investigation of the matter, the Committee concluded that:

C at heart the issue revolved around a relatively clearly distinguishable group of senior managers across the system;

C better definition of this group of managers would enable attention to be focussed on their particular needs in terms of:

- selection requirements based on a competency profile and professional assessment procedures;
- training and development programmes;
- strengthening managerial capabilities and accountabilities;
- mobility both within and between organizations.

5. As a starting point, the Committee requested its secretariat to define the nature of work and the qualities (competencies) expected of UN common system managers. Once these were identified, the secretariat should then review how they might best be applied at the common system level to:

- assess candidates for selection to the senior management level;
- evaluate their performance;
- build training and development modules.

6. UNDP's experience with the development of core competencies and other assessment tools for UN Resident Coordinators could provide useful inspiration for this undertaking. As for the training element, the UN Staff College should be closely associated with the work.

7. Further work on common system managerial competencies would benefit from:

(a) the creation of a clearinghouse of information thereon which should be maintained on the CCAQ WEB site;

(b) empirical testing and validation of core management competencies.

8. It was recalled that the secretariat had proposed options for the testing and validation of the core management framework in 1995. These would be revisited by the secretariat together with other initiatives and brought together in time for the CCAQ Conference in 1999 on "Using competencies to select and develop a senior management cadre in the context of creating a common management culture". It was important to ensure the participation of a number of effective senior managers in that Conference.

9. The secretariat was also invited to pursue thinking on ways in which mobility might be enhanced among the group of senior managers both between and within organizations. Enhanced mobility across the common system was clearly not restricted to this group alone. The secretariat was thus requested to frame any proposals for senior managers within overall proposals for enhancing common system mobility or at least reducing impediments to mobility. In this respect, analysis of the continuing appropriateness of the Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations might be a useful starting point.

10. The Committee was equally concerned that any potential changes in pay setting for senior managers had to be seen within the context of pay reform across the system. In this connection, it recalled its previous expressions of concern for the archaic nature of the monolithic pay scale for the Professional and higher categories.

11. In the Committee's view, pay flexibility was the basic objective. It was time for a fundamental reappraisal of all aspects of the pay system so as to address inter alia problems related to (a) the recruitment and retention of highly specialized technicians and (b) strengthening managerial capacity. In particular, attention should be paid to:

- introducing broad banding with dual streams, one for technical specialists and one for managers, and
- refocusing the remuneration package to reflect the broader range of employment arrangements being applied across the common system and, in particular, the needs of staff hired for limited periods of time.

12. Taking account of these considerations, the secretariat was invited to move forward with all speed to identify viable alternatives in respect of (a) the better definition of common system managers and the competencies required of them, (b) enhancing common system mobility and (c) reappraising all aspects of the pay system.

### **New approaches to Human Resources Management**

Relevant document: ACC/1998/PER/R.12

13. Under the rubric “new approaches to human resources management”, the Committee had been pursuing a number of initiatives designed to upgrade human resources management in the organizations of the common system. In ACC/1998/PER/R.12, the Committee was informed of progress on a number of initiatives which are described below in paragraphs 14 through 24.

#### **(i) *The first annual CCAQ Conference for HR specialists***

14. In preparation for its first annual Conference to be held in conjunction with one of its sessions in 1999, members of the Committee:

- C agreed to provide the secretariat with names of eminent HR professionals who might be approached as speakers on the subject of the conference “**using competencies to select and develop a senior management cadre in the context of creating a common management culture in the international civil service**”. Within the overall theme, it was recalled that emphasis would also be placed on the role of line managers in human resources management and on ethical considerations;
- C requested the secretariat to seek extra-budgetary resources to cover extraordinary expenses which might not be met under the regular budget of CCAQ; in this regard, a number of organizations which participated in the meetings and other events of CCAQ and benefited from the technical and other research work of the secretariat but did not contribute to its regular budget might be approached for voluntary contributions;
- C further requested its secretariat to ensure the presence of a number of effective senior managers in the common system at the Conference.

#### **(ii) *Core competency framework for human resources management specialists***

Relevant document: ACC/1998/PER/R.12/Add.1

15. At its eighty-eighth session, the Committee had endorsed a core competency framework for HR specialists and invited designated lead agencies, in close cooperation with its secretariat, to develop and present competency modules for each of the specialist occupations in the HR function. In ACC/1998/PER/12/Add.1, draft competencies developed by UNHCR and ILO for a job classification specialist and a staff relations specialist were presented.

16. The Committee:

- C expressed appreciation for the work in progress and thanked UNHCR and the ILO for their valuable contributions;
- C agreed that future work should also include an analysis of (a) the need to integrate competencies for the staff relations area in the competency modules of other HR specialities and (b) the desirability of preparing a specific module to cover HR generalist positions;
- C noted with appreciation that work was underway to develop draft modules for recruitment (IAEA), compensation administration and staff training and development (United Nations) and benefits (Inter-American Development Bank);
- C thanked FAO and UNESCO for their offers to prepare draft modules for the personnel entitlement specialist and the human resources planning specialist.
- C acknowledged the need to integrate certain core HR competencies in the competencies required of line managers and invited its secretariat to review this matter in the context of its on-going work in respect of the senior executive group (see paras. 2 to 12 above).

(iii) *Survey of UN organizations' practices in human resources management*

Relevant document: ACC/1998/PER/R.12/Add.2

17. Recalling the presentation at its eighty-eighth session of the overall findings of the survey on human resources management practices conducted of 20 (now 21) organizations, the Committee:

- C reconfirmed that the analyses derived from the survey provided a most valuable input to the future development of human resources management in the organizations;
- C emphasized the importance of providing organizations with detailed statistical data and comparative information which would permit them to “benchmark” themselves against the generality of the UN family and other relevant organizations in the world at large. Comparative information on staff ratios was particularly important and should be sufficiently detailed to determine the degree to which roles, responsibilities and resources were comparable;
- C agreed that a “publication standard” report should be prepared which would serve inter alia as a basis for discussions with stakeholders.

18. In consequence, the Committee decided:

- C to endorse the proposal put forward in ACC/1998/PER/R.12/Add.2 by the University of Cranfield in respect of the publication of such a report;
- C that the work - estimated to cost some US\$46,800 - should be financed through equal

extraordinary contributions of organizations, estimated at approximately US\$2,250 per organization; in this connection, the Committee took note with appreciation that 10 organizations<sup>1</sup> were committed to participate in the financing of this project and that other members would undertake to seek their organizations' accord thereon;

- C to request its secretariat to investigate the feasibility of incorporating a clearinghouse of best practices (including data revealed through the survey questionnaires as appropriate) into the CCAQ WEB site.

(iv) *Periodic meetings of HR specialists*

Relevant document: ACC/1998/PER/R.12

19. The Committee took note of the secretariat's proposal to organize a meeting of HR recruitment and selection specialists before its next session.

20. Recognizing the utility of such periodic meetings, the Committee:

- C decided that an ad hoc meeting of recruitment and selection specialists should take place in the winter of 1998/99 to provide specialized input to the work being undertaken by the Committee inter alia in the area of testing and assessment of competencies; the meeting should report to CCAQ's Spring 1999 session;

- C requested the secretariat to undertake consultations with organizations in order to finalize the agenda and to add "novel approaches to attracting the best candidates" to the draft agenda contained in ACC/1998/PER/R.12.

21. In the overall context of meetings of sub-committees and other groups of specialists, the Committee:

- C noted that meetings of its sub-committees over the last decade had been agenda/task driven and had responded inter alia to specific concerns raised by the Committee;<sup>2</sup>

- C noted further that the Medical Directors had also expressed the wish to work more closely and to report regularly on a more formal basis to the Committee;

- C decided that within the context of ACC's review of the inter-agency coordination machinery, the CCAQ sub-committee structure should be re-examined in its entirety;

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<sup>1</sup> UN, UNDP, UNICEF, UNHCR, ILO, UNESCO, ITU, WIPO, IFAD, IAEA.

<sup>2</sup> The Sub-Committee on Job Classification had last met in 1993, the Sub-Committee on Staff Training had last met in 1996 and the Ad Hoc Group of Staff Counsellors had last met in 1995.

(v) *Short-term exchanges of HR personnel and measures to encourage mobility  
(in the context of the PAMS project)*

22. Under this rubric, the Committee had the benefit of the presence of the Secretary of the Information Systems Coordination Committee (ISCC) inter alia for a demonstration of the prototype of Phase I of the Participating Agencies Mobility System (PAMS).

23. The Committee:

C welcomed the progress which had been achieved in carrying forward the PAMS project;

C noted that although the initial aim of the PAMS system was to foster inter-agency mobility and provide an easy and effective means of making the resumés of spouses available to organizations of the UN family and eventually to outside institutions, it also had potential to serve as a cost-effective means of sharing the resumés of HR personnel who were interested in short-term exchanges;

C requested its secretariat to pursue the feasibility of incorporating HR personnel exchanges into the PAMS project;

C expressed its appreciation and thanks to ISCC for its collaboration and financial support in Phase I of the project and looked forward to continuing collaboration with ISCC through Phase II.

24. On the basis of its review of the PAMS presentation, all members of the Committee agreed to:

C participate in piloting the system once testing was completed; a small task force group would be constituted to carry out this “shake-down” testing;

C undertake consultations with their IT specialists to set up separate dedicated e-mail addresses in each organization for the receipt of resumés through PAMS; these e-mail addresses would be communicated to the CCAQ secretariat as soon as possible;

C publicize widely the PAMS system throughout organizations; for this purpose, the secretariat would make available descriptive information.

### **Education Grant**

(a) Review of the level of the education grant

Relevant document: ACC/1998/PER/R.13

25. The secretariat provided in document ACC/1998/PER/R.3 an analysis of data collected from organizations relating to the standard updating of the levels of the education grant.



26. On the basis of this analysis, the Committee decided to recommend to ICSC increases in the level of the grant in the following currency areas:

Austrian schilling	10 per cent
Swiss franc	6 per cent
Deutsche mark	10 per cent
Pound sterling	10 per cent
Italian lire	10 per cent
Japanese yen	8.8 per cent
USA dollar in the USA	11.1 per cent

27. In accordance with the revisions to the methodology approved by the Commission and endorsed in the General Assembly in 1997, the Committee would also recommend increases to the flat rate for boarding and the additional flat rate for boarding.

28. The Committee would also confirm to ICSC that the data coverage of the current review remained very high being based on a review of over 9000 claims. This far exceeded 75 per cent of all claims for a full school year.

29. Moreover, for the first time, data had been analysed by country relating to the claims in US dollars outside the USA area. Based on this analysis, and on material gathered in respect of the movement of fees, the Committee would recommend that the Chairman of ICSC be invited to introduce special measures for Indonesia in the same way as those in place for China - namely that organizations should be able to reimburse up to 75 per cent of actual expenses not exceeding the maximum allowable expenditure level in force in the USA dollar in the USA area. It would also recommend that the special measures in China be maintained.

30. The Committee also decided to advise ICSC that, in the context of its on-going concern to simplify a number of common system entitlements, it was reviewing possible system-wide computer applications which would speed up and improve the administration of the education grant (see paras. 54 and 55).

*The Commission, at its forty-eighth session, decided to recommend to the General Assembly increases applicable for the school year in progress on 1 January 1999 as proposed by CCAQ (see para. 26) except for increases in the Deutsche mark and Italian lire which were revised to six and five per cent, respectively. It also decided to invite organizations to submit further information to the Chairman of the Commission regarding the situation in Indonesia in order that he might determine whether special measures needed to be introduced. It decided in addition to review the methodology for determining the level of the grant in 2001 with a view to simplifying it. The amounts as approved by ICSC for submission to the UN General Assembly are:*

Currency	Proposed maximum admissible expenditure level (MAE)	Maximum education grant (75% of MAE)
Austrian schilling	<b>167,310</b>	<b>125,483</b>
Swiss franc	<b>23,435</b>	<b>17,576</b>
Deutsche mark	<b>30,777</b>	<b>23,083</b>
Pound sterling	<b>13,613</b>	<b>10,210</b>
Italian lire	<b>21,830,000</b>	<b>16,372,500</b>
Japanese yen	<b>2,301,120</b>	<b>1,725,840</b>
USA dollar (in USA)	<b>20,748</b>	<b>15,561</b>

Currency	Normal rate	flat rate	Additional flat rate (at designated duty stations)
Austrian schilling	<b>42 351</b>		<b>63 527</b>
Belgian franc	<b>113 176</b>		<b>169 764</b>
Swiss franc	<b>4 982</b>		<b>7 473</b>
Deutsche mark	<b>6 848</b>		<b>10 272</b>
Danish kroner	<b>20 709</b>		<b>31 063</b>
Spanish peseta	<b>387 658</b>		<b>581 486</b>
Finnish markka	<b>12 828</b>		<b>19 242</b>
French franc	<b>16 320</b>		<b>24 480</b>
Pound sterling	<b>2 973</b>		<b>4 459</b>
Irish punt	<b>1 777</b>		<b>2 666</b>
Italian lire	<b>4 763 220</b>		<b>7 144 830</b>
Japanese yen	<b>525 930</b>		<b>788 895</b>
Dutch guilder	<b>6 716</b>		<b>10 073</b>
Norwegian krone	<b>16 682</b>		<b>25 023</b>
Swedish krona	<b>20 615</b>		<b>30 922</b>
US dollar (in the USA)	<b>4 299</b>		<b>6 449</b>
US dollar (other than USA)	<b>3 164</b>		<b>4 746</b>

- (b) Definitions applicable to the administration of the dependency allowance and the education grant for disabled children

Relevant document: ACC/1998/PER/R.13/Add.1

31. In a note, the United Nations Medical Director raised a number of questions in respect of the administration of special dependency allowance and the special education grant for

disabled children. In particular, the Medical Director questioned the classification of Learning Disabilities (LDs) and of Attention Deficit Disorder (ADD) as “disabled”. The Medical Director also called the Committee’s attention to a list of medical conditions drawn up at a meeting of the Medical Directors of the UN system to assist in the determination of eligibility to these entitlements.

32. The Committee, while not considering it appropriate to impose its views over those of the Medical Directors in the medical determination of disability, considered that:

- C the list of medical conditions provided in the note should be viewed only as indicative and should be reviewed regularly; the absence of deafness from the list should also be reconsidered by the Medical Directors;
- C judgment and flexibility should continue to be applied in terms of determining age limitations for granting or extending these allowances.

### **International Civil Service**

- (a) Document to be used as a basis for reaffirming commitment to the international civil service

Relevant documents: ACC/1998/PER/R.14  
CCAQ(PER)/89/INF.3

33. Recalling the conclusions reached at its eighty-eighth session, the Committee:
- C took note of the proposals put forward in ACC/1998/PER/R.14 and of the information presented in CCAQ(PER)/89/INF.3 on the 12 principles for Managing Ethics in the Public Service agreed to by the Public Management Committee of OECD;
  - C concluded that its secretariat should continue to develop a document on the basis of which organizations, staff and Member States might reaffirm their commitment to the international civil service as defined in the Charter, the Constitutions of the Specialized Agencies and other basic documents; arrangements for consultations within organizations should also be outlined in the document;
  - C requested its secretariat, in preparing the document, to consider inter alia each of the following elements:

ELEMENT	RESPONSIBILITY FOR UPHOLDING THIS ELEMENT
1. “Staff shall not seek or receive instructions from any Government”... (a) in respect of career; (b) in respect of work of organization.	Executive Head/staff member “
2. “Each Member (State) ... undertakes to respect the exclusively international character of the ... staff” in respect: (a) of supplementary payments or deductions; (b) of posts being maintained (or repeatedly filled) for incumbents of the same nationality; (c) of appointments, promotions (or other career moves), separations or sanctions; (d) of the clearance of candidates for assignment to the country in question; (e) of “earmarked” contributions; (f) of the secondment of personnel, including gratis personnel; (g) of the submission of candidatures through national administrations.	Members of Governing Bodies “ “ ” “ ” “
3. “Securing the highest standards of efficiency, competency and integrity”: (a) through competition/assessment; (b) through competency-based selection and promotion; (c) through rewarding excellence, improving performance through training and sanctioning poor performance (d) through adherence to a code of ethics.	Executive Head “ ” Staff member/Executive Head
4. Security and safety of staff: (a) in the context of the Convention on Privileges and Immunities (the use of the Laissez-Passer); (b) in the context of the Convention on the Safety of UN and Associated Personnel.	Executive Head and Member States “
5. Other: A moratorium on Member States representatives seeking selection to posts.	Executive Head/Member States

(b) Sub-Committee on Nutrition: Potential conflict of interest policy

Relevant document: CCAQ(PER)/89/CRP.5

34. In 1997, the ACC Sub-Committee on Nutrition - a Sub-Committee of the Consultative Committee on Programme and Operational Questions (CCPOQ) - had adopted a “Potential Conflict of Interest Policy” on which the Secretary of CCPOQ had requested CCAQ’s views ;

the policy was provided in CCAQ(PER)/89/CRP.5. The matter was particularly pertinent in the light of CCAQ's on-going work in respect of the International Civil Service and the proposed revision of the 1954 ICSAB Report on Standards of Conduct in the International Civil Service.

35. The Committee:

- C expressed appreciation for the collaboration of CCPOQ on the matter;
- C had no objection to the policy being piloted by the Sub-Committee;
- C confirmed that the policy should be reviewed within the framework of the revision of the 1954 ICSAB Report on Standards of Conduct in the International Civil Service;
- C requested its secretariat to follow up with CCPOQ and the Sub-Committee on Nutrition in order, in due course, to make an evaluation of the effectiveness of the policy.

### **Long Term Care**

Relevant documents: ACC/1998/PER/R.15  
CCAQ(PER)/89/INF.4

36. In accordance with the Committee's decision at its eighty-eighth session, a document<sup>3</sup> providing information relevant to the proposal to introduce long-term care insurance across the system had been prepared and circulated to all organizations. Included in the document were questions intended to assist organizations in their internal consultations with senior management, legal counsels and staff representatives. In document ACC/1998/PER/R.15, the Committee was provided with preliminary information on the status of this process and a chronology of its consideration of the matter.

37. Following a far-ranging discussion on the status of consultations, some organizations confirmed their fundamental support for the proposal and their willingness to go ahead with introducing the insurance arrangements; others confirmed their continuing interest and their need to pursue the consultative process. After a further question and answer exchange with representatives of Willis Corroon, the Committee:

- C extended its appreciation to the representatives of Willis Corroon for their continued support in developing the proposals and in helping to address the concerns of all parties;
- C recognized that the proposals which had been elaborated together with the Committee's Task Force had been tailored to meet the particular characteristics of the UN family;

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<sup>3</sup> See memo (ref. GB/AD 127/1) of 30 April 1998 to which was attached a document entitled "Global Group Long Term Care Scheme. The United Nations, Management and Staff Consultative Document".

- C noted the views expressed by the representatives of Willis Corroon that those few health plans currently providing some level of benefit might not be able to sustain this provision as demand grew;
- C noted that the consultation process would require more time for its completion;
- C in this context, requested the representatives of Willis Corroon, in close cooperation with its secretariat, (a) to prepare a written briefing note which organizations could use to respond to the queries which had been raised and (b) as necessary, to participate in organizations' briefings and consultations on the subject;
- C requested its secretariat to help resolve the concerns raised regarding the mandatory nature of the scheme, cost-sharing, eligibility, administrative arrangements and procurement procedures.

**Association for Human Resources Management  
in International Organizations (AHRMIO)**

Relevant document: ACC/1998/PER/R.16

38. In the context of consideration of new approaches to international human resources management, the Committee recalled that the concept of creating an institute or association had evolved from the growing recognition of the need for a sustained means of ensuring the professionalism of international human resources managers.

39. It therefore:

- C noted with satisfaction the overwhelming expressions of interest in the project both from within the UN family of organizations as well as from other international organizations;
- C welcomed the progress achieved, in particular in respect of the definition of the Association's aims and goals, structure and status, membership types (individual and corporate), the involvement of academic and other HR bodies as partners and of foundations or commercial bodies as sponsors;
- C took note of the thematic areas and activities proposed;
- C expressed support for CCAQ's continued involvement in the further development of the Association with the view that it be launched in Spring 2000;
- C requested its secretariat, in its collaboration with the contact group working on the project, to ensure that (a) aspects of staff-management relations were integrated within each of the theme areas, (b) annual individual membership fees were pitched at levels similar to those of equivalent bodies and (c) prospective sponsors be approached to advance the "seed money" required to fund the development of the Association.

**Issues pertaining to the agenda of ICSC's forty-eighth session**

(i) ***Framework for human resources management***

Relevant documents: ICSC/48/R.5  
ICSC/48/R.5/Add.1  
CCAQ(PER)/89/CRP.6

40. The Committee reviewed carefully the document prepared by the ICSC secretariat (ICSC/48/R.5) and the note prepared by its secretariat (ICSC/48/R.5/Add.1) (a) to complement the information contained in R.5 and (b) to give an overview of some of the human resources management reforms underway both in organizations and at the common system level.

41. The Committee welcomed the attention being given to this matter by ICSC.

42. It decided to report to ICSC that:

C new approaches to HR management were taking place in all organizations of the common system; these were key to organizational reform;

C in the course of its on-going review of new approaches to HR management, it had dealt with six issues at its summer 1998 session (i.e. annual CCAQ conference; core competency framework for HR management specialists; survey of UN organizations' practices in HR management; periodic meetings of HR specialists; short-term exchanges of HR personnel and measures to encourage mobility) (see paras. 14 to 24);

C it would support focusing action on two of the three areas highlighted by the ICSC secretariat, namely job classification and the updating of the 1954 Standards of Conduct;

C it would suggest a more cautious approach in respect of developmental work on "career development"; those organizations which had already embarked on studies in this area had reported on them as being both complex and time consuming;

C it could not agree to the adoption of the broad principles put forward by the ICSC secretariat in the document; these would need more time to develop with all partners in order (a) to make them more meaningful to organizations and (b) to ensure that they did not hold back those organizations already moving forward with more modern approaches;

C the subject would prove eminently suitable to be treated in accordance with the working procedures put forward by the Working Group on the Consultative Process in ICSC (see ACC/1998/5, para. 5 and ICSC/47/R.7/Rev.1).

*The Commission at its forty-eighth session decided to create a Working Group to examine a framework for human resources management from an innovative perspective based on documents prepared by the ICSC secretariat and by others and on information*

*gathered from both within and outside the system. Terms of reference were developed for the Working Group.*

(ii) ***Proposed agenda for ACPAQ***

Relevant document: ICSC/48/R.4

43. The Committee decided to report to the Commission that it:
- C had taken note of the agenda for the forthcoming session of ACPAQ as contained in ICSC/48/R.4;
  - C welcomed in particular the inclusion of the items on the possible simplification of the structure of the cost of living index and the aggregation formula as it remained essential to try and bring greater clarity to the operation of the post adjustment system. In this context, it also welcomed the inclusion of the item on issues of transparency;
  - C welcomed the proposal to conduct the forthcoming ACPAQ session in the manner of a Working Group.

*The Commission at its forty-eighth session decided to approve the agenda for ACPAQ as contained in ICSC/48/R.4 with the inclusion of an item relating to the effect of exchange rate fluctuations on total compensation comparisons.*

(iii) ***Tribunal issues***

Relevant document: ICSC/48/R.6

44. The Committee decided to report to the Commission that:
- C it had taken note of the information provided in ICSC/48/R.6;
  - C it had been informed that further cases in respect of the Vienna salary survey were pending with both the ILO and the United Nations Administrative Tribunals. As the Tribunals would no doubt reach conclusions which would be of importance to the Commission in its review of this matter, it would suggest that the matter be postponed. It noted that these matters had to be resolved before the next round of salary surveys, but that the survey in Rome was not expected to begin before the year 2000 and that in Vienna not until 2001.

*The Commission at its forty-eighth session decided to await the judgement of the Tribunals in the on-going Vienna case and to defer any decision on the review of the methodology in respect of the language factor to a later date.*



(iv) ***Report of the Board of Auditors on the Management Review of the ICSC secretariat***

Relevant document: ICSC/48/R.7

45. The Committee decided to report to the Committee that:

- C the report contained in document ICC/48/R.7 reflected the Commission's findings in closed session in Rome on which it could not comment. It remained concerned that the management audit carried out by the Board of Auditors had not covered the issues related to the work of the secretariat itself as it had anticipated and expected. Rather the report appeared to take issue with matters which have been reviewed by the Commission and approved by the General Assembly.

*The Commission's conclusions resulting from discussions at its forty-seventh and forty-eighth sessions are to be presented in extenso to the General Assembly. In summary, the Commission, subject to a number of reservations, was able to respond positively to most of the recommendations.*

(v) ***Periodic updates***

(a) Evolution of the margin

Relevant document: ICSC/48/R.2

46. The Committee decided to report to the Commission that:

- C it had taken note that the margin forecast between the net remuneration of UN staff and those of the United States Federal civil service for the period 1 January to 31 December 1998 was estimated at 114.8.
- C it remained concerned with the non-margins at the higher levels of the range.

*The Commission at its forty-eighth session decided: (a) to report to the General Assembly the margin forecast of 114.8 between the net remuneration of the United Nations staff in grades P-1 to D-2 in New York and that of the United States federal civil service in Washington, D.C., for the period from 1 January to 31 December 1998; (b) to inform the Assembly that again in 1998 the comparator had not fully implemented FEPCA pay reforms; however, because of an improvement in economic and fiscal conditions of the comparator there were indications that future adjustments might be enhanced.*

(b) Evolution of the margin: total compensation between the German and US civil services

Relevant documents: ICSC/48/R.2/Add.1

47. The Committee decided that it would inform ICSC that:
- C the evidence remained clear; the United States federal civil service was no longer the highest paid;
  - C it would again state, as ACC had done to the General Assembly, that “the Noblemaire principle is no longer being applied”;
  - C it noted that since 1997 there had been a small narrowing in the difference between the remuneration levels of the United States and the German federal civil services from 10.9 to 8.5 per cent;
  - C nevertheless, the fact remained that there was still an 8 ½ per cent gap between the remuneration of the two civil services as measured in accordance with the total compensation methodology approved by the General Assembly;
  - C it had made specific proposals in respect of adjusting the margin range to accommodate this difference - namely, to use margin management to remedy this situation.<sup>4</sup> These proposals had not found favour with the Commission and were not submitted by ICSC to the General Assembly. Notwithstanding this, in resolution 52/216, the Assembly had reconfirmed the continued application of the Noblemaire principle; reaffirmed the need to continue to ensure the competitiveness of the conditions of service and, most importantly, acknowledged its option of margin management;
  - C it would ask again how the Commission intended to deal with the ongoing non-application of the Noblemaire principle.

*The Commission decided to report to the General Assembly that:*

*(a) Retirement and health insurance benefits and leave and work hours provisions of the German civil service are superior to those of the comparator, the United States; while net salaries in the United States civil service remain higher.*

*(b) Consequently, the current update of the study to identify the highest paid national civil service has again showed that the current comparator under the application of the Noblemaire principle is no longer the best. However, the Commission continues to believe it is not opportune to change the comparator for the reasons previously stated.*

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<sup>4</sup> UNESCO continued to reserve its position in respect of these proposals.

*(c) It may be concluded, based on the series of German/United States total compensation comparisons conducted in recent years that the German/United States total compensation difference has narrowed significantly and now stands at 108.5.*

*(d) Annual German/US remuneration comparisons would be suspended and the Commission would undertake a study scheduled for 2001 that would include, but not be limited to the following:*

- (i) Study the use of a basket of comparators for possible application in the United Nations common system context;*
- (ii) Conduct total compensation comparisons between the United States and other potential comparators, including Germany, according to the criteria laid down by the Commission;*
- (iii) Conduct a United Nations/United States total compensation comparison.*

(c) Education grant

Relevant documents: ACC/1998/PER/R.13  
ICSC/48/R.3

48. See paragraphs 25 to 30 above.

**Other Business**

(a) HIV/AIDS

Relevant document: CCAQ(PER)/89/CRP.4

49. The Committee:

C expressed support for the efforts being undertaken by UNICEF - outlined in CCAQ(PER)/98/CRP.4 - to address the problems of HIV/AIDS which continued to seriously affect staff and their families;

C agreed that interested organizations should review with UNICEF how they might participate in these initiatives.

(b) Selection and Appointment of Security Officers

50. In response to a request from the ILO, the Committee:

C requested its secretariat to invite the UN Security Coordinator to a forthcoming session in order to discuss the procedures for the selection and appointment of Security Officers.

(c) Information Technology in support of human resources management

51. Under this rubric, the Committee had the benefit of the presence of the Secretary of the Information Systems Coordination Committee (ISCC) *inter alia* for (a) a demonstration of the work underway to develop the CCAQ WEB site along with the WEB sites for the other partners in the ACC sub-machinery; and (b) a presentation of a potential interagency WEB-based system for the processing and recording of education grant claims (EDGAR) (see also para. 30).

(i) *CCAQ WEB site*

52. The primary aim of the CCAQ WEB site was to provide an easy and effective means for human resources specialists across the UN family to have access to:

- C documents, reports, publications and reference materials of the Committee;
- C information on contact points within the UN family;
- C outside partners;
- C documentation on and links to useful materials available elsewhere over the Internet.

53. The Committee:

- C expressed appreciation for the effective collaborative working relationship that had been developed between its secretariat and that of ISCC on this project;
- C encouraged its secretariat to continue to pursue initiatives in this area;
- C recognized the potential for the CCAQ WEB site also to serve as a cost-effective means of putting into place an interagency clearinghouse on best practices and experiences in particular in the areas of (a) HR management, (b) the development of competencies and (c) reform initiatives; it requested its secretariat to explore together with the ISCC secretariat the feasibility of incorporation of such a clearinghouse within the WEB site.

(ii) *Administration of the education grant*

54. For some time the Committee had recognized that the education grant was one of the most complex and process-intensive allowances which organizations of the common system had to administer. In addition, all agencies had to report education grant data to the CCAQ secretariat every other year for the preparation of proposals for adjustment of the levels of the grant; this had become particularly burdensome; it nevertheless remained a key responsibility. A new approach for a common WEB-based system for the processing and reporting of education grant claims (EDGAR) was presented.

55. Based on the presentation, the Committee:
- C recognized the benefits of developing a common system approach which would streamline the processing and reporting of claims both in organizations with existing computer systems and in those which had manual or outdated systems;
  - C expressed its appreciation and support for the proposal;
  - C agreed that its secretariat, working together with the ISCC secretariat, should pursue this matter with all urgency, including the preparation of a detailed proposal and the arrangements for its financing; this would have to be considered by CCAQ and ISCC before any final commitment could be made.

Annex I

**AGENDA AS ADOPTED ON 20 JULY 1998**

	<u>Document symbol</u>
1. <b>Adoption of the agenda</b> ACC/1998/PER/R.10/Rev.1	
2. <b>The introduction of a Senior Executive Group</b>	
- Note by the CCAQ secretariat	ACC/1998/PER/R.11
- Information notes	CCAQ(PER)/89/INF.1 &
2	
- CRP by FICSA	CCAQ(PER)/89/CRP.7
3. <b>New approaches to Human Resources Management</b> Notes by the CCAQ secretariat	
(a) An overview	ACC/1998/PER/R.12
(b) Competencies for human resources specialists	ACC/1998/PER/R.12/Add.1
(c) Survey of UN organizations' practices in human resources management	ACC/1998/PER/R.12/Add.2
4. <b>Education grant</b>	
(a) Review of the level of the education grant	ACC/1998/PER/R.13
- Note by the CCAQ secretariat	(see also ICSC/48/R.3)
(b) Definitions applicable to the administration of the dependency allowance and the education grant for disabled children	
- Note by the UN Medical Adviser	ACC/1998/PER/R.13/Add.1
[Demonstration of computerized data collection system]	
5. <b>The International Civil Service</b>	
- Note by the CCAQ secretariat	ACC/1998/PER/R.14
- Information note	CCAQ(PER)/89/INF.3
- CRP on the Sub-Committee on Nutrition's Potential Conflict of Interest Policy	CCAQ(PER)/89/CRP.5
6. <b>Long-term care insurance</b>	
- Note by the CCAQ secretariat	ACC/1998/PER/R.15
- Information note	CCAQ(PER)/89/INF.4
7. <b>Association (formerly Institute) for Human Resources in International Organizations</b> Note by the CCAQ secretariat	ACC/1998/PER/R.16

Document symbol

8. **Issues pertaining to the agenda of ICSC's forty-eighth session**

- |       |  |  |
|-------|--|--|
| (i)   | - Framework for Human Resources Management<br>- Submission by CCAQ<br>- CRP by FICSA | ICSC/48/R.5<br>ICSC/48/R.5/Add.1<br>CCAQ(PER)/89/CRP.6 |
| (ii)  | Proposed agenda for ACPAQ  | ICSC/48/R.4  |
| (iii) | Tribunal issues (continued from 47th session)  | ICSC/48/R.6  |
| (iv)  | Report of the Board of Auditors on the Management Review of the ICSC Secretariat     | ICSC/48/R.7  |
| (v)   | Periodic updates:  |  |
|       | (a) Evolution of the margin  | ICSC/48/R.2 & Add.1                                    |
|       | [(b) Education grant: see CCAQ agenda item 4   | ICSC/48/R.3]   |
| (vi)  | Programme of work for 1999   | ICSC/48/CRP.6  |

9. **Other business**

- |     |   |                    |
|-----|---|--------------------|
| (a) | HIV/AIDS<br>Note by UNICEF                                      | CCAQ(PER)/89/CRP.4 |
| (b) | Selection and appointment of Security Officers                  |                    |
| (c) | Information technology in support of human resources management |                    |
|     | (i) CCAQ(PER)WEB site   |                    |
|     | (ii) Administration of the education grant                      |                    |

Annex II

**LIST OF PARTICIPANTS**

Chairperson: Mr. D. Goethel (IAEA)  
Vice-Chairpersons: Ms. J. Beagle (UN); Ms. H. Hirose (UNESCO)

Representatives of member organizations

United Nations:	Ms. Jan Beagle, Director, Specialist Services Division, OHRM
	Mr. Julio Camarena, Chief, Common System & Inter-Agency Policy, SSD, OHRM
UNDP:	Ms. Debbie Landey, Director, Office of Human Resources
	Mr. Bruce Frank, Deputy Director, Office of Human Resources
	Mr. Gary McGillicuddy, Chief, Compensation and Classification Section
UNICEF:	Mr. Thomas McDermott, Director, Division of Human Resources
	Ms. Marta Helena Lopez, Chief, Policy Unit, DHR
UNFPA:	Mr. Ian Howie, Chief, Office of Personnel & Training
WFP:	Ms. Dyane Dufresne-Klaus Director, Human Resources
UNRWA:	Mr. William Lee, Chief, New York Liaison Office
UNHCR:	Ms. Mary J. Murphy, Director, Division of Human Resources Management
	Mr. Alejandro Henning, Deputy Director, Division of Human Resources Management
UNHCR:	Ms. Helen Rasouli, Associate Human Resources Officer



ILO: Division of Human Resources Management  
Ms. Christine Cornwell, Director,  
Personnel Department  
  
Mr. David Macdonald, Chief,  
Common System Entitlements and  
Pensions Section

FAO: Ms. Carleen Gardner, Director,  
Personnel Division  
  
Mr. Gregory Flood, Chief,  
Personnel Policy and Planning Branch

UNESCO: Ms. Haruko Hirose, Director,  
Bureau of Personnel  
  
Ms. Ilana Krishnamurti, Chief,  
Division for Personnel & Compensation Policy

ICAO: Mr. Jesus Ocampo, Chief,  
Staff Services

UPU: Mr. Christian Langheld  
Head of Personnel

ITU: Mr. Alfredo Descalzi, Chief a.i.,  
Personnel and Social Protection Department

WMO: Mr. Mubarak Husain, Director,  
Resource Management Department  
  
Ms. Katia Chestopalov  
Personnel Officer

IMO: Mr. Leif Gunnestedt, Head,  
Personnel Section

WIPO: Mr. Herman Ntchatcho, Director,  
Human Resources Management Division  
  
Mr. Sven Arneberg, Head,  
Classification & Procedures, HRMD

IFAD: Ms. Margaret Simon  
Director of Personnel

UNIDO: Mr. Charles F. Juge  
Special Advisor to the Director-General  
on Personnel Matters

IAEA: Mr. Dieter Goethel, Director,  
Division of Personnel

Mr. Ernest Obed, Head,  
Staff Administration Section

WTO: Mr. Paul Rolian  
Director of Personnel

International organizations applying UN common system  
salaries and allowances

CFC: Mr. Francesco Finocchio  
Acting Administrative Officer

IOM: Mr. Guido Gianasso  
Director, Human Resources Division

ISA: Ms. Kumiko Chaki-Kawamura, Chief,  
Office of Administration and Management

OPCW: Mr. Johan Rautenbach  
Head of Human Resources

Ms. Cynthia Valenzuela  
Head of Staff Administration

Observers

ICSC: Mr. Prakash Ranadive, Executive Secretary,  
and members of the secretariat

FICSA: Ms. Margaret Eldon, President  
Mr. Walter P. Scherzer, Vice-President  
Mr. Alvaro Durao, General Secretary  
Mr. Mauro Pace, ExCom Member for GS issues  
Mr. Jean Y. Ramde, ExCom Member for Africa  
Ms. Adriana Regudo, ExCom Member for Asia  
Mr. Gustavo Strittmatter, Ecom Member for the Americas

FICSA: Ms. Luz Maria Esparza, President, PAHO/WHO Staff Assoc.  
Mr. Cesar Allan Ponze, Treasurer of PAHO/WHO Staff Assoc.  
Ms. Hannah Puhlmann, Liaison Research Officer

CCISUA: Ms. Lisanne Losier, President

Resource persons

Willis Corroon: Mr. Michael Beckett  
Mr. Roger Brown

ISCC secretariat: Mr. John Northcut, Secretary

CCAQ secretariat

Secretary: Mr. Roger Eggleston

Assistant Secretary: Ms. Mary-Jane Peters