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

16th Session

(UNICEF, New York, 8-10 July 2008)

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PART I – OPENING SESSION, ADOPTION OF THE AGENDA AND WORK PROGRAMME (CEB/2008/HLCM/HR/18/Rev.1)

1. The Human Resources Network held its 16th session in New York on 8-10 July 2008 at the Headquarters of the United Nations Children's Fund (UNICEF). The meeting was co-chaired by the Network's Spokespersons Ms. Dyane Dufresne-Klaus, Director, Bureau of Human Resources Management, UNESCO, and Ms. Martha Helena Lopez, Chief, Human Resources Policy Service, OHRM, United Nations.
2. All session documents are available on the HR Network website at:
<https://hr.unsystemceb.org/documents/July%202008>
3. Ms. Dufresne-Klaus welcomed the HR Network members including new participants, as well as participants from observing organizations and thanked UNICEF for the arrangements and kind hospitality. She announced some changes to the agenda, recalled that it was a very full agenda and encouraged members to be concise in the discussions. The agenda as adopted is reflected in the table of contents.
4. The list of participating organizations and their representatives are provided in Annex 1.

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

A. Conditions of service of the Professional and higher categories:

(a) Base/floor salary scale (ICSC/67/R.2)

5. The ICSC Secretariat briefed the HR Network on the periodic adjustments on the basis of a comparison of net base salaries of UN officials at the midpoint of the scale (P-4, step VI dependency rate) with the corresponding salaries in the US federal civil service. The gross comparator salaries have been increased due to a combination of two factors: the gross salary increment and tax exemption. It was therefore proposed to adjust the base/floor salary scale by 2.33 per cent on a no-loss/no-gain basis by consolidating 2.33 per cent of post adjustment into the base/floor scale, effective 1 January 2009.
6. The HR Network:
 - Took note of the proposed adjustment to the base/floor salary scale by 2.33 percent on a no-loss/no-gain basis;

ICSC Decision

The Commission decided to recommend to the General Assembly that the current base/floor salary scale for the Professional and higher categories be increased by 2.33 per cent through the standard consolidation procedures, namely, by increasing base salary while commensurately reducing post adjustment levels, with effect from 1 January 2009.

(b) Evolution of the United Nations/United States net remuneration margin (ICSC/67/R.3)

7. The document provides information on the estimated margin for the calendar year 2008 at 114.1, with its five-year average (2004-2008) standing at 113.0. The margin should remain within the range of 110 to 120, and the desirable mid-point of 115 over a five year period should be maintained.

8. The HR Network:

- Noted that the margin has been consistently below the desirable midpoint since 1997, and that this has only triggered a reaction from the General Assembly once during that period;
- Expressed its concern about the weakness of the US dollar affecting post adjustments and salaries;
- Requested the ICSC to bring this matter to the attention of the General Assembly.

ICSC Decision

Based on the information provided, the Commission decided to report to the General Assembly that the margin between the net remuneration of 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 2008, was estimated at 114.1. It also drew the attention of the Assembly to the fact that the average margin level for the past five years (2004-2008) had been below the desirable mid-point of 115, currently standing at 113.0.

The details of the comparison of average net remuneration of United Nations staff in the Professional and higher categories in New York and United States officials in Washington, D.C., by equivalent grades (margin for calendar year 2008) are presented in its Annual Report.

The Commission also requested its Chairman to update this estimate based on the actual post adjustment multiplier for New York and 31 December 2007 CEB staff statistics, if available.

(c) Mobility/hardship scheme: review of the operation of the revised scheme, review of the levels (ICSC/67/R.4)

9. The new mobility and hardship scheme came into effect on 1 January 2007 and after its first year of operation, organizations had reported certain implementation issues that needed to be resolved. A Working Group consisting of four Commission members, organizations and staff representatives was established to review the current flat payments and to examine the implementation-related problems. The Working Group recommended an overall 5 per cent increase in the amounts of the scheme, and identified some methodological considerations for future review. The Working Group further recommended that the original implementation provisions be amended to permit the personal status of the staff member, as well as changes to the hardship classification levels of duty stations, to continue to be reflected in the amounts.

10. The HR Network:

- Highlighted that the Mobility and Hardship scheme is a strategic tool for organizations to facilitate mobility of staff from one duty station to another;
- Thanked the Working Group for its work and agreed with the three adjustment indicators for the review of the amounts every three years;
- Noted that it is still too early to assess the impact of the new scheme and supports the Working Group's recommendation that the impact to improve mobility be assessed at the next planned review in 2011;
- Further supported the recommendations that the personal status of a staff member as well as changes to the hardship classification levels of duty stations should be reflected in the mobility, hardship and

- non-removal amounts.
- Requested some limited flexibility in extending the mobility element for specific situations – such as when staff members are specifically asked by their organizations to remain in the same duty station beyond five years.

ICSC Decision

The Commission decided:

- (a) To recommend that a 5 per cent increase be granted for the hardship allowance, the mobility allowance, and the non-removal allowance, respectively, for implementation on 1 January 2009;
- (b) To request its secretariat to suggest options for alternative adjustment factors or weightings for establishing the level of future amounts, for consideration in time before the planned 2010 methodological review;
- (c) To recommend that, with effect from 1 January 2009 the amounts of the mobility, hardship, and non-removal elements continue to be adjusted according to changes in the personal status of the staff member or in the hardship classification of the duty station, as they were under the previous scheme, in the following circumstances only:
 - (i) when the staff member changes duty station;
 - (ii) when the hardship classification of a staff member's current duty station changes;
 - (iii) when a staff member has a change in dependency status from single to dependency, or from dependency to single;
 - (iv) when a staff member is promoted from P-3 or equivalent to P-4 or equivalent, and from P-5 or equivalent to D-1 or equivalent;
 - (v) during periods of special leave or separation.
- (d) To include among factors for consideration during the 2010 review of the scheme:
 - (i) An overall evaluation of the scheme and its operation to determine whether it continues to achieve its purpose and intent;
 - (ii) An examination of the effectiveness and impact of the revised scheme on mobility;
 - (iii) The rationale for payment of a mobility allowance in category H and A duty stations;
 - (iv) A review of the relativities between the amounts of the grade-level groupings in order to ensure that the mobility of more senior staff, in particular, is adequately incentivized;
 - (v) An examination of the need for a revision of the five-year ceiling on the payment of the hardship and the non-removal elements;

A re-examination of the three adjustment factors, and any weighting of them or their replacements.

(d) Children's and secondary dependant's allowances: review of the level (ICSC/67/R.5)

11. The document contains the details of the calculation of the children's and secondary dependants' allowances and provides further proposals aimed at simplifying and improving the fairness of the system. The document proposes that the children's allowance should be set at a flat rate of US\$2,686 per annum at all locations as of 1 January 2009. As a transitional measure, where the revised flat-rate is lower than the current rate in effect, the allowance payable would be equal to the higher rate reduced by 25 percent of the difference between the two rates.

12. The Network:

- Noted the transitional measures that the Commission approved at its 66th session for staff negatively affected by the changes, and stressed that these measures are complicated and will not be easily understood by staff. The Network therefore, submitted an alternative transitory measure to address and mitigate the effect to those staff who will be negatively affected as follows:

Eligible professional staff will continue to receive the current/higher level amount until such time as the level of the allowance increases above the protected level or the staff member leaves the duty station. These measures would only apply to countries experiencing a reduction in the children's allowance of more than 10% that is Austria, Germany, Japan, Netherlands and Switzerland.

ICSC Decision

The Commission decided to recommend to the General Assembly that, as of 1 January 2009:

- (a) The children's allowance should be set as a global flat-rate amount of \$2,686 per annum and the disabled children's allowance should be double that amount, i.e. \$5,372 per annum;
- (b) The secondary dependants' allowance should be set at \$940 per annum;
- (c) At hard currency locations, the United States dollar amount of the allowance, as established in sub-paragraphs (a) and (b) above, should be converted to local currency using the official United Nations rate of exchange, as at the date of promulgation, and should remain unchanged until the next biennial review;
- (d) As a transitional measure, where, at the time of implementation, the revised flat-rate allowance was lower than the one currently in effect, the allowance payable to currently eligible staff would be equal to the higher rate reduced by 25 per cent of the difference between the two rates. If that transitional rate remained above the one set as of 1 January 2011 a further reduction equal to 50 per cent of the difference between the transitional rates set on 1 January 2009 and the rate of the allowance set for 1 January 2011 would be applied. Such transitional measures would be completely discontinued as of 1 January 2013;
- (e) The dependency allowances should be reduced by the amount of any direct payments received by staff from a Government in respect of dependants.

(e) Proposed agenda for the 35th session of Advisory Committee on Post Adjustment Questions (ACPAQ) (ICSC/67/R.6)

13. The document presents the proposed agenda for the thirty-first session of ACPAQ, scheduled for early 2009. ACPAQ will continue to review a wide range of methodological issues for the next round of surveys scheduled for 2010 at Headquarters duty stations: the simplification of the post adjustment index structure by reducing the number of basic headings, a modification to the cost-of-living measurement methodology based on real-time price comparison with New York, the use of Internet as a source of price data, and a new method of calculation of the out-of-area index.

14. The representative of IAEA made a statement regarding the loss of take-home pay of Professional staff serving in Vienna. This is mainly due to the weight of the out-of-area component currently applied in calculating the post adjustment index for headquarters duty stations. The Commission's attention was also drawn to the housing maintenance costs (*Betriebskosten*) in Vienna which are not fully accounted for in the housing index calculation.

15. The Network:

- Took note of the proposed agenda for the thirty-first session of ACPAQ and expressed its support;
- Recognized that, regarding the surveys, there is a need to improve communication with staff on the objective of the surveys in order to improve participation;
- Considers that conducting the cost-of living surveys is the joint responsibility of the ICSC Secretariat and human resources managers of organizations;
- Requested the ICSC Secretariat to provide more user-friendly tools and instructions to assist staff and managers in conducting the surveys.

ICSC Decision

The Commission decided:

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

(f) Assessing the implementation of the Job Evaluation Master Standard for the Professional and higher categories (ICSC/67/R.7)

16. The ICSC Secretariat provided an update on the number of professional posts to which the Job Evaluation Master Standard has been applied and the number of changes in grades due to application of the standard. It was reported that of the 21 organizations that responded to the secretariat's questionnaire, five had reclassified all of the professional posts under the new standard. Overall approximately 36% of professional posts have been classified applying the new standard.

17. The HR Network:

- Requested a more gradual package of changes and also a complete translation of the document into French in order to facilitate the implementation.

- Requested that organizations which have not applied the new master standard commit themselves to apply the method in a timely matter, and requested those organizations that are applying it to re-check the data sent to ICSC;
- Requested the ICSC Secretariat to make the standard available in English and French as a minimum and to provide the glossary of terms.

(g) Progress report on the Senior Management Network

18. The Network and the Commission were briefed by the HR Network Spokesperson on the recent HLCM Steering Group meeting of 1 July 2008 to review the Senior Management Leadership Programme. The pilot programme took place in The Hague (RSM) at the end of November 2007. Although some positive aspects were reported, some areas were identified for improvement. The Steering Group will make a proposal for a revised programme to HLCM at the September Session of HLCM. The course should focus on the UN reality and challenges and “leading change” would be the underlying element in the design. The UN Staff College will re-design the programme and have the full ownership for the design, development and implementation.

ICSC Decision

The Commission decided to keep the matter under review, and requested the CEB/HR Network to continue to periodically keep it appraised of developments.

B. Conditions of service of the General Service and other locally recruited staff: Job Evaluation Standards for the GS and related categories of staff – Progress Report
(ICSC/67/R.8)

19. The ICSC Secretariat provided the Network with an update on the development of the standard. Classification specialists from 14 organizations and Staff Representatives had participated in a workshop in Turin from 22 to 25 April 2008, where the General Service standard underwent preliminary testing. The participants were satisfied that the tool had the capacity to classify the full range of General Service jobs across organizations and career streams both at headquarters and field duty stations. It was anticipated that the standard would be ready for consideration by the Commission at its spring 2009 session.

20. The HR Network:

- Expressed its appreciation to the ICSC Secretariat for the progress report and took note of the anticipated promulgation of the new Job Evaluation Standard for General Service in the spring of 2009;
- Emphasized that a comprehensive communication strategy should be developed which includes training. The communication strategy should be clear that the development of the standard had been a true partnership between the ICSC Secretariat, organizations and the staff associations;
- Reiterated its full support of the development of a global job evaluation standard which is transparent, flexible and simple and that will support other human resources sub-systems such as competency development and performance appraisal system.

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

(a) Education grant:

(i) Review of the methodology for determining the grant (ICSC/67/R.9)

21. The ICSC Secretariat informed the Network that a revised education grant methodology had been developed by the Working Group comprised of Commission members, representatives of organizations and staff representatives. The main features of the proposal included the following:

- a) All admissible expenses would be reimbursed under a global declining scale which would replace the multiple zones;
- b) The admissible expenses would be reduced from a list of about 40 items to 7 items;
- c) The boarding component would be taken at actual cost, except when not certified by the school, in which case a global flat rate would be used under the declining scale;
- d) The one-time capital assessment fees would be treated separately from the scheme;
- e) The designated duty station status for the purpose of education grant would be discontinued.

22. The Working Group, however, did not reach consensus on the specific bracket levels and percentage reimbursement rates of the declining-scale model. Two models were presented to the Commission with different ceilings to be established as a maximum allowable expense.

23. The Network:

- Recalled that the review of the methodology for determining the grant has been under discussion for several years as it is not only a complex issue but also one of the most essential elements of the overall remuneration package;
- Thanked the Working Group for the efforts made in this difficult issue and agreed that each meeting of the Working Group has generated some positive ideas. However after closer examination of the two options presented and further reflection on its implications, the Network was not in a position to support either of the two options as it was believed that neither would ensure equity of treatment of staff, simplicity or cost-neutrality. In addition, the introduction of a declining scale would be difficult to explain to staff. There was also concern that the two options would negatively impact a number of staff members. Staff would be forced to choose among lower-cost schools, as reimbursement rates would be higher at the lower expense levels. Furthermore, by removing the additional reimbursement for designated duty stations, mobility would not be facilitated to the more difficult duty stations.
- Agreed to form a small group that would explore other options prior to the Commission session and bring it to the Network. (*Note: the Network presented a third option to the Commission during the session, essentially the proposal was to maintain the current system with some refinements: the 16 zones would be reduced to 5; the threshold for the percentage of claims above the ceiling would be increased from 5 to 10 percent. The Network also agreed with the proposal of admissible expenses and the adjustment of the level based on the movement of the CPI. The Commission did not find this proposal far-reaching enough to fully address the objectives of methodology review.*)

ICSC Decision

The Commission decided to report to the General Assembly that:

(a) It would keep under review the education grant methodology and, in the meantime, the current methodology would be maintained;

(b) The issue of designated duty stations for the purposes of the education grant would be examined before the next review of the mobility and hardship scheme in 2010;

(c) The issue of representative schools would be examined before the next review of the levels of the education grant in 2010.

(ii) Review of the level of the grant (ICSC/67/R.10)

24. The CEB/HR Network presented the document for the Commission's consideration. The CEB undertook the review based on the application of the methodology. Expenditure data on 13,696 claims for the academic year 2006/2007 had been analyzed. The CEB/HR Network identified ten countries/currency areas where both trigger points (costs and fees) had been reached: Austria, Belgium, Italy, Netherlands, Spain, Sweden, Switzerland, United Kingdom, United States, and United States dollar outside the United States. In determining the required adjustment levels, the primary consideration in the recommendation to the Commission had been to bring 95 per cent of claims below the ceiling, a pragmatic approach was also applied taking into account other factors, including cost considerations.

25. With regard to special measures, the Network requested to maintain the special measures currently in effect in China, Indonesia, and the Russian Federation, and to introduce them for Hungary, Bulgaria, The Helsinki International School and two bilingual schools in Paris (Victor Hugo and Jeanine Manuel).

ICSC Decision

The Commission decided to recommend to the General Assembly that:

(a) For Austria, Belgium, Italy, the Netherlands, Spain, Sweden, Switzerland, the United Kingdom of Great Britain and Northern Ireland, the United States of America and the United States dollar area outside the United States, the maximum admissible expenses and the maximum education grant be adjusted as shown in table 1 below;

(b) For Denmark, France (subject to subpara. (f) below), Germany, Ireland and Japan, the maximum admissible expenses and the maximum education grant remain at the current levels shown in table 2 below;

(c) The separate zone of Finland be discontinued and the education grant claims for that country be included in the United States dollar area outside the United States;

(d) The special measures for China, Indonesia and the Russian Federation be maintained;

(e) Special measures be introduced for Bulgaria and Hungary, which would allow organizations to reimburse 75 per cent of actual expenses up to and not exceeding the maximum expenditure level in force for the United States dollar inside the United States;

(f) In addition to the list of six institutions in France currently eligible for special measures, a separate maximum admissible expense level equal to that applicable to the United States dollar inside the United States of America be established for two more schools in France: École Active Bilingue Victor Hugo and École Active Bilingue Jeanine Manuel;

(g) The flat rates for boarding, taken into account within the maximum admissible educational expenses, and the additional amounts for reimbursement of boarding costs over and above the maximum grant payable to staff members at designated duty stations, be revised as shown in table 3 below;

(h) The amount of the special education grant for each disabled child be equal to 100 per cent of the revised amounts of the maximum allowable expenses for the regular grant;

(i) All of the above measures be applicable as from the school year in progress on 1 January 2009.

Proposed revisions of education grant and boarding cost levels

Table 1
Proposed increases for maximum admissible expenditures and education grant

<i>Country/zone</i>	<i>Currency</i>	<i>MAE</i>	<i>Maximum EG</i>
Austria	Euro	16 719	12 539
Belgium	Euro	15 458	11 593
Italy	Euro	18 936	14 202
Netherlands	Euro	16 521	12 391
Spain	Euro	15 139	11 354
Sweden	Swedish Krona	157 950	118 462
Switzerland	Swiss franc	28 749	21 562
United Kingdom	Pound sterling	22 674	17 005
US\$ in the United States	United States dollar	39 096	29 322
US\$ outside the United States ^a	United States dollar	19 311	14 484

^a Includes Finland, which will no longer be tracked as a separate zone.

Table 2
Zones where the maximum admissible expenditures and education grant are maintained

<i>Country/zone</i>	<i>Currency</i>	<i>MAE</i>	<i>Maximum EG</i>
Denmark	Danish Krone	108 147	81 110
France ^b	Euro	10 263	7 697
Germany	Euro	18 993	14 245
Ireland	Euro	17 045	12 784
Japan	Yen	2 324 131	1 743 098

^b Except for the following schools, where the US\$ in the United States levels will be applied:

1. American School of Paris.
2. American University of Paris.
3. British School of Paris.
4. European Management School of Lyon.
5. International School of Paris.
6. Marymount School of Paris.
7. The Ecole active bilingue Victor Hugo.
8. Ecole active bilingue Jeanine Manuel.

Table 3
Proposed ceilings for boarding costs

<i>Country/zone</i>	<i>Currency</i>	<i>Normal flat rate for boarding</i>	<i>Additional flat rate for boarding (at designated duty stations)</i>
Austria	Euro	3 709	5 564
Belgium	Euro	3 452	5 178
Denmark	Danish krone	26 219	39 329
France	Euro	2 995	4 493
Germany	Euro	4 179	6 269
Ireland	Euro	3 112	4 668
Italy	Euro	3 128	4 692
Japan	Yen	607 703	911 555
Netherlands	Euro	3 844	5 766
Spain	Euro	3 153	4 730
Sweden	Krona	24 653	36 980
Switzerland	Swiss franc	5 458	8 187
United Kingdom	Pound sterling	3 488	5 232
US\$ in United States	United States dollar	5 777	8 666
US\$ outside United States	United States dollar	3 655	5 483

(b) Review of the gender balance in the United Nations common system (ICSC/67/R.11)

26. The ICSC Secretariat updated the Network on the biennial analysis of gender balance progress in the UN common system with specific attention to senior posts. The data was extracted from a questionnaire survey covering all the organizations of UN Common System and from the CEB personnel statistics.

27. The General Assembly in its Resolution 61/239 requested organizations to promote more women – especially at senior-level – to designate senior-level focal points for gender issues, to implement retention policies at middle levels, and to continue reviewing progress biennially. The General Assembly also expressed its concerns in relation to the geographical distribution of women, noting a decrease of Asian and Latin American representatives and it concluded that existing measures would not solve the problem of gender imbalance in staffing.

28. The Commission was invited by the Assembly to make recommendations on practical steps to improve the representation of women.

29. The Network:

- Expressed its appreciation to the ICSC Secretariat for the reviews it has undertaken over the years – which provide useful data and information as well as analysis on how to address the problem and improve the overall situation of women in organizations of the UN common system;

- Took note that some progress has been made in the goal of achieving 50/50 gender balance in all staffing levels. However, it recognizes that there is still a long way to go in achieving an acceptable gender balance, in particular at the senior levels, that is D-1 and above;
- Agreed that more concerted efforts are clearly required to achieve gender balance, especially at the senior and decision-making levels. Therefore additional measures and initiatives need to be put in place and welcomes the advice and recommendations of the Commission;
- Noted the need for organizations to assess the pattern of separations and to determine the root causes for the separation of female staff and to formulate appropriate retention policies.

ICSC Decision

The Commission decided to:

- (a) Express serious concern that the goal of 50/50 gender balance, especially at the D-1 level and above, remained unmet with negligible improvements.
- (b) Note with disappointment that many organizations have not implemented its previous recommendations presented in paragraph 112 of its 2006 report (A/61/30) and reiterate those recommendations, which included the following:
 - (i) Urge the organizations that have not yet done so to designate a senior-level focal point for gender issues to provide leadership in formulating appropriate plans and strategies for achieving gender balance, including responsive workforce and succession planning to cater for retirements;
 - (ii) Urge those organizations that have not yet done so to set realistic annual gender goals for their organizations and to conduct annual reviews to assess progress towards those goals;
 - (iii) Encourage the organizations to hold managers accountable through their annual performance appraisal for achieving established gender goals; and
 - (iv) Encourage organizations to focus on strategies for retaining women at mid-level grades of the organization;
- (c) Urge organizations to consider granting authority to selection/promotion review bodies to overrule selection decisions when a qualified man is selected over an equally qualified woman, as a special measure until such time that the 50/50 gender goal is met in the organization at all levels;
- (d) Take leadership in instituting systematically designed mandatory exit interviews in all organizations, and therefore, request its secretariat, in collaboration with the representatives of organizations and staff bodies, to develop a questionnaire for exit interviews to be used across the common system;
- (e) Request its secretariat to explore the feasibility of establishing an inter-agency roster of qualified women to be available to organizations of the United Nations common system;
- (f) Urge organizations to enforce existing gender balance policies and measures;
- (g) Continue to monitor future progress in achieving gender balance in the organizations of the United Nations common system every two years and request its secretariat to provide a report on this issue at its seventy-first session (July 2010) including a status report on the implementation of its recommendations presented in this report.

(c) *Performance management (ICSC/67/R.12)*

30. The document provides an overview of the Commission's past work and proposed broad principles, concepts and best practices both from the private and public sectors, that may be applied within the UN common system. It also discussed the formulation of a performance management framework that is flexible and enables each organization to develop its own scheme. The framework would be grounded in the ICSC Framework for Human Resources Management. The document highlights that the development of a performance management culture is not just about changing processes but also transforming behaviours and requires a major commitment on the part of organizations.

31. ICSC proposed that the development of the framework be a collaborative effort that would consider the experiences from the organizations.

32. The Network:

- Welcomed the idea of working with the ICSC Secretariat in the development of the proposed framework;
- Informed that it has also included performance management in its Work Programme and benefited from a presentation from UNFPA on its system which is considered 'best practice' within the UN.
- Highlighted that one of the challenges for organizations is to develop incentives to support a results-based culture.

33. Performance Management was also discussed in the HR Network's Work Programme. Further information can be found in paragraphs 63-64.

ICSC Decision

The Commission decided:

- (a) To keep performance management under continuing review;
- (b) To request its secretariat to upgrade the performance management guidelines set out by the Commission in 1997, with emphasis on the culture and environment and the leadership that must come from the top level of each organization;
- (c) To emphasize the role of the leadership at the top level in sustaining such a culture and environment.
- (d) To request its secretariat to monitor developments in the organizations in this regard and provide, as far as possible, value-added assistance to organizations in the form of studies and surveys to be shared among organizations, workshops and other forums for discussions and the sharing of best practices.

D. Alignment of budget with strategic plans (ICSC/67/R.13)

34. The document provides the general context in which the biennial budget is prepared in line with ICSC Statute, and relates the examination of the Commission's strategic framework on how best to align its budget for the period 2010-2011. ICSC underlined that any change in the allocation of resources must be seen in a zero-growth budget context.

35. The HR Network:

- Thanked the ICSC Secretariat for the document and the opportunity to comment on the proposed budget.

E. Conditions of service in the field: effectiveness and impact of recruitment and retention measures at difficult duty stations (ICSC/67/R.14)

36. The General Assembly in its resolution 61/239 requested the ICSC to consider the effectiveness and the impact of measures to promote recruitment and retention, especially in difficult duty stations. An interim report was submitted to the Commission at its sixty-sixth session (ICSC/66/R.12)

37. The document is a follow-up to a questionnaire answered by 23 organizations that took into account the qualitative data on managerial issues such as perceived turnover, employer brand, innovative practices and outcomes, knowledge management and gender-oriented data for the period 2002 -2006. Three HR indicators were analyzed: vacancy rates, retention rates, and turnover rate.

38. The survey indicated that most organizations that participated in the survey do not have difficulties in filling vacancies except for some technical and highly specialized areas. Most organizations reported that they had no significant retention difficulties. ICSC indicated that they would provide a report with breakdown by agency and that organizations would have access to the raw data.

39. The HR Network:

- Thanked the ICSC for the very interesting and useful document which provides an analysis of qualitative data on managerial issues such as labour turnover and staff retention;
- Noted that some organizations were finding it harder to recruit for some technical and highly specialized jobs and in hardship duty stations;
- Stressed the need for increased investment in staff development and increased opportunities for career development in order to increase motivation and effectiveness;
- Pointed out that a large number of mandatory retirements will take place in the coming years and it is therefore important to develop resourcing and succession planning strategies.

ICSC Decision

The Commission requested its secretariat to continue its work in producing further analysis of the data which could be used in subsequent work of the Commission.

The Commission further decided to recommend to the General Assembly that it take note of the findings of the Commission, in particular the intervention matrices found in its Annual Report, with a view to encouraging organizations of the United Nations system to develop strategies to address recruitment and retention factors.

F. Other

(a) *Young Professionals and the UN as an Employer*

40. The ICSC Secretariat informed the Network that they had organized a panel of young professionals from both inside and outside the UN system to provide their perspectives of what they are looking for in a good employer, what their career expectations are, and what would – or would not - attract them to work for the UN. The Session would be informal and interactive with questions and answers.

41. The Network:

- Welcomed the ICSC Secretariat's initiative and looked forward to an interesting exchange of ideas with the young professionals.

(b) *Hazard Pay for internationally recruited staff (ISCS/67/CRP.4/Add.13)*

42. The report contains a proposal to the Commission to increase the hazard pay for internationally-recruited staff by five per cent from the current level of US\$1,300.00 effective 1 January 2009. This would result in an increase of US\$65.00 per month to US\$1,365.00.

43. The HR Network:

- Took note of the document and welcomed the proposed increase of five per cent to the current levels of the hazard pay for internationally recruited staff as of 1 January 2009.

ICSC Decision

The Commission decided that a 5 per cent increase should be granted for the hazard pay for internationally-recruited staff and as a result, to establish the level of hazard pay for internationally-recruited staff at US\$ 1,365 per month as of 1 January 2009.

To request a report from CEB/HR Network on the results of its review on the harmonization of hazard pay.

(c) *Appreciation of local currencies and its effects on United Nations staff remuneration in Group II stations* (ICSC/67/CRP.4/Add.12)

44. The ICSC Secretariat conducted an analysis on the negative impact of currency fluctuations on various aspects of the remuneration package of staff members serving in field duty stations. The complaints were mainly raised by duty stations whose local currencies have been appreciating relative to the US dollar which highlighted a significant loss of purchasing power of three components of the remuneration package, namely the post adjustment, education grant and the mobility and hardship allowance.

45. The HR Network:

- Requested the ICSC Secretariat to develop an effective communication strategy to address the many complaints received from organizations;
- Further requested the ICSC Secretariat to monitor how the impact of the continuing appreciation of local currencies relative to the US dollar affected the remuneration package of staff serving in field duty stations and to keep the CEB secretariat fully informed;
- Also requested assurances from the ICSC Secretariat that the allowances would be protected against currency fluctuations at the time of the next review.

ICSC Decision

The Commission decided that no change in the operational rules governing the three components of the remuneration package (post adjustment, education grant, and mobility and hardship scheme) was warranted at this time. The Commission further decided that the matter of the effect of fluctuation of local currencies vis-à-vis the United States dollars on staff remuneration in Group II duty stations should be referred to ACPAQ for review at its thirty-first session.

(d) *UNDP proposal for conditions of service for Resident Coordinators*

46. UNDP presented an update on its proposal for the Resident Coordinator Band. The proposal envisaged the creation of a new salary band structure combining the current D.1 and D.2 grades. A new incentive scheme called "Recruitment Bonus Scheme" would be introduced and would replace the current Hazard Pay and Mobility/Hardship allowances. In addition, staff would be eligible for a performance-based "Retention Bonus" to encourage continued assignment in a particular location.

47. Further details can be found in paragraphs 96 to 98.

ICSC Decision

The Commission decided:

- (i) that it could not endorse UNDP's proposal as it currently stood;
- (ii) to welcome any further proposals to facilitate the process at arriving at an outcome which would meet the stated objectives of UNDP's proposal, and offered the services of its Secretariat to UNDP and other interested parties to assist in any way they could. **(from ICSC/67/CRP.4/Add.11).**

PART III – ISSUES FOR THE HR NETWORK

A. 2008/2009 Work Plan Update (CEB/2008/HLCM/HR/19)

48. The 2008/2009 Work-Plan was adopted by the HR Network at its fifteenth session. The Work Plan is updated on a continuing basis. (see updated Work Plan , Annex 2).

B. Briefing – HLCM 15th Session, March 2008 (CEB/2008/3)

49. The Spokesperson provided a briefing on the outcomes of HLCM 15th Session which took place in March 2008 immediately after the HR Network Session on the various items of discussion. She also requested members attending the Joint Staff Pension Fund Board meeting in Rome the following week to address the issue of increased mobility and the portability of pensions. It was also deemed important to look in-depth at how the effect of the weak dollar can be mitigated without losing current performance of the UNJSPF portfolio.

C. Updates from Working Groups

(a) Education Grant – review of the methodology

(i) CEB Review of the level (CEB/2008/HR/XVI/INF.1)

50. This issue was discussed during the ICSC Secretariat's briefing.

(ii) Review of the methodology (CEB/2008/HR/XVI/INF.3)

51. This issue was discussed during the ICSC Secretariat's briefing.

(b) GS Salary Survey

(i) Preparatory meeting for the Review of the General Service Salary Survey Methodology

52. The ICSC Secretariat convened a preparatory meeting in May 2008 in The Hague, the HR Network was represented by the UN, UNDP, UNHCR, ILO, FAO and WIPO. Representatives from FICSA, CCISUA and UNISERVE also participated. The purpose of the meeting was to prepare the ground for the full Working Group meeting with Commissioners which will be held in the fall. The focus of the preparatory meeting was on matters of a technical nature. A list of about 60 items were identified by the Commission, local salary survey committees, survey specialist, FICSA and the ICSC Secretariat which were reviewed during the meeting. The group also explored alternative data collection methods, such as the use of external data; issues specific to non-HQ survey methodology and outlined further activities required.

53. External data proved to be the most controversial area. Small samples of off-the-shelf data had been purchased by the ICSC Secretariat, and the group had an opportunity to see what three external vendors' data could look like. Further investigation will be carried out by the Secretariat to see how much customization could be accepted by an external vendor.

54. The Network:

- Noted that the full Working Group will meet in the fall 2008 and consist of four Commissioners, a maximum of six representatives from organizations plus the staff representatives;
- Agreed that the Working Group composition should be a balance of specialised agencies and UN Funds and Programmes; the members should knowledgeable in this area and include at least one HR Director. The Working Group members should also be available to guide the first stage of implementation during the period 2010-2014. The members representing the Network should have a clearly defined and agreed mandate with explicit criteria on when to confer with the full Network;
- UNICEF, IAEA and FAO expressed interest in participating in the Working Group. Organizations were asked to send any views and suggestions to members of the Working Group copying the CEB Secretariat.

(ii) National staff concerns - Vision of organizations

55. The Spokesperson recalled that many organizations are discussing and reviewing their vision regarding national staff in the field, such as levels and ratio vs. international staff. These concerns should be kept in mind during the review of the Salary Survey methodology.

(c) Currency Effects from the declining U.S. dollar

56. IAEA briefed the Network on the effects the changes in the US Dollar - Euro exchange rate have on the Vienna "net take home pay". IAEA has made calculations from 2001 to present that indicate that the local inflation has increased by 12 percent, while the take home pay on UN salaries has only increased by 3 percent. This has become a serious problem in Vienna and UN organizations are becoming less attractive to new and existing staff. IAEA asked if any other duty stations are undertaking this type of analysis and further informed the Network that they have raised the issue with ICSC and will be presenting a paper at the Commission's session.

57. The Network:

- Thanked IAEA for the analysis. Several organizations in Europe committed themselves to undertake similar analysis and report their conclusions.

(d) Guidelines on “Disabilities” in the workplace (CEB/2008/HLCM/HR/20)

58. UNHCR presented the document on behalf of the Working Group which is comprised of representatives from UNHCR, UNICEF, ILO, UNDP, WHO and the CEB Secretariat. At the request of the Network at the Spring Session, the Working Group further refined the document with the input from the Legal and Medical Networks.

59. A representative from the Division for Social Policy and Development, DESA, drew to the attention of the Network the following points:

- The issue of recruitment of persons with disabilities in the UN system is of an urgent nature given the extremely low percentage of staff with disabilities currently employed by the UN (a reasonable target would be 10% as persons with disabilities are estimated to amount to 10% of the general population);
- Policies need to cover all types of disabilities – physical, sensory, mental and intellectual;
- The disability language used in the UN system needs to be homogeneous and coherent with the Convention, i.e. no special, no disabled people, no handicapped, etc.;
- The option of a Reasonable Accommodation Fund – across UN entities or at least across departments of the same entity – should be explored on the basis of the World Bank good practice;
- ICT issues need to be closely considered, e.g. recruitment and accessibility of the workplace;
- The ILO “managing disability in the workplace” paper provides a good reference framework as does the DFID Disability Equality Scheme 2006-2009.

60. The HR Network:

- Thanked the DESA representative for the very informative briefing and the Working Group for the continuous work and improvement of the document;
- Expressed the urgency to take action on this issue and requested the Working Group to follow up with the Medical Network on any outstanding issues and with the FB Network on cost implications and to report back in the fall of 2008.

(e) Mobility Accord

61. FAO presented the outcomes of a joint HR/Legal Network Working Group that reviewed certain issues concerning the implementation of the Inter-Agency Mobility Accord (Accord). The Working Group aims to finalize the review by late September/early October 2008.

62. The Network:

- Expressed concern that some administrative issues still form a barrier to inter-agency mobility and requested that the Accord be more specific on administrative measures;

- Noted that it is extremely difficult to find a balance between the required flexibility and the accompanying administrative procedures and requested the Working Group to look at options for organizations to use when applying the Accord;
- Further requested the Working Group to look at the concerns expressed by the “Delivering as One” Pilot countries of Vietnam and Tanzania;
- Underscored that the success of inter-agency mobility ultimately depends on the leadership of the Executive Heads and the will of organizations to make it happen.

D. Issues for Discussion

(a) Performance Evaluation – presentation by UNFPA (CEB/2008/HLCM/HR/22)

63. UNFPA gave a comprehensive presentation of their Performance Appraisal and Development System (PAD) to the Network (see Annex 3). The PAD was initiated by the Executive Director, who sought feedback from across the organization on its development. It is web-based system which assesses skills, attitudes and behaviour and is based on continuing development. It is also based on organizational priorities – strategic plans and the unit or office workplan. The system is linked to all the components of human resource management, including learning, rotation, career development, rewards and recognition and separation. It is carried out in three steps: performance planning, mid-year progress review and year-end appraisal and supported by continuous coaching and feedback. It includes confidential multi-rater feedback including external partners.

64. The Network:

- Thanked UNFPA for the interesting and comprehensive presentation and expressed its general support for this innovative and effective performance appraisal system;
- Recalled the OIOS recommendation from 2005, which calls for coordination and collaboration in performance appraisals and incentives. The Spokesperson requested that organizations report on their performance appraisal systems in order to develop guidelines for a common framework taking into account best practices.

(b) Administration of Justice practices (CEB/2008/HLCM/HR/23)

65. The CEB Secretariat introduced the paper outlining the changes in the Administration of Justice system in the UN and Funds and Programmes. The new system has a strong emphasis on informal resolution before a case is steered to the path of formal litigation. There will be a single integrated Ombudsperson’s Office for the United Nations Secretariat and the Funds and programmes with branches in five other duty stations. A new Mediation division is being established in the Department of Management at the UN Secretariat. The voluntary Joint Appeals Boards and Joint Disciplinary Committees will cease to exist as of 1 January 2009. Transitional measures are in place, especially for those cases still under consideration in the old system, however, the 6th and then the 5th Committees still have to endorse the statutes. Once in place, information, outreach and training sessions will be conducted.

66. The Network:

- Welcomed the move to more informal conflict resolution, but expressed concern about the increased cost and the potential impact on the authority of Executive Heads;
- Raised questions regarding the harmonization with the ILO Administrative Tribunal (AT), though members made the distinction between harmonizing principles and rights and harmonizing

implementation structures. Many agreed with harmonizing the former, but would not be able to afford the latter. ILO reported that the members of the AT had come together to assess the system and had concluded that it was relatively effective;

- Expressed concerns about the revised office of the Ombudsperson and its effectiveness in conjunction with these new tribunals;
- Stated that the system should be less reactive and focus more on training managers to ensure responsible management and due process;
- Requested the UN and Funds and Programmes to keep the full Network informed as the new system is implemented.

(c) Senior Management Network Programme

67. The HR Network Spokesperson, Ms. Dufresne-Klaus provided an update on the assessment of the first pilot leadership training course for senior staff in the UN system. The pilot took place at the end of November 2007, there were 47 participants representing a good cross-section of the United Nations. The HLCM decided to create a Steering Group composed of HLCM members and the Staff College. The Steering Group met on 1 July 2008 in Geneva and was chaired by Ms. Dufresne-Klaus. The Group was tasked to review the assessments of the programme carried out by the Staff College and the participants, in light of the objectives set by the CEB, and to develop and submit recommendation to HLCM at its next session in September 2008.

68. The main recommendations of the Group are the following:

- The Staff College should redesign the course to focus more on leading change within the UN. The course will focus more on the UN reality and challenges using real life simulations and case studies to support the six leadership and management competencies. The course will maintain the element of “learning” as well as brain storming and knowledge sharing.
- The expectations of the system should be realigned and better managed. Participants must be better prepared on the course objectives.
- The course will continue to be based on open enrolment, the mandatory element of the course will be reviewed at a later date.
- The Staff College will redesign the course and a Steering Group would be put in place to provide inputs to the College and oversee the redesign of the course. The Staff College expects the redesign to take approximately five months after HLCM approves it.

69. The HR Network:

- Took note of the recommendations from the Steering Group and expressed its support for the revised programme.

(d) Reimbursement for private tuition in mother tongue (CEB/2008/HLCM/HR/25)

70. UNICEF presented a proposal to reimburse private tuition in the mother tongue of either the staff member or his/her spouse or partner. Currently mother tongue is only recognised as the language of the staff member, but in today’s multi-cultural families, this no longer fits the reality.

71. The Network:

- Supported the proposal and suggested that organizations agree to implement this amongst themselves rather than submit the proposal to the Commission.

*(e) Arrangements to support those left behind following the death of a staff member - survey results
(CEB/2008/HLCM/HR/26)*

72. The “Arrangements to support those left behind following the death of a staff member” survey was undertaken during the 15th session of the HR Network at the request of HLCM. The survey indicates that most organizations provide psychological and moral support, assistance to families to transport the remains and facilitate funerals, financial support through the “Malicious Act Insurance” or other insurances. Further proposals were made such as developing an inventory of assistance provided, establishing a checklist of issues to consider and appointing a focal point in each office.

73. The HR Network:

- Thanked the CEB Secretariat for undertaking the survey and preparing the document;
- Agreed to create a Working Group to follow up on the survey and develop guidelines; the Working Group will be composed of representatives from UNHCR, ILO, UNDP, UNIFEM and the UN;
- The Working Group should report on progress by September 2008.

(f) Staff Management relations (CEB/2008/HLCM/HR/27)

74. The paper presented by the CEB Secretariat follows up on previous discussions regarding the difficulty encountered by FICSA in obtaining release and funding of their elected officers. This is due to the fact that some smaller organizations have difficulties in releasing and funding a staff member to serve as FICSA representatives. The CEB Secretariat proposed three options for consideration:

- i. The releasing organization to pay for the staff member’s term of office with FICSA;
- ii. Cost sharing the staff member’s salary among all organizations members of FICSA;
- iii. A combination of the above: Large organization to pay for the term of office; agree on cost-sharing when the elected officers are from a small organization.

75. The Network:

- Acknowledged the importance of staff representation and sought commitment from all organizations in releasing staff when they are elected by the staff federations;
- Called on staff federations to harmonize and be consistent so as not to dilute the “staff voice”;
- Supported option 1 in which the releasing organization pays for the term of office, though some of the smaller organizations insisted that it may be difficult for them to release and fund a staff member to serve with FICSA as they had no replacement capacity.

E. Briefing and updates:

(a) Briefing by the FB Network

76. The FB Network Spokesperson briefed the HR Network on the following issues:

- Long term care
- Appendix D
- Standards of accommodation for air travel
- IPSAS

77. Regarding **Long Term Care**, the FB Network pointed out that the joint Working Group, while exploring the opportunity of developing a common system approach to providing Long Term Care insurance coverage as part of United Nations system organizations' overall social insurance arrangements, should carefully evaluate all the financial implications any such options would imply, particularly in connection with the issue of accrued liabilities and on the IPSAS requirement to disclose them in the financial statements. All possible scenarios should be considered, particularly voluntary schemes outside of, but complementary to, the UN-sponsored medical insurance schemes. TORs will be prepared including these issues.

78. Regarding **Appendix D**, the FB Network was briefed about the compensation mechanism of the Appendix D during its last session in July 2008 and identified the need to update administrative procedures, i.e. studying alternative means to compensate the staff "in the event of death, injury or illness attributable to the performance of official duties on behalf of the United Nations"; discontinuing the maintenance-heavy payment of periodic (monthly) allowances and moving instead to "lump-sum" solution. It would be important for this Working Group to analyze Appendix-D-type entitlements with any additional/complementary/substitute entitlements linked to the regular medical insurance schemes, so that there is consistency and clarity on eligibility, premium and total compensation in such events.

79. Regarding **Standards of accommodation for air travel in the UN system**, the General Assembly requested a review of the standards of travel with a view to adopting a common policy. HLCM decided to establish a joint HR/FB Network Working Group to conduct a system-wide discussion and develop a common recommendation on harmonized standards of travel.

80. The Working Group would be guided and build on the recommendations of ICSC, JIU and the Medical Doctors, as well as comparing standards applicable in Member States and other international organizations. The CEB secretariat would coordinate the first meeting of the Working Group, Terms of Reference would be prepared by the Working Group and presented to the HR and FB Networks.

81. Regarding **IPSAS**, the FB Network Spokesperson updated the HR Network on adoption of IPSAS which is moving forward with some organizations already implementing in 2008. This has many implications for administering and reporting of staff entitlements. A newly designed IPSAS training programme will be available by the end of 2008 for all staff which includes awareness training.

82. The Network:

- Thanked the FB Network Spokesperson for the briefing and supported the continued collaboration between the two Networks;
- Agreed to review and finalize the Terms of Reference for the Working Group on Long Term Care;
- Noted that the FB Network would take the lead in the review of current mechanism and functioning of Appendix D;

- Noted that the CEB Secretariat would coordinate the first meeting of the Working Group on the Standards of accommodation for air travel.

(b) Briefing by the Department of Safety and Security of Staff (DSS)

83. The DSS representative briefed the HR Network on the report by the independent panel on Safety and Security of UN Personnel and Premises worldwide - "Towards a Culture of Security and Accountability" (a comprehensive list is attached in Annex 4). The following issues which are related to HR were underlined :

- The need to expand the stress counselling capacity;
- The perception that national and international staff are not treated in an equal manner;
- The need to improve communication with staff regarding compensations and benefits packages;
- The inadequate system-wide policies on risk management;
- The need to harmonize the payment of hazard pay among all organizations.

84. The HR Network:

- Thanked the DSS representative for the useful briefing;
- Expressed its concerns regarding the use of contractual modalities and the diverse contracts of staff serving the same purpose in the same duty station;
- Highlighted the importance of ensuring that any personnel sent to the field is covered by insurance;
- Proposed to strengthen measures to improve the situation of staff members in difficult duty stations, such as expanding the number of staff stress counsellors even to include assistance to family members; the extension of hazard pay; ensuring that staff members are not assigned consecutively to a hardship duty station without appropriate rest; providing more adequate training and information;
- Agreed to establish a Working Group to review the recommendations of the report and to report back to HLCM.

(c) Security and Safety of UN of Staff – HLCM Recommendations (Annex II of CEB/2008/3)

85. The item was discussed in connection with the briefings with the Department of Safety and Security.

(d) Dual Career and Staff Mobility Programme (CEB/2008/HLCM/HR/28)

86. The HR Programme Coordinator, CEB Secretariat, updated the Network on recent developments. The position of Researcher/Writer will be filled by 1 September 2008. The first meeting of the Steering Committee, encompassing all participating organizations, was held by videoconference on June 18th. One of the main outcomes was the setting up of 5 Task Teams to address the following issues in more depth:

- Harmonization of Spouse Employment policies;
- Development of the programme;
- Interaction with the One UN Pilot project;
- Increasing the consistency and robustness of LESAs;
- Career development and training for spouses and partners.

87. The Network:

- Urged all organizations to contribute to the programme, whether they have field presence or not and to reserve funds for this programme in their 2010-2011 budgets. Organizations were asked to indicate their interest as soon as possible in order to facilitate a sound cost-sharing mechanism for the next biennium;
- Noted that the proposed budget for 2010-2011 will be forwarded by August 2008 and an evaluation of the programme and its impact will be undertaken in 2009.

(e) Stress Counsellors (CEB/2008/HLCM/HR/29)

88. IAEA presented the paper on behalf of the Staff Counsellors group with a proposal to formalise the relationship between the Staff Counsellors from the organizations and the HR Network. The proposal had been shared with the Department of Safety and Security of Staff which also has a group of Stress Counsellors.

89. The DSS representative who was invited to remain for this presentation, supported the initiative and also stressed that the organizations' Staff Counsellors should have an active relationship with DSS in relation to critical incident stress management areas. She also requested that a policy document be prepared for discussion in the IASMN by mid September. This document should be extremely clear on the different responsibilities carried by the IASMN and the organization's counsellors and the separate way forward for the two groups.

90. The Network:

- Thanked IAEA and the group of Staff Counsellors for the proposal and requested organizations to send their comments on the proposed Terms of Reference to the CEB Secretariat.

(f) UN Cares Update (CEB/2008/HLCM/HR/30)

91. The Global Programme Coordinator updated the Network on the launch of the programme on May 6th 2008, which took place in New York in the presence of the UN Secretary General. She showed both the launch and the promotional videos that have been developed and introduced the brochure and poster with minimum standards and the updated website: www.uncares.org. The toolkit and the e-learning course will be completed soon and 120 country focal points have received training. Currently, a Working Group is assessing the issues in remote locations and emergency situations and discussions are underway to encourage countries to decrease their travel and visa restrictions for people living with HIV/AIDS. The Global Coordinator asked the Network to support the transition of agency-specific programmes to UN Cares, to make the e-learning course: *Building our Professional Capacity to Address HIV* mandatory in each organization and to ensure inclusion of UN Cares in their 2010-2011 budgets. The budget proposed in the background paper is based on the 50% scenario that was agreed with the Network in 2007.

92. WIPO stressed its concerns regarding the methodology used to calculate the budget's contribution per organization.

93. The Network:

- Thanked the UN Cares Global Coordinator for the continued efforts and progress made and expressed its appreciation to UNFPA for all its support;
- Fully supported the proposed budget based on the 50 percent scenario;

- Requested the Global Coordinator to submit a budget for 2010-2011 for the Network's endorsement prior to submission to HLCM in September 2008;
- Noted the UN's concern about its ability to fund its contribution in full, since it has again been asked to present a zero-growth budget;
- Stressed the need to coordinate this programme with the "Delivering as One" effort.

(g) Agreement concerning conditions of employment of short-term conference interpreters
(CEB/2008/HLCM/HR/31)

94. The CEB Secretariat briefed the HR Network on the conditions of employment of short-term conference interpreters under the AIIC Agreement. The AIIC Agreement is applicable on a world-wide basis to the servicing of meetings organized by parties to the agreement and organizations should ensure that the Agreement is disseminated to all Regional/Field offices and Commissions. A mid-term review of the Agreement should take place in 2009; the CEB Secretariat proposed that it take place in April 2009. New spokespersons should be elected by the end of 2008 representing the organizations. The UNTWO was also invited to join this Agreement.

95. The HR Network:

- Agreed on the timeframe for the mid-term review and underlined the importance of choosing the right spokespersons who should be committed to contractual negotiations with interpreters and be well prepared.

(h) UNDP « Resident Coordinator Band » proposal (CEB/2008/HLCM/HR/21)

96. UNDP briefed the HR Network on the progress made since the presentation at the Network's 15th Session in Spring 2008 on a proposal for a Resident Coordinators Band using the principles of broad banding ("the Project"). The details of the scheme on the proposed approach are provided below:

A new salary band structure will be created by combining the current D1 and D2 salary scales. This new Band will be called the "Resident Coordinator Band" (RC-Band).

An Incentive and Rewards scheme will be created with the following overall features:

- With a view to increase the recruitment of the right talent mix for Resident Coordinator posts, in order to attract individuals whose skills, qualifications and competencies are critical and required for these assignments, a new incentives scheme called "Recruitment Bonus Scheme" will be established. The "Recruitment Bonus" will replace the current Hazard and the Mobility and Hardship schemes will be paid as a one (1) time payment;
- In addition staff will be eligible for a performance-based "Retention Bonus" for continued assignment;
- A comprehensive performance-based reward scheme will be developed; combining the within grade salary increases, one-time performance bonus, and salary scale revisions.

The New "Resident Coordinator Band" for the Resident Coordinators:

The new "Resident Coordinator Band" (RC - Band) will be created using the salary scale for international professionals, effective 1 January 2009 and by merging the D1 and D2 scales. The minimum net remuneration of the RC Band will be

equivalent to the Net Single rate of D1 – Step 1 of this salary scale and the maximum net remuneration of the RC Band will be equivalent to the Net Dependency Rate of D2 – Step 6.

Placement of First-time RCs in the RC Band:

There will be two main entry points for the first-time RCs, depending on the country office typology that the RC is assigned to, and, based on individual skills, qualifications, required competencies and critical business needs; i.e. entry to RC-Band at steps between 1 – 5 (small offices, middle income countries, large / complex offices), and at steps between 4 - 9 (large/complex offices, One UN Pilots, Crisis / post-crisis offices & offices in special development situations).

In addition to the country office typology as explained above, the determination will also be made based on the skills, qualifications, required competencies and critical business needs of the duty station.

The new Incentives and Rewards System

The new “incentives and rewards” system consists of the following features:

- 1) Recruitment Bonus Scheme;
- 2) Performance-based Retention Bonus Scheme
- 3) Performance-based Rewards scheme combining within grade salary increments, one-time performance based bonus and salary revisions.).

The New Recruitment Bonus Scheme:

The Recruitment Bonus will be non pensionable and are de-linked from basic pay. The Recruitment Bonus Scheme will replace the current Hazard and the Mobility and Hardship scheme, which includes the following elements - Mobility Allowance, Hardship Allowance and the Non-removable allowance.

In establishing the Recruitment Bonus Scheme, a variable percentage scheme will be established on the basis of the following criteria:

1. The current ICSC duty station classification (A- E);
2. Recommended duration of “Tour of Duty”; and
3. A range of Minimum/Maximum Percentage which will be calculated as a percentage of the Net Base Salary of the RC-Band

Performance-based Retention Bonus Scheme

A comprehensive performance –based reward scheme will be developed combining within grade salary increment, one-time performance-based bonus payments and salary revisions. The reward scheme will be closely interfaced with the resident coordinator appraisal system. The performance of the resident coordinators is reviewed by the Regional Directors’ Team (RDT) composed of the regional senior managers of the relevant UN system Agencies. The recommendations for performance rewards will be established by the RDT, and will be approved by the United Nations Development Group (UNDG).

97. The Resident Coordinator Band project is based on:

- the alignment and consistency of system-wide coherence,
- the ownership and the management operated by the entire system,
- talent management and succession planning,
- focus on the result based management and accountability.

98. The HR Network:

- Thanked UNDP for the briefing and noted the progress made with this project;
- Took note that the document is still work in progress and will be submitted to ICSC and HLCM for approval.

ICSC Decision

The document was also discussed during the ICSC session. In that context, the Commission decided to discontinue the broad banding/pay-for-performance pilot as it was originally conceived. **(from ICSC/67/CRP.4/Add.11)**

Regarding the Resident Coordinator Band, The Commission decided:

- (i) that it could not endorse UNDP's proposal as it currently stood;
- (ii) to welcome any further proposals to facilitate the process at arriving at an outcome which would meet the stated objectives of UNDP's proposal, and offered the services of its Secretariat to UNDP and other interested parties to assist in any way they could. **(from ICSC/67/CRP.4/Add.11)**

F. Special Session on Strategic issues:

(a) "Delivering as One" pilot countries (CEB/2008/HR/XVI/INF.2)

99. The discussion on "Delivering as One" was led by Mr. Ashok Nigam, Associate Director, and Ms. Elizabeth Spencer from the Development Operations Coordination Office (DOCO). They reported that a meeting of Resident Coordinators had requested to accelerate the work on Harmonized Business Practices. Subsequently a meeting with the Director, CEB Secretariat and the HLCM Chair took place in which additional support was agreed, using a small cluster approach with a country lead, to explore some of the issues in detail and send missions to countries to learn and provide guidance to others. UN Country Teams were asked to make specific HR plans, especially in Tanzania where there are issues of capacity mix at the country level.

100. In Viet Nam, a Communication Team is being set up, which has specific HR issues such as the levels/grades, contracts and mobility of staff. Issues are being addressed as they come up and solved via the HR Network, or via the HLCM, if system-wide.

101. UNICEF reported, from its work on the Communication Team in Viet Nam, that the UNCT had developed an interim model from the PriceWaterhouseCooper recommendations with one team leader reporting to the RC Office, agency personnel within the team from UNDP, UNFPA, UNICEF and sometimes also WHO, UNAIDS and subject matter specialist groups on communications, websites, administration etc. Areas for further consideration are:

- the organizational structure of the group
- classification of posts
- contracting of staff
- career development
- supervisory authority
- performance evaluation (PAD system for all)
- rebuttal and conflict resolution
- funding.

102. A mission will be undertaken by an inter-agency team from UNDP, UNICEF and UNFPA in August to look at both specific and system-wide issues, HR issues will be reported back to the Network.

103. UNFPA added that “Delivering as One” is high maintenance and resource intensive, though strategically important. Skills and competencies of the teams are vital to the success of the initiative and the structure will determine a lot of the reporting lines.

104. The Spokesperson explained that the Network will need to decide in September whether a second mission is needed. In her communications with the team in Viet Nam, she has learned that the main issue is inter-agency mobility and how to deal with its administrative side, including the 7% secondment cost that is paid by the receiving agency. The Network and DOCO are awaiting funding for a comprehensive, 6-8 month HR review.

105. The Network:

- Expressed its appreciation to DOCO for the briefing and reaffirmed its continued collaboration with DOCO in support of “Delivering as One”.

(b) Succession Planning (CEB/2008/HLCM/HR/32)

106. The CEB Secretariat had prepared a document on Succession Planning taking into consideration the recommendations from the report JIU/REP/2007/4 and the Note by Secretary-general A/62/628/Add.1 of 14 January 2008 which called for the HR Network to assess the current status of succession planning in organizations of the UN system and to include succession planning in its agenda for in-depth discussion, with a view to developing policies and a framework for succession planning. The CEB Secretariat undertook a survey in May 2008, and received information from 20 organizations, of which only 6 organizations had already put in place succession planning strategies.

107. The paper presented several examples of best practices in Succession Planning from both the public and private sectors. It was underlined that succession planning should be an integral corporate process linked to overall business strategy and must be sponsored by top management. A good succession planning strategy must include a credible, well-functioning performance management system capable of capturing the high-flyers, use coaching, training and mentoring.

108. Ms. Monica Lezama from WTO shared her experience in developing a Succession Planning strategy while working with the Financial Services Authority, UK.

109. The Network:

- Thanked the CEB Secretariat for the paper and the WTO representative for sharing her experience in this area;
- Agreed that this is a very important topic that required a broader discussion and requested the CEB Secretariat to schedule a separate meeting to continue the discussion.

G. Meeting of the HR Network Standing Committee on Field Duty Stations

110. The Standing Committee held its mid-year meeting on 7 July 2008 prior to the HR Network session, and also held an ad-hoc meeting on 15 July 2008. The minutes of both meetings can be found at: <https://hr.unsystemceb.org/documents/July%202008/>.

H. Private Session

111. A private meeting of the Network's members took place at the end of the session.

112. The election of new Spokespersons took place in the private meeting. It was agreed that the two current Spokespersons would remain for an additional year to provide continuity and to elect new members to ensure continuous representation at the meetings of the International Civil Service Commission. It was also important to secure a good balance of the UN and Funds and Programmes – especially in view of their representation of the Network at the Fifth Committee – and specialized agencies. The Spokespersons are:

- Dyane Dufresne-Klaus, UNESCO, (for one additional year)
- Marta Helena Lopez, UN, (for one additional year)
- Steven Allen, UNICEF, (for a two year term)
- Sean Hand, UNFPA, (for a two year term)
- Marta Leichner-Boyce, CEB Senior Inter-Agency Advisor on HRM (confirmed as part of the post duties).

Annex 1

List of Participants

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

Org.	Name and title
UN	Martha Helena Lopez, Chief, Human Resources Policy Service, OHRM
	Marianne Brzak-Metzler, Chief, Conditions of Service Section
	Diana Russler, Deputy to the USG for Safety and Security
	Adele Grant, OIC Policy Support Unit
	Geraldine Gourves-Fromique, Human Resources Officer - Policy
ILO	Ms. Grace Strachan, Director, HR Development Department
	Ms. Susan Hudson, Human Resources Policy Advisor
FAO	Serge Nakouzi, Chief, HR Strategy, Policy & Planning Branch
UNESCO	Dyane Dufresne-Klaus, Director, Bureau of Human Resources Management
	Annick Grisar, Chief, Policy and Compensation Section
	Colin Bell, Compensation Officer
WHO	Mercedes Gervilla, Coordinator, HR Policy Development
PAHO	Dianne Arnold, Manager, Human Resources Management
	Nancy Machado, HR Policy and Administration of Justice
UPU	Jelto Stant, HR Strategy and Planning Programme Manager
ITU	Eric Dalhen, Head, Human Resources Policies Division
IMO	Christian Dahoui, Head, Human Resources Services
WIPO	Juan Antonio Toledo, Director of Human Resources Management Department
	Michel Ciampi, Human Resources Officer
IFAD	Liz Davis, Head, Human Resources Officer
UNIDO	Sotiria Antonopoulou, Director, Human Resource Management Branch
UNWTO	Carmen Molina, Chief, Human Resources Section
IAEA	Angela Jackson, Head, Staff Administration Section, Division of Human Resources
UNDP	Martin Santiago-Herrero, Director, Office of Human Resources
	Francoise Nocquet, Deputy Director, Office of Human Resources
	Henrietta de Beer, Chief, HR Policy and Compensation
	Mark Farnsworth, HR Policy Specialist
UNHCR	Shelly Pitterman, Director, Division of HR Management
	Tarik Kurdi, Deputy Director, Division of HR Management
	Jeanetta Terry-Short, HR Policy Assistant
UNICEF	Steven Allen, Director, Division of Human Resources
	Mieko Tarui, Deputy Director, Division of Human Resources
	Ruth de Miranda, Chief, Policy and Administrative Law Section

Org.	Name and title
UNFPA	Sean Hand , Director, Division of Human Resources (DHR)
	Linda Sherry-Cloonan , Deputy Director, Office of Human Resources
	Florence Sykes , Chief, Planning & Policy Branch (PPB), DHR
	Johannes Kratzheller , HR Specialist, RSB, DHR
	Arturo Pagan , Learning & Career Mgt Specialist, LCMB, DHR
	Mariam Kakkar , Learning Specialist, LCMB, DHR
WFP	Rebecca Hansen , Director, Human Resources
	Mayra M. De La Garza , HR Officer (Policy), HR Policy Branch
UNOPS	Monika Altmaier , Director of Organizational Effectiveness and Human Resources
ITC	Carl Rogerson , Chief, Human Resources
UNAIDS	Nancy Raphael , Chief, Human Resources Management
UNIFEM	Thomas Rahilly , Human Resources Advisor
Other Representatives:	
ICSC	John Hamilton , Executive Secretary
	Yuri Orlov , Chief, Salaries and Allowances Division
	Duncan Barclay , Chief, Human Resources Policies Division
UNSSC	Mariama Daramy-Lewis , Head, Learning and Training Services
	Karine Sarajyan , Head, Human Resources Unit
UN Cares	Laurie Newell , Global Coordinator
CCISUA	Christopher Land-Kazlauskas , President, CCISUA and Chairperson, Staff Union of the International Labour Organization - ILO
	Ms. Rita Ann Wallace , CCISUA Vice-President
FICSA	Edmond Mobio , President
	Leslie Ewart , Information Officer
UNISERV	Claude Jumet , Vice-President
WTO	Monica Lezama , HR Policy and Organizational Development Advisor
ICC	Kristiane Golze , Chief, Human Resources Section
CTBTO	Yeshiareg Mekonnen , Chief, Personnel Section
OPCW	Danijela Milic , Head, HR Services
CEB Secretariat	
Marta Leichner-Boyce , Senior Inter-Agency Advisor on Human Resources Management	
Petra ten Hoop Bender , HR Programme Coordinator, Dual Career & Staff Mobility Project	
Cristina Milano , Associate Expert	

Annex 2

CEB Human Resources Network

2008/2009 - Programme of work

Introduction

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

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

STRATEGY 1:

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

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Undertake a comprehensive review of contracts for local staff recruited under SSA & SC in the field.	Minimizing types of contracts in the field and harmonization among organizations.	Consultancy	Mid 2009	High (If resources are available)	Pending funding from Business Practices Proposal
2. Undertake a comprehensive and comparative review of staff regulations and rules of organizations.	Review completed, discussed with HR Network and decisions taken for greater harmonization.	CEB secretariat to hire consultant to work in consultation with HR Network and other Networks as required. ICSC collaboration.	End of 2008	High. (If resources are available) Financial resources required through the general CEB appeal).	Pending funding from Business Practices Proposal
3. Develop common guiding principles for performance evaluation systems and competencies in the UN.	Common approaches.	Establish Working Group to develop Guidelines. ICSC collaboration.	Mid 2008	High (Commitment from WG members.)	UNFPA presented PAD system at July 08 Session. Organizations to report on their performance appraisals systems (to CEB Secretariat) to develop guidelines/framework.
4. Review input from the Legal Network on the Inter-Agency Mobility Accord.	Legal issues clarified.	CEB Secretariat / HR Network/FAO	Mid 2008	High	Briefing from WG/FAO at the HR session July 08 : HR/Legal WG will circulate the draft to all organizations. All comments are to be sent to FAO with a copy to the CEB Secretariat. HR Net / Legal Net WG to meet in Sept. 2008.

STRATEGY 1: *(continued)*

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
5. Develop general guidelines on inter-agency mobility.	<ul style="list-style-type: none"> — Increase inter-agency mobility movements; — Build awareness among staff members that they belong to one UN system. 	Establish Working Group to develop Guidelines.	End of 2008	Medium	Pending
6. Participate in ICSC Working Group to review Mobility and Hardship Scheme.	Identification of implementation issues/problems. Discussion paper with proposals submitted to ICSC Working Group for review.	Survey undertaken by CEB Secretariat, draft paper; ICSC/HR Network/Staff Assoc. Working Group	December 2007/first quarter 2008.	High	Done. Done.
7. Review DSA practices in the field for locally recruited staff.	Adoption of a common approach.	UNDP proposal Share with ICSC	Mid 2009	Low	UNDP liaising with ICSC.
8. (a) Review recruitment and promotion policies and practices	Common approaches; Facilitate inter-agency mobility	Paper for discussion ICSC collaboration, Survey	End 2008	Medium	ICSC 2008 Staff Survey for Recruitment and Retention presented at July 67th Session.
8. (b) Recruitment for Senior Posts	Harmonized, clear and transparent approach	Survey	End 2008	High	CEB Secretariat undertook survey – presented at July08 Session. Further discussions to take place during Strategic inter-sessional meeting.
9. Review Administration of Justice practices.	Common approaches.	Discussion paper	End 2008	High	The Network discussed a paper on the Admin Justice procedures for the UN and funds and programmes at July 2008 session. Un & F/P to keep the Network informed when new system is implemented in Jan.09.
10. Review implications for HRM on the introduction of ERPs and other strategic HR/IT issues.	<ul style="list-style-type: none"> - Ensure harmonization of Business Practices - Methodology for sharing information and knowledge 	HR Network participation in technical groups	Mid 2009	Medium	Pending
11. Provide support and advice to "Delivering as one" Pilots		Working Group. Mission to 1-2 Pilot countries during 3 rd quarter 2008.	End 2008	High	A Mission to Vietnam will be undertaken in Aug//Sept. by UNICEF, UNFPA, UNDP to look at both specific and system-wide issues and HR issues. and will report back to the Network

STRATEGY 2:

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

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Participate in ICSC Working Group to review Education Grant methodology.	Proposal for a revised methodology presented to ICSC July Session. New methodology which is simpler to administer approved by GA in 2008.	Working Group including Commission members, representatives of organizations, Staff representatives and the ICSC and CEB secretariats established in Dec. 2007 to review the methodology.	Dec. 2007 to July 2008.	High	Done. No changes in the methodology. ICSC will keep under review. CEB requested to review the "Representative Schools" and report to the Commission by 2010.
2. Review current Appendix D.	Revised Appendix D.	Established Working Group to include FB Network with assistance from external expertise.	End 2008	Medium (availability of funds for external expertise).	FB Network to prepare draft TOR for the WG.
3. Participate in the review & assessment of pilot organizations in regard to broad banding and pay-for-performance.	Decision on way forward.	ICSC Workshop in Rome, 29-30 Oct 2007. Second meeting in NY and Europe location, January 2008	2008	Medium	Done. The ICSC commission decided to discontinue the pilots in July 2008.
4. Participate in ICSC Working Group on the Reform of GS job classification.	Further tests and agreements on new GS job classification.	Established ICSC Working Group.	2008	Medium	Ongoing. The HR Network requested the ICSC Secretariat for further tests on the system.
5. Review Long-Term Care.	Agreement on system-wide Long-Term Care insurance package.	Joint HR/FB Networks Working Group.	End-2008	Low (agreement on financing from organization's individual medical schemes).	Pending The HR Network will prepare the draft TOR's.
6. Review of the mandatory age of retirement and pension issues.	Agreement on the mandatory age of retirement.	CEB/HR Network recommendation to ICSC.	2009	High	Pending.

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
7. Review Salary Survey methodologies for Headquarters and Field.	Revised methodologies.	Inter-Agency Working Group: three Commission members, and a maximum of six organizations (a balance of specialised - and UN agencies) with at least one Human Resources Director).	End 2008	Medium (availability of WG members & cooperation with LSSCs)	The next meeting of the WG to be held in mid October 2008. HR Network to confirm participants.
8. Review issue of "Disability" in the workforce.	General policy statement for all organizations.	Inter-Agency Working Group	Early 2008	Medium	Document discussed in July 08session.the WG will work closely with Legal and FB Networks and Pension Fund and will report back in September.
9. Update on Gender Balance within the UN Common System	Reach the Gender balance, especially at D1 level and above. Other expected outcomes are listed in the ICSC decision.	Continuous reviews and updates of the situation. Videoconference in fall 08.	2009	High	Pending. Organizations to report on status to CEB Secretariat.

STRATEGY 3:

- Coordinate the implementation of programmes for the UN system.

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
<p>1. Coordinate implementation of the following programmes:</p> <ul style="list-style-type: none"> • UN Cares; • Dual career and Staff Mobility; • Senior Management Network 	Well run programmes which are models for UN reform.	Global Co-ordinator for UN Cares; CEB Secretariat in coordination with UNSSC.	Ongoing	High (budgets not fully funded)	<p>UN Cares – Letter to organizations reminding to plan/include in 2010-11 budgets, presentation and updated at the July session</p> <p>DCSM – CEB Sec. finalized the transition period in June 2008 – posts filled; letter to include 2010-2011 budget presentation and updated at the July session</p> <p>SMN – Pending funding from Bus. Practices proposal. presentation and updated at the July session.</p>
2. Liaise with UNSSC on the Senior Management Leadership Programme.	Programme that responds to Senior Managers' leadership and management development needs; Programme designed to show measurable behaviour change and enhanced network.	UNSSC Focal point/HR Network	Ongoing	High (aging participation)	HLCM Steering Group met on 1 July 2008 – proposal for a revised Programme to be submitted to HLCM Sept.08.

STRATEGY 4:

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

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Prepare for the ICSC sessions by reviewing issues on ICSC Agenda.	Common and well-prepared positions at ICSC sessions.	Video conferences; HR Network Sessions; consultation with technical WG on specific topics.	Ongoing	High	Ongoing
2. Discuss specific strategic issues of interest/concern to HR Directors.	HR Directors to share best practices, exchange views.	Discussions during HR Network sessions on identified topics of strategic priority and common interests.	On-going	High	Ongoing Strategic meeting to be held in Fall 2008.
3. Discuss specific field issues with field-based organizations.	Common approach and coherence in the field.	HR Network Standing Committee on Field Duty Stations	Ongoing in addition to formal meetings in July & December	High	Ongoing Field Group to review HR implications of Independent Panel report.
4. Develop guidelines on succession planning.	Provide proactive workforce solutions, including gender and diversity perspectives.	Inter-agency working group	End-2008	High (availability/commitment of working group members)	The Network discussed a paper prepared by the CEB Sec. at July 08 Session. Further discussions to be held during Strategic HR Directors meeting.
5. Collect, monitor and provide staff data of organizations of the UN common system.	Centrally available and up to date personnel data.	Surveys; Personnel statistics; CEB Website	Ongoing	High	Ongoing

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
6. Review the working methods of the HR Network, (including the introduction of 2005 format for HR Network meetings, the preparatory group work, technical and private sessions and use of inter-sessional videoconferencing on specific topics, either as follow-up to previous decisions or in response to new and emerging issues of relevance).	More effective meetings and outcomes.	Spokespersons and CEB Secretariat to direct and guide format of meetings with HR Network agreement.	Spring/Summer Sessions – March/ July 2008	Medium	Done. Approved in March 2008 session.
7. Present views and proposals to HLCM and liaise with other HLCM Networks.	Collaboration on issues of mutual concern.	Meetings among Spokesperson/CEB Secretariat; Scheduled briefings from other Networks during HR Network Sessions; Joint Working Groups	Ongoing March/July 2008	High	Ongoing
8. Liaise with Staff Representatives on issues of concern, providing advice/guidance as appropriate.	Preparation of Business Case by Staff representatives for HLCM approval; Elected Officers able to serve full time; Better managed Staff bodies.	Spokespersons/CEB Secretariat meetings with FICSA and CCISUA.	Ongoing	Medium	Ongoing. Network discussed FICSA issue during July08 Session and agreed on Option 1 regarding release of representative – that the releasing organization funds the staff member for the duration of the term of office with FICSA.

Annex 3

UNFPA's Performance Appraisal and Development System (PAD) Key Points

- The tools and systems for results-based management evolved without a comprehensive design creating a 10-year period of rolling innovation, redesign and change.
- The primary purpose of strategy objectives has been to help focus the programme, whilst improving communication with external stakeholders.
- Alignment of programmes to strategic goals was promoted by a shift of results of focus from outputs to outcomes. In parallel, the balanced scorecard was a response to the Administrator's Business Plans to change the culture of the organization and report against a broad range of physical and financial indicators of operational change.
- Very little flexibility was given in core financial resources to manage for results.
- Greater flexibility and closer linkages to results were created through scope to change country office organizational structures, the adoption of the RCA, and development of practice areas to foster thematic skills.
- Developments in reporting were led by the ROAR, but monitoring lagged behind in terms of policy and tools to help monitor progress towards country outcomes.
- Adjustment of programmes was expected to take place mainly through annual and country programme cycles. No specific provisions were made for more frequent interventions.
- Links to learning were supposed to occur through the shift from project to programme outcome evaluations and interactions with the practice areas and networks.
- An accountability framework is under development with provisions for individual, managerial and organizational accountability.

UNFPA's powerpoint presentation can be found at
<https://hr.unsystemceb.org/documents/July%202008/>

Annex 4

Extract from the Report of the Independent Panel on Safety and Security of UN Personnel and Premises Worldwide entitled: “Towards a Culture of Security and Accountability”

(9 June 2008)

KEY RECOMMENDATIONS RELATED TO HUMAN RESOURCES ISSUES

100. Key recommendations on the IASMN, HLCM, and CEB:

- (i) The Secretary-General, as Chair of the CEB, and the CEB must review regularly the security system, its strategy, performance, and resources. Consideration should be given to have the CEB/HLCM serviced by a small working group that brings in IASMN representatives and DSS to provide the substance for the decisions by CEB.
- (ii) Given the pressing and strategic nature of security-related issues and the fact that the CEB only meets twice a year, the Secretary-General should convene a smaller senior management group, serviced by the USG/DSS, that will meet every two months, or as required by events, in order to review and decide on strategic security issues, provide policy guidance, and review country-specific situations. Overall, the group would ensure that senior managers of the Organization are – and are seen as – leading the change to a managerial culture of responsibility and proactivity on security that enables delivery of programmes.

146. Key recommendations on development and delivery of security training:

- (i) TDS should prioritize planning, development of training packages and standards as well as monitoring of the impact of training. Implementation should be carried out by the [redacted] [various] stakeholders.
- (ii) TDS should hire a former Designated Official as part of its training team to support the design of SMT training packages, as well as provide real-life experience and insight to incoming DOs on their role, challenges and guidelines.
- (iii) A dedicated Safety and Security Training Centre should be established as part of the UN Staff College as the focal point for all safety and security training within the UN.

160. Key recommendations on strengthening the administration and recruitment practices of DSS:

- (i) The Executive Office of DSS is responsible for staff worldwide; its administrative capacity should reflect this responsibility. The DSS Executive Office should be provided with the necessary resources and delegation of authority to assume full administrative responsibility for all DSS staff, including recruitment.
- (ii) Pending UN human resources management reforms, DSS security professionals on UNDP contract should gradually be transferred over to the DSS contracts and all new recruitments should be through DSS.

180. Key recommendations on DSS and agency security professionals in the field:

- (i) The recruitment pool from which DSS draws security professionals should be expanded to include qualified staff from Agencies, peacekeeping missions, as well as from nongovernmental organizations (NGOs).

- (ii) Selection panels for Chief Security Advisers/Security Advisers must include representation from agencies and DPKO, which are the primary clients of security at the country-level where CSAs/SAs are deployed.
- (iii) The professional level and experience of security advisers should be commensurate with both the security environment at the duty station and the grading of his/her peers on the Security Management Team. DSS, in conjunction with the Department of Management, should review the post grading structure of country and area-level for Security Advisers based on their roles and responsibilities as members of the SMT.
- (iv) To facilitate the exchange of security advisers, a system-wide policy or guideline (e.g., on secondment and surge capacity support) should be developed by DSS and agencies.

214. Key recommendations on the responsibility of the United Nations as an employer:

- (i) The senior management of the UN and its agencies, funds, and programmes should aim to articulate a statement of “Employer Responsibility.” The statement should outline the Organization’s measures to manage risk, the duties of staff for risk mitigation, and the measures in place to ensure that staff and their dependants are cared for when, despite all reasonable measures to protect staff, incidents do occur.
- (ii) Headquarters should deploy rapid-response administration personnel as part of the immediate post-crisis response to help victims and/or their families understand entitlements and process claims.
- (iii) Staff should be regularly updated and informed through a compensation and benefits guide in a clear, easy-to-follow manner.
- (iv) The Hazard Pay System should be harmonized among the Secretariat and the agencies, funds, and programmes.
- (v) Options for extending the locally-decided MORSS to national staff should be reviewed based on the safety concerns of staff themselves, as well as the country-specific threat and risk assessment.

Annex 5

HR NETWORK STATEMENTS TO ICSC AT ITS 67TH SESSION

◆ Opening Statement

On behalf of the CEB HR Network, I wish to extend our best wishes to you for a successful and productive session. We also join you in congratulating Ms Angela Kane on her recent appointment as USG for management in the United Nations and are very pleased that she joined us this morning at your opening session.

I am also pleased to inform you that the HR Network has elected at its 16th session last week, three new additional spokespersons- Mr Steven Allen, Director of HR in UNICEF, Mr Sean Hand, Director of HR in UNFPA and Mrs Marta Leichter-Boyce from CEB Secretariat. The three new spokespersons are joining Ms Marta Helena Lopez and myself as of today in the Commissions Session, and we look forward to working with you this coming year.

Last week at our meeting we reviewed the documents to be discussed this session of the ICSC and the organizations have reached a common position on all issues. The HR Network is confident that by working in a collaborative and constructive way we will be able to reach a common position which is in the benefit of all organizations and staff. As we said in Addis, we have good examples of collaboration during the past years – one recent example is the input the HR Network provided to the ICSC secretariat in designing and launching the global staff survey. We fully intend to continue our regular consultations and dialogue with you in order to achieve common goals.

Mr Chairman,

The HR Network will be brief in its statement to give sufficient time for substantive discussions and we will provide comments on each item of the agenda.

Over the past several years, there has been a change in the environment in which UN Staff are working. Unfortunately, staff are operating in more and more hostile environment. In the last few weeks UN staff have suffered a number of attacks - the UNDP acting head of office in Somalia was killed as he was leaving a mosque with his family and seven UNAMID peacekeepers were killed in Sudan. In the past, these attacks were usually the result of being in the wrong place at the wrong time; we now know that this is more the result of deliberate targeting for what the UN represents. This deliberate targeting is a new phenomenon which has now become the new “UN reality”.

During its session last week, HR Network members were briefed by the Department of Safety and Security of staff and reviewed the HR related recommendations of the report of the Independent Panel on Safety and Security of UN Personnel and Premises Worldwide “Towards a Culture of Security and Accountability”. The discussion only served to illustrate the increasing difficulties organizations will face in posting staff to these locations. It is therefore imperative that the compensation package be competitive in order to attract high quality people to work in hardship and non-family duty station and who may be exposed to serious security risks.

At the same time, the UN system’s conditions of service need to be responsive and flexible enough to meet the new more demanding challenges of all organizations in the common system. Some organizations need highly skilled experts such as medical doctors or meteorologists while others are facing tremendous demands in keeping pace with their operational needs. For these reasons, organizations are looking at flexible approaches and new initiatives and approaches with an open mind and remind ourselves that human

resources strategies, rules and processes need to keep pace with operational demands and not the other way around.

Mr Chairman,

We would like to take this opportunity to provide the Commission with a short update of our work programme since the last session.

I will start by informing you that the Chair of the HLCM provided the General Assembly with a briefing on the HLCM Plan of Action for the Harmonization of the Business Practices which as you know, includes several HR projects.

Member States generally noted their support for the Plan of Action and there was general agreement to proceed with the harmonization of business practices. Therefore the Network and HLCM hope that they will obtain the required funding to take these initiatives forward as soon as possible. We will continue to keep the Commission fully informed of any development in this area.

A Steering Group met recently to review the Senior Management Leadership training programme and a proposal for improving the programme will be made to HLCM at its Next Session in September. A more complete update will be provided to the Commission later in this session.

At the last session of the Commission we provided you with information on the “Delivering as One” pilots. We have continued the discussion with the country teams with the view and providing support and advice on HR issues. UNDP, UNICEF and UNFPA will strongly undertake a mission to Viet Nam to identify HR issues which represent constraints to this pilot. As a second phase the Network will be looking at more system-wide issues which need to be addressed to support the pilots. To that effect the Network will keep the ICSC informed and seek its participation.

During its Session last week the Network discussed and made various proposals - among these are “Recruitment practices for Senior Posts” and Succession Planning.

The Network also benefited from a presentation by UNFPA on the Performance Appraisal and Development System. Implementing an efficient performance management system still remains a challenge for most organizations. We therefore welcome the ICSC secretariat’s update on the development of a performance management framework. And we are keen to collaborate with the secretariat to develop a common framework and guidelines for all organizations.

The HR Network is also collaborating with other HLCM Networks such as the Finance and Budget and the Legal and Medical Networks on various initiatives and proposals, to ensure that HR policies not only benefit staff, but are cost-efficient and take into account legal issues and staff well-being.

As we have previously informed you, the Network will be reviewing the mandatory age of retirement and we will submit a proposal to HLCM which we will share with the Commission in the near future.

To end, I wish to reiterate that we look forward to working constructively with the members of the Commission and the Staff Representatives, to ensure a positive outcome at the session.

◆ **Base/Floor Salary Scale (ICSC/67/R.2)**

The HR Network has taken note of the information contained in the document R.2 and supports the proposal in paragraph 9 to recommend to the General Assembly, for approval with effect from 1 January 2009, a 2.33

per cent adjustment to the base floor salary scale for the Professional and higher categories on a no-loss/no-gain basis.

◆ **Evolution of the UN/US net remuneration margin (ICSC/67/R.3)**

The HR Network has taken note of the ICSC Secretariat's estimate of the margin between the salaries of the UN staff and comparable staff in the US federal civil service of 114.1 for 2008. It also takes note, with regret, that estimates of the margin have been consistently below the desirable midpoint of 115 since 1997, but that only triggered a reaction from the General Assembly once since that time – in 2002.

The HR Network informs the Commission that the Vienna-based organizations will be raising concerns about salaries of Professional staff working in Vienna later in this session.

◆ **Mobility/hardship scheme: review of the operation of the revised scheme, review of the levels (ICSC/67/R.4)**

The HR Network would like to highlight that the Mobility and Hardship scheme is a strategic tool for organizations to facilitate mobility of staff from one duty station to another.

The HR Network wishes to thank the WG for the proposals and agrees with the following:

- 1) The three adjustment indicators for the review of the amounts every 3 years;
- 2) The Network also recognizes that it is still too early to assess the impact of the new scheme which was implemented in January 2007. We fully support the Working Group's recommendation that the impact to improve mobility be assessed in 2011.

The Network also supports the recommendations of the Working Group to the effect that:

- 1) the provisions contained in Annex II of the ICSC's 2005 Annual Report, paragraph A.9, B.6 and C.7 be revised to permit the personal status of a staff member as well as changes to the hardship classification levels of duty stations to continue to be reflected in the mobility, hardship and non-removal amounts.

The Network strongly believes that it is crucial to maintain the consistency of the logic of the pay system, which in all cases reflects the personal status of an individual every month when the payroll is run. There is no reason for the Mobility and Hardship scheme to be treated differently from other entitlements.

The Network agrees with the discontinuation of the payment of the mobility and non-removal elements after a period of five years in the same duty station.

However, the Network would like to see some limited flexibility for specific situations such as when staff members are specifically asked by their organizations to remain in the same duty stations beyond five years in order to meet operational requirements. These staff members should not be financially penalized due to organizational and operational requirements.

The Network therefore requests that this issue be given favourable consideration.

◆ **Children's and secondary dependant's allowances: review of the level (ICSC/67/R.5)**

At its 66th session, the Commission approved a revised methodology to determine the level of the children's and secondary dependant's allowances. Under this approach a global flat rate amount is calculated in US dollars, is converted into local currencies using the official UN exchange rate in the month of promulgation, and then remains unchanged until the next review.

The HR Network has now had the opportunity to review the level of allowances that the new methodology would generate using May 2008 exchange rates; and is concerned at the negative impact that will result in several countries. 5 duty stations will experience a reduction in the children's allowance ranging from 17% to 32% (average of 21%). The reductions are even higher in these 5 duty stations (average of 28%) when compared to the pre-2007 rates.

The amounts involved are not insignificant. Compared to current rates, staff in Geneva and Vienna will lose USD 650 and USD 600 per year respectively, whereas staff in the USA and Rest of the World will receive an increase of about USD 900 per year.

The HR Network acknowledges the transitory measures that the Commission approved at its 66th session for staff negatively affected by the changes. However, these will last until 2012, at which time all staff will be in receipt of the new amounts. Furthermore, these measures are complicated and will not be easily understood by staff.

The HR Network, therefore, submits an alternative transitory measure to address and mitigate to compensate staff affected negatively by the proposals.

Eligible professional Eligible professional staff will continue to receive the current/higher level amount until which time the level of the allowance increases above the protected level or the staff member leaves the duty station. These measures would only apply to countries experiencing a reduction in the children's allowance of more than 10%, that is Austria, Germany, Japan, Netherlands and Switzerland.

This measure replicates the type of protection applied to staff members in the General Service category if allowances need to be reduced following the comprehensive salary survey.

◆ **Proposed agenda for the 35th Session of ACPAQ (ICSC/67/R.6)**

The HR Network has taken note of the information contained in the document and supports the proposals which are designed to improve data collection and simplify the questionnaires to be used in the next round of surveys in headquarters duty stations.

Furthermore the Network recognizes that conducting surveys is a joint responsibility of the ICSC secretariat and human resources managers of organizations and notes that the secretariat will provide human resources managers with more user-friendly tools and instructions to be used to sensitize staff about the impact that their participation in cost-of-living survey has on the results.

◆ **Assessing the implementation of the Job Evaluation Master Standard for the Professional and higher categories (ICSC/67/R.7)**

The HR Network has taken note of the update on the implementation by organizations of the new job evaluation Master Standard for professional posts.

Organizations have reported that the new Master Standard has brought some improvements in the system and implementation is going smoothly. Some organizations have a 100 percent implementation rate but most are taking a phased approach applying the new standard to new posts and those that need to be reclassified. This is in line with what was stated at the Commission's 55th session when the concept and design of the new job evaluation system were considered. However all organizations are committed to implement the new standard.

◆ **Job Evaluation Standards for the GS and related categories of staff – progress report (ICSC/67/R.8)**

The HR Network takes note of the anticipated promulgation date of the new Job Evaluation Standard for the GS category in the Spring of 2009. In this regards the HR Network would like to emphasize that a comprehensive communication strategy should be developed which includes training. The communication strategy must be clear that this initiative has been a true partnership among the ICSC secretariat, organizations and the Staff Associations.

The Network is pleased that the Working Group which met in Turin in April has made good progress in testing the proposed General Service standard. It is noted that the group was satisfied that the tool has the capacity to classify the full range of General Service jobs across organizations and career streams both at headquarters and field duty stations.

The Network is in full support of the development of a global job evaluation standard which is transparent, flexible and simple and that will support other human resources sub-systems such as competency development and performance appraisal system.

The Network wishes to reiterate that it is fully committed to be fully involved in the next steps of the exercise to carry the work forward as described in the timeline provided in the document.

◆ **Education Grant: review of the methodology for determining the grant (ICSC/67/R.9)**

Thank you for the floor. We all know that this item has been under discussion for several years now. This is not surprising since it is not only a complex issue but also one of the most essential elements of the overall remuneration package. Since it is so crucial to international staff serving outside their home country, the HR Network throughout the process has been working very closely with staff representatives on this issue. Indeed, because we have worked so closely with them, the proposal we are about to present has the full support of the staff.

Each meeting of the WGs has generated positive ideas that we have been able to draw on and use as building blocks in the construction of a proposal. The constant element throughout all these discussions has been the fact that we have judged each set of proposals against the guiding principles that we set ourselves in taking this work forward: that is

- The grant should remain an expatriate allowance;
- parents should shoulder some of the financial burden,
- the system should continue to cover primary through to post secondary education;
- the review should focus on “ simplification and streamlining”, should be cost neutral and not result in an erosion of the entitlement.

We are confident that the Commission will give the proposal due consideration, as the HR Network has made every effort to take into account the issues raised both by the Commission and the staff.

The HR Network would like to take this opportunity to thank the ICSC Secretariat for their assistance in developing the proposal that we are about to present.

Colin Bell will outline the proposal on behalf of the HR Network. The staff federations would like to make a statement, after the HR Network.

**[Education Grant: review of the methodology for determining the grant (ICSC/67/R.9)
continued – the HR Network’s proposal]**

We indicated in our opening statement that there were a number of aspects of the latest Working Group proposals which still presented major difficulties to the Organizations, mainly the following:

- The significant numbers of staff members who would lose more than \$2,000 and the large reduction in the maximum grants that would be payable in the UK and the USA;
- With the proposed model configured in US dollars, continuing concerns about exchange rates and their impact on the scheme’s key parameters;
- The large reduction in boarding lump sums, which will negatively impact on the 30% of education grant claimants who are eligible for this payment;
- The removal of designated duty station status, and the consequential reduction in the boarding lump sums payable to staff members serving in those duty stations. This will impact on the Organizations’ ability to encourage staff mobility to these difficult duty stations.

Having considered carefully the latest proposals and in particular reviewed those areas which still present difficulties for Organizations, the HR Network would like to present the following proposals for consideration:

- Maintain the across the board 75% reimbursement rate. This approach would be cost neutral and would enable funds to be redistributed within the overall cost envelope to:
 - Increase the maximum grants payable in the UK and USA; and
 - Increase the boarding lump sums
- Reduce the existing 16 country / currency areas to 6, each with its own separate maximum admissible expenses ceiling, which will streamline and simplify the scheme and provide a simple efficient cost control mechanism. The 6 zones would be:
 - UK
 - USA
 - Eurozone plus Denmark and Sweden
 - Switzerland
 - Japan
 - Rest of World

Furthermore, as the methodology relates to numerous different education systems across the world, with different functioning and financing modalities, it is further suggested that the Chairman of ICSC

retains the ability to grant special measures' status, as necessary, thereby allowing exceptional cases to be handled on a clearly defined exceptional basis.

- Separate boarding lump sums to be established for the 6 zones (to be reimbursed within the maximum admissible expenses ceilings), which will better reflect the variability in the amounts currently paid;
- Maintain designated duty station status (to be reimbursed outside over and above the proposed maximum grant ceiling), in the context of recruitment and retention difficulties in difficult duty stations, which has been recognized by the Commission;
- On updating, the HR Network would support the continued use of CPI's for the review of flat rate boarding lump sums. It also supports the use of a combination of education cost and consumer price indices to revise periodically the maximum admissible expenses' ceilings.

The HR Network recognizes that the various scheme parameters need to be set within the overall cost envelope and is ready to assist the ICSC Secretariat in this process.

In conclusion, the HR Network believes that its proposal will:

- maintain an essential staff entitlement in an equitable manner, whilst ensuring the overall objective of cost neutrality;
- maintain a system which is understood and accepted by staff;
- support our objective of facilitating rotation, especially in difficult duty stations;
- introduce some streamlining and simplifications which, together with the implementation of new ERP systems, will enable some administrative savings.

The HR Network invites the Commission to review these proposals favourably. These proposals have the full support of all the Organizations and the three staff associations.

◆ **Review of the gender balance in the UN common system (ICSC/67/R.11)**

The HR Network appreciates the reviews the ICSC Secretariat has undertaken over the years – which provide useful data and information as well as analysis on how to address the problem and improve the overall situation of women in organizations of the UN common system.

The Network takes note that some progress has been made in the goal of achieving 50/50 gender balance in all staffing levels. However, it recognizes that there is still a long way to go in achieving an acceptable gender balance, in particular at the senior levels, that is D-1 and above.

The Network agrees that more concerted efforts are clearly required to achieve gender balance, especially at the senior and decision-making levels. Therefore additional measures and initiatives need to be put in place. The advice and recommendations of the Commission is particular welcomed.

The Network also notes the need for organizations to assess the pattern of separations and to determine the root causes for the separation of female staff and to formulate appropriate retention policies.

◆ **Performance Management (ICSC/67/R.12)**

The HR Network wishes to thank and commend the ICSC Secretariat for the update on the development of a performance management framework, which can assist organizations of the Common System to design or improve their own performance management systems and ensuring that these systems are better integrated into the wider organizational strategic management.

The Network notes that as a first step the Secretariat will conduct a research on practices within organizations, therefore taking into consideration the experiences and good practices in several organizations of the common system. To that effect, UNFPA representatives made a comprehensive presentation on its current performance management system. This management system, introduced four years ago under the direction of the Executive Director, Ms Thoraya Obaid, is based on competencies framework and the strategic priorities of the organization. We can all benefit from its success and lessons learned

Implementing an efficient and transparent performance management system represent a significant challenge for most organizations. The framework to be developed must outline an approach which is flexible enough to allow for the diversity in the mandates and functions of the various organizations and also needs to provide appropriate incentives to promote a result based culture.

The Network not only welcomes this initiative but also welcomes the idea of a partnership with the ICSC.

◆ **Alignment of budget with strategic plans (ICSC/67/R.13)**

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

◆ **Conditions of service in the field: effectiveness and impact of recruitment and retention measures at difficult duty stations (ICSC/67/R.14 and ICSC/67/CRP.9)**

The HR Network wishes to thank the ICSC Secretariat for the very interesting and useful document for organizations providing an analysis of qualitative data on managerial issues such as labour turnover and employee retention..

Although a high proportion of organizations participating in the survey report that they do not experience major recruitment and retention difficulties, some organizations did report that it is harder for them to recruit for some occupational groups mainly technical and highly specialized staff..

The Network notes that the survey responses indicates a low level of staff turnover, however in the coming few years, we are aware that a large number of mandatory retirements will take place. The survey also points out that only few surveyed organizations are in the process of developing resorting and succession strategies and that most organizations appear to use “ad-hoc” approaches.

Therefore, it is crucial for the HR Network to assist organizations in developing and implementing succession planning strategies and to enhance the organization’s capability in undertaking more efficient staffing forecast and planning. The HR Network has included these issues in its programme of work for 2008-2009.

The survey also emphasizes the importance of staff training and of career development which are the major causes of voluntary turnover. The measure which appears to have the highest positive impact on organizational performance in relation to recruitment and retention is the increasing investments in training

followed by increased opportunities for career development. This sends a clear message to organizations that investment in training amounts needs to be increased.

The Network appreciates the work undertaken by the ICSC Secretariat. This document provides very relevant information and data. It also outlines some challenges and some possible means to address these challenges, therefore “lots of food for thought an action”.

The Network will undertake in the coming months a comprehensive analysis and discussion on these key issues to determine what strategic steps need to be taken. Therefore this document will prove to be a very useful tool for all organizations. The Network believes that the time and resources spent in this exercise are “good investment” and we do hope that a similar survey and analysis would be repeated by ICSC in a few years.

◆ **Hazard Pay (ICSC/67/R.16)**

The HR Network takes note of document R.16 on Hazard Pay for internationally recruited staff.

The Network wishes to express its appreciation to the Commission for the proposed increase of 5% to the current levels of the hazard pay as of 1 January 2009.

The Network also wishes to thank the Secretariat for the useful table.

◆ **Closing Statement**

Mr. Chairman,

The HR Network wish to thank you for your leadership and the Commissioners for a successful and productive session.

We also wish to express our gratitude:

- To all and every single staff member of the Secretariat who have been supporting both from here and New York;
- To the interpreters;
- To the sound engineer;
- To the translators
- To the UN Conference services for all their assistance.

We wish all those who will be travelling home and elsewhere a very safe trip and some well deserved summer holidays. Also we would like to take this opportunity to express our appreciation to Mr. Alejandro Henning for his long and dedicated service to the UN system. His profound knowledge of the UN system and his ability to provoke us for fairness, competence, integrity and excellence at all times, will be much missed. We know, however, that this is not goodbye, but *Hasta Luego Señor Henning*.

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