



UNITED NATIONS SYSTEM

**CEB**

**Chief Executives Board  
for Coordination**

CEB/2009/HLCM/HR/46/Rev.1  
4 August 2009

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

**18th Session**

**(New York, 23-25 June 2009)**

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## **PART I – OPENING SESSION AND ADOPTION OF THE AGENDA**

**(CEB/2009/HLCM/HR/33/Rev.2)**

1. The Human Resources Network held its 18<sup>th</sup> session in New York on 23-25 June 2009 at the Tudor Hotel. The meeting was co-chaired by the Network's Spokespersons Ms. Dyane Dufresne-Klaus, Director, Bureau of Human Resources Management, UNESCO, Ms. Martha Helena Lopez, Director, Strategic Planning and Staffing Division, OHRM, United Nations, Ms. Diana Serrano, Director, Human Resources Division, WFP and Mr. Sean Hand, Director of Human Resources, UNFPA.

2. All session documents are available on the HR Network website at:

<https://hr.unsystemceb.org/documents/June2009/>

3. Marta Leichner-Boyce, CEB Secretariat welcomed the HR Network members and new participants. IMO requested to include the issue of language testing for proficiency under Any Other Business. The agenda was adopted as reflected in the table of contents.

4. The list of participating organizations and their representatives are provided in Annex 1.

## **PART II – ISSUES UNDER CONSIDERATION BY ICSC**

### **1. Conditions of service applicable to both categories of staff:**

#### **A. Mandatory age of Separation (ICSC/69/R.2)**

5. Document ICSC/69/R.2 was prepared by the CEB/HR Network in response to the 2007, Joint Inspection Unit report on the Age Structure of Human Resources in the Organizations of the United Nations System. The report suggested that the "General Assembly should request the Secretary General of the United Nations, to initiate a review, with the involvement of the UN Joint Staff Pension Fund Board and ICSC, on the possibility of changing the mandatory age of separation in view of the number of impending retirements, with due consideration to the increase in life expectancy at the age of 60" (A/62/628 refers).

6. Continuing from the discussion of the Mandatory Age of Separation during the Network's 17<sup>th</sup> Session in March 2009, organizations recognized that the social, financial and demographic situation has in the past few years pushed governments and organizations to increase the age of retirement. Some organizations pointed out the possible impact on geographical distribution, gender balance and the rejuvenation of the workforce if the mandatory age of separation is extended in the UN. The UN indicated that they have to report on any proposed extensions beyond the normal age of separation to the General Assembly who will not accept any extensions beyond the present mandatory age of retirement (60 or 62). Organizations also expressed an interest in investigating further the options for phased retirement mentioned in the background paper.

7. The Network:

- Reached a consensus to revise the proposal presented in the document ICSC/69/R.2. The revised proposal would state that "*all current staff members' mandatory age of separation will be 62 by 1 January 2012*". However staff with Pension Fund affiliation prior to 1 January 1990 would retain the right to retire at age 60 with full retirement benefits, or remain until age 62;

- Further agreed to review the possibility of increasing the mandatory age of separation to 65 for all staff members across the system after the UNJSP Board conducts its actuarial study in 2010. The Network would also look at options for phased/flexible retirement and report to the Commission in 2010;
- Agreed to present the following revised proposal during the ICSC Session:

## Revised proposal

- 1. All current staff members' age of separation will be at age 62 by 1 January 2012.**
- 2. Those staff members currently eligible to retire at 60 will retain that right with full retirement benefits or remain until the age of 62.**

*It should be noted that a few organizations expressed concern with the proposal to extend the current mandatory age of separation for those staff members with entry on duty prior to 1 January 1990 from 60 to 62 due to current operational requirements.*

*In addition, the HR Network agreed to review the possibility of raising the mandatory age of separation to 65 for all staff members once the Pension Fund has completed its actuarial study in 2010. Furthermore, the Network will also examine innovative and flexible modalities to mandatory age of separation such as phased/flexible retirement, part-time work and other approaches. The Network will report to ICSC by the end of 2010 with further proposals on this matter.*

### **ICSC Decision**

The Commission requested its secretariat, in cooperation with the organizations and the Pension Fund, to prepare a comprehensive report on the possibility of changing the mandatory age of separation, taking account of its various implications in the human resources and pension areas referred to in paragraph 14 of the ICSC Report (A/64/30), and decided to revert to this issue at its seventy-second session.

## **B. Standards of conduct for the international civil service (ICSC/69/R.3)**

8. The ICSC Secretariat introduced the document which provides an overview of the implementation of standards of conduct in organizations within the UN. The document also provides information on the recent developments in organizations to address ethical challenges.
9. The Network:
  - Noted that there is a need to clarify the concepts and relationships between a Code of Ethics, the Standards of Conduct and their applicability and proposed that the issue of the relationship between the two should be addressed and clarified;

- Supports the eventual review of the Standards of Conduct. However, given the number of initiatives across the organizations with Ethics programmes including the establishment of Ethics Offices, it was suggested that the review be undertaken in 2011.

#### **ICSC Decision**

The Commission decided to request its secretariat to work with organizations and representatives of staff federations to undertake an initial review of the Standards of Conduct to ensure that they continue to meet the needs of the organizations and to define areas that might need updating.

### **C. Review of separation payments (ICSC/69/R.4 and ICSC/69/CRP.5)**

10. The ICSC Secretariat presented a comprehensive document which provides the current definition and eligibility criteria of separation benefits, data from organizations on separation payments and the possibility of establishing an end-of-service grant.

11. The Network:

- Thanked the ICSC Secretariat for the comprehensive report;
- Agreed to maintain its position as presented at the Commission's Spring 2009 session: that there should be a clear distinction between separation payments and the end-of-service grant;
- Supports the payment of an end-of-service grant upon separation as a result of the non-renewal of a fixed-term contract and that this grant should start after five years of continuous completed service;
- Suggested that satisfactory performance certification be removed from the recommendations as performance evaluation should lead to termination if unsatisfactory, no matter how many years of service staff have completed;
- Supported the harmonization of these provisions across the system.

#### **ICSC Decision**

The Commission decided to recommend that the General Assembly:

- (a) Invite the Governing Bodies of the common system organizations to harmonize their termination indemnity schedules in line with that of the United Nations, as approved in General Assembly resolution 63/271, as shown in annex II of the current ICSC report (A/64/30);
- (b) Introduce an end-of-service severance pay for fixed-term staff separating from the organization upon the expiration of contract after ten or more years of continuous service in those organizations which have introduced and implemented the new contractual framework, as defined by ICSC in its 2005 annual report (A/60/30, Annex IV), subject to the conditions and schedule provided in annex III of A/64/30;
- (c) Reaffirm that the repatriation grant should not be payable to staff living in their home country and working abroad or to staff with permanent resident status at the last duty station and reiterate its call to the governing bodies of the common system organizations to align their provisions regarding the repatriation grant eligibility with those applicable in the United Nations; and
- (d) Reiterate that the death grant should not be payable to secondary dependants and reiterate its call to the governing bodies of the common system organizations to align their provisions regarding the death grant eligibility with those applicable in the United Nations.

The Commission also decided to monitor the introduction of end-of-service severance pay as an integral part of the new contractual arrangements.

#### D. Update on staff survey (ICSC/69/R.5 and ICSC/69/CRP.6)

12. The document summarizes the overall results of the 2008 global Staff Survey. Using additional data from the survey, the document analyzes the challenges in recruiting and retaining staff and measures the concepts of motivation and engagement against the level of satisfaction of staff in the UN common system. The ICSC secretariat indicated that over the past months, it has met with organizations to present their specific results and inquire further as to the organizations' perspectives on recruitment and retention. The paper concludes that staff motivation is the core issue and that a high retention rate should not be confused with high satisfaction or motivation. New analyses show several 'difficult to recruit' areas and the paper proposes some innovative ways of reaching the desired recruitment audience.

13. The Network:

- Thanked the ICSC Secretariat for its work and expressed their appreciation for the detailed analysis and new insights that generated from this survey. The data will prove to be useful to organizations in developing HR strategies and policies;
- Supported recommendations b) to d) in the document, but concluded that the concept of a UN Social Network (recommendation a)) needs to be further elaborated and a cost analysis of its implementation undertaken.

## 2. Conditions of service of the Professional and higher categories:

#### A. Base/floor salary scale (ICSC/69/R.6)

14. The periodic adjustment of the base/floor salary scale will result in a 3.04% increase effective 1 January 2010. The ICSC Secretariat informed the Network that it had amended some of the assumptions and processes for the calculation of the financial implications, particularly as regards separation payments to ensure they correctly reflect the relative magnitude of the adjustment.

15. The Network:

- Noted the adjustment and supported the proposal.

#### 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 adjusted by 3.04 per cent through the standard consolidation procedure, i.e., by increasing base salary while commensurately reducing post adjustment levels, with effect from 1 January 2010. The proposed base/floor salary scale resulting from this adjustment is shown in annex IV to the present report (A/64/30).

The Commission requested its secretariat, in cooperation with the organizations, to collect the common system staff separation statistics every five years and, on that basis, to update as necessary the formula used for estimating the financial implications relating to separation payments.

**B. Evolution of the United Nations/United States net remuneration margin (ICSC/69/R.7)**

16. Under a standing mandate from the General Assembly, the ICSC reports annually on the margin between the net remuneration of the UN staff in the Professional category and their counterparts in the United States federal civil service (the comparator). The forecast for 2009 is estimated at 114.0, with the 5-year average remaining under the mid-point at 113.6.

17. The Network:

- Took note of the updated estimate of 114.0 for 2009;
- Urged the Commission to draw the attention of the General Assembly to the fact that the margin average has been consistently below the desirable midpoint of 115 since 1997.

**ICSC Decision**

The Commission noted the estimated 2009 and the five-year average net remuneration margin levels as reported in paragraph 71 of A/64/30. It also requested its Chairman, in line with current practice, to update the estimate of the margin when on the actual post adjustment multiplier for New York for August to December 2009 became known and to report to the General Assembly accordingly.

**C. Proposed agenda for the thirty-second session of the Advisory Committee on Post Adjustment Questions (ICSC/69/R.8)**

18. The Network was informed that the next session of ACAPQ will be the last session before the new round of place-to-place surveys scheduled to start in 2010 at headquarters duty stations.

19. The Network:

- Welcomed the details provided on the proposed changes to the methodology for place-to-place surveys and endorsed the items on the ACPAQ provisional agenda;
- Requested that the effect of exchange rates on net take-home pay be more closely monitored, as there are many questions on this matter from staff members, staff associations and member states.

**ICSC Decision**

The Commission decided:

- (a) To request that suggestions and proposals from organizations and staff federations concerning the list of items and their specifications to be used in the 2010 round of surveys be submitted to the secretariat no later than the end of July 2009;
- (b) To request its secretariat to finalize the list of items and specifications, as well as procedures and guidelines governing data collection in the 2010 round of surveys, and present them for review and final recommendations by ACPAQ at its next session;
- (c) To approve ACPAQ's recommendations regarding the *modus operandi* for implementing the new approach to cost-of-living measurement based on real-time price comparisons with New York, for use in the 2010 round of cost-of-living surveys, including the recommendation that the prices of items, subject to the new approach be collected via the Internet;
- (d) To request its secretariat to continue to develop and enhance strategies to improve staff participation in future surveys;
- (e) That no further investigation of the issues pertaining to *Betriebskosten* (maintenance/running costs for Vienna housing) and the effects of currency fluctuations on the remuneration of staff serving in field duty stations was warranted;
- (f) To approve ACPAQ's recommendation limiting the scope of the cooperation between its secretariat and Eurostat and IOS to the exchange of statistical information only;
- (g) To approve ACPAQ's recommendation that organizations and staff federations submit their

- recommendations regarding the structure and contents of the information packet of explanatory notes for human resources managers in writing by the end of July 2009;
- (h) To agree with ACPAQ's conclusion that the approved methodology for calculating and updating post adjustment classifications was being applied correctly and consistently for all duty stations;
  - (i) To request its secretariat to study the effects of modifications to the post adjustment classification with a view to aligning the review of the post adjustment classifications of all duty stations to that of New York, and present its findings for review and a final recommendation by ACPAQ at its next session; and
  - (j) To request its secretariat to study the impact of shortening survey rounds for Group I duty stations, with due consideration of the costs and benefits, and present its findings for review and a final recommendation by ACPAQ at its next session.

### **3. Conditions of service of the General Service and other locally recruited staff: Considerations related to reviewing the Job Evaluation Standards for the General Service and related categories (ICSC/69/R.9 and ICSC/69/CRP.7)**

20. The ICSC Secretariat reported that both the Master Standard and the Grade Level Descriptors for the proposed standard had been tested and had an overall confirmation rate of eighty-two percent. Further fine tuning of the system would continue and the glossary completed prior to the proposed promulgation date of 1 January 2010. The details of implementing the standard are left to organizations.

21. The Network:

- Thanked the ICSC Secretariat and the members of the Working Group for all their great efforts and contributions in this long process;
- Indicated its commitment to completing the work as soon as possible in order to implement a single Master Standard for the General Service category as of January 2010;
- Noted that some issues require fine-tuning prior to the promulgation of the new standards and seeks ICSC assurance that these will be completed.
- Concurred that the Job Evaluation Master Standard for the General Service category will be ready for promulgation as of January 2010, however the actual implementation of the new Master Standard may take place at different times depending on the organization;
- Informed that organizations need to examine the financial impact of the implementation and requested that training and information sessions be developed and delivered.

#### **ICSC Decision**

The Commission decided to:

- (a) Approve the new job evaluation system for the General Service and related categories consisting of:
  - A Master Standard;
  - Grade Level Descriptors;
- (b) Approve the new definition of General Service work as set out below:

#### **"Definition of the General Service work**

*The General Service category contributes to the execution of the programmes of the organization through work that is procedural, operational and technical. These functions support programme and process continuity and are central to efficient service delivery. The work ranges from routine or repetitive work undertaken in line with detailed instructions, to functions that are varied, complex and paraprofessional, requiring identification and consideration of alternatives, sometimes requiring analysis, and based on extensive and in-depth knowledge of a specific subject area.*

*"General Service work involves the application of specific knowledge gained through experience and familiarity with the procedures of the organization. The performance of General Service functions often requires post-secondary education and technical or administrative training."*

- (c) Approve the changes to the Common Classification of Occupational Groups (CCOG);
- (d) Request its secretariat to finalize the work on the new job description format, a glossary and written guidelines in the use of the system, as well as benchmark post descriptions and to present the final elements at its seventieth session for final promulgation of the standard.

#### **4. Conditions of service in the field: Review of procedures for the classification of duty stations according to the conditions of life and work – A road map (ICSC/69/R.10)**

22. The ICSC Secretariat presented a proposed framework of actions as a road map to conduct the planned 2010 methodology review of the mobility and hardship scheme. A comprehensive review of the procedures for the classification of duty stations according to the conditions of life and work is also suggested as a second phase of the methodology review. Amongst other things, this review will address whether the entitlement still fits with its original intent, whether the financial incentives are sufficient at the higher grades and whether the mobility and non-removal elements should be discontinued after 5 years.

23. The Network:

- Thanked the Secretariat for the document and the proactive approach;
- Supported the suggested consultative approach to the work ahead, but expressed concern at the large amount of work to be completed in a short time-frame;
- Stressed that both the ICSC secretariat and the HR Network would need to dedicate adequate time and resources to this review, as accurate and timely organizational data are crucial to a good outcome.

#### **5. Monitoring of implementation of decisions and recommendations of the International Civil Service Commission by organizations of the United Nations common system (ICSC/69/R.11)**

24. The report on the implementation of ICSC decisions was presented to the Network for information.

25. The Network:

- Took note of the document and thanked the Secretariat for the report;
- Considers that the long-standing flexibility provided to organizations in applying language recognition schemes or incentives to promote multilingualism in the United Nations should be maintained since this flexibility is crucial for organizations to address and meet their respective operational needs.

#### **ICSC Decision**

The Commission decided to request its secretariat to include in its next biennial report information on implementation of contractual arrangements in organizations and harmonization of the conditions of service, among others.

#### **6. Progress report on development of a Senior Management Network (ICSC/69/R.12)**

26. The Commission has over the years closely followed the work on the development of the Senior Management Network, and has received regular written and oral updates from the CEB/HR Network.

27. The Network:

- Will inform the Commission that the United Nations System Staff College has redesigned the UN Leadership Programme, now called UN Leaders Programme: "Developing Strategic Leaders". The Staff College has recently initiated the first course of the UN Leaders Programme and received positive feedback from the participants;
- Further stated that it is expected that a senior managers network will grow from the course's alumni. Therefore, the Network believes that it is more appropriate and effective that the senior managers network develops from the alumni of the programme and supports this bottom-up approach to developing a network of senior managers;
- Is encouraged by this development and will urge senior staff to undertake the UN Leaders course;
- Concluded that direct CEB involvement in managing a separate network programme will no longer be required and will report this to HLCM.

#### **ICSC Decision**

The Commission decided to report to the General Assembly that CEB had decided to discontinue further work on the SMN.

## **PART III – ISSUES FOR THE HR NETWORK**

### **1. Recommendations of the HLCM Steering Committee on Safety & Security of Staff – Outcomes of the three Working Groups**

- Document: *CEB/2009/HLCM/HR/35*
- Document: *CEB/2009/HLCM/INF.1 (for reference)*
- Document: *CEB/2009/HLCM/2/Rev.1 (for reference)*

28. The HR Network was requested by HLCM to review and take action on some of the recommendations included in the "Report of the Steering Committee on Staff Safety and Security" (referred to as the Brahimi Report) (CEB/2009/HLCM/2/Rev.1). At its 16<sup>th</sup> meeting in March 2009, the Network agreed to form three Working Groups to deal with the HR-related issues.

29. WFP led a review on "Comparative service-incurred compensation in the event of a malicious act directed at the UN". The document is still a work in progress requiring additional inputs from insurance experts. The UN is clearly at best practise in comparison with other international organizations such as development banks and development agencies. However, personnel with non-UN contracts (contingent workforce) only have access to the Malicious Acts Insurance programme (MAIP). There is a need to simplify and streamline the administrative procedures and to focus on the support provided to local staff in the event of a malicious act.

30. The Network requested that more clarification be provided on the definition of a ‘direct attack’ on the UN and the contingent workforce. It supported the proposed provisions such as the Providence Fund to allow for continued education grant payments, but requested an indication of the financial implications before this paper is presented to Steering Committee and HLCM.

31. PAHO prepared a communication tool in the form of three brochures: 1) for international professional staff; 2) for locally recruited General Service staff; and, 3) for third party personnel working in the UN system. The Network welcomed the draft brochures and agreed that detailed comments would be sent to PAHO who would then incorporate them and disseminate a revised copy.

32. UNDP led a review of all security measures in place for nationally recruited staff in the event of a malicious act or natural disaster. It focused on the responsibilities of both the employer and host government and approached the needs of locally recruited staff with the aim of empowering them to rehabilitate and to return to work. It identified measures that address gaps in benefits, entitlements, policies, implementation and support systems.

33. The Network requested that a paragraph be included to clarify the difference between evacuation (outside of the country) and relocation (within the country) and to ensure consistent wording across all documents that are to be put forward to HLCM (review of service-incurred compensation, staff brochures and compensation for national staff). It suggested adding information on training for national staff and the new possibility of continuing hazard pay while working from home in exceptional circumstances. The Network also requested to include an action plan and cost some of the provisions listed in the report.

34. In response to a recommendation from the Brahimi report, the Network reviewed a proposal for a “Rapid Response Administration Team” as part of an Immediate Crisis response to ensure that affected staff members and/or their families’ entitlements are facilitated, the functioning of the office is re-established and psycho-social and professional support is provided. The proposed staffing structure and mechanisms were supported by the Network with the request to elaborate on the purpose and the mandate of the Rapid Response Team, their relations with other teams such as UNMERT the Medical Doctors and their collaboration mechanisms with local entities. UNICEF and WFP expressed interest in leading the Rapid Response Team. UNHCR would consult internally and respond at a later date.

35. The Network:

- Thanked all those involved in preparing the various reviews and documents and recognized the hard work involved within a short time-frame;
- Requested that the additional changes be completed before mid July in order to submit the revised proposals to HLCM by the deadline of 15 July 2009.

## **2. Update from Working Groups on Appendix “D”**

36. Ms Vera Rajic, Chief, Insurance Service, UN Accounts Division, briefed the Network on the review of Appendix D and similar compensation plans in the UN system. She stated that the number of claims against MAIP has increased dramatically since the bombing of the Canal Hotel in Baghdad. Aiming to harmonize provisions across the system, the working group is now called the WG on Compensation for Work-related Death and Disability and consists of FAO, WFP, UNESCO, ITU, IAEA, UNDP and UNICEF with participation from the CEB Secretariat as necessary. The review has addressed the scope and level of benefits, the administrative procedures, eligibility, financing mechanisms and payment modalities in comparison with what is being provided outside the UN. An external expert on insurance issues is being recruited to address these matters.

37. The Network:

- Thanked Ms. Rajic for the very informative and comprehensive briefing and asked to be kept informed of developments;
- Organizations were requested to forward their policies and practices and issues they want to see addressed by the working group.

### **3. Medical Directors Working Group**

38. Dr Brian Davey informed the Network of the issues the Medical Doctors Working Group was addressing. The H1N1 pandemic is currently of most importance, especially as the next wave of infections is expected by the end of the summer. So far the UN staff has not been seriously affected, although issues of business continuity and large numbers of staff going on sick leave are under advisement. Other major areas under discussion are the employment of persons based on their abilities as opposed to their disabilities; changing the management of sick leave from a ‘rubberstamping’ exercise to assisting staff in their return to work; shifting counselling and testing for HIV/AIDS into the area of normal medical treatment; including medical standards into MOSS; and moving to one set of electronic medical records for each staff member across the UN system.

39. The medical system of the UN is quite complex and cumbersome, with medical staff reporting to a variety of supervisors and authorities. The system is being streamlined and will change its modus operandi at Headquarters level from providing medical services as a primary health care provider to focusing mainly on occupational health in conjunction with the local health system. In the field it will remain service oriented.

40. The Network:

- Thanked Dr. Davey for the very informative briefing and stated that it is crucial for the HR Network and the Medical Directors Group to work closely together on issues being reviewed by the medical group as these have implications on HR issues as well.

### **4. Staff & Stress Counsellors' Group**

➤ *Document: CEB/2009/HLCM/HR/36*

41. Ms Penelope Curling, UNICEF Staff Counsellor presented the latest developments in the UN Staff/Stress Counsellors Special Interest Group (SCSIG), explaining that an elected Coordination Committee will manage the Group with support from the collective experience of the members of the Advisory Board.

42. The Network:

- Requested that the Terms of Reference be further clarified and fine-tuned, detailing the lines of accountability and formalising the working relationships with the CEB Secretariat and the Staff Wellbeing Working Group, ensuring that they are in line with general HR Network working modalities;
- Requested that the Staff Counsellors Special Interest Group develop a Work Plan and circulate it to the Network. The Work Plan will be reviewed by the HR Network every two years.

## 5. Guidelines on Succession Planning

➤ Document: CEB/2009/HLCM/HR/37

43. In response to the Joint Inspection Unit's Report on "Age Structure of Human Resources in Organizations of the United Nations System" and the Note by the Secretary-General (A/62/628/Add.1), the CEB Secretariat surveyed organizations and prepared a paper on Succession Planning which had been briefly discussed at the July 2008 meeting. Since that time, some organizations have taken steps to develop Succession Planning strategies and the survey was updated in April 2009. Succession planning has gained importance in the last few years given the number of staff of who will retire in the next 3 to 5 years

44. Organizations were requested to share their experiences as this was intended as an inter-active session to share best practices, challenges and other concerns. The results of the survey indicated that many organizations were developing policies under the broader workforce planning area and were not specifically using the term "succession planning".

45. UNFPA presented its succession planning framework which links succession planning with the organization's overall strategic planning mechanisms. Many other organizations are grappling with the issues of talent management, succession planning, career development, vacancy management and other recruitment practices.

46. The matter of succession planning is closely linked with recruitment practices, recruitment for senior posts and inter-agency mobility.

47. The Network:

- Agreed to establish a **Focus Group**<sup>1</sup> to review in a holistic manner several inter-linked issues, including succession planning, recruitment of senior posts, recruitment practices and mobility. For practical reasons the Focus Group will be composed of some of the New York based organizations. The UN and UNFPA volunteered to lead the group, UNDP and UNICEF would also participate. The Focus Group will draft a paper on the way forward and share with the Network;
- Further agreed to hold a Videoconference with the full Network and the Staff representatives in early September 2009 to discuss the Focus Group's proposal;
- Requested that the documents for the Videoconference be made available well ahead of the meeting so as to allow time for a broad discussion within organizations. Priorities on the agenda of the Focus Group are: recruitment of general support staff and the principles for senior appointments.

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<sup>1</sup> This conclusion incorporates the decisions on items 5, 6, 7 and 8 of the agenda of the 18<sup>th</sup> HR Network meeting, covering documents CEB/2009/HLCM/HR 37, 38 and 39 and the verbal report by FAO on the Interagency Mobility Accord.

## **6. Recruitment Practices**

➤ *Document: CEB/2009/HLCM/HR/38*

48. In the context of the discussion on “Delivering as One” during the Network’s Spring 2009 session, it was agreed to conduct a survey on practices regarding the status of candidates from within the UN system as internal or external for vacant positions. The survey indicates that only one organization considers both GS and Professional staff from other UN organizations as internal candidates. Organizations were generally receptive to the idea of recognising each other’s staff as internal candidates; however they reported a wide variety of practices leading to the conclusion that one size will not fit all. UNFPA has been exploring the possibility of bilateral agreements among organizations and found interest with UNEP, WHO and UNOPS.

49. The Network:

- Agreed that this issue would be reviewed by the Focus Group as outlined in the item above.

## **7. Recruitment for Senior Posts**

➤ *Document: CEB/2009/HLCM/HR/39*

50. The HLCM requested the HR Network to undertake an analysis of a recommendation from the Triennial Comprehensive Programme Review Report on recruitment of senior posts. A paper with some proposed principles was prepared for discussion. Similarly to overall recruitment practices, organizations approach recruitment for senior posts in a wide variety of ways.

51. The Network:

- Agreed that a set of principles should be developed and adapted at organizational level;
- Agreed that the matter will be further discussed in the Focus Group as in the previous two items.

## **8. Mobility Accord**

52. FAO, as the lead of the Working Group on Interagency Mobility, reported that the Legal Network has not been able to reach internal agreement on its recommendations regarding the Inter Agency Mobility Accord (the Accord) and that the HR Network is left with two options: continue to try to reach an agreement with the Legal Network on a revised text, or go back to the previous agreement on interagency secondments and loans (the Agreement) that was last updated in 2003. Since some 16 organizations are implementing the Accord, it would be difficult for those implementing the Accord to go back to the previous Agreement.

53. The Network:

- Will inform the Legal Network of this approach. In the mean time, the working group will re-assess the Agreement and organizations will send their revisions and requirements to FAO. The matter will be further discussed in the Focus Group.
- Agreed to prepare a briefing note for HLCM and CEB, explaining the problems encountered and setting out the options: return to using the previous Agreement, or, if the legal issues are solved, finalize the Accord;

## **9. FB Network briefing**

54. Mr Jay Karia, Finance and Budget Network Spokesperson, briefed the HR Network on the main issues on the Agenda of their recent meeting in May 2009, focusing on the issues of synergies between the two Networks. He explained that the modules for IPSAS training are almost complete and that WFP had already implemented IPSAS successfully. Once staff members have completed the IPSAS training, they will be listed in a database accessible to all organizations and will obtain credits for professional development. The review of Appendix D should be finalised by the end of 2009 and required strong collaboration between the two Networks.

55. The FB Network endorsed the Lump-sum for Security Evacuation Allowance proposed by the HR Network to increase to US\$200 for staff members and US\$100 for dependents. The FB Network also supported all the other proposed HR Network budgets. The FB Network is working on a disclosure policy for data collected during FBN surveys and will address the cost-benefits of off-shoring administrative services at its next meeting. Mr. Karia proposed that the HR Network take the lead on the working group on travel policies.

56. The Network:

- Reported that many organizations are asking for the IPSAS training materials;
- Proposed that the new SEA lump-sum be implemented as of 1 July 2009, which was agreed;
- Proposed to have two co-chairs, one from each Network, for the working group on travel policies, given the complex tasks which involves both the review of HR related matters and financial costs. It was agreed that the UN would take the lead on the HR side, as of October 2009 and the FB Network would provide the name of the co-chair;
- Agreed that the CEB Secretariat would continue to do some of the background work until the new Chairs could lead the WG and ICSC would be asked to participate in the WG.

## **10. UN Leaders Programme (by audio conference)**

57. Mr Jafar Javan, Deputy Director, UNSSC updated the Network on the first UN Leaders course that took place in May 2009. The course was well-received and participants' ratings reflected very positively on both content and delivery. The interviews were captured on video and are made accessible to the Network on You Tube (<http://www.youtube.com/watch?v=fENuwmVC2T4> ; username: unsscrestricted@gmail.com; password: unssc009). Costs were contained as the course was partly subsidised by the Staff College. Three courses are scheduled for 2010.

58. The Network:

- Thanked the Staff College for the briefing and requested that the report be circulated to HR Network members when it is finalized.

## **11. UN Cares**

➤ *Document: CEB/2009/HLCM/HR/41*

59. The report presented by the UN Cares Coordinator focused on the current critical issues: the lack of funding for the next biennium and whether/how to add other occupational health hazards such as malaria to the programme's agenda.

60. The Network:

- Re-iterated the primary importance of UN Cares and the need for organizations to commit the assessed funds for the next biennium. Due to the current financial situation, some organizations may not be able to provide any additional support, as has been the case in the past;
- Suggested that the programme establish sound links both with the Medical Doctors working group and with the Staff/Stress Counsellors Group.

## **12. Dual Career & Staff Mobility**

➤ *Document: CEB/2009/HLCM/HR/42*

61. The Programme Coordinator updated the Network on the latest developments of the programme and presented the level of coverage of information that would be available to all organizations by the end of this and the next biennium.

62. The Network:

- Expressed their support for the programme though it does not yet fulfil all the requirements staff have regarding support for mobility and spouse employment. Access to work permits is the main hurdle and should be addressed through the country host agreements. HR Network members should raise this issue within their organizations when the country host agreements are reopened for negotiation;
- Await the outcomes of the evaluation that will be available by the end of the year and requested that the terms of reference be shared in order to provide comments;
- Suggested that the programme carefully manage expectations so that staff and their spouses/partners do not interpret this as an entitlement to a job within the UN system;
- Requested that country information for hardship duty stations be developed and provided on the website, including data on the nearest Administrative Place of Assignment (APA)
- Urged organizations to commit the assessed funding to this programme;
- Noted that the UN Secretariat would re-visit its contribution with the aim to increase it to the full cost-share and that UNICEF had not yet reached agreement on its contribution but would revert on this as soon as possible.

### **13. Recognition of Personal Status**

➤ *Document: CEB/2009/HLCM/HR/44*

63. UNAIDS introduced the issue of equality-based entitlements and status quoting the Secretary-General at the last global AIDS Conference: ‘no equitable process is possible as long as some parts of society are marginalised’.

64. The Network:

- Declared its openness to the streamlining of current practices for determining personal status, urging that provisions should cover both same-sex and hetero-sexual couples;
- Proposed that organizations check with their legal counsels and that there be an analysis of the potential effect on the Pension Fund before the recommendations are fully endorsed. It may be useful to assess the World Bank and the IMF approach and criteria on this matter for their adaptability to the modalities within the UN System.
- Requested UNAIDS to take the lead on streamlining practices and creating a template that organizations can put to their legal counsels to ensure that all are asking the same questions;
- Agreed to continue the discussion at the Network’s Spring 2010 meeting.

### **14. Proposal for the extension of the language incentive scheme to National Professional Officers**

➤ *Document: CEB/2009/HLCM/HR/34*

65. WHO presented the issue of National Professional Officers (NPO’s). NPO’s are the UN’s strongest link to the local community, but also the single group of staff excluded from any language incentives. WHO requested that the exclusion be removed, especially as the financial consequences would be limited to one step-increase per 6 years of service.

66. The Network:

- Agreed that this matter merits a review, but that ultimately this is within the realm of the ICSC who would then make a recommendation to the General Assembly;
- Noted that practices among organizations are mixed, and agreed to request ICSC to review the entire situation of NPOs.

### **15. New Contractual Arrangements and Revised Rules & Regulations**

➤ *Oral briefing*

67. UN/OHRM informed the Network that the draft revised Staff Rules and Regulations are completed, implementation systems are being updated and a large communication effort is underway, including town hall meetings and websites to inform staff of the UN and its funds and programmes. The system goes live on 1 July 2009 and will need about a year to be completely implemented and stabilize. On the same date, the new contractual arrangements will become effective as well as the new Administration of Justice system. The organizations that have been participating in this enormous task thanked the UN for its leadership and support and expressed their satisfaction with the way business had been conducted in such a short time.

68. The CEB Secretariat informed the Network that HLCM had requested a thematic discussion at the September 2009 Session on the new contractual arrangements and the implementation of staff rules and regulations, as well as what the remaining organizations are doing in this area. Therefore, a survey will be undertaken by the CEB Secretariat to collect details from organizations.

69. The Network:

- Thanked the UN for the briefing;
- The CEB Secretariat will undertake a survey among organizations to determine the initiatives taken to review contractual arrangements;
- Urged all organizations to provide promptly the information regarding their practices in this area.

## **16. HR-related projects included in the HLCM Plan of Action for Harmonization of Business Practices**

➤ *Document: CEB/2009/HLCM/HR/45/Rev.1*

70. HLCM at its March 2009 Session, requested that the Networks carry out a review of their related projects included in the Plan of Action for the Harmonization of Business Practices, with a view to assess their relevance and priority. At its Spring 2009 meeting, the Network agreed to undertake its project in two phases.

71. The revised activity for the HR-related projects was presented in two phases. Phase I of the comparative analysis of staff rules and regulations and the policies of the organizations of the UN system will focus on issues arising from the field, especially from the Delivering as One pilot projects. These include job descriptions, -classification and -grading, common performance appraisal systems and the management of internal vacancies. In Phase II, all remaining policy issues not covered under Phase I will be addressed. ICSC has indicated that it would support the Phase I initiative with some available funding.

72. The Network:

- Supported this approach, suggesting it might be most efficient to start with one of the Pilot Countries, such as Viet Nam, and then extract lessons-learned to others;
- Noted that additional funding required beyond the ICSC contribution would be on a cost-share basis and organizations were urged to contribute. The CEB Secretariat will approach organizations to that effect.

## **17. Work-Life balance in the UN system**

➤ *Document: CEB/2009/HLCM/HR/43*

73. The CEB Secretariat presented the outcomes of the local Work/Life Balance meetings that had been held over the past months and the proposal to re-name the working group to Staff Wellbeing, so that it could incorporate work/life balance, staff mobility and staff counselling.

74. The Network:

- Supported the name change and requested that the two proposed standards be refined differentiating between entitlements and good practices, and separating normal provisions from those implemented in a crisis situation;
- Requested that UNFPA shares its framework with the CEB Secretariat. Revision is to be completed by the end of July 2009.

## 18. Any other business

### (a) Administrative Guidelines for an Influenza Pandemic (version 2.0 of 30 April 2009)

75. The UN referred to version 2 (dated 30 April 2009) of the Administrative Guidelines for an Influenza Pandemic situation. As another wave of H1N1 infections may be expected to start in September, these guidelines need to be completed by the end of July to ensure full preparedness and business continuity. Pertinent remaining issues are:

- (a) Which are the truly critical functions (staff members need to be informed of this when they are assigned to their post)?
- (b) In some locations the fact that the maximum number of critical staff is set at 10% is a problem; adaptation to the local situation is needed.
- (c) The global phases of the pandemic as set by WHO do not reflect the reality on the ground. Guidelines need to be included on how to deal with that difference.
- (d) How to deal with compensatory time off for those performing critical functions remotely and how to manage the lack of medical certificates when staff are encouraged to stay home and not use the medical facilities.

76. The Network:

- Requested to add the need to identify criteria for ‘critical missions’ and means to deal with hazard pay for medical staff;
- Agreed to have a full HR Network Videoconference to be held mid-July, so that the document can be finalised by early August 2009.

### (b) HR Network Working Group on Disability

- *Document: CEB/2009/HLCM/HR/40*

77. Subsequent to the discussions during the Network’s Spring 2009 meeting, the Working Group sought comments from the UN Medical Directors regarding two issues. Dr Brian Davey provided the working group with some further clarifications on the exact meaning of the terms disability, impairment, illness and injury and the approach to transforming job modalities so that disability for a specific job would be reduced. These issues were incorporated in the final document.

78. The Network:

- Endorsed the Policy Statement on Employment of Persons with Disabilities in the UN Workplace. HLCM will be informed at its next Session.

**(d) Language Proficiency Exams**

79. IMO raised the issue of language proficiency exams and the fact that the current format does not respond to the needs for testing languages. The exams are no longer held twice a year, their cost has increased and the turn around time on correcting the exams is very long. IMO asked whether the current process could be revised or made available online, or whether any commercial options could be investigated.

80. The Network:

- Noted that there are a number of LPEs in use, such as the UNESCO, the FAO and the WIPO exams;
- Further noted that the UN secretariat is also reviewing the process because it is extremely costly and complex. However, there does not seem to be a commercial company capable of managing the total of 6 languages, especially Chinese, Arabic and sometimes also Russian;
- Agreed to await the results of the review by the UN secretariat before any further steps are taken.

\* \* \*

## ANNEX 1

### LIST OF PARTICIPANTS

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Martha Helena Lopez (UN)  
Diana Serrano (WFP)  
Sean Hand (UNFPA)  
Marta Leichner-Boyce (CEB Secretariat)

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	<b>Bruce Frank</b> , OIC Human Resources Policy Service, OHRM
	<b>Jay Karia</b> , Deputy Controller, OPPBA and FB Network Co-Chair
	<b>Brian Davey</b> , Director, Medical Services Division, OHRM
	<b>Vera Rajic</b> , Chief, Insurance and Disbursement Service, Accounts Division, OPPBA
ILO	<b>Telma Viale</b> , Director, HR Development Department
	<b>Susan Hudson</b> , Human Resources Policy Advisor
FAO	<b>Serge Nakouzi</b> , Chief, HR Strategy, Policy & Planning Branch
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UPU	<b>Michael Mauer</b> , Director, Human Resources
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IMO	<b>Christian Dahoui</b> , Head, Human Resources Services
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IAEA	<b>Angela Jackson</b> , Head, Staff Administration Section, Division of Human Resources
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#### Other representatives:

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<b>ICSC</b>	<b>John Hamilton</b> , Executive Secretary
	<b>Yuri Orlov</b> , Chief, Salaries and Allowances Division
	<b>Duncan Barclay</b> , Chief, Human Resources Policies Division
<b>UNSSC</b>	<b>Jafar Javan</b> , Deputy Director, Programmes (by audioconference)
<b>UN Cares</b>	<b>Laurie Newell</b> , Global Coordinator
<b>CCISUA</b>	<b>Christopher Land-Kazlauskas</b> , President, CCISUA
<b>FICSA</b>	<b>Edmond Mobio</b> , President
	<b>Valerie de Kermel</b> , General Secretary
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#### Observers:

Org.	Name and title
<b>WTO</b>	<b>Monica Lezama</b> , HR Policy and Org. Development Advisor, HRD
<b>ICC</b>	<b>Kristiane Golze</b> , Chief, Human Resources Section
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<b>CEB Secretariat</b>
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<b>Petra ten Hoope Bender</b> , HR Programme Coordinator, Dual Career & Staff Mobility Project

## ANNEX 2

### HR Network Statements at the 69<sup>th</sup> Session of ICSC

#### ♦ Opening Statement

On behalf of the CEB and the representatives of the organizations that form the HR Network, I wish to extend our best wishes to you for a successful and productive session. We are pleased to be here in beautiful Montreal and also wish to thank ICAO for providing such excellent facilities. We thank the ICAO Secretary General, Dr. Chérif, for his presence here this morning and his words of encouragement as well as for ICAO's commitment to the work of ICSC and the organizations on issues of critical importance to staff across the system.

Mr. Chairman,

Since we met in New York in March, the HR Network has been working on several important issues.

#### **Staff Safety and Security**

As you are aware, an independent panel submitted a series of recommendations to enhance the security management system of the United Nations. In this context, a working group lead by the World Food Programme undertook a comparative review of service-incurred compensation in the event of a malicious act directed at the UN. The review assessed matters concerning the Malicious Acts Insurance coverage, the administrative processes and procedures for obtaining entitlements, social security and other insurance issues. The working group also looked at innovative ways to provide further protection to staff and their families.

The Pan-American Health Organization led the development of a brochure to inform the different categories of staff of their security-related entitlements and benefits and the UNDP led a review of the relocation of local staff during and after a crisis. The Network also discussed a proposal on an inter-agency crisis support team that can be rapidly activated when needed following a critical incident.

The Network will be submitting these proposals to the HLCM Steering Committee on Staff Safety and Security in July 2009.

#### **Appendix D**

HR Network members are also participating in a joint working group to review service-incurred compensation with the aim of developing a potentially system-wide programme to replace Appendix D.

Mr. Chairman, moving on to the issue of

#### **Business Practices**

In the light of the effect of the financial crisis on funding for the HLCM Plan of Action for Business Practices, HLCM has requested all its Networks to review their respective projects and prioritize them with a view of demonstrating quick results. The HR Network has therefore, decided to divide the two HR-related projects in two phases. The Network will move ahead in 2009 with Phase I of the review of contractual arrangements and staff rules and regulations, policies and practices. In this first Phase, issues arising from Delivering as One pilot countries will be addressed. These include: harmonization of job descriptions, classification and grading, common performance and promotion systems and the management of internal vacancies. Organizations will be asked to financially support this review. Phase II will be undertaken in 2010 and will address the issues not covered under Phase I. Other Networks are proceeding in a similar way with their projects. We very much welcome the full participation of the ICSC on this crucial body of work.

Mr. Chairman, as you know, the UN and its Funds and Programmes are on the eve of implementing the new contractual arrangements and the new system for Administration of Justice. The new Staff Rules and Regulations will become effective 1 July 2009. This has been an enormous effort and a stabilization phase of around one year is anticipated.

## **Workforce Planning**

In the area of workforce planning, the Network discussed several interlinked issues such as the guidelines on succession planning, recruitment practices including the recruitment for senior posts and inter-agency mobility. Given their complexity and the details with which they are interlinked, a focus group will be set up to develop a road map for dealing with these matters comprehensively.

## **UN Leaders programme**

The UN Staff College provided a briefing on the first cohort of 30 senior managers that undertook the new UN Leaders Programme in Turin in April of this year. The programme was very highly rated by participants and will be followed by a second course this November on the theme of 'Leadership, Accountability and Ethics. Three more courses are scheduled for 2010.

## **Disability in the workplace**

An HR Network working group developed a policy statement on the employment of persons with disabilities in the UN workplace, which was supported by the Medical and Legal Networks. Some of the key features of the policy are the protection of the rights of persons with disabilities, non-discrimination, reasonable accommodation measures and raising awareness. The policy was endorsed by the HR Network and organizations are encouraged to develop their own policies by the end of 2009.

Let me conclude by saying that much work has been done this year, though we still face many challenges. Organizations are grappling with the effects of the worsening economic situation on their workforce and the increased pressure on staff work load due to the fact that the world is turning to the UN in these difficult times. It is critical that organizations in the system are able to put in place adequate security measures to protect staff from malicious acts. Similarly, it is also extremely important to enhance the capacity of the system to reassure staff that their families will be adequately looked after should they be severely maimed or lose their lives in the performance of their duties. Therefore, conditions of service are of increasing importance to attract, motivate and retain the highest quality of staff to be able to fulfill the high expectations of the UN system.

As in the past, the HR Network stands ready to work with you and the Staff Federations in a collaborative manner.

### **♦ Standards of conduct for the international civil service (ICSC/69/R.3)**

The HR Network wishes to thank the ICSC Secretariat for the preparation of document 69/R.3. The majority of organizations have adopted the Standards of conduct promulgated by the ICSC. The HR Network believes that the Standards of Conduct are still relevant although they may require minor revisions.

Presently, there are a number of initiatives across the system to establish the creation of Ethics Programmes including the establishment of Ethics Offices. At the same time, organizations noted a certain level of confusion between a Code of Ethics, the Standards of Conduct and their respective applicability. Thus, the issue needs to be addressed and clarified. In addition, some organizations are moving to a new system for the Administration of Justice, which will certainly generate a lot of feedback that could be taken into account in the proposed review.

In light of this, the HR Network supports the eventual review of the Standards of Conduct but does not see it as an urgent priority. This review could be undertaken in 2011 to take advantage of the experiences of the organizations with the implementation of ethics programmes and the new administration of justice.

### **♦ Separation Payments (ICSC/69/R.4 and CRP.5)**

The HR Network thanks the ICSC Secretariat for its comprehensive paper which will facilitate today's discussion. As you will recall, at the 68<sup>th</sup> session in March 2009, the network provided extensive comments on the results of the review of separation payments. It proposed a more progressive scale for the end-of-service grant for staff separating upon expiration of their fixed-term appointment, after completing five years of continuous service.

In response to paragraph 101c of the document, the HR Network wishes to stress its position that 'separation' and 'termination' are two different concepts and should be treated as such. Termination is the

action by which an appointment is terminated by the organization before the expiry date set forth in the letter of appointment. In such cases a **termination indemnity** is paid pursuant to the pertinent Staff Rules and Regulations. The non-renewal of a fixed-term appointment is no a "termination" since the contract is not cut short before its established expiry date and therefore no termination indemnity is due to be paid.

The HR Network supports the payment of an end-of-service grant upon separation as a result of the non-renewal of a fixed-term contract. The HR Network also recommends that such a grant be paid in case of separation after five years of service instead of nice years of service as currently proposed in the document. The Network is of the opinion that the payment of an end-of-service-grant is justified in light of the lack of the provision of unemployment benefits and also in recognition of the fact that staff who have worked outside of their normal labor market for an extended period of time require additional time to update their skills and find alternative employment.

With regard to paragraph 79 (b) of the paper, the Network believes that separation due to non-performance is a separate matter requiring a different process. Therefore, performance certification should not be one of the eligibility requirements for the payment of end-of-service-grant.

- ♦ **Update on Staff Survey (ICSC/69/R.5 and CRP.6)**

The HR Network has taken note of the update on the 2008 Staff Survey results prepared by the ICSC Secretariat with great interest and appreciation. During a lively discussion at the Network meeting, members worked through the new analyses presented in the paper and addressed issues ranging from staff engagement to recruitment methods and supportive cultures for work/life balance.

The Network recognized that the findings and conclusions of the staff survey provide useful data that can be used by the organizations in their respective HR strategies and policies development. Therefore, the organizations will undertake to share the information internally.

The network supports the recommendations related in items b, c, d and e of paragraph 67. With regard to item a) of paragraph 67, the Network concluded that the concept of a UN social network needed to be further elaborated and a cost analysis of its implication undertaken prior to endorsement.

- ♦ **Base/floor salary scale (ICSC/69/R.6)**

The HR Network has taken note of the amendments to the base/floor salary scale and endorses the 3.04 percent no loss/no gain increase as of January 2010, which represents a technical adjustment in line with the approved methodology.

- ♦ **Evolution of the United Nations/United States net remuneration margin (ICSC/69/R.7)**

The HR Network took note of document 69/R/7 on the evolution of the United Nations/United States net remuneration margin and the updated estimate of 114.0 that will be reported to the General Assembly. In 2008, the General Assembly reaffirmed that the margin's range should be between 110 to 120, with its desirable mid-point of 115. In this regard the Secretariat reported that its average level from 2005 to 2009 has remained below the desirable mid-point at 113.6. Therefore, the Network wishes to urge the Commission to draw the attention to the General Assembly that the margin average has been consistently below the desirable midpoint of 115 since 1997.

- ♦ **32<sup>nd</sup> Session of ACPAQ (ICSC/69/R.8)**

The HR Network wishes to thank the ICSC Secretariat for the proposed agenda for the 32<sup>nd</sup> session of ACPAQ and the relevant background paper. The Network appreciates and welcomes the details provided on the proposed changes to the methodology for place-to-place surveys and endorses the items on the ACPAQ provisional agenda.

The Network hopes that the proposed improvements especially to the data collection forms will have some positive impact in simplifying the process and to improve the poor response rates. Organizations continue to receive many questions and concerns from staff members, and staff representatives relating to the impact of exchange-rate fluctuations on net take-home pay. The Network wishes to request that this matter be closely monitored by the ICSC Secretariat. Also we take note of your request to submit our comments by the end of July on documents on methodology and post adjustment.

- ♦ **Considerations related to reviewing the Job Evaluation Standards for General Service and related categories (ICSC/69/R.9 and CRP.7)**

As you know, HR Network representatives have actively participated in the joint Working Group over the past five years and have contributed extensively to the development of a new Master Standard for General Service and related categories. The Network is committed to completing the work as soon as possible in order to implement a single Master Standard for all General Service staff at Headquarters and in field offices.

The Network recognizes that a few issues require fine-tuning prior to promulgation of the standards. However, with the assurances of the ICSC Secretariat that any pending issues will be resolved, the HR Network concurs that the Job Evaluation Master Standard for the General Service and related categories will be ready for promulgation as of January 2010. The actual implementation of the new Master Standard may take place at different times depending on the organizations. Each organization needs to examine the financial impact of this implementation, especially since budgets for 2010-2011 in most organizations have been prepared and any potential additional costs resulting from this exercise have not been taken into account. Training and information sessions must also be developed and delivered and a glossary must be made available to ensure consistency in implementation.

- ♦ **Review of procedures for the classification of duty stations according to the conditions of life and work – A road map (ICSC/69/R.10)**

The HR Network wishes to thank the ICSC Secretariat for the document and appreciates the road map for the review of procedures for the classification of duty stations and supports this consultative approach. The Network wishes to point out that a critical issue is the tight timelines for completion of this review. Both the ICSC Secretariat and the HR Network need to ensure that adequate resources are dedicated to assure the timeframes for the collection, analysis and review of critical data are respected.

- ♦ **Decisions and recommendations of ICSC by organization of the United Nations common system (ICSC/69/R.11)**

The HR Network takes note of the report prepared by the ICSC Secretariat on monitoring the implementation of ICSC decisions and recommendations.

The HR Network still considers that the long-standing flexibility provided to organizations in applying language recognition schemes or incentives and other tools to promote multilingualism in the UN should be maintained. This flexibility is required to meet effectively the diverse operational needs of organizations.

- ♦ **Senior Management Network (ICSC/69/R.12)**

The HR Network has taken note of the document R.12 on the Senior Management Network and thanks the ICSC Secretariat for its preparation. The network is pleased to report that the newly redesigned “UN Leaders Programme”: Developing Strategic Leaders was delivered by the UN Staff College in April 2009 in Turin. The UN Staff College reported that the training was well received and highly rated by participants. It is anticipated that this programme will provide an opportunity for senior managers to network in a structured and continuous manner and result in a network of senior managers across the UN system. Thus the original objectives of the Senior Managers Network are expected to be achieved through the process of the UN Leaders Programme.

The Network believes that, in the light of these new developments and in support of the bottom-up approach to developing a Network, it is more appropriate and effective that the senior managers network develops in this manner. Therefore the HR Network concluded that direct CEB involvement in managing a separate Network programme is no longer required.

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## ANNEX 3

### CEB Human Resources Network

#### 2008/2009 – Work Plan

##### 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), Marta Helena Lopez (United Nations), Sean Hand (UNFPA), Diana Serrano (WFP) and Marta Leichner-Boyce (CEB Secretariat, 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. Phase I – A review of the Contractual Arrangements pertaining to the field workforce as well as a review of staff rules, regulations, policies and practices relating to issues arising from “Delivering as One” pilot countries: such as harmonized job description-, classification- and grading systems, common performance and promotion systems and the management of internal vacancies.	<ul style="list-style-type: none"> <li>– Greater harmonization among organizations.</li> <li>– Facilitating mobility</li> <li>– Simplified processes</li> </ul>	Consultant to work in consultation with HR Network and other Networks as required. ICSC collaboration.	Mid 2009 to end 2009	High (If resources are available)	Pending funding
2. Phase II – A review of all remaining issues, not covered under Phase I, of the Staff Regulations, Rules and Policies of Organizations of the UN Common System.	As above.		2010 (after completion/ of Phase I)	High. (Availability of resources)	Pending funding
3. Develop common guiding principles for performance evaluation systems and competencies in the UN	Common approaches.	In collaboration with ICSC. (a) ICSC/Org/Staff Assoc. to conduct a staff survey on Performance Management; (b) Establish Task Force ICSC Sec/CEB Sec./Staff Assoc to conduct fact-finding & benchmarking.	2009 to early 2010	High	Discussed during ICSC 68 <sup>th</sup> Session agreed to report to Commission's 70th Session
4. Review input from the Legal Network on the Inter-Agency Mobility Accord	Legal issues clarified.	HR/Legal Network	Mid 2009	High	Pending further discussions with Legal Network
5. Develop general guidelines on inter-agency mobility	<ul style="list-style-type: none"> <li>— Increase inter-agency mobility movements;</li> <li>— Build awareness among staff members that they belong to one UN system.</li> </ul>	Establish Working Group to develop Guidelines.	2009	Medium	Pending

 Pending  
 Ongoing  
 Completed

**STRATEGY 1:** (continued)

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
6. <b>Participate in ICSC Working Group to review Mobility and Hardship Scheme</b>	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.
7. <b>Review DSA practices in the field for locally recruited staff</b>	Adoption of a common approach.	UNDP proposal Share with ICSC	Mid 2009	Low	UNDP liaising with ICSC. Request UNDP of status.
8. <b>(a) Review recruitment and promotion policies and practices (b) Recruitment for Senior Posts</b>	Common approaches; Facilitate inter-agency mobility  Harmonized, clear and transparent approach	Paper for discussion ICSC collaboration, Survey  Survey	Mid 2009  End 2008	Medium  High	Survey on Recruitment practices undertaken.  CEB Secretariat undertook survey – presented at July08 Session. Further discussions to take place during Summer 2009 Session. – Agreed at the July 09 session to form a Focus Group to look at this and other inter-related issues and report back in September 2009.
9. <b>Review Administration of Justice practices</b>	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 provided update on implementation during Spring 09 Session. Done – UN will keep Network informed.
10. <b>Review implications for HRM on the introduction of ERPs and other strategic HR/IT issues</b>	- Ensure harmonization of Business Practices - Methodology for sharing information and knowledge	HR Network participation in technical groups	Mid 2009	Medium	Pending
11. <b>Provide support and advice to "Delivering as one" Pilots</b>		Working Group. Mission to 1-2 Pilot countries during 2008-09.	Ongoing	High	A Mission to Vietnam was undertaken in Sept. 2008 by UNICEF, UNFPA, UNDP to look at both specific and system-wide issues and HR issues and reported to the HR Network. The Network continues to receive regular updates from UNDG and provides advice as necessary.

## STRATEGY 2:

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

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
<b>1. Participate in ICSC Working Group to review Education Grant methodology</b>	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.
<b>2. Review current Appendix D</b>	Revised Appendix D.	Established Joint Working Group FB/HR Network with assistance of external expertise.	End 2009	High (availability of funds for external expertise).	Draft TORs for consultant presented to the Network Spring 09. WG continues to meet regularly pending the recruitment of an external specialist.
<b>3. Participate in the review &amp; assessment of pilot organizations in regard to broad banding and pay-for-performance</b>	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 decided to discontinue the pilots in July 2008.
<b>4. Participate in ICSC Working Group on the Reform of GS job classification</b>	Further tests and agreements on new GS job classification.	Established ICSC Working Group.	2009 ongoing	Medium	Ongoing. Update will be presented at ICSC Summer Session
<b>5. Review Long-Term Care</b>	Agreement on system-wide Long-Term Care insurance package.	Joint HR/FB Networks Working Group.	End-2009	Low (agreement on financing from organization's individual medical schemes).	Pending The HR Network shared the document with FB Network for further discussion & cost implications.
<b>6. Review of the mandatory age of retirement and pension issues.</b>	Agreement on the mandatory age of retirement.	CEB/HR Network recommendation to ICSC.	Mid 2009	High	Done. The review was completed and the report presented to the Network at the Spring 09 Session. Short presentation to ICSC Spring Session. HR Network Proposal presented at ICSC Summer 09 session.

**STRATEGY 2:** (continued)

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
<b>7. Review Salary Survey methodologies for Headquarters and Field</b>	Revised methodologies.	ICSC Tripartite Working Group Commission/HR Network (6 reps)/ Staff Reps.	Mid 2009	High	WG met in Oct. 2008; next meeting will take place in April 2009. Discussion at ICSC Summer 09 Session
<b>8. Review issue of "Disability" in the workforce.</b>	<ul style="list-style-type: none"> <li>- General policy statement for all organizations</li> <li>- Organizations to develop their own policies</li> </ul>	Inter-Agency Working Group	Mid 2009	Medium	Done Working Group presented Final draft proposal, which includes clearance from the Legal, Medical and FB Networks and Pension Fund, at the Spring 09 Session. Further consultation with Medical Network on terminology. HR Network endorsed policy guidelines. Organizations requested to develop internal policies by end 2009.
<b>9. Update on Gender Balance within the UN Common System</b>	Reach the Gender balance, especially at D1 level and above. Other expected outcome are listed in the ICSC decision.	Continuous reviews and updates of the situation.	2009	High	CEB Secretariat received information from organizations on the Gender policies and activities and compiled a comprehensive matrix to presented at the Spring 09 Session. Exit interview questionnaire developed and presented to ICSC. To be implemented mid-2009.
<b>10. Security &amp; Safety</b>	Address the HR implications.	Working Group on the different components	Mid-2009	High	Done 3 WGs were established to report by end June 2009. WGs submitted draft proposals, endorsed by Network at July 09 session. To HLCM Steering Committee mid-July.

### STRATEGY 3:

- Coordinate the implementation of programmes for the UN system.

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Coordinate implementation of the following programmes: • UN Cares; • Dual career and Staff Mobility; • Senior Management Network	Well run programmes which are models for UN reform.	Global Co-ordinator for UN Cares; CEB Secretariat in coordination with UNSSC.	Ongoing	High (budgets not fully funded)	UN Cares – Letter to organizations reminding to plan/include in 2010-11 budgets, presentation and updated at the July session. 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 SMN – HR Network to cease any activities.
2. Liaise with UNSSC on the Leadership Programme.	Programme that responds to Senior Managers' leadership and management development needs; Programme designed to show measurable behaviour change and enhanced network.	Participation of HR Network members in Steering Group	Ongoing	High	Done Programme was submitted to HLCM at its Spring 09 Session, first cohort planned for May 2009. First cohort of revised programme delivered by UN Staff College in May 09. Informed ICSC of developments at July 09 session.

**STRATEGY 4:**

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

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
<b>1. Prepare for the ICSC sessions by reviewing issues on ICSC Agenda.</b>	Common and well-prepared positions at ICSC sessions.	Video conferences; HR Network Sessions; consultation with technical WG on specific topics.	Ongoing	High	Ongoing
<b>2. Discuss specific strategic issues of interest/concern to HR Directors.</b>	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	Established yearly Strategic meeting of HR Directors held in Nov 2008. Next meeting tentatively scheduled for Oct or Nov 2009 at IFAD.
<b>3. Discuss specific field issues with field-based organizations.</b>	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.
<b>4. Develop guidelines on succession planning.</b>	Provide proactive workforce solutions, including gender and diversity perspectives.	Paper developed by CEB Secretariat	Mid 2009	High	The Network briefly discussed paper prepared by the CEB Sec. at July 08 Session. Further discussions held 2009 Summer Session. Focus Group to develop way forward by September 09.
<b>5. Collect, monitor and provide staff data of organizations of the UN common system.</b>	Centrally available and up to date personnel data.	Surveys; Personnel statistics; CEB Website	Ongoing	High	Ongoing

**STRATEGY 4:** (continued)

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
<b>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).</b>	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.
<b>7. Present views and proposals to HLCM and liaise with other HLCM Networks.</b>	Collaboration on issues of mutual concern.	Meetings among Spokesperson/CEB Secretariat; Scheduled briefings from other Networks during HR Network Sessions; Joint Working Groups	Ongoing	High	Ongoing
<b>8. Liaise with Staff Representatives on issues of concern, providing advice/guidance as appropriate.</b>	Collaboration on issues of common interest.	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.