



Report of the 26th Session of the Human Resources Network

Budapest, 13-15 February 2013

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I. INTRODUCTION

1. The Human Resources Network held its 26th session from 13-15 February 2013, co-hosted by FAO and UNHCR at the Ministry of Rural Development, Budapest. The meeting was co-chaired by Ms. Catherine Pollard, ASG for Human Resources Management, United Nations, Ms. Ana Luiza Thompson-Flores, Director, Human Resources Management, UNESCO, and Mr. Shelly Pitterman, Director, Division of HR Management, UNHCR.
2. The agenda was adopted as reflected in the table of contents.
3. The list of participating organizations and their representatives at the meeting is provided in Annex 1. All session documents are available on the HR Network website at:

www.unsceb.org/content/february-2013

4. The Network meeting was opened with a welcome from Mr. Geza Porprady, the Secretary of State of the Ministry of Rural Development, the host agency. He was followed by Mr. Szabolcs Takacs, Secretary of State of the Ministry of Foreign Affairs and Ms. Katalin Nemeth, Head of Department of the Hungarian Investment and Trade Agency.
5. Participants were welcomed to Budapest and reminded of the longstanding collaboration between Hungary and the United Nations, long before Hungary joined the European Union. They were informed of the Hungarian position and contributions to international aid and development and presented with the possible advantages of moving their service centres to Budapest.

II. ISSUES FOR THE HR NETWORK'S CONSIDERATION

- A. **The Outcome of the HLCM Retreat (14-15 January 2013) and its impact on the programme of work and working modalities of the HR Network**
6. The discussions and conclusions of the HLCM retreat of 14 and 15 January 2013 were shared with the Network. In its new strategy, HLCM will no longer require reports from its networks, but requests that the networks follow its strategic and policy discussions closely to inform their focus and priorities. The three key priorities identified for the HR Network include performance management, mobility and the review of the compensation package. At the next HLCM meeting in March, networks are expected to present a strategic plan. The HR Network agreed to develop a common set of aspirations and directions across the system that organizations can work towards achieving at their own speed, while learning from each other. This will allow the move away from the lowest common denominator applying to all organizations and towards sharing of good practices across all organizations.
7. The draft strategy will not be a non-paper, thus open to the normal consultation process.

B. International Criminal Court (ICC): observer organization to be party of the Inter-Organization Agreement on Transfer, Secondment or Loan of Staff among the Organizations applying the UN Common System of Salaries and Allowances

8. ICC brought before the Network its case for remaining a signatory of the “new” Inter-Organization Agreement on Transfer, Secondment or Loan of Staff. The representative of the ICC noted that 28 transfers from the UNCS organizations have been accepted over the years, some of which are recent and ongoing. ICC has been dropped as a signatory without a reason but would like to remain party to the agreement. It was decided to discuss and decide on this issue in the closed session on 15 February.
9. In the closed session, the Network discussed the fact that ICC had been signatory to the Accord, not to the Agreement. Upon the Network’s decision to return to the Agreement, ICC was not a signatory. However, this does not stop ICC from applying the Agreement in relation to interagency mobility with the organizations of the UN Common system. However, if it wishes to become an official signatory to the Agreement it must become a member of the UN Common system and contribute its share to all the jointly funded activities such as CEB and ICSC.

C. Report from the Field Group (CEB/2013/HLCM/HR/7)

10. The Field Group (FG) reported on its work over the past 6 months. The Chair of the Field Group noted that they had spent some time on the issue of Non-Family Duty Stations and the possibility of proposing the concept of “as if non-family duty stations”. It also looked at the requests that had come in from duty stations to increase the four-week period for R&R and, as a consequence, allow for a longer period of R&R to go visit families. The FG reported the need for clarification of the role of the Rapid response Team, as complementary to the administration team on the ground and focused on the interagency harmonization of entitlements. It should be stressed that the rapid response team does not take over the role of the local administration teams. The Staff Federations expressed their interest in being more closely involved with the Field Group and participating in their meetings.
11. The Network agreed that the place for interaction with the Staff Federations was the HR Network as the FG meetings focus on implementing existing policy that has been discussed and decided in Network meetings. The Network looks forward to the further analysis of the impact of the NFDS and the R&R provisions.

D. Employment of persons with disability (CEB/2013/HLCM/HR/5)

12. The report from the Working Group on Disabilities was presented by WHO. Organizations asked the working group to provide clarity on the complementarity of disability, partial disability, sick leave entitlements, Appendix D entitlements and the Pension fund entitlements. The Staff Federations requested clarification on which problems with the attitude of staff (mentioned in the report) had been identified.

E. Mobility, including RC issues (CEB/2013/HLCM/HR/6/Rev.1)

13. The working group chair highlighted some of the overlaps between a large number of initiatives and groups in UNDP, UNDG and the HR Network involved in RC issues. The HRN Mobility working group, which is specifically tasked with addressing non-financial incentives for staff other than from UNDP to seek RC positions, developed 5 recommendations for the Network to endorse.

Recommendation 1: Organizations will grant return right (i.e. secondment) and commit to maintain continued contact with all secondees on RC positions, including providing support in career management, application for vacancies etc.

- This recommendation will be reworded to reflect that granting a return right is already agreed practice. The aim of this recommendation is to maintain contact with the staff member and provide guidance on an eventual return to the organization.

Recommendation 2: a RC performance management system agreed by the HR Network will be put in place providing for inclusion of feedback from other agencies and partners in a given duty station; UNFPA performance management system could serve as a “best practice” model.

- This recommendation will be reformulated to reflect the current situation in which some RCs who are also HCs or RRs are being evaluated through several systems and the confusion this entails.

Recommendation 3: RC career path will be included in each organization’s respective learning strategy (see above) and existing organization specific leadership programmes should be more harmonized, or even linked so that the System can develop “One UN” leader types.

- The Network requested that this recommendation include reference to the UNSSC.

Recommendation 4: Selection criteria for RC positions and type of assessment will be reviewed and revised/approved by HR Network to ensure best practice, testing for specific RC related competencies and a coherent UN common system team approach.

- The Network endorsed this recommendation, noting that the main problem is the lack of a strong RC candidate pool.

Recommendation 5: Nominate an HR Network focal point for liaison with UNDG (WG and Talent management Task Force) to ensure that the RC related initiatives, mechanisms and tools are included in organizations’ respective information sites and taken into account for the development of related HR policies.

- The Network suggested that this recommendation focus on information sharing for Network validation by members who are already on the abovementioned and other groups such as the IAAP and the Working Group on RC Issues, rather than creating another focal point. The members on these groups would be requested to report back to the Network on the discussions and decisions in the UNDG groups.

14. Members concluded that there are too many parallel mechanisms working on RC issues. Network membership should only specifically be sought on the WG on RC issues.
15. Next steps include rewording the recommendations, linking through UNDP into the IAAP, validating what the HRN wants with the various working groups in order to review at the next Network meeting.
16. The re-worded recommendations were shared with the draft notes of the 26th Network meeting. No comments were received so the final version is attached to these minutes in Annex 2.

F. Any other business:

- (i) *Recap of HLCM's decision on Mandatory Age of Separation, discussion on Organizations' positions and on the modalities for the participation in the compensation review by the ICSC*

17. Due to time constraints, this issue was not discussed.

- (ii) *JIU report on compliance with multilingualism in the UN (CEB/2013/HLCM/HR/3)*

18. The Network held a short discussion on this topic, but concluded it was not convinced this was a specific human resources issue, nor was there an appetite to set up an ad-hoc network. It would be reverted to the CEB to re-assess. If it is confirmed that this must be dealt with by the Network, the discussion will continue on email so that the organizations can check their internal information and positions before committing any time and support to an ad-hoc network.

- (iii) *UN Cares Update (CEB/2013/HLCM/HR/4)*

19. The UN Cares Global Coordinator and the UN Plus Coordinator participated in the meeting via videoconference and presented the update. The two issues for decision and endorsement by the Network included:

1. The expansion of the insurance pilot project to include other organizations;
2. Two measures to improve the handling of personal information with confidentiality:
 - a. A half-day training session on confidential handling of personal information for implementation by human resources and other operations staff across all UN common system organizations.
 - b. A jointly agreed confidentiality undertaking/policy to guide the work of HR personnel across all UN common system organizations.

20. Network members who had participated in the pilot insurance scheme were very positive about its effect, specifically because it combines a wellness approach with managed care and a 20% top up of coverage to pay for anti-retroviral medications and other services.

21. The Network endorsed the expansion of the insurance scheme.

22. Network members who had participated in the training session reported a very informative and practical course that helps staff deal with confidentiality around medical and other personal information on staff members. The Network supported the continuation of the training course.

23. With regard to the policy on confidentiality, the Network agreed to look into this in more detail, using examples set by the UN Medical Directors Network and return to this discussion at a next meeting.

(iv) HR issues raised by UNFPA and UPU (CEB/2013/HLCM/HR/CRP.1):

- UN Common System benchmarking of staff surveys:

24. UNFPA presented its recent work with a **benchmarking** agency called Agenda Consulting that is offering pro-bono benchmarking of any kind of survey and results against other UN and non UN organizations. Network members expressed interest in sharing their results on various survey topics. UNFPA will follow-up.

- Review of the income ceiling for retirees in receipt of a UN pension:

25. UNFPA also raised the issue of the limits of the **income ceiling for retirees** impinging on organizations ability to hire experts for a useful length of time. Organizations have very different views and make different use of retirees and had different ways of dealing with 'double-dipping'. There are many ways to get around the income ceiling too. The Network concluded it did not want to take up a review at this point in time.

- Educational requirements for senior General Service positions:

26. The final topic raised by UNFPA is that of possibly increasing **educational requirements for senior General Service positions** (G-6/7) to a first level university degree. At this level staff often have significant responsibilities and are at a time in their lives where they have had an opportunity to follow additional studies and obtain a degree. This matter raised a wide variety of responses ranging from: review the educational requirements for all grades, to not making any change for classification reasons that would have an effect on pay for GS positions. Several members highlighted the need to also consider technical expertise and experience, not just degrees. For some participants, looking at career progression (or the lack thereof) is inextricably linked to educational requirements and would need to be taken into consideration. The Network requested UNFPA to develop a more detailed paper on educational requirements and its implications for discussion at a future meeting.

- Flexi-time or Telecommuting; agreeing on one definition and one term for Flexibility in hours and place of work:

27. UPU requested a discussion on a common understanding of **telecommuting and flexibility** in the workplace, as per the JIU report 2012. The Network agreed to discuss this on email.

(v) Other HR issues:

28. Several topics on the HR Network agenda were listed for electronic consolidation. The aim of this is to discuss fewer issues on the Network agenda at face-to-face meetings to leave more time for the more strategic and HLCM focused topics. A short introduction was given on how electronic consolidation could take place.

- a. Through email, using a summary sheet and a decision sheet to guide the process, which would be managed by the CEB Secretariat.
- b. Through teleconference or webinar when real-time discussion is required. The webinar specifically allows for presentation of a power point and background papers while participants are in a virtual room together and can respond with spoken or written comments and questions.

29. The Network supported both mechanisms and requested the CEB Secretariat to propose protocols for these methods.

30. As the Network was in session, it agreed to discuss the Language Proficiency Exam. The report from the working group the Network had established in June 2012 supports assigning the development, administration and marking of the LPE to external providers. The implications for existing language programmes, reimbursement of examination fees and selection criteria for outside providers were assessed and an implementation approach suggested between 2014 and 2017. The working group proposed the setting up of a new working group to complete the tasks of addressing HR policy issues, set up implementation and consultation timelines and facilitate coordination and harmonization across all stakeholders.
31. The Network agreed the follow-up by a next working group with the participation of FAO, WMO, ILO, UNESCO and the UN.
32. The agenda items on Education Grant special measures and Exit Questionnaires will be further discussed on email.

G. Dates of the next HR Network Meeting

33. After much discussion, the tentative dates for the next HR Network meeting were set for 17 to 19 July 2013, immediately before the ICSC summer session in London. Though IMO will not be available, other meeting venues could be explored. A preparatory videoconference will be held to discuss ICSC documents and topics to be included in the agenda.

III. ISSUES UNDER DISCUSSION BY ICSC

A. Resolutions and decisions adopted by the General Assembly at its sixty-seventh session relating to work of the Commission (ICSC/76/R.2)

34. The ICSC secretariat presented the decisions taken by the General Assembly on its annual report for 2012. The HR Network was informed that on the post adjustment issues some Member States had held fast to the view that it was not appropriate to allow UN common system salaries to increase at a time when the comparator civil service was itself undergoing a salary freeze. Recalling that we have been in an era of low inflation for several years, these Member States considered it was time to review the methodologies so as to slow down the growth of staff costs. There was also the view that the UN/US margin methodology as approved by the GA should be allowed to function as intended. After much deliberation, the General Assembly decided in the end to request the Commission to maintain the current New York post adjustment multiplier until 31 January 2013, on the understanding that the normal operation of the post adjustment system would resume on 1 February 2013.
35. The Network was also informed that the General Assembly had authorized the UNJSPF to increase the normal retirement age to 65 for new participants in the Fund, with effect not later than 1 January 2014, unless the General Assembly has not decided on a corresponding increase in the mandatory age of separation.
36. The General Assembly ultimately decided that consideration of the Report of the ICSC for 2012 would be deferred to the first resumed session of the 67th session of the General Assembly.

37. The Network thanked the ICSC secretariat for the information provided, noted the ambiguity in the General Assembly decisions and agreed it would await, with interest, the follow up on some of these matters at the resumed session in March.

ICSC Decision:

The Commission decided to take note of the General Assembly decisions 67/551 and 67/552.

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

(a) Review of the common system compensation package (ICSC/76/R.3)

38. The ICSC secretariat presented its plan for reviewing the current compensation package. The Network much appreciated the amount of background material and the graph that highlight the complexity of the package in the paper, turning it into a very helpful reference document. It supported the underlying question for this review, which is whether the compensation package allows the organizations to meet their needs.
39. Network members unanimously expressed the importance of working closely together with the Commission on this review. Not just in providing data, but also in real dialogue about some of the supporting principles for the compensation package, including the Noblemaire principle. Organizations are ready to invest in a major, but meaningful overhaul of the package that will make it more flexible, simple and streamlined while still allowing organizations to deliver on their mandates. Detailed objectives for this review need to be agreed early in the process, as well as the methods of collaboration, participation and feedback, the timing of joint activities and the quality and frequency of communications with all levels of staff.
40. Organizations stated that the new package should be fit for purpose first before it is decided when, where and how it will be applied. As this is, in effect, a change management project it must be driven by results-based management, measurement of success, careful, frequent and transparent communication with all stakeholders and leadership from the top.
41. The secretariat agreed that several working groups would be required and some consultancy support.

ICSC Decision:

The Commission decided to:

- (a) Proceed with the review of the common system compensation package on the basis of the attributes and parameters outlined (in its report ICSC/76/R.10);
- (b) Establish, immediately following the completion of the seventy-sixth session of the Commission, a contact group composed of Commission members, three Co-Chairs of the HR Network and three representatives of the staff federations, supported by the secretariat of the Commission, to develop a detailed workplan for the review of the common system compensation package so that the initial phase of the workplan can commence before the seventy-seventh session of the Commission.

(b) Mobility/hardship scheme: review of “H” category duty stations and field duty stations (ICSC/76/R.4)

42. The secretariat presented the current situation on the review of the H category duty station and explained that the process had been hampered by hurricane Sandy and several other factors that had caused delays.
43. The Network noted the paper and supported the review of H duty stations from a basis of political grouping to one of actual living conditions. It noted that several cities on the H list are capital cities, but do not have the living conditions that concur with H status.
44. The Network therefore recognized the need to revise the categorization but strongly encouraged the secretariat to devise a method that will include participation by the organizations, call for meetings in a timely and transparent manner and allow for participants to review notes of meetings and decisions before they are made public. Seeing the work yet to be carried out on this review, the Network would ask the Commission to postpone the issue to its Summer session allowing all organizations to fully participate in the review.

ICSC Decision:

The Commission decided:

- i. Take note of the information provided in the document;
- ii. Request the tripartite Working Group for the classification of field duty stations according to the conditions of life and work to consider this item at the 2013 mid-year review meeting in June 2013, and report on a technically sound proposal for classifying those duty stations currently designated as “H” and “A” for hardship based on conditions of life and work at its seventy-seventh session; and
- iii. Maintain the current mobility scheme for the time being and address this allowance as a part of the comprehensive review of the United Nations total compensation package.

C. Conditions of service of staff in the Professional and higher categories:

(a) Children’s and secondary dependents’ allowances: review of the methodology (ICSC/76/R.5)

45. The ICSC secretariat presented the plans for a review of methodology for the children and secondary dependents allowance which is undertaken in response to the Commission’s concerns about the automaticity of the adjustments. Automatic adjustments are being phased out in many other allowances, such as danger pay and the base floor salary. The secretariat noted that every calculation method has its drawbacks, but the Commission deemed this review a pre-requisite to amending the rate.
46. Organizations expressed concern about possibly changing a methodology because it delivers undesirable outcomes, especially when this specific methodology was reviewed as recently as 2007-2008 and has not yet really proven its worth. Also, it seems ill-timed to tweak one methodology when the review of the full compensation package is about to start. In large “H” Duty stations where the cost of living is high, reducing this allowance will have great impact on staff. Also, the allowance compensates staff for something their national government

would have provided had they resided in their own country. It is not an additional benefit, but a compensation.

ICSC Decision:

The Commission decided:

- (a) take note of the study undertaken by its secretariat on the methodology to determine the children's and secondary dependant's allowances;
- (b) use as indicators to adjust the allowance the weighted average of the eight headquarters duty stations and the general trend in growth rates of child benefits;
- (c) inform the General Assembly that the Commission would keep the methodology under review and address its concerns in the forthcoming review of the common system compensation package; and
- (d) recommend to the General Assembly that the current levels of the children's and secondary dependant's allowances be maintained for the time being.

(b) Methodology for the grade equivalency study (ICSC/76/R.6)

47. The secretariat explained that an equivalency study is conducted every five year between jobs in the UN and in the comparator civil service. However, the method is very resource intensive and lacks an incentive for the comparator civil service to share job descriptions. An alternative is sought in grading UN jobs on the basis of the comparator's classification standards. Two consultants have been hired to classify the 500 job descriptions that have been collected and their work will be reviewed by a classification expert of the secretariat.
48. Organizations expressed two major concerns. The first one is that classification of UN jobs needs to be done within the organizational context and therefore needs to be conducted with the involvement of classification experts of each organization. Organizations would therefore request to be closely involved in this review. The second concern is the process followed so far, as not all organizations were asked to send job descriptions. Also, the Network was not clear on whether this is a review of the methodology, or whether it was a grade equivalency study, as the normal timing for a study would be 2015 and the ICSC paper is not clear on this.

ICSC Decision:

The Commission decided to instruct its secretariat to continue the work and report the results at its seventy-seventh session.

D. Conditions of service of the General Service and other locally recruited staff: surveys of best prevailing conditions of employment in Paris (ICSC/76/R.7)

49. The ISCS secretariat spoke to the survey of the prevailing conditions of employment in Paris, stating that the impact of the shorter workweek had been reflected in the results. The new scale will apply to new staff and slowly catch up with the old scale through interim adjustments.

50. The Network noted the report and thanked the secretariat for its work.

ICSC Decision:

The Commission decided:

- (a) To approve the use of data from all 18 employers retained in the survey and to note the use of external data to compensate for the number of missing employers short of the normal requirement of 20 employers in accordance with the methodology;
- (b) To approve the retention of all benchmark jobs used in the survey with the exception of job 16;
- (c) To approve the treatment of cash and non-cash benefits added to base salaries;
- (d) To approve the treatment of working hours;
- (e) To approve the procedure for netting down outside gross salaries;
- (f) To approve the interim adjustment procedure; and
- (g) To recommend, as of the date of promulgation by the lead agency, the revised salary scale and levels of dependency allowances for the General Service category of the Paris-based organizations, as set out in the annex to the report ICSC/76/R.11.

E. Report of the Working Group on the Framework for Human Resources Management (ICSC/76/R.9)

51. The ICSC secretariat presented the review of the Framework for Human Resources Management as a work in process that is due for presentation at the ICSC Summer session. The framework was developed and agreed in 2000 and should have been regularly updated since. It describes the key functions of the management of human resources in the UN system and identifies them as core or non-core functions.

52. The Network members agreed that the framework is still valid, though it may not cover all current HR management topics and is not operational. Also, changes caused by for example contract reform, may have fudged the divisions between core and non-core. This framework does indeed merit revision as the distinction between core and non-core is closely linked to the roles of the ICSC and the Network. The objectives of the review therefore need to be clearly spelled out and agreed.

53. The Network supported the continuation of the working group and will fill the remaining positions for participation. It requested that future meetings be held in affordable venues in order not to strain organizations' travel budgets in this time of financial constraint.

ICSC Decision:

Commission requested the working group to continue its work on the review of the Human Resources Framework taking into account the views expressed by the Commission.

Annex 1**List of Participants**

Org.	Name	Title
UNNY	Ms. Catherine POLLARD	Assistant Secretary-General of HR Management
UNNY	Ms. Ruth DE MIRANDA	Chief, HR Policy Service
UNNY	Ms. Mary DELLAR	Chief, Policy and Conditions of Service Section
ILO	Ms. Anny Xiaoxia ZHANG	Head, Management Support Unit, Senior HR Officer
FAO	Mr. Tony ALONZI	Deputy Regional Representative and Officer in Charge of the Regional Office for Europe and Central Asia, Budapest
UNESCO	Ms. Ana Luiza THOMPSON-FLORES	Director, HR Management
UNESCO	Ms. Annick GRISAR	Chief, Policy and Planning Section
ICAO	Mr. Joerg WEICH	Deputy Director, HR, Bureau of Administration & Services
WHO	Ms. Josiane SIDIBE-PIMPIE	Focal point for Inter-Agency Issues
UPU	Mr. Alexander THERN-SVANBERG	Programme Manager, Staff Administration & Social Affairs
WMO	Mr. Shuibao LIU	Chief, HR Division
ITU	Ms. Julia WATT	Chief, HR Management Department
IMO	Mr. Christian DAHOUI	Deputy-Director of Administration & Head of HR
IFAD	Mr. Peter FROBEL	HR Management Advisor
WIPO	Ms. Cornelia MOUSSA	Director, HR Management Department
WIPO	Ms. Thérèse DAYER	Deputy Director, HR Management Department
UNIDO	Ms. Okusitina BULAVAKARUA	chief, HR Planning and Development Unit
IAEA	Ms Fukuko INOUE	Head of the Human Resource Planning Section
UNDP	Mr. Michael LILEY	Director, Office of HR, Bureau of Management
UNDP	Ms. Henrietta DE BEER	Chief, Policy and Compensation Unit, OHR
UNHCR	Ms. Karen FARKAS	Director, Division of HR Management as of 1 Feb
UNHCR	Mr. Shelly PITTERMAN	(former) Director, Division of HR Management
UNHCR	Mr. Arnab ROY	Head, HR Policy and Planning Service
UNHCR	Mr. Lorenzo PASQUALI	Head of the HR Staff Service
UNICEF	Ms. Bintou KEITA	Deputy Director, Division of Human Resources
UNICEF	Ms. Bettina HASEL	HR Policy Specialist
UNFPA	Mr. Michael EMERY	Director, Division of Human Resources
UNFPA	Ms. Sarah ROSE	HR Policy and Planning Specialist
UNFPA	Ms. Laurie NEWELL	Global Coordinator, UN Cares (by videoconference)
UNOPS	Mr. Pierre MOREAU-PERON	Director, Human Resources
WFP	Ms. Prerana ISSAR	Director, Human Resources Division
WFP	Ms. Nana Yaa NIKOI	Chief, Staff Relations and Policy Branch
UNAIDS	Ms. Sigrid KRANAWETTER	Senior Adviser (HR Policy and Legal), HR Management
UNAIDS	Mr. John OSHIMA	UN Plus Global Coordinator (by videoconference)
UNRWA	Ms. Laura LONDEN	Director, Human Resources
PAHO	Ms. Kate ROJKOV	HR Manager
UNSSC	Ms. Inderpal DHIMAN	Coordinating Officer
ITC	Mr. Carl ROGERSON	Chief, Human Resources

Org.	Name	Title
CEB	Mr. Remo LALLI	Secretary, HLCM
CEB	Ms. Petra ten HOOPE-BENDER	Acting Senior Inter-Agency Advisor on HR Management
ICSC	Ms. Regina PAWLIK	Executive Secretary
ICSC	Ms. Marta LEICHNER-BOYCE	Chief, HR Policies Division
ICSC	Mr. Yuri ORLOV	Chief, Salaries and Allowances Division
IOM	Ms. Greet de LEEUW	Director, HR Management
IOM	Ms. Daniela KABILJO	HR Management Adviser
OSCE	Ms. Françoise NOCQUET	Director, Human Resources
ICC	Ms. Kristiane GOLZE	Chief, Human Resources
ICC	Mr. Floris KIST	HR Policy Unit
CCISUA	Ms. Paulina ANALENA	President
CCISUA	Ms. Barbara TAVORA-JAINCHILL	Vice-President, Conditions of Service
CCISUA	Mr. Christopher LAND-KAZLAUSKAS	Representative (Chair, ILO Staff Union Committee)
FICSA	Mr. Mauro PACE	President
UNISERV	Mr. Dimitri SAMARAS	President

- * Hosting Organizations: **FAO/UNHCR:**
 Mr. Nabil GANGI, Head, FAO Shared Services Centre
 Ms. Rossella PAGLIUCHI-LOR, Head UNHCR Global Service Centre

Annex 2

[Re-worded recommendations]

Conclusions from the HR Network Working Group on Mobility

The working group chair highlighted some of the overlaps between a large number of initiatives and groups in UNDP, UNDG and the HR Network involved in RC issues and increasing the attractiveness of the RC position. The Network's working group is specifically tasked with addressing non-financial incentives to motivate skilled staff to seek RC positions. The working group developed 5 recommendations for the Network to endorse. It was decided that rather than recommendations these should be presented as Conclusions and reworded as follows:

Conclusion 1: As already decided in the 25th HR Network Session, organizations will grant a return right (i.e. secondment) and retention of grade when possible; in addition, they would commit to maintain continued contact with all secondees on RC positions, including providing support in career management, application for vacancies etc.

A proposal was made to expand this support to include granting of system-wide priority for selections; it was also proposed that there be a group assessment at the end of the assignment pronouncing a recommendation on whether another posting as RC would be appropriate.

Conclusion 2: any new RC performance management system should also be endorsed by the HR Network and provide for inclusion of feedback from other agencies and partners in a given duty station while avoiding a "heavy" process" created by several parallel evaluation processes requiring separate input from the staff concerned (NB: RCs who are also HCs or RRs are currently being evaluated through several systems, which is cumbersome and time-consuming; UNFPA performance management system could serve as a "best practice" model).

Work is already under way in this area (DOCO, OCHA, UNDG), but it would be important to emphasize the need to work towards an aligned process avoiding that staff have dual/triple assessment processes, ensuring a simple and streamlined process, while respecting the 180 dimension of feedback from all stakeholders in the duty station.

Conclusion 3: Develop RC career paths and incorporate or link them to each organization's learning strategy (see above) and existing organization specific leadership programmes should be more harmonized, or even linked so that the System can develop "One UN" leader types. These efforts should be aligned and reflect the work already done by the UNSSC in this respect.

Conclusion 4: Selection criteria for RC positions and type of assessment will be reviewed and revised/approved by HR Network to ensure best practice, testing for specific RC related competencies and a coherent UN common system team approach. The HR Network suggested that this should be undertaken by a different forum, e.g. IAAP (see below).

The Network endorsed this recommendation, noting that the main problem is the lack of a strong RC candidate pool.

Conclusion 5: Ensure that the HR Network is fully informed of UNDG activities and outcomes (WG and Talent management Task Force) to ensure that the RC related initiatives, mechanisms and tools are included in organizations' respective information sites and taken into account for the development of related HR policies as well as ensuring that UNDG takes HR Network conclusions into account.

This conclusion was reworded following the suggestion of the HR Network to focus on information sharing for Network validation by members who are already on the abovementioned and other groups such as the IAAP and the Working Group on RC Issues, rather than creating another focal point.

Members concluded that there are too many parallel mechanisms working on RC issues. The HR Network requested UNDP to also act as HR Network representative on RC issues and on the IAAP and related working groups to ensure that these groups receive the conclusions from the HR Network and to update the HR Network on developments and issues that require action either by each organization respectively or by the HR Network itself.

Next steps: In the next phase the working group will focus on inter-agency mobility and the implementation of the revised Inter-organization Agreement. The working group will prepare input for the report to HLCM on how to facilitate and enhance inter-agency mobility (autumn 2013).
