



**Chief Executives Board
for Coordination**

CEB/2015/HLCM/HR/4
30 June 2015

Summary of conclusions of the 30th Session of the Human Resources Network

**4 ó 6 March 2015
UNWTO, Madrid**

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I. Adoption of the agenda

Opening of the Session and Adoption of the Agenda

1. The Human Resource Network held its 30th session from 4-6 March 2015, hosted by UNWTO in Madrid. The meeting was co-chaired by Ms. Carole Wamuyu Wainaina, ASG for Human Resources Management, United Nations, Ms. Karen Farkas, Director, Division of HR Management, UNHCR, Mr. Mark Levin, Director, HR Development Department, ILO.
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:

<https://www.unsceb.org/content/march-2015>
4. The Network meeting was opened with a welcome from the Director of Administration and Finance of UNWTO, Mr. José García Blanch.

II. Closed meeting for HR Network members

i. Mandatory Age of Separation for existing staff

5. The GA has issued a Common System resolution containing a decision to implement MAS 65 for existing staff and requesting ICSC to consult with organizations on a possible implementation date.
6. The HR Network discussed the different perspectives of its members on the implementation approach, challenges and a possible implementation date of MAS 65 for existing staff. It was highlighted that, among other aspects, the notion of acquired rights would need to be specified in more detail. Since an implementation in Specialized Agencies will need a separate discussion in their Governing Bodies, it was seen as advisable to clarify the relevant impact on cost, geographic representation, gender parity and programme delivery in more detail for each organization. The HR Network agreed that an implementation should not commence prior to January 2018. An informal working group was suggested to look at the implications of the MAS 65 implementation.
7. *Decision: The HR Network agreed that to establish an informal Working Group to further clarify implementation details and approaches.*

ii. ICSC Compensation Review

8. The HR Network discussed its positions with regard to the specific upcoming discussions on the Compensation Review at the 80th ICSC session in March 2015 in New York. The outcome of these discussions served as the basis for formulating CEB HR Network statements at the sessions, and will thus be fully documented in the ICSC sessional report.

9. The Network highlighted its expectation that the savings generated from any slowing down of step increases would be reinvested to enhance performance-related payments as deemed fit for each organization.
10. With regard to Relocation entitlements, the Network highlighted that relocation entitlements are implemented as a cost recovery mechanism that needs to be retained with sufficient flexibility, given the extremely wide range of family situations, differences in relocation costs between regions and large variations in assignment lengths as per the different mandates and operational realities of each organization. The decision to set (or not) lump sums for removal cost should therefore be retained with the organizations as current practice, in line with a detailed proposal that the Network had submitted in the discussions during the ICSC Compensation Review.
11. The Network expressed its support for a single parent support of 6% of net remuneration in line with current proposals for a spouse allowance.
12. The Network welcomed the current proposals with regard to Education Grant, pointing however to the need for a detailed impact analysis, in particular for staff in duty stations with high education cost, such as Geneva, Moscow, Bangkok, Istanbul and Johannesburg.

iii. Workforce Planning and Succession Planning

13. At the HR Directors workshop meeting in November 2014, the need was expressed for a more focused discussion on Strategic Workforce Planning and Succession Planning. The Network therefore held an exchange of experiences with these topics, including specific challenges faced by organizations and current initiatives that are planned. During the discussion, a number of key common challenges were identified that should be addressed through further more intensified inter-agency collaboration. The following five challenges are perceived by the HR Network members to be most important:
 - a. How to develop structural enablers for organizational agility and through workforce planning
 - b. How to leverage external partnerships in the area of Human Resources
 - c. How to lead a transformation in management of the HR function
 - d. How to develop more systematic and joint approaches to talent outreach, acquisition and selection
 - e. How to share experience and good practices with regard to labor relations at an inter-agency level.
14. *Decision: The HR Network requested that the current initiative on ðHR Professionalizationö be reviewed and re-scoped to accommodate the challenges of HR transformation towards a business partnering role. This work will be conducted by the CEB Secretariat with input and guidance by the ASG OHRM of the UN Secretariat. Furthermore, the Network requested the CEB Secretariat to propose suitable fora and initiatives (e.g. through Working Groups or workshops at one of the next HR Network meetings) to address the other key challenges as mentioned above.*

iv. HR Network management

15. The HR Network discussed its current activities, priorities and ways of working, together with a status of the current Working Groups mandated by the HR Network. Guest speakers from HLCM and UNDG shared their views during the discussion. Network

- members expressed their desire and commitment to move the role of the Network beyond experience exchange towards tangible practical collaboration initiatives.
16. The majority of the HR Network members saw benefits of stronger collaboration and joint activities in areas such as joint reference checking and joint job classification activities.
 17. *Decision: The HR Network agreed to further research the possibilities of a joint Reference and Classification Center. The UN Secretariat, UNFPA and UNOPS will take the lead on this initiative, the CEB Secretariat will support by circulating a survey to gather interest and expectations of member organizations for such initiatives.*
 18. *Decision: The members of the Network requested the CEB Secretariat to provide an overview of the status of current activities and working groups. In particular, it requested that:*
 - a. *The CEB Secretariat will provide the Network with a status update, assessment and proposals for a way forward on the Working Groups on Partial Disability Benefits and Language Proficiency Examination.*
 - b. *The CEB Secretariat will contact all organizations for a comprehensive review the work of the Working Group on Inter-Agency Mobility, in the light of the priorities and expectations as per the HLCM Strategic Plan.*
 - c. *The CEB Secretariat will prepare a short overview of the relationship between UNDG-related and HLCM-related activities, indicating the different mandates, roles and activities, including the pilot project roll out of the harmonization of local recruitment in Delivering as One countries*
 - d. *The CEB Secretariat will provide the HR Network with a progress update on its feasibility study for joint activities to support geographically mobile staff at the next HR Network meeting.*

III. Open session

i. Update from CEB and HLCM session including joint HLCM / HLCP session

19. During its October session HLCM endorsed a risk management, oversight and accountability model as a framework. In October 2014, HLCM and HLCP held a joint session at UNICEF in New York. The two Committees, with presence of UNDG representatives, discussed challenges and their contribution to the fit for purpose agenda. Part of this workshop was a dedicated discussion group on Human Resources and workforce matters, and the outcome of these discussions can serve as an input for discussions on future strategies and priorities in the area of Human Resources.

ii. Update from the FB Network including the Working Group on ASHI

20. The FB Network received an update on the ICSC Compensation Review at its last meeting, and expressed its keen interest in the compensation review and in particular in the financial implications on the budgets of each individual organization. During the next FB Network meeting in Montreal in June 2015 the HR Network will provide the FB network with clear indications on the financial implications of the review.

21. The FB Network's Working Group on ASHI recently concluded its first meeting. The HR Network is collaborating in this working group with three representatives from UNDP, UNHCR and FAO.

iii. Update from the IAMSN and the Working Group on Duty of Care

22. The USG DSS in the UN Secretariat has been requested by HLCM to lead an Inter-Agency Working Group on Duty of Care in high risk environment. Karen Farkas, HR Director at UNHCR, was nominated as Co-Chair for this group. She briefed the Network on the progress made in the Working Group. The objective of the Working Group is to analyze five distinct high-risk environments (Afghanistan, Ebola-impacted countries, Haiti, Mali/Somalia and Syria) marked by the existence of armed conflict, medical emergency, natural disaster or terrorism and propose a working definition of duty of care.
23. The work of the Working Group is divided in a number of phases:
 - a. Phase 1: Five analytical sub-working groups will analyze the five above mentioned high-risk environments with the aim of identifying duty of care issues impacting UN personnel and eligible family members. The projected completion of phase one will be mid-April 2015, the resulting report will be presented.
 - b. Phase 2: Categorizing the collected data and identifying themes. Sub-working groups will be established to look into each theme.
24. A progress update will be provided to the HLCM at its session in March 2015, the thematic sub working groups will be established by April-May 2015 and the final report will be presented by late 2015.
25. HR Network members and Staff Federations expressed their interest and support for this critical initiative.

iv. Update from the Field Group.

25. The Chair of the Field Group briefed the HR Network on the latest developments of its activities and presented the results of its last meeting. The review of the Field Duty Stations, according to the ICSC framework, covered this time 638 Duty Stations.
26. The Chair of the Field Group also reported to the HR Network on current situations of extended security evacuations. Following an initial discussion on different challenges and approaches of organizations to handle such situations including handling of related payments, it was suggested that the Field Group should work in more detail on this topic and revert to the HR Network with a discussion paper at its next meeting.
27. *Decision: The Field Group of the HR Network is requested to provide the Network with a discussion paper on the handling of extended evacuation situations from an HR perspective. This proposal should be presented during the 31st HR Network meeting.*

v. Occupational Health and Safety Directive (Medical Directors Working Group)

28. The Network was updated by Dr. Jillann Farmer, Chief, UN Medical Directors Working Group (MDWG), on the activities of the group since the last briefing during the 29th HR Network meeting. She presented the Occupational Health and Safety Directive developed by the MDWG.
29. The members of the Network expressed their appreciation for the work of the Working Group and acknowledge the need for occupational health and safety guidelines. Representatives from Staff Federations also expressed their support for the initiative.

Several Network members inquired however about the mandatory nature of such a Directive, highlighting different needs and occupational challenges for Headquarters-based organizations versus field-based organizations. They suggested reframing the work as a Framework rather a Directive, in order to better point out its intended use as a Benchmarking and Good Practice tool for organizations to measure and monitor their policies and activities with proposed standards in the area of Occupational Health and Safety.

30. *Decision: The HR Network welcomed the work of the Medical Directors Working Group. They suggested to amend the document into a Framework document, and recommended the endorsement of the accordingly amended document by HLCM.*

vi. Update from UN Cares

31. UN Cares presented the progress report on the Programme. UN Cares requested the HR Network members to confirm their pledges for the 2016/2017 biennium. Furthermore, the Network's organizations were asked to each identify a focal point within their organization for the UN Cares workshop on stigma and inclusion.
32. *Decision: The HR Network expressed its strong appreciation for the work of UN Cares, and requested the organizations to provide the programme with a focal point for the workshop on stigma and inclusion. They also requested the programme to circulate a brief summary of the programme and its achievements as a communication tool in the current 2016/17 budgeting / pledging cycle.*

vii. AOB

33. The UN Secretariat briefed the HR Network on discussions currently taking place at the UN General Assembly on the topic of domestic partnerships. UNDP and UNWOMEN suggested more discussions on the topic of spousal employment. It was confirmed that this topic will be included in the current feasibility study by the CEB Secretariat on potential support for geographically mobile staff.

Annex 1: List of participants

Org.	Name	Title
UN	Ms. Carole WAMUYU WAINAINA	Assistant Secretary-General, OHRM
UN	Ms. Ruth DE MIRANDA	Chief, HR Policy Service
ILO	Mr. Mark LEVIN	Director, HR Development Department
FAO	Ms. Monika ALTMAIER	Director, Human Resources Management Division
FAO	Ms. Claire BILLOUD	Chief, HR Policy Branch
UNESCO	Ms. Duncan BARCLAY	Director a.i., Human Resources Management
ICAO	Mr. Joerg WEICH	Chief, Staff Employment and Administration Section
WHO	Ms. Françoise NOCQUET	Director, Human Resources Management
PAHO	Ms. Kate ROJKOV	Director of Human Resources
WMO	Mr. Shuibao LIU	Chief, HR Division
ITU	Ms. Julia WATT	Chief, HR Management Department
ITU	Mr. Eric DALHEN	Head, Human Resources Policies Division
IFAD	Mr. Peter FROBEL	HR Management Advisor
WIPO	Ms. Cornelia MOUSSA	Director, HR Management Department
WIPO	Ms. Therese DAYER	Deputy Director, HR Management Department
UNIDO	Ms. Okusitina BULAVAKARUA	Director, HR Management Branch & Deputy to the Managing Director, PSM
UNDP	Mr. Diego RUIZ	Deputy Director, Office of Human Resources
UNDP	Ms. Henrietta DE BEER	Chief, Policy and Compensation Unit, OHR
UNDP	Ms. Esereda MUSISI	Policy Specialist, Policy Compensation Units
UNHCR	Ms. Karen FARKAS	Director, Division of HR Management
UNHCR	Mr. Arnab ROY	Head, HR Policy and Planning Service
UNICEF	Mr. Stephan GRIEB	Chief, Policy and Administrative Law Section, HR Division
UNFPA	Mr. Michael EMERY	Director, Division of Human Resources
UNFPA	Ms. Sarah ROSE	HR Policy and Planning Specialist
UNOPS	Ms. Tina FRIIS-HANSEN	Director, Human Resources
WFP	Ms. Ann-Marie BIDAULT	HR Policy Officer
UNAIDS	Mr. Roger SALLA NTOUNGA	Director, HRM
UNRWA	Ms. Laura LONDEN	Director, Human Resources
UNRWA	Mr. Andrew PATTERSON	Chief HR Planning, Policy and Development
UN Women	Ms. Fiona BOURDIN FARELL	Chief, Human Resources Centre
UN Women	Mr. Prasun CHAKRABORTY	HR Specialist, Lead - HR Planning, Policy & Organizational Design
CEB	Mr. Michael ROSETZ	Senior Inter-Agency Advisor on HR Management
CEB	Mr. Pieter KRAAKMAN	HR Programme Officer, CEB-Secretariat
ICSC	Ms. Regina PAWLIK	Executive Secretary
ICSC	Mr. Yuri ORLOV	Chief, Salaries and Allowances Division
IOM	Ms. Greet de LEEUW	Director, HR Management
IOM	Ms. Alison HOLMES	Chief - HR Policy & Advisory Services
UNWTO	Ms. Filiz AKTAS	Chief, Human Resources Section
OPCW	Ms. Julia SHAW	Acting Head, Human Resources Services
OSCE	Mr. Eoghan HENNESSY	Planning and Co-ordination Officer

Org.	Name	Title
FICSA	Mr. Diab EL-TABARI	President