

**REPORT OF THE NINETIETH SESSION OF THE
CONSULTATIVE COMMITTEE ON
ADMINISTRATIVE QUESTIONS
(PERSONNEL AND GENERAL ADMINISTRATIVE QUESTIONS)**

Geneva, 6 to 9 April 1999

The format of this report follows the pattern set at the Committee's eighty-eighth session but takes a more thematic approach by dividing issues into six areas: the international civil service, issues relating to pay setting, new approaches to human resources management, mobility, on-going projects and other administrative and procedural matters. This approach allows for a more strategic overview of human resources management and is more appropriate for dissemination over the CCAQ Web site.

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Agenda and participation

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

Election of Officers

2. The Committee elected Mr. Dieter Goethel (IAEA), Chairperson, Ms. Jan Beagle (UN), Vice-Chairperson and Ms. Haruko Hirose (UNESCO), Vice-Chairperson for one-year terms.

The International Civil Service

<u>Documents:</u>	ACC/1999/R.2:	The International Civil Service
	CCAQ(PER)/90th/INF.2:	The International Civil Service. Welcoming address by Dr. Wilfred Jenks to ICSAB, 1 July 1970
	ICSC/49/R.9:	Human resources management: draft standards of conduct for the international civil service
	CCAQ(PER)/90th/CRP.7:	FICSA comments on draft standards of conduct for the international civil service

3. In document ACC/1999/PER/R.2, the CCAQ secretariat had developed further the Committee's ongoing concern for the preservation and strengthening of the international civil service. It recalled that at its eighty-eighth and eighty-ninth sessions, the Committee pursued a review of the elements by which the organizations, staff and Member States might reaffirm their commitment to the international civil service as defined in the Charter, the constitutions of the Specialized Agencies and other basic documents.

4. It recalled further that it had earlier considered that the international civil service was founded firmly on two principles: the allegiance owed by each staff member to the international organization alone and the reciprocal duty of Member States to refrain from violating the independent nature of the secretariat.

5. Within this overall context, the Committee took note of the work undertaken by the ICSC secretariat to update the 1954 Standards of Conduct as contained in ICSC/49/R.9. The Committee considered this work as a first input to the process of updating the Standards. It noted however that the ICSC secretariat document dealt only with the standards of conduct of staff members and made no mention of the commensurate responsibilities of Member States and of organizations which had been incorporated into the 1954 Standards.

6. Moreover, the 1954 Standards were by nature guidelines; they were descriptive rather than prescriptive legislative principles; they were written in plain language. The Committee considered that the Standards should continue to remain guiding principles and not binding rules. It should be left to individual organizations to incorporate the principles into their staff regulations and rules, as appropriate, in accordance with their own needs. The Committee also preferred that a more descriptive style be retained in the updated Standards. The 1954 Standards had withstood the test of practice and had been used as a reference point in cases of litigation before internal disciplinary boards and the administrative tribunals. The preservation of this case law was important in the context of the updating of the Standards.

7. There were also a number of important elements either missing from the original 1954 Standards or requiring updating or which were not dealt with adequately in the ICSC secretariat's document. All of these elements should be addressed if the Standards were to reflect the nature of work in the organizations in the 1990's. These included:

- C the role of elected staff representatives;
- C harassment;
- C sexual harassment;
- C equity of treatment and opportunity;
- C gender equality;
- C probity;
- C privacy/use of information;
- C expanded operational activities;
- C potential conflicts of interest arising from activities requiring close association with other organizations, NGOs, and the private sector.

In this regard, it was noted that many organizations had had insufficient time to respond to the ICSC secretariat's questionnaire because of the need to undertake internal consultations. Other organizations noted that the 1954 Standards were by and large satisfactory and had hoped that the ICSC would have outlined the need for change and the areas in which change was required before undertaking a complete rewrite.

8. In its statement before ICSC, the Committee would lay emphasis on these aspects of the on-going study to update the Standards. It would also underline the need to take the necessary time to ensure that the end product was acceptable to and usable by all organizations of the common system. The participation of the staff representatives was crucial to the overall process.

9. In terms of the next steps in the process, the Committee concluded that the existing Standards should be taken as the basic document for the work to be done. The ICSC secretariat's note should be used as an input to the process together with an analysis of the standards of conduct developed by other international organizations and civil services within overall ethics frameworks. In this connection, the committee took note of the Standards of Conduct in the World Trade Organization.¹ It also noted that the OECD's PUMA Unit had produced a study on Ethics in the Public Service which described different approaches to ethics frameworks being pursued in Member States; these approaches ranged from those referred to by OECD as compliance-based to others described as integrity-based.

10. There was much work to be done. In the Committee's view, this would best be pursued in a number of working groups with an appropriate blend between the organizations' human resources managers and legal counsels together with the staff representatives. This demanded an innovative approach rather than the traditional tripartite working group arrangement.

[ICSC decided that its secretariat, together with the CCAQ secretariat, should organize a working meeting for organizations and staff in September/October 1999. It would then organize an open-ended Working Group on the matter at its session in Spring 2000.]

¹ WT/L/282, 21 October 1998, pages 16-22.

Issues relating to pay setting

11. The Committee had the opportunity to be briefed in some detail about:

- C the introduction of the World Bank's new remuneration system;
- C developments in pay-setting in the Coordinated Organizations;
- C the introduction of a unified nomenclature of categories of staff in UNDP;
- C the introduction of a unified nomenclature and salary scale in WTO.

12. The Committee expressed its appreciation to all those who provided their time and resources to travel to provide substantive input to the Committee's discussion.

13. In respect of the specific pay-related issues which were before the ICSC's 49th session, the Committee reached the following conclusions:

Base/floor salary scale

Document: ICSC/49/R.3: Conditions of service of the Professional and higher categories: base/floor salary scale

14. The Committee:

- C supported the proposed increase of 3.42 per cent in the base/floor scale with effect from 1 March 2000;
- C had no objection to the proposed revision of the process of adjusting the base/floor scale;
- C did not agree with the premise on which the ICSC secretariat's proposal to improve the individual margins at the D.1 and D.2 levels was based, namely that the measure had to be cost neutral; in any case, the proposal would result in financial implications owing to the introduction of transitional allowances at the P.1 to P.3 levels.
- C decided that it would report to ICSC that any proposals for the adjustment of absolute pay at the D.1 and D.2 levels should be taken up within the context of the annual review of the margin. In the Committee's view, in the light of anticipated increases in the pay levels of the comparator's General Schedule it was quite likely that the US/UN margin would fall well below 115 and even to around the 110 level. If this were to happen, the ICSC would have to recommend a real increase in the UN scale if the Noblemaire Principle were not to be further eroded. This would allow for a differentiated approach at different grade levels.

[ICSC decided to recommend to the United Nations General Assembly: (a) the proposed increases in the base/floor scale and (b) the new procedure proposed for simplifying adjustments to the base/floor scale. It also decided not to pursue the proposed differentiated adjustment of the upper grades of the scale.]

Report of the twenty-second session of ACPAQ and
the draft agenda for its twenty-third session

- Documents: ICSC/49/R.4: Conditions of service of the Professional and higher categories:
post adjustment matters: report on the twenty-second session
of the Advisory Committee on Post Adjustment Questions
ICSC/49/R.5: Conditions of service of the Professional and higher categories:
post adjustment matters: draft agenda for the twenty-third session
of the Advisory Committee on Post Adjustment Questions

15. The Committee:

- C took note of the report of ACPAQ's twenty-second session and of the agenda for its twenty-third session of ACPAQ;
- C expressed concern at the introduction of aged rents in time-to-time adjustments midway between place-to-place surveys which it did not consider to be statistically reliable;
- C in connection with the next round of surveys, drew attention to the need for updating the reference housing data in the light inter alia of changed circumstances in many organizations as a result of downsizing and re-structuring exercises. Moreover, the external rent data being drawn from the Inter-organizations Study Section (IOS) were for 1997 as opposed to the 1990 and 1995 UN reference data.

[ICSC took note of ACPAQ's report and revised slightly the agenda for the twenty-third session].

Removal of housing from post adjustment

- Document: ICSC/49/R.6: Conditions of service of the Professional and higher categories: post adjustment matters: separation of housing from post adjustment

16. The Committee:

- C noting that this matter had been under review for ten years decided that it would urge ICSC not to pursue this matter further as long as the current post adjustment system remained in place.

[ICSC decided not to continue further studies on this matter.]

Review of the basis for the dependent children's allowance

- Document: ICSC/49/R.7: Conditions of service of the General Service and other locally recruited categories: review of the basis for the dependent children's allowance
CCAQ(PER)/90th/CRP.6: Review of the basis for the dependent children's allowance for the General Service and other locally-recruited categories

17. The Committee:

- C expressed concern that the ICSC secretariat's review focussed on the methodology for determining the level of the dependant's allowance, i.e. the floor or local practice amounts; it did not provide an in-depth review of why the UN system, as a good employer, should maintain this allowance which had been repeatedly endorsed by ICSC and its precursors as a social benefit;
- C was concerned that the data contained in the annexes to the document were based on assumptions which could be questioned, including *inter alia* that each General Service staff member had two dependent children;
- C expressed concern over the validity of the data presented particularly with respect to headquarters' duty stations;
- C considered that the information contained in the document did not fully assess the context for establishing and revising the floor amount. Historically, the floor amount had been based upon a global average (both headquarters and non-headquarters) of tax abatement and other child benefits. Prior to 1982, the floor amount was based upon 10 per cent of G-1/I. In 1982, the floor amount was based upon 3 per cent of the midpoint of the GS salary scale. Starting in 1985 with the introduction of the non-headquarters methodology, local practice in support of children was consistently measured as part of comprehensive salary surveys. The effect of tax abatement and other child benefits was examined at the GS midpoint, (matched benchmark jobs at the G-4 level). The 1997 review of the methodology led to a revision in the floor amount from 3 per cent to 2.5 per cent based upon data collected in the latest round of headquarters and non-headquarters surveys;
- C was concerned that the ICSC secretariat's presentation which separated data for non-headquarters from headquarters represented a significant departure from the previous methodology for examining the global value of employer child benefits. It therefore presented possible distortions in the actual position of non-headquarters locations;
- C noted further that from 1982, the significant growth of the National Officer (NO) category could provide additional data for an in-depth analysis of dependency benefits should such a focused assessment of non-headquarters benefits be needed. At present NO salaries included dependency benefits based upon the GS scale. In many duty stations it was evident that should a discrete analysis of NO dependency benefits be carried out, this would support benefits based upon local practice rather than the floor amount;
- C questioned whether with the shift in GS staff populations from the lower grade levels due to office streamlining and outsourcing, the use of the GS midpoint remained the most valid comparison point;
- C would invite ICSC, in this connection, to undertake an evaluation of the appropriate reference points on the GS and NO salary structures for the determination of the dependent children's allowance;

- C concluded that for all of the above reasons the current arrangements for the determination of dependency allowances should be maintained at this time.

[ICSC decided to maintain for the time being the current floor formula of 2.5 per cent and review the formula in 2002.]

Job classification

Document: ICSC/49/R.10: Human Resources Management: job classification

18. The Committee:

- C noted that the document contained a report of a "brainstorming" which was meant as one among other inputs for the Working Group on the Human Resources Framework (see also paragraph 23). It observed that, by their very nature, "brainstorming" sessions should not result in formal consensus-type reports;
- C noted that the document did not examine important broader issues related to job classification such as its link to pay setting and career development;
- C decided to request ICSC not to consider the substance of this report at its forthcoming session.
- C requested its secretariat: (a) to carry out a needs analysis across the common system and (b) to organize an *ad hoc* meeting in autumn 1999 bringing together a cross-section of HR specialists so as to ensure a holistic treatment of the issue.

New approaches to human resources management

19. The Committee's overall consideration of new approaches to human resources management has been progressing in a number of inter-related areas (see ACC/1998/5, annex III). At its current session, the Committee's attention was focused on three areas: the Cranfield Study on HR management practices in UN system organizations, the further development of competency modules for HR specialists and the outcome of the *Ad Hoc* Meeting on Recruitment and Selection.

The Cranfield Study on HR management practices in UN system organizations

20. The Committee:

- C welcomed the briefing provided by the representatives of Cranfield University on the latest status of the study;
- C provided the representatives of Cranfield University with a series of comments and reflections to be incorporated in the final report which would be presented at the CCAQ Conference in July;
- C noted that the study would be revised as a result of these inputs and of further observations on the written analysis of the findings. Organizations were invited to send these written comments to the CCAQ secretariat by 30 April;

- C in this context, emphasized that the differences between organizations of the system both in mandate and in size be fully taken into account in the final report;
- C confirmed that in all the analyses in the final report it would be more meaningful to present ranges rather than averages or medians;
- C requested its secretariat to work in the closest cooperation with Cranfield University in the finalization of the report.

Core competency framework for HR specialists

Document: ACC/1999/PER/R.3: Core competency framework for human resources specialists

21. The Committee:

- C expressed its appreciation for the work undertaken to date and its thanks to those organizations which had devoted time and talent to this project;
- C endorsed the modules for recruitment, benefits and personnel entitlements specialists as the basis for further work;
- C agreed that once all draft competency modules had been developed a working group bringing together those who had developed the modules should review the overall package for content and style. It would also be necessary for this group to review the core competency profile for the HR function to ensure consistency and to avoid redundancy. In furtherance of this work, members agreed to forward comments on the modules to the CCAQ secretariat;
- C noted in this connection that the CCAQ framework had served as a basis in a number of organizations for the development of more detailed performance-related competency matrices. One of these prepared by IFAD was presented to the Committee for information (see annex III).

Ad Hoc Meeting on Recruitment and Selection²

Documents: ACC/1999/PER/R.4: Proceedings of the CCAQ *Ad Hoc* meeting on recruitment and selection
CCAQ(PER)/90th/CRP.4: Functioning of CCAQ: CCAQ's sub-committee structure in the context of the *ad hoc* meeting on recruitment and selection

22. The Committee:

- welcomed the innovative structure and format of the *ad hoc* meeting and its report and thanked all those whose participation had led to its success;

² This section of the report is also relevant to that section of the CCAQ Handbook relating to CCAQ's structure and functioning.

- expressed appreciation to ITU for printing the report;
- encouraged organizations to review and see how best the conclusions reached at the meeting might be followed up within each organization;
- within the context of the structure and functioning of CCAQ, noted that the convening of such *ad hoc* events which brought together a range of specialists from organizations within and outside the common system provided an effective forum for furthering more modern and holistic approaches in the HR area;
- considered that such events were preferable to the fixed and more structured, agenda-driven sub-committee activities;
- decided to discontinue its two standing sub-committees on job classification and on staff training on the understanding that (a) job classification concerns would be dealt with in a wider context *inter alia* through bringing together a cross-section of specialists and (b) staff training matters would be pursued by the Chiefs of Learning *inter alia* in the context of the development of the UN Staff College Project (UNSCP);
- requested its secretariat (a) to organize an *ad hoc* meeting on a broad spectrum of job classification concerns in autumn 1999 (see paragraph 18) and (b) to review the question of the Chiefs of Learning meetings with the Director of the UNSCP to ensure that the needs of those responsible for learning and staff development were fully and cost-effectively met.

Framework for Human Resources Management

23. The Committee was briefed by one of its members who had participated in the first meeting of the Tripartite Working Group on a Framework for Human Resources Management created by ICSC at its July 1998 session. The Group had been requested to develop an operational agenda for its meeting by first identifying the issues to be included in a framework and ranking them in terms of priority. The Report of the Working Group would only be finalized in the course of ICSC's session and after CCAQ was concluded. However, on the basis of the draft prepared by the ICSC secretariat and being put before the Working Group, the Committee considered that the work being undertaken by the Working Group represented a positive first step in the process of developing such a framework and in the development of the new tripartite consultative process. It would be necessary for consultations to take place within organizations and in CCAQ and, to this end, the Committee decided to place the matter on the agenda of its next session. Accordingly, it would request the Commission to continue its consideration of this matter in the context of the Working Group, taking into account the views of organizations and staff associations.

Mobility

24. The Committee was conscious of the importance for effective human resources management of ensuring the mobility of staff both within and between organizations of the common system. This had been emphasized in a number of policy statements adopted both by individual organizations and at the ACC level. In 1995, ACC had adopted a statement confirming that consideration would be given to "developing a system of inter-agency mobility of women staff to

increase their experience".³ In 1998, executive heads in ACC had encouraged HR reforms which would *inter alia* "support the advancement of staff through continuous learning and enhanced mobility both within and among organizations".⁴

25. The Committee recalled that the Participating Agencies Mobility System (PAMS) had been specifically designed to further these policy objectives. It received a demonstration from the Secretary of ISCC of the latest stage in the development of the PAMS computerized system and made a number of suggestions for improvements in the system which would be fully operational on 1 June 1999 (see also paragraph 32).

Impediments and incentives to inter-agency mobility

Document: ACC/1999/PER/R.5: Impediments and incentives to inter-agency mobility

26. The Committee:

- took note of the analysis prepared by its secretariat of perceptions and procedures which impeded the mobility of staff between organizations;
- was informed of a number of initiatives individual organizations were taking to develop exchange agreements with outside partners and also by the United Nations Development Group (UNDG) to further mobility among the UNDG organizations;
- welcomed the initiative to study means of encouraging greater mobility among organizations;
- concluded this study would be further enhanced by:
 - changing the mind-set in organizations both in respect of their parochialism and the evolving work environment;
 - reviewing the in-built blocks to mobility such as the rigidity of the budgetary post system, geographical distribution requirements, the differences in social security arrangements and other requirements such as repeated probationary periods;
 - recognizing inter-agency mobility and service outside the "parent" organization as one important element in making career and promotion decisions;
 - analyzing how organizations had managed the re-absorption of staff who had been on loan or secondment;
 - reviewing the impact of other work/life issues (e.g. spouse employment) on inter-agency mobility;
 - making clear to line managers in all organizations the benefits to be derived from

³ ACC Statement on The Status of Women in the Secretariats of the United Nations Common System, December 1995.

⁴ ACC Statement on The Reform of Human Resources Management in the United Nations System, February 1998.

greater inter-agency mobility in terms of continual learning and development.

- concurred with the proposal that the UN Staff College should be encouraged to play a key role in awareness building *inter alia* through the development of an orientation training programme for the UN common system which should make clear to all staff members that they were part of the international civil service which existed in over twenty organizations;
- encouraged organizations to initiate internal discussions with the objective of exploring further possibilities of developing inter-agency mobility;
- requested its secretariat to pursue with organizations and staff representatives the development of proposals which would take account of the views expressed. The secretariat should also pursue the issue of the orientation training programme with the UN Staff College.

Exchanges of HR specialists

Document: ACC/1999/PER/R.9: Exchanges of HR specialists

27. The Committee:

- took note of the proposals contained in the document prepared by its secretariat and requested that the information contained in the annex be updated;
- requested its secretariat, taking account of the work being pursued by the United Nations Development Group (UNDG), to establish a small task force of interested organizations to refine these proposals further, noting in particular that this programme would remain voluntary in nature.

Draft Agreement for the Secondment and Loan of Staff of the International Financial Institutions (IFI's)

Document: ACC/1999/PER/R.6: Draft Agreement on Transfer and Loan of the IFI's

28. The Committee:

- noted that the IFI's were about to introduce an agreement for the secondment and loan of staff between them based in part on the 1949 CCAQ Agreement as updated;
- appreciated that the template being put forward could also serve as a model for agreements between UN common system organizations and the financial institutions. This would help alleviate the current complex and time-consuming process which required individual *ad hoc* contractual arrangements to be made;
- requested organizations to disseminate the proposed IFI agreement and to advise the CCAQ secretariat on their intentions to use this instrument so that the agreement might be further refined through consultations between the IFI's and the CCAQ secretariat.

Reports on other on-going projects

Long-term Care

29. The Committee:

- was informed that since its eighty-ninth session (July 1998) there had been a number of developments in respect of the introduction of long-term care insurance in organizations. These included:
 - a change in the nomenclature in some of the basic provisions of the scheme; what had formally been called “mandatory” and “voluntary” elements had been renamed “core” and “additional” premia arrangements;
 - meetings between the insurers and those organizations which had expressed willingness to move forward with the introduction of the insurance. As a result of these, UPU, IAEA and UNIDO had expressed their intention to introduce long-term care with effect from 1 July 1999 on the basis of the scheme developed by Willis Corroon as part of their health insurance arrangements. The ITU was actively reviewing entering the scheme as of the same date subject to further discussions in the context of its health insurance scheme jointly shared with ILO;
 - the probable introduction of the same scheme by the Inter-American Development Bank and the World Tourism Organization;
 - the position of the United Nations, UNDP and UNICEF, following consultations with staff, that while a UN group long-term care insurance plan would be an important benefit for staff and retirees, the proposed plan did not meet all the needs of UN staff and retirees;
 - interest expressed by the Coordinated Organizations and CERN in the scheme.

30. Arising out of this information, the Committee:

- reaffirmed its commitment to recognizing the importance of long-term care insurance arrangements;
- noted that organizations which were proposing to move forward in July 1999 were accommodating long-term care insurance under their current health insurance schemes, including the cost-sharing provisions of those schemes;
- was aware that there remained some concern for the level of the premia which would apply to retirees;
- requested those individual organizations pursuing the consultative process as agreed at its eighty-ninth session to make maximum benefit of the work already undertaken by Willis Corroon, ensuring at the same time that the integrity of the detailed proposals of Willis Corroon was respected.

Plans for the First CCAQ HR Conference

31. The Committee:

- welcomed the plans for the forthcoming CCAQ Conference in July 1999 as reported by its secretariat;
- noted that three eminent HR specialists had agreed to address the Conference on HR performance, competencies and practices: the vital links;
- agreed to support this specific event through voluntary extraordinary contributions.

Information Technology developments - the UN family ExtraNet, the CCAQ Web Site and the PAMS project

32. The Committee:

- expressed its appreciation to the Secretary of ISCC for the presentation of developments regarding (a) the UN system ExtraNet project, (b) the new search engine of the CCAQ Web site and (c) the PAMS project;
- commended the CCAQ and ISCC secretariats for the work which had been achieved through their collaboration on the development of the Web site;
- agreed that once PAMS became operational on 1 June 1999, organizations would ensure that staff at large would be made aware of the PAMS system which would be made available over each organization's Internet;
- proposed a number of suggestions for amendment of the format of the PAMS system and the CCAQ Web site which would be taken into account in their finalization and introduction.

Other administrative and procedural matters

Medical standards for employment

Document: ACC/1999/PER/R.7: Medical standards for employment

33. The Committee:

- took note of the report prepared on behalf of the UN Medical Directors in respect of the medical standards for employment;
- concurred with the Medical Directors' findings that the exceptional arrangements for the medical clearance in respect of HIV/AIDS should continue, but should be carefully monitored;
- requested organizations - especially those with a field structure - whilst making clear that HIV status would not impair employment - to continue to encourage voluntary

testing;

- looked forward to receiving as soon as possible the assessment of actuarial impact being prepared by consultants engaged by WHO and being financed through inter-agency arrangements;
- requested the Medical Directors and WHO to take account of actuarial and other studies developed by Member States, insurance companies, etc. relating to the interrelationship of medical testing and cost implications on social security schemes;
- in consultation with the Medical Directors, would revert to the question of the administrative status of the Guide to Medical Fitness Standards once the above studies had been reviewed.

UN sponsored dispensaries

Documents: ACC/1999/PER/R.7/Add.1: UN sponsored dispensaries
CCAQ(PER)/90th/INF.1: *idem*

34. The Committee:

- was informed of the intention of the UN Medical Directors to undertake a comprehensive review of 43 UN sponsored dispensaries to determine in which dispensaries the services should be: a) upgraded; b) maintained or c) phased out in the light of the availability of satisfactory local health facilities;
- noted that this evaluation will take into account: a) the current services being provided *vis-a-vis* local medical facilities; b) the quality of the current services; c) the level of satisfaction of users; and d) the training/support required by UN dispensary physicians;
- was informed of the ten locations identified by the UN Medical Directors for assessment on a priority basis in 1999: Afghanistan, Bangladesh, Guyana, Liberia, Mozambique, Rwanda, Sao Tome and Principe, Cape Verde, Madagascar and the Comoros;
- requested the UN Medical Directors also to evaluate the need to establish new dispensaries in locations - normally outside capital cities - with minimal health facilities or where health facilities were lacking altogether;
- requested the UN Medical Service to provide contributing/participating organizations with: a) the terms of reference of the review; b) the criteria for selecting the first ten locations to be reviewed; and c) cost estimates of the proposed comprehensive review in order to make a commitment to finance it;
- requested the UN Medical Service to include all contributing/participating organizations in the quarterly meetings by taking advantage of video-conference facilities.

CCAQ Manual for Salary Surveys in Non-Headquarters Duty Stations

Documents: CCAQ/(PER)/90th/CRP.5: CCAQ Manual on salary surveys at non-headquarters duty stations
CCAQ(PER)/90th/CRP.8: *idem*

35. The Committee:

- noted that the revised CCAQ Manual had been prepared by UNDP in collaboration with the responsible agencies in non-headquarters on salary matters, UN and WHO. As designated agencies, UNICEF and FAO had also provided assistance and comments on the Manual. The final draft before the Committee had incorporated all comments received;
- recognized that the Manual reflected practice and experience built up over many years in applying the methodology approved by ICSC and endorsed by the General Assembly for General Service salary surveys in non-headquarters locations;
- in this context, confirmed that to remain useful the Manual had to be a dynamic instrument that should continue to evolve in the light of experience;
- requested the responsible agencies to continue to exercise flexibility in the application of special measures.

CCAQ Programme and Budget 2000-2001

Documents: ACC/1999/PER/R.8: CCAQ programme and budget 2000-2001
CCAQ(PER)/90th/INF.3: Extract from the report of the eighty-ninth session of CCAQ(FB)

36. The Committee:

- took note of the budget proposals for the biennium 2000-2001 which had already been endorsed by CCAQ/FB;
- recalled the concerns it had expressed on the occasion of the adoption of previous biennial CCAQ budgets, in particular for the need to maintain services of the highest quality at low cost and for the secretariat to be represented at sessions of the General Assembly;
- commended the secretariat for the innovation it had shown to live within the budget while at the same time enhancing its services;
- endorsed the budget proposals for incorporation in the UN budget subject to the above comments.

Matters relating to the CCAQ secretariat

37. The Committee, in a private session, unanimously:

- recommended the extension of the contract of the current Secretary of CCAQ, Mr. Roger Eggleston, for a period of three years beginning 1 July 1999;
- recommended the extension of the contract of the current Assistant Secretary of CCAQ, Ms. Mary Jane Peters, for a period of three years beginning 1 May 1999;
- in making these recommendations, emphasized the outstanding contributions made by the incumbents to the work of the Committee and to ongoing human resource management reform efforts throughout the system;
- noted that the recommendations should not set a precedent for contractual arrangements for future appointees.

Resolutions and decisions adopted by the General Assembly and the legislative/governing bodies of the other organizations of the common system

Documents: ICSC/49/R.2:) Resolutions and decisions adopted by the General
ICSC/49/R.2/Add.1) Assembly and the legislative/governing bodies of the
) other organizations of the common system

38. The Committee:

- noted the changed presentation of the routine documents and agreed that comments on substantive areas would be left to its Chairperson and representatives of organizations in the course of ICSC.

Programme budget of ICSC for the biennium 2000-2001

Documents: ICSC/49/R.11: Proposed programme budget for the
biennium 2000-2001
CCAQ(PER)/90th/ INF.3: Extract from the report of the eighty-ninth
session of CCAQ(FB)

39. The Committee:

- took note of the proposals contained in the document in particular with respect to the increase in the proposed ICSC budget for 2000-2001 of US\$ 1,518, 300 over the current biennium;
- noted further that CCAQ/FB had decided to recommend to ACC that "reductions be made in the proposed ICSC budget for 2000-20001 so that there is no nominal increase compared to the budget appropriated for the 1998-1999 biennium";
- could not support the proposed increase in the budget level;

- was concerned that there did not appear to be any justification for the additional costs other than as related to the establishment of a comprehensive data base and the introduction of a computerized management information system for which *inter alia* two additional posts were requested. The proposal to introduce a computerized management information system had been recommended by the Board of Auditors in its report on the management review of the secretariat of ICSC;
- recalled that in its report, the Board of Auditors had also acknowledged that introducing such a system would require the identification and quantification of savings in terms of reduced staff and other costs that would result from automation. In para. 128 of its report, the Board had identified a comprehensive business re-engineering process within the secretariat which would entail:
 - appropriate organizational changes;
 - changes of job profiles suitable to new user requirements;
 - development of process manuals;
 - rationalization of staff resources.
- noted that the Board of Auditors had also recommended that any new computerized system should be compatible with systems in place in UN common system organizations and that active coordination with the organizations of the common system was therefore required for the development of ICSC's system;
- confirmed that any proposals to introduce an information system had to take account of the Board of Auditors' findings expressed in the preceding points and emphasized that in order to define how to move forward in the development of such a system it was vital to review organizations' current capacities and systems to ensure compatibility and avoid duplication.

Other business

Removals and shipping

40. The Committee:

- was informed of difficulties that had arisen with respect to the implementation of the decisions taken at its eighty-fifth session (ACC/1996/14, paras. 55-57);
- requested the United Nations to provide a report thereon as soon as possible.

The CCAQ/AIIC Agreement

41. The Committee:

- was informed that the current Agreement with AIIC would expire on 31 December 1999 and that preparations were in hand for its re-negotiation. In this connection, organizations were reminded urgently to provide - if they had not already done so - their data on the work days of employment of short-term conference interpreters in 1997-1998 as requested in ACC/1999/PER/CM/1 of 5 February 1999.

CCAQ data base

42. The Committee:

- was informed that the next round of data gathering for organizations' personnel statistics as at 31 December 1998 would begin immediately;
- recognized that the quality of the data contained in the personnel statistics and the timeliness of their issuance were dependent upon the accuracy and timeliness of organizations' submissions;
- requested all organizations to ensure that this task was treated with utmost priority and rigour.

Information meetings for pre-retirees

43. The Committee:

- was informed by the President of the Association of Former International Civil Servants (AFICS) of the interest staff had shown in information meetings sponsored by the Association on the lump sum option upon retirement. He requested CCAQ to provide support for the convening of future sessions;
- as the matter related only to Geneva, expressed its gratitude to ILO who agreed to make every effort to provide the necessary logistical support for future information meetings on the lump sum option in Geneva;
- agreed to take up at a forthcoming session a review of organizations' orientation, mid-career and pre-retirement briefings in order to foster greater collaboration and the exchange of materials and training modules.

AGENDA AS ADOPTED ON 6 APRIL 1999

Document symbol

1. **Election of Officers**
2. **Adoption of the agenda** ACC/1999/PER/R.1/Rev.1

<p>3. The International Civil Service</p> <p>3.1 The International Civil Service - Note by the CCAQ secretariat - Information note</p> <p>3.2 Exchange of information about the development of Codes of Conduct among organizations</p> <p>3.3 <i>Matters for consideration by ICSC:</i></p> <p style="padding-left: 40px;"><i>Updating the ICSAB Report on Standards of Conduct in the International Civil Service</i></p> <p style="padding-left: 80px;">- Note by the ICSC secretariat - Conference room paper submitted by FICSA</p> <p style="padding-left: 40px;"><i>CCAQ(PER)/90th/CRP.7</i></p>	<p>ACC/1999/PER/R.2 CCAQ(PER)/90th/INF.2</p> <p>ICSC/49/R..9</p>
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4.	The pay system	
4.1.	“New” pay package being introduced by the World Bank Presentation by the World Bank	
4.2	UN General Assembly request to ICSC to review the post adjustment system	
4.3	Information on “unified” salary scales	
4.4	<i>Matters for consideration by ICSC:</i>	
4.4.1	<i>Base/floor salary scale</i> <i>Note by the ICSC secretariat</i>	<i>ICSC/49/R..3</i>
4.4.2	<i>Report of the twenty-second session of ACPAQ</i> <i>Note by the ICSC secretariat</i>	<i>ICSC/49/R..4</i>
4.4.3	<i>Draft agenda for the twenty-third session of ACPAQ</i> <i>Note by the ICSC secretariat</i>	<i>ICSC/49/R..5</i>
4.4.4	<i>Removal of housing from post adjustment</i> <i>Note by the ICSC secretariat</i>	<i>ICSC/49/R..6</i>
4.4.5	<i>Review of the basis for the dependent children’s allowance for the General Service and other locally-recruited categories</i> <i>- Note by the ICSC secretariat</i> <i>- Conference room paper submitted by FICSA</i>	<i>ICSC/49/R..7</i> <i>CCAQ(PER)/90th/CRP.6</i>
4.4.6	<i>Job classification</i>	<i>ICSC/49/R..10</i>

5.	New approaches to Human Resources Management	
5.1	Core competency framework Note by the CCAQ secretariat	ACC/1999/PER/R.3
	Benefits Specialists (1A06a) Recruitment Specialists (1A06e) Human Resources Planning Specialists (1A06b) Personnel Entitlements Specialists (1A06d) Compensation Administration Specialists (1A06f) Staff Training and Development Specialists (1A06g)	
5.2	Progress Report on the Cranfield Study on HR management practices in UN system organizations Document prepared by Cranfield University	
5.3	Outcome of the <u>Ad Hoc</u> Meeting on Recruitment and Selection	
	- Note by the CCAQ secretariat - CRP by the CCAQ secretariat	ACC/1999/PER/R.4 CCAQ(PER)/90th/CRP.4
5.4	<i>Matters for consideration by ICSC:</i>	
5.4.1	<i>Framework for Human Resources Management: Outcome of the ICSC Working Group Note by the ICSC secretariat</i>	<i>ICSC/49/R..8</i>

6.	Mobility	
6.1(a)	Impediments and incentives to inter-agency mobility Note by the CCAQ secretariat	ACC/1999/PER/R.5
6.1(b)	Exchanges of HR specialists Note by the CCAQ secretariat	ACC/1999/PER/R.9
6.2	Draft Agreement on Transfer and Loan of the IFI's Note by the CCAQ secretariat	ACC/1999/PER/R.6
6.3	Progress report on the PAMS project	

7.	Reports on other on-going projects	
7.1	Long-Term Care	
7.2	Plans for the First CCAQ Conference in July 1999	
7.3	CCAQ Web site	

8.	Other administrative and procedural matters	
8.1	(a) Medical Standards for Employment Note by the Working Group of the UN Medical Directors Standing Committee	ACC/1999/PER/R.7
	(b) UN sponsored dispensaries - Note by the Working Group of the UN Medical Directors Standing Comm. - Information note	ACC/1999/PER/R.7/Add.1 CCAQ(PER)/90th/INF.1
8.2	Draft CCAQ Manual for Salary Surveys in Non-Headquarters Duty Stations - Conference room paper by UNDP - Conference room paper by FICSA	CCAQ(PER)/90th/CRP.5 CCAQ(PER)/90th/CRP.8
8.3	Budget of CCAQ Note by the CCAQ secretariat	ACC/1999/PER/R.8
8.4	Matters relating to the secretariat	
8.5	<i>Matters for consideration by ICSC:</i>	
8.5.1	<i>Resolutions and Decisions adopted in the General Assembly and legislative bodies of other organizations of the common system Notes by the ICSC secretariat</i>	<i>ICSC/49/R..2 & Add.1</i>
8.5.2	<i>Programme budget for the biennium 2000-2001 Note by the ICSC secretariat</i>	<i>ICSC/49/R..11</i>

9.	Other business	
9.1	Information meetings for pre-retirees Presentation by the President of AAFI/AFICS	

Annex II

LIST OF PARTICIPANTS

Chairperson: Mr. Dieter Goethel (IAEA)
Vice-Chairpersons: Ms. Jan Beagle (UN); Ms. Haruko Hirose (UNESCO)

Representatives of member organizations	
United Nations	Ms. Jan Beagle, Director, Specialist Services Division, OHRM Mr. Julio Camarena, Chief, Common System & Inter-Agency Policy Unit SSD, OHRM Dr. Narula, Medical Services Division
UNDP	Mr. Gary McGillicuddy, Chief, Policies, Compensation & Administration Office of Human Resources
UNICEF	Ms. Marta Helena Lopez, Chief, Policy Unit, DHR
ITC	Ms. Christine Garstin, Chief, Personnel Section Ms. Rose Gonzales Personnel Officer
UNAIDS	Mr. Herbert Crockett, Manager, Human Resources Mr. Jaleel Partow Personnel Officer Mr. Philippe Gasquet Training Officer

UNHCR	<p>Mr. Alejandro Henning, Head, Human Resources Service</p> <p>Ms. Mary Murphy, Head, Career and Staff Support Service</p> <p>Ms. Meike Noll-Wagenfeld Senior Legal Adviser</p> <p>Mr. Abraham Abraham, Chief, Staff Administration Section</p> <p>Mr. Duncan Barclay, Chief, Policy and Planning Section</p> <p>Mr. David Norris, Chief, Post Classification</p>
ILO	<p>Ms. Christine Cornwell, Director, Personnel Department</p> <p>Mr. Warwick L. Jones, Chief, Personnel Administration Branch</p> <p>Mr. David Macdonald, Chief, Common System and Entitlements Section</p> <p>Mr. F. Eyraud Recruitment/Career Planning Branch</p> <p>Ms. M. Aritake Selection Board Secretary</p>
FAO	<p>Mr. Gregory Flood, Chief, Personnel Policy and Planning Branch</p>
UNESCO	<p>Ms. Haruko Hirose, Director, Bureau of Personnel</p> <p>Ms. Ilana Krishnamurti, Chief, Division for Personnel & Compensation Policy</p>
ICAO	<p>Mr. Jesus Ocampo Chief, Staff Services Section</p>

WHO	<p>Mr. A.T. Slater, Director, Human Resources Services Department</p> <p>Ms. Enid Steward-Goffman Coordinator, Policy Development Human Resources Services Department</p> <p>Ms. Helen Robinson Coordinator, Staff Development</p> <p>Ms. Eva K.Murray Classification Specialist</p>
UPU	<p>Mr. Christian Langheld Head of Personnel</p>
ITU	<p>Mr. Alfredo Descalzi, Chief a.i., Personnel and Social Protection Department</p> <p>Mr. M. Rolland, Chief, Pensions and Insurance Section</p> <p>Mr. Eric Dalhen, Administrateur, Personnel Department</p> <p>Ms. Y.J. Freudiger, Head, Recruitment Section</p>
WMO	<p>Mr. Mubarak Husain, Director, Resource Management Department</p> <p>Mr. Avo Lepp, Chief, Human Resource Management Division</p> <p>Mr. Marc Peeters Human Resources Management Officer</p> <p>Ms. Katia Chestopalov Human Resources Management Officer</p>
IMO	<p>Mr. Leif Gunnstedt, Head, Personnel Section</p>
WIPO	<p>Mr. Herman Ntchatcho, Director, Human Resources Management Division</p> <p>Mr. Sven Arneberg, Deputy Director, Human Resources Management Division</p>
IFAD	<p>Ms. Elisabeth Tewolde Personnel Officer</p>

IAEA	Mr. Dieter Goethel, Director, Division of Personnel Mr. Jean-Claude Villemonteix, Head, Recruitment and Staff Development Section
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International organizations applying UN common system of salaries and allowances	
ISA	Ms. Kumiko Chaki-Kawamura, Chief, Office of Administration and Management
OPCW	Ms. Cynthia Valenzuela, Head, Staff Administration

Other International Organizations	
WTO	Mr. Paul Rolian, Director of Personnel
WORLD BANK	Mr. Daniel Tytiun, Senior Compensation Officer
OECD	Mr. Michel Latreille, Chief, Inter-Organisations Study Section on Salaries and Prices

Observers	
ICSC	Mr. Prakash Ranadive, Executive Secretary
FICSA	Mr. Bernard Grandjean, President a.i. Mr. Alvaro da Silva Durao, General Secretary Mr. Fernando Guzman
CCISUA	Ms. Mehri Madar-shahi, President

Resource persons	
Cranfield University School of Management	Mr. Gavin Adam, Visiting Fellow Dr. Jos van Ommeren

CCAQ secretariat	
Secretary	Mr. Roger Eggleston
Asst. Secretary	Ms. Mary Jane Peters