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**Chief Executives Board
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**CONCLUSIONS OF THE MEETING
OF THE HUMAN RESOURCES NETWORK**

17th Session

(UNWTO, Madrid, 4-6 March 2009)

TABLE OF CONTENTS

	<u>Paragraph/s</u>
I. ADOPTION OF THE AGENDA AND WORK PROGRAMME	1 – 3
II. ISSUES UNDER CONSIDERATION BY ICSC:	
A. Resolutions and decisions adopted by the General Assembly and the legislative/governing bodies of the other organizations of the common system	4
B. Conditions of service applicable to both categories of staff:	
(a) Performance management – updated framework and use of steps.....	5
(b) Work/Life Balance	6
(c) Review of separation payments.....	7
C. Conditions of service of the Professional and higher categories:	
(a) Update on the UN/US grade equivalency studies	8
(b) Gender balance	
(i) Development of the exit interview questionnaire.....	9
(ii) Feasibility of inter-agency roster of qualified women.....	10
(c) Report of the 31 st ACPAQ Session.....	11
D. Conditions of service of the General Service and other locally recruited staff: Review of the General Service survey methodologies	12
III. ISSUES FOR THE HR NETWORK	
A. 2008/2009 WORK PLAN	13 – 14
B. ISSUES FOR DECISION	
(a) Mobility Accord.....	15 – 16
(b) Guidelines on “disabilities” in the workplace	17 – 19
(c) Review of the mandatory age of retirement	20 – 21
(d) Salary Survey cost-sharing for 2010-2011	22 – 23
(e) Staff and Stress Counsellors’ Group	24 – 25
C. ISSUES FOR DISCUSSION	
(a) Management Leadership Programme (UNSSC).....	26 – 27
(b) Junior Professional Officer/Associate Expert Programmes - JIU Report	28
(c) Gender Policies	29 – 30
(d) Administration of Justice	31
(e) New Contractual Arrangements and Revised Rules and Regulations (United Nations and Funds & Programmes).....	32 – 33

TABLE OF CONTENTS
(continued)

	<u>Paragraph/s</u>
(f) Staff Safety and Security	
(i) Report of the Steering Committee on Safety & Safety and OWG on the Strengthening of the UN Security Management System	34 – 38
(ii) Report of the IASMN Critical Incident Stress Management (CISPM) Working Group/MORSS	39
(iii) HR Management Implementation of Career Path for Security Professionals ...	40
(iv) UN Medical Directors Network	41 – 42
D. PENDING ISSUES FOR DECISIONS	
(a) Guidelines on Succession Planning	43
(b) Recruitment for Senior Posts	44
(c) Harmonization of Business Practices	45 – 47
E. UPDATES FROM WORKING GROUPS	
(a) Arrangements to support those left behind following the death of a staff member	48 – 49
(b) Appendix “D” (Joint FB/HR Networks)	50
(c) Long Term Care (Joint HR/FB Networks)	51
(d) Standards of accommodation for Air Travel (Joint FB/HR Networks)	53
F. BRIEFING AND UPDATES	
(a) Dual Career and Staff Mobility	54
(b) UN Cares	55
(c) Standing Field Group	56 – 58
G. STAFF MANAGEMENT RELATIONS	
(a) JIU Study on Management/Staff Dialogue in the United Nations System	59 – 60
H. SPECIAL SESSION ON STRATEGIC ISSUES	
(a) Delivering as One ; UNDG Activities in the area of Human Resources	61 – 65
(b) Outcomes from the HR Directors strategic meeting in Paris, November 2008	66
I. OTHER BUSINESS	
(a) ILOAT Judgements on Personal Transition	67
(b) AIIC Mid-Term Review	68
(c) Personnel Statistics	69
(d) Overview of HLCM Activities and Linkages	70
J. PRIVATE SESSION	
(a) Selection of HR Network co-chair to replace Steven Allen	71
ANNEXES	
Annex 1 – List of Participants	
Annex 2 – HR Network 2008/2009 Work Plan	
Annex 3 – HR Network Statements at the 68 th ICSC Session	

PART I – OPENING SESSION, ADOPTION OF THE AGENDA AND WORK PROGRAMME (CEB/2009/HLCM/HR/1/Rev.2 and CEB/2009/HLCM/HR/1/Add.1)

1. The Human Resources Network held its 17th session in Madrid on 4-6 March 2009 at the Headquarters of the United Nations World Tourism Organization (UNWTO). The meeting was co-chaired by the Network's Spokespersons Mr. Steven Allen, Director HR, UNICEF, Ms. Dyane Dufresne-Klaus, Director, Bureau of Human Resources Management, UNESCO, Ms. Martha Helena Lopez, Chief, Human Resources Policy Service, OHRM, United Nations and Mr. Sean Hand, Director HR, UNFPA
2. All session documents are available on the HR Network website at:
<https://hr.unsystemceb.org/documents/March2009/>
3. Participants were welcomed by the CEB Secretariat. The Director of Administration at UNWTO also welcomed all participants to Madrid. The list of participating organizations and their representatives are provided in Annex 1.

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

A. Resolutions and decisions adopted by the General Assembly and the legislative/governing bodies of the other organizations of the common system (ICSC/68/R.2 and Add.1)

4. The Network:
 - Thanked the ICSC Secretariat for the information contained in the document;
 - Welcomed the adoption of Resolution 63/251 by the General Assembly, in particular the increase of the levels of the Education Grant, the hardship, mobility and non-removal allowances and the increase of the Hazard Pay for internationally recruited staff;
 - Also welcomed the adoption of Resolution 63/250, Human Resources Management, and noted that the new contractual arrangements approved for the United Nations Secretariat may potentially have implications for all common system organizations;
 - Agreed that it was more effective to provide all the data required by ICSC from organizations in one consolidated questionnaire and requested that this practice be continued. Noted that another consolidated questionnaire would be forwarded by the ICSC Secretariat in October 2009 with a deadline of one month.

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

(a) Performance management – updated framework and use of steps (ICSC/68/R.3)

5. The HR Network:

- Thanked the ICSC Secretariat for the document and recalled that Performance Management is also included in the Network's Programme of Work;
- Believes that effective performance management is key in improving organizational capacity for the accomplishment of organizations' mandates;
- Reviewed the twelve Principles as set out by the Commission in 1997 and outlined in ICSC/68/R.3 and agreed that these principles are still relevant today; with the exception of Principle 7. This principle should be reviewed and updated with a view to involving staff in the planning and priority setting of work, which would lead to greater commitment and motivation;
- Is of the view that the problem is not related to the systems and processes in place, these have been continually reviewed, updated and refined over the years. In doing so, organizations may have over-complicated the process by trying to address too many issues. Managers often feel that the process is too bureaucratic, paper driven and time-consuming. The aim should be to simplify as much as possible and concentrate on what is most important for the effectiveness of the organization and the development of staff;
- Suggests to address the root causes or major problems, such as culture, lack of accountability, lack of incentives and disincentives, motivation and engagement of staff, and rewards and sanctions;
- Agrees on the importance of the Network and the ICSC Secretariat collaborating in a joint analysis and review focusing on issues mentioned;
- Notes that ICSC plans to undertake research on the practices of external organizations with the assistance of a consultant.

ICSC Decision

The Commission decided to:

- (a) Request its secretariat to work with organizations and staff federations to conduct a common system staff survey on performance management;
- (b) Establish a task force consisting of representatives from the secretariat of the Commission, the HR Networks and staff federations to conduct a fact-finding and benchmarking exercise on performance management practices and reward schemes in the common system organizations and comparable institutions, and identify issues which impact on the effective implementation of such practices and schemes in the United Nations common system, with a view to developing mechanisms for better differentiating levels of staff performance and identifying workable means of rewarding performance;
- (c) Report to the Commission at its seventieth session, proposing a performance management framework for adoption by the Commission for submission to the General Assembly.

(b) *Work/Life Balance* (ICSC/68/R.4)

6. The Network:

- Appreciated the Commission's interest in this area.
- Took note of the update regarding the meeting of Geneva-based organizations which will be looking at Geneva-specific issues and communication to staff and managers;
- Welcomed the initiative to continue with further meetings of the New York-based organizations and other European-based organizations. Further noted that IFAD agreed to host the next meeting in Rome;
- Noted the request from the staff representatives bodies to develop a booklet for staff containing information on Work Life Balance Issues and to participate in further meetings on this issue;
- Agreed that Work Life Balance issues should be linked to the work of the Working Groups on Appendix "D" and Review of Field Duty Stations;
- Confirmed that the CEB Secretariat would present the document to the Commission for information.

ICSC Decision

The Commission noted that the report of the CEB/HR Network encapsulated the practices of the common system, and lent its support to the crafting of policies which meet the needs of the modern working environment. It encouraged the CEB to continue its work in that area, and to keep the Commission informed of further developments.

The Commission further noted that some of the work/life balance measures mentioned in the CEB report fell under the purview of the Commission, while others were subject to the authority of Executive Heads. The Commission requested that any proposals the HR Network might have in regard to work/life balance measures which were under the purview of the Commission, should be brought to the Commission for its consideration and review.

(c) *Review of separation payments* (ICSC/68/R.5)

7. The Network:

- Took note of document ICSC/68/R.5 on separation payments. It discussed the proposals in the document related to the harmonization across agencies of termination indemnity schedules as well as the introduction of an end-of service grant upon completion of non-renewed fixed-term contracts;
- Underlined the differences between the concepts of 'separation' and 'termination'. A separation is an action by which the staff member ceases to be employed by the organization. Separation can take place for a number of reasons including non-renewal and termination. Termination, while it is a separation, is an action initiated by the Organization by which an appointment of a staff member is foreshortened by the Organization; i.e. the organization decides to terminate a permanent/continuing/indefinite appointment or to foreshorten a fixed-term appointment before the expiry date set forth in the letter of appointment. In these instances, a termination indemnity would be paid pursuant to the Staff Rules. Separation as the result of the non-renewal of a fixed-term appointment is not regarded as a termination and therefore no termination indemnity is to be paid;

- Proposed a progressive scale for the end-of-service grant for staff who separate upon expiration of their fixed-term appointment, after completing five years of continuous service with satisfactory performance;
- Reconfirmed the previous position that the termination indemnity scale and the end-of-service grant scale be de-linked, which is consistent with the principle that there is no expectancy of extension for fixed-term appointments;
- Agreed that the maximum amount of end-of-service grant cannot exceed the maximum amount of termination indemnity, i.e. 12 months’.

ICSC Decision

The Commission decided to revert to the issue of separation payments at its sixty-ninth session and, in this context, requested its secretariat to present to it a single comprehensive document revising and updating as necessary the information submitted under the present review and reflecting the latest decisions of the General Assembly relating to separation payments and the additional statistics received from the organizations.

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

(a) Update on the UN/US grade equivalency studies (ICSC/68/R.6)

8. The Network:

- Noted with disappointment that no progress had been made in pursuing the study on the UN/US grade equivalency and requested the ICSC Secretariat to move forward as quickly as possible in engaging a suitably qualified consultant to collect job data.

ICSC Decision

After requesting clarifications on the expected work to be carried out by the successful bidder, the Commission took note of the progress report on the United Nations/United States Grade Equivalency Study and requested the secretariat to report on this item at its seventieth session.

(b) Gender balance

(i) Development of the exit interview questionnaire (ICSC/68/R.7; CEB/2009/HLCM/HR/7)

9. The Network:

- Thanked the ICSC Secretariat for the document, and the CEB Secretariat for the draft of the standard exit questionnaire;
- Expressed once again its concern about the slow of progress in achieving gender balance in organizations across the UN system especially at the senior level;

- Recalled that the Secretary General as Chairman of the CEB had requested organizations to develop an exit questionnaire that would assist in finding out the reasons why women leave the common system and help organizations to put in place better retention policies;
- Requested organizations and staff representative bodies to provide the CEB Secretariat with any comments regarding the exit questionnaire by mid- March.

ICSC Decision

The Commission decided to:

- (a) Request its secretariat to work closely with the CEB Secretariat and staff representatives to finalize and pilot a standard exit interview questionnaire for use across the United Nations common system, and to identify the mechanism for central data reporting;
- (b) Request the ICSC secretariat to report on the issue at its seventy-first session.

(ii) Feasibility of inter-agency roster of qualified women (ICSC/68/R.8)

10. The Network:

- Thanked the ICSC Secretariat for the document and the work undertaken;
- Analyzed the options proposed in the document and agreed that rosters are not the most effective way to recruit women in the UN system, taking into account the experience of some organizations with rosters;
- Is of the view that such a roster would be difficult to justify given the investment, time and effort required to establish and maintain an efficient and credible roster;
- Agreed that other methods should be explored, such as targeted recruitment; posting vacancy announcement more widely and outreaching to gender and diversity forums such as ORIGIN, GenderNet and others.

ICSC

The Commission's consideration of this item is reported in its thirty-fifth annual report.

(c) Report of the 31st ACPAQ Session (ICSC/68/R.9)

11. The Network:

- Fully supported the initiative to produce an information package for human resources managers containing explanatory notes on the complex issue of post adjustment;
- Agreed to provide feedback and recommendations on the contents of the information package to ensure that it will be useful and relevant to the intended users;

- Thanked IAEA for its comparative study on the loss of purchasing power for professional staff serving in the Euro-zone and requested the ICSC Secretariat to explore new ways to solve the current situation taking into account information provided by IAEA and other European-based organizations;
- Noted that there was a dramatic reductions in the post adjustment of some Eastern European duty stations.
- Appreciated the one-day workshop organized by the ICSC Secretariat prior to ACPAQ on the Post Adjustment methodology.

ICSC Decision

The Commission decided:

(a) To request that suggestions and proposals from organizations and staff federations concerning the list of items and their specifications, to be used in the 2010 round of surveys, be submitted to the secretariat no later than the end of July 2009;

(b) To request its secretariat to finalize the list of items and specifications, as well as procedures and guidelines governing data collection in the 2010 round of surveys, and present them for review and final recommendations by the Committee at its next session;

(c) To approve the Committee's recommendations regarding the *modus operandi* for the new approach to cost-of-living measurement based on real-time price comparisons with New York, for use in the 2010 round of cost-of-living surveys, including the recommendation that the prices of items, subject to the new approach be collected via the Internet;

(d) To request its secretariat to continue to develop and enhance strategies to improve staff participation in future cost of living surveys;

(e) That no further investigation of the issues pertaining to *Betriebskosten* (maintenance/running costs for Vienna) and the effects of currency fluctuations on the remuneration of staff serving in field duty stations was warranted;

(f) To approve the Committee's recommendation limiting the scope of the cooperation between its secretariat and Eurostat and the Inter-Organizations Section to the exchange of statistical information;

(g) To approve the Committee's recommendation that organizations and staff federations submit their recommendations regarding the structure and contents of the information packet of explanatory notes on the post adjustment system for human resources managers in writing by the end of July 2009;

(h) To agree with the Committee's conclusion that the approved methodology for calculating and updating post adjustment classifications was being applied correctly and consistently for all duty stations;

(i) To request its secretariat to study the effects of modifications to the post adjustment classification with a view to aligning the review of the post adjustment classifications of all duty stations to that of New York, and present its findings for review and a final recommendation by the Committee at its next session; and

(j) To request its secretariat to study the impact of shortening survey rounds for Group I duty stations, with due consideration to the costs and benefits, and present its findings for review and a final recommendation by the Committee at its next session.

**D. Conditions of service of the General Service and other locally recruited staff:
Review of the General Service survey methodologies (ICSC/68/CRP.5)**

12. The Network:

- Noted that the Working Group on the Review of the General Service survey methodologies would meet again in April 2009 to continue its work on the various options presented in its progress report;
- Expressed its concern regarding the timeframe for completion of the review. The survey cycle for Headquarters locations will end in 2009, therefore every possible effort should be made to finalize the review and have both methodologies implemented by January 2010;
- Reiterated its full commitment to be involved in the next steps to carry the work forward in order to accelerate the process by formal or informal means.

PART III – ISSUES FOR THE HR NETWORK

A. 2008/2009 WORK PLAN (CEB/2009/HR/XVII/INF.1)

13. The CEB Secretariat provided an update on the Work Plan (WP). The WP is a living document that is continuously updated when activities change, are completed or new ones added. A color-coded system was adopted to indicate the status of the activities – green for those that have been completed, yellow for those underway or pending, and red for those where no action has yet been taken.

14. The Work Plan as updated is in Annex 2.

B. ISSUES FOR DECISION

(a) MOBILITY ACCORD (CEB/2009/HLCM/HR/5)

15. The HR Network was briefed by Mr. Serge Nakouzi from FAO, by teleconference, on behalf of the Mobility Accord Working Group. The Network was informed that a small group of the HR Network had been looking at the outstanding issues which were raised by the Legal Network. Although it was expected to have come to a conclusion on these issues, it was not possible due to the nature of the comments received from the Legal Network. Organizations provided extensive individual legal comments. However there was no common/unified position and a lack of consensus among members of the Legal Network. In fact some of the comments are in conflict and there is contradiction between organizations. The comments from the Legal offices in the various organizations were circulated to the Network with a view to obtaining guidance from members on a way forward.

16. The Network:

- Agreed to hold a separate meeting during the ICSC Session in New York with a view to come to an agreement and conclude within the established timeframe to have the Accord revised and endorsed by all organizations by the next session of HLCM;
- Also agreed to hold a meeting with the Head of the Legal Network at that time.

(b) GUIDELINES ON “DISABILITIES” IN THE WORKPLACE (CEB/2009/HLCM/HR/2)

17. Ms. Eva Lustigová (WHO), representing the Working Group members, briefed the Network on the progress made in the Guidelines since the Summer Session. The framework was cleared by the Medical, Finance and Budget and Legal Networks as well as the Joint Staff Pension Fund.

18. Organizations agreed in principle to the Policy Statement on Disabilities in the Workplace as presented in CEB/2009/HLCM/HR/2/Rev.2. UNICEF reserved their final decision until after further consultations with the UN Medical Director. This policy statement will eventually be presented for endorsement to the HLCM then the CEB.

19. The Network:

- Requested that the Medical Network be further consulted regarding the use of certain terminology, prior to its final endorsement;
- Noted that that this is a large shift in thinking as it moves from recognising people’s disabilities to recognising them for their skills and abilities;
- Agreed that it will be important to introduce, explain and support this change when the policy is implemented.

(c) REVIEW OF THE MANDATORY AGE OF RETIREMENT (CEB/2009/HLCM/HR/6)

20. The CEB Secretariat presented the document that had been prepared with the assistance of a consultant. The request to review the mandatory age of retirement stems from the JIU Report on the “Age Structure of Human Resources in the Organizations”. ACABQ further requested the Secretary-General to explore the possibility of changing the mandatory age of separation. The Joint Staff Pension Fund stated that this was not a Pension Fund issue and that any recommendation for change in the mandatory age for retirement should come from the HR Network.

21. The Network:

- Agreed that more work needed to be done to the document to make the business case for the change of retirement age;
- Was of the view that there was not a sufficient, compelling reason to increase the mandatory age of retirement to 65 at this time;
- Agreed to approach the change in a phased manner;

- Further agreed to the following proposal:

60	Staff member whose entry on duty is prior to 1 January 1990 has the option to retire at 60 or to extend to 62.
62	NEW MANDATORY AGE OF RETIREMENT FOR ALL STAFF IRRESPECTIVE OF THEIR DATE OF ENTRY ON DUTY.
65	Executive Heads have authority to extend staff member's age of separation to 65 if such extension were to be in the interest of the Organization.

- Noted that three organizations had reservations regarding granting to staff with an EOD prior to 1 January 1990 an automatic option to extend to 62 without the agreement of the Executive Head.
- Agreed on a short preliminary presentation to the Commission at its Spring Session including the above proposal. However, the CEB Secretariat would continue to work with the consultant to finalize the document prior to the ICSC Summer Session when it would be presented.

NOTE: Subsequent to responses from HR Network Directors to the draft document on "Review of the Mandatory Age of Retirement in the UN Common System", further amendment to the above-mentioned proposal was made on 28 April 2009 (see below)

60	Staff member whose entry on duty prior to 1 January 1990 would still retire at 60 or may request to remain until 62 subject to the agreement of the Executive Head.
62	Mandatory age of retirement for staff member whose entry on duty is on 1 January 1990 or after.
65	Executive Heads have authority to extend staff member's age of separation to 65 if such extension were to be in the interest of the Organization.

(d) SALARY SURVEY COST-SHARING FOR 2010-2011 (CEB/2009/HLCM/HR/18)

22. The CEB Secretariat provided an update on the situation of the cost-sharing for Salary Surveys. WIPO and UPU were not in agreement with the cost-sharing practice and had requested that this be reviewed. The CEB Secretariat had recently been informed that UPU had paid its 2006-2007 share, the representative of UPU was not aware of this. Both UPU and WIPO's share had been taken out of the cost-sharing total for the biennium 2008-2009 and apportioned to the UN Secretariat. HLCM expected the HR Network to decide on the issue.

23. The Network:

- Decided that no decision could not be taken until the work on the review of the Salary Survey methodology was completed including cost-sharing of the new system.

(e) STAFF AND STRESS COUNSELLORS' GROUP (CEB/2009/HLCM/HR/4)

24. IAEA had presented a paper on behalf of the Staff Stress Counsellors group to the Network at its July 2008 session, with the aim of formalizing the relationship with the group of counsellors and the HR Network. A representative of the Staff Stress Counsellors group presented the Terms of Reference and the report of their last meeting.

25. The Network:

- Was briefed by Ms. Duda Suzic-Kofi of UNHCR on the Term of Reference of the Staff and Stress Counsellor's Group, these had been revised with input from UNDSS. A briefing on the Group's last meeting in October and activities was also provided;
- Requested that the Minutes of the Counsellors' Group be circulated to the HR Network rapidly as there was an impact on the Work Plan especially in relation to the Security issues being discussed;
- Noted that the roles between the SSCG and CISMU were clarified through CISMU's participation in the SSCG annual meeting, revision of the groups TORs as well as through the Critical Incident Stress Working Group reporting to IASMN: while the SSCG will be dealing with staff well-being issues at large, the well-being issues related to security will be referred to CISMU and CISWG.
- Suggested that the TORs be renamed into the Mandate of the SSCG, edited to incorporate the feedback and re-distributed to the HR Network members by email for their adoption and presentation to the HLCM together with the proposal for formalization of the SSCG under the HR Network.

C. ISSUES FOR DISCUSSION

(a) MANAGEMENT LEADERSHIP PROGRAMME (UNSSC) (CEB/2009/HLCM/HR/19)

26. The HR Network was provided with a progress report by the Deputy Director of the United Nations Staff College on the re-design of the Leadership Programme, which was undertaken in consultation with the HLCM Reference Group. The programme will initially be composed of three cohorts in 2009 starting in May

followed by a fall and winter programme. The course is divided in three sections – a pre-residential component, a week long residential component and a post-programme monitoring and follow-up.

27. The Network:

- Thanked the Staff College for the update and requested to be kept informed on the outcome of the first cohort;
- The Network also stressed the importance of selecting the right candidates for the first cohort in order to have a good evaluation. Candidates also should be informed of the reason for their nomination and this should be linked to a specific career development initiative;
- Noted that the Leadership Programme will be de-linked from the Senior Management Network as it is expected that the 'Network' will grow organically from the Programme's alumni. Therefore the HR Network will end any activities in this area.

(b) JUNIOR PROFESSIONAL OFFICER/ASSOCIATE EXPERT PROGRAMMES - JIU REPORT JIU/REP/2008/2) (CEB/2009/HLCM/HR/25)

28. The Network:

- Took note of the recommendations 6 and 7 of JIU Report. Some organizations informed on their internal programmes to assist JPO's;
- Commended UNDP on the Career Counselling Centre in Copenhagen which also provided assistance to JPOs from some other organizations;
- Encouraged other organizations to follow the UNDP initiative if they did not already have an internal programme;
- Decided not to establish a system-wide tracking and career counselling mechanism for current and former JPOs, given that this is a small percentage of the overall workforce; the resources required for such a mechanism would be inappropriately high, given the present global financial situation;
- Agreed that it was not in a position to proceed with the JIU recommendations.

(c) GENDER (CEB/2009/HLCM/HR/8)

29. The CEB Secretariat had collected gender policies from organizations and prepared a "Summary Matrix" of the various initiatives. The matrix was provided to the HR Network with a view to sharing best practices. The information is also posted in the CEB website.

30. The Network:

- Took note of the briefing by the CEB Secretariat and the matrix of the different policies and best practices in the various organizations;

- Agreed to post a list of potential outreach sites/organizations on the CEB website to assist in identifying external female candidates; The directory has been created and can be consulted by community's members on <https://hr.unsystemceb.org/gendercommunity/potentialoutreach/>;
- Was informed that organizations' gender policies and external best practices can be downloaded and consulted on the CEB "Gender Community of Practice" website (<https://hr.unsystemceb.org/gendercommunity/>).

(d) ADMINISTRATION OF JUSTICE (Oral update)

31. The Network:

- Was briefed on the final resolution adopted by the General Assembly at its 63rd Session on the Administration of Justice;
- Took note of the developments in the establishment of a new, independent, transparent, professionalized adequately resourced and decentralized system of administration of justice. Also noted that further details and development will be presented at the Summer Session;
- Thanked the UN for the follow-up and welcomed future updates on the subject.

(e) NEW CONTRACTUAL ARRANGEMENTS AND REVISED RULES AND REGULATIONS (UN AND FUNDS & PROGRAMMES) (Oral update)

32. The UN briefed the Network on the work undertaken on the revised staff regulations and rules up to date. The UN and its Funds and Programmes have been meeting regularly with a view to promulgating the revised Staff regulations and rules by 1 July 2009 when the new Contractual arrangements will come into effect.

33. The Network:

- Thanked the UN for the update and requested to be kept informed.

(f) STAFF SAFETY AND SECURITY

- (i) **Report of the Steering Committee on Safety & Security and the Operational Working Group (OWG) on the Strengthening of the UN Security Management System**
(CEB/2009/HR/XVII/INF.2)

34. The HR Network:

- Noted the comprehensive report by the Operational Working Group (OWG) and the additional document CEB/2009/HLCM/HR/24 which also raised a number of human resources issues. The Network thanked the participants in the OWG for their hard work and recognised the importance and complexities of Staff Safety and Security in today's world.

35. The Chair proposed to deal with the HR-related issues by setting up three working groups:
- (a) One led by PAHO would develop a brochure that will inform staff of security related entitlements and benefits. The HR Network members of the OWG and the Standing Committee on Field Duty Stations are also addressing this matter with a focus to finalise a statement on employer responsibility.
 - (b) One led by WFP would review the arrangements for service-incurred death with the aim to survey the provisions both inside and outside the UN, compare and develop a set of recommendations for the HR Network. Development of a Terms of Reference for a consultant to conduct the survey would be led by WFP, with support from UNHCR, UNDP and other field-based agencies.
 - (c) The Field Group would address the issue of relocation of local staff after a crisis.

36. The deadline for the results of these three working groups is the end of May 2009. It was agreed that the Field Group would be the coordinating mechanism for the three working groups and that the group addressing the relocation of local staff would also deal with the issue of MORSS compliance for local staff. The Network was informed that the Field Group had developed a concept paper on SURGE Crisis response which will be shared.

37. Training programmes on safety and security for all staff and non-staff will be developed by the Field Group with UNDSS taking the lead. WFP will take the lead on a Working Group on Arrangements for Those Left Behind after the Death of a Staff Member.

38. Upon review of the various activities currently underway in the area of service incurred death, it was concluded that the Terms of Reference of the consultant on the HR Network working group should be drafted so as not to overlap with those of the consultant addressing Appendix D, and that this work would be clearly linked to the HLCM.

- (ii) **Report of the IASMN Critical Incident Stress Management (CISPM) Working Group/MORSS** (CEB/2009/HLCM/HR/9 and Add.1) (by videoconference)

39. The Network:

- Took note of the report of the IASMN Critical Incident Stress Management Working Group and the proposal to extend MORSS entitlements to national staff, which was referred by DSS.
- Agreed that the primary purpose of MORSS is to mitigate risks faced by internationally recruited staff, not for issues pertaining to security lapses or political issues in a country. Ultimately, the potential extension of MORSS will depend on its ability to effectively mitigate risk for national staff and the accompanying financial implications.

- (iii) **HR Management Implementation of Career Path for Security Professionals** (CEB/2009/HLCM/HR/10) (by teleconference)

40. The Network:

- Agreed that, in principle, career options are important for all staff, including security professionals. It was further agreed that a generic job description for security professionals could be developed. As for career paths for security professionals, it should consist of a simple mechanism focusing on using loans, secondments and bi-lateral agreements between agencies as advancement mechanisms;

- Further agreed that the strategy should also address the increased recruitment and retention problems of female security officers.

(iv) **UN Medical Directors**
(CEB/2009/HLCM/HR/26) (by teleconference)

41. Dr Brian Davey, UN Medical Services, highlighted the urgency of implementing the medical response components of the Brahimi report. Organizations and all duty stations need to be prepared for medical emergencies and have effective response plans. In response to the Baghdad bombing, a medical emergency response team had been planned, but never implemented. Currently, management of the medical services across the system is fragmented and there is no formal health and safety policy.

42. The Network:

- Thanked Dr. Davey for the briefing;
- Agreed to strengthen the links with the Medical Doctors Working Group (MDWG) and proposed that, in future, a representative of the medical group should participate in HR Network meetings. In addition, a list will be developed of all the matters the MDWG and the HR Network are working on, and all the matters that would merit further discussion.

D. PENDING ISSUES FOR DECISIONS

(a) GUIDELINES ON SUCCESSION PLANNING (CEB/2009/HLCM/HR/11)

43. As the Network considers that this issue should be given sufficient time for discussion, it decided to postpone it until the Summer session due to time constraints.

(b) RECRUITMENT FOR SENIOR POSTS (CEB/2009/HLCM/HR/12)

44. This issue was postponed to the Summer Session due to time constraints.

(c) HARMONIZATION OF BUSINESS PRACTICES (CEB/2009/HR/XVII/INF.3)

45. In anticipation of reduced funding for the Projects on Harmonization of Business Practices, the Network agreed to review the initiatives, setting priorities and looking for the quick wins that can be achieved on existing funding or from regular budget funds within organisations.

46. The Network:

- Agreed that the contractual review would be undertaken in phases. The first phase will be the review of contractual arrangements of non-staff, focusing on the concerns and constraints raised from the field level, mainly through the Delivering as One pilot projects. The second phase would be the global comparative analysis of staff rules, regulations and policies. The second phase will be undertaken in 2010 so that the new UN staff rules and regulations will be formally implemented.

47. The Network members agreed that the new UNSSC leadership programme would provide further fora for interaction among organizational leaders and the Network therefore will not undertake any activities regarding the SMN.

E. UPDATES FROM WORKING GROUPS

(a) ARRANGEMENTS TO SUPPORT THOSE LEFT BEHIND FOLLOWING THE DEATH OF A STAFF MEMBER (CEB/2009/HLCM/HR/13)

48. The Network noted the report from the Working Group and the connections that have been set up with the Working Group on Staff Humanitarian Affairs (WGSHA). It acknowledged that HLCM had just requested a survey of good practices with regards to benefits and entitlements which should include provisions by governments, NGOs and other international organisations so as to make a comparison and provide recommendations for the UN system to HLCM by June 2009.

49. The Terms of Reference for the abovementioned analysis were compared to those for the consultant on Appendix "D" and it was concluded that only the benchmarking component contained an overlap. The Working Group on those left behind after the death of a staff member will continue to focus on how social support is provided, especially in the medium- to long-term, not on what is exactly provided. The group will be led by WFP and final results will be fed into the Field Group on Hardship Duty Stations led by UNDP.

(b) APPENDIX "D" (JOINT FB/HR NETWORKS) (CEB/2009/HLCM/HR/21)

50. The CEB Secretariat informed that the FB Network is leading the Working Group on Appendix "D". The Terms of Reference for the consultant had been agreed. The Terms of Reference foresee in a benchmarking as mentioned under item E(a) to be conducted. Appendix "D" only applies to the UN and its Funds and Programmes, though other organisations that have expressed an interest to participate in this Joint Working Group. The final results will be fed into the Field Group on Hardship Duty Stations led by UNDP.

(c) LONG TERM CARE (JOINT HR/FB NETWORKS)

51. The CEB Secretariat informed that the comprehensive paper developed by the HR Network Working Group in 2007-2008 on Long-Term Care has been forwarded to the FB Network. The HR Network stands ready to provide any further information and is awaiting comments from the FB Network.

(d) STANDARDS OF ACCOMMODATION FOR AIR TRAVEL (JOINT FB/HR NETWORKS) (CEB/2009/HLCM/HR/22)

52. The CEB Secretariat briefed the Network on the work undertaken so far by a joint FB/HR Network Working Group which also has participants from organization's Travel Officers.

53. The Network:

- Noted the progress on the Standards for Accommodation and Air Travel and acknowledged that this will be a large and complex task. It agreed that this work should build on the JIU report and the

recommendations from ICSC. The ToR of the Working Group was agreed in principle, though the timeline needs to be amended and other comments can still be sent to the CEB Secretariat. Regular interaction with the ICSC will be required throughout the process, especially because this matter is on the agenda of the Fifth Committee every year.

F. BRIEFING AND UPDATES

(a) DUAL CAREER AND STAFF MOBILITY (CEB/2009/HLCM/HR/14)

54. The Network:

- Noted the developments of the Dual Career & Staff Mobility. It stressed the need for sound management of expectations, because some staff members and spouses are seeing placement and the unlimited use of Special Leave Without Pay as an entitlement;
- Requested that the programme be as flexible and inclusive as possible, in order to support and encourage mobility. Coming to a common definition of 'spouse' was not deemed feasible, but the programme was urged to be as inclusive as possible in this regard;
- Welcomed a communication strategy and suggested to focus on seeing spouses and partners as a value added;
- Urged organizations to participate in the programme so that the cost could be shared among a larger group of members.

(b) UN CARES (CEB/2009/HLCM/HR/15)

55. The Network:

- Was briefed by the UN Cares representative on regional developments, the implementation of workshops, the collection of funds and the distribution of the UN Cares newsletter;
- Thanked the UN Cares team for the work undertaken and continues to support the programme in 2009;
- Reminded those organizations that have not done so, to commit funds for the 2010-2011 biennium as per approved cost-sharing formula. A formal commitment is required by the end of April 2009.

(c) STANDING FIELD GROUP (CEB/2009/HLCM/HR/16 and Add.1)

56. The Network was briefed on the work of the Standing Committee on Field Duty Stations. The Standing Committee has been looking at the use of lump-sum modalities for some of the entitlements. It also requested an increase in the amount of the Security Evaluation Allowance (SEA) based on an analysis of costs of hotels in the areas where staff are most frequently evacuated.

57. The SEA amount had not changed for eight years. Two options were presented for consideration to increase SEA.

58. The Network:

- Considering the first option of US\$220 too high given the present financial crisis, agreed to present the second option of US\$200 to the Finance & Budget Network.
- Agreed that the amount of SEA should be reviewed every two years.

G. STAFF MANAGEMENT RELATIONS

(a) JIU STUDY ON MANAGEMENT/STAFF DIALOGUE IN THE UNITED NATIONS SYSTEM

59. The CEB Secretariat informed that the JIU had included a study on Staff/Management Dialogue in its 2009 Programme of Work. However the Terms of Reference for the study are not yet completed but these will be shared with the Network once they are finalized.

60. The Network:

- Took note of the JIU study and requested to be kept informed once the ToRs are ready.

H SPECIAL SESSION ON STRATEGIC ISSUES

(c) DELIVERING AS ONE

UNDG ACTIVITIES IN THE AREA OF HUMAN RESOURCES (CEB/2009/HLCM/HR/23)

61. Mr Ashok Nigam, Deputy Director of the UN Development Operations Coordination Office (UNDOCO), briefed the Network, by teleconference, on the activities of UNDG and the Delivering as One pilot countries. The main topics for discussion were:

- (a) Capacity assessment (especially in Tanzania)
- (b) UNDG activities and collaboration with HLCM and its Networks
- (c) Business practices, especially HR
- (d) Delivering as One (DaO) in Vietnam

62. A capacity assessment has been undertaken in 6 of the 8 DaO countries. The main findings are that the capacity is similar in all countries, regardless of the level of development of the country. However, many countries express the desire to move from programme management to programme advisory functions. Most of the DaO countries will use a gradual approach but some will buy expertise using the One UN Fund. Tanzania has gone a step further by setting up an HR strategy focusing on the One Procurement Team to gain efficiency and effectiveness.

63. The body of knowledge being created in the DaO pilots will be shared with HLCM and its Networks. With regards to HR, the main topics to be taken further at the inter-agency level are the inter-agency mobility in pilot countries and capacity building, including share of the training and learning resources. These will first be developed on a bi-lateral basis and then handed on for their system-wide implications and implementation to HLCM.

64. UNFPA reported on “Delivering as One” in Vietnam, including HR issues related to the establishment of a “One UN” Communications Team. An exCom Agency mission was undertaken in late 2008 to provide recommendations on a variety of HR issues, including the structure of the team, reporting relationships, job descriptions, performance evaluation mechanisms and contract modalities (to address the fact that personnel on different contract types were performing similar functions).. Also, the “One UN” Communications Team faced constraints that had been raised by other pilots, i.e. that organisations do not all recognise each others’ staff as internal candidates for posts, and the need for organizations to open their learning programmes to each other, to help build staff capacity.. Vietnam is interested in an HR Network mission to address issues beyond those of the Communications Team.

65. The Network:

- Thanked Mr Nigam for the report and agreed that the CEB Secretariat should conduct a survey on practices regarding when candidates are considered as internal or external status by the organizations at the time of recruitment;
- Suggested that another visit to Vietnam could be undertaken once the matters raised by the Communications Team have been dealt with.

(d) OUTCOMES FROM THE HR DIRECTORS STRATEGIC MEETING IN PARIS, NOVEMBER 2008
(CEB/2009/HLCM/HR/17)

66. The Network:

- Took note of the Outcome of the HR Directors Strategic Meeting held in Paris in November 2008 and agreed to continue having strategic meetings annually;
- Was briefed about the creation of the “HR Directors” folder (<https://hr.unsystemceb.org/hrdirectors/>) within the CEB Website.
- Noted that IFAD had volunteered to hold the next meeting in Rome in the Fall 2009;

I. OTHER BUSINESS

(a) ILOAT Judgements on Personal Transition

67. The representative of WIPO made the participants aware of Judgement no. 2770, rendered February 4, 2009 by the Administrative Tribunal of ILO (ILOAT) and underlined that the considerations made by the Tribunal could have system-wide implications for organizations in respect of the calculation and practice related to transitional allowances in cases where a staff member is promoted from the General Service to the Professional category. Copies of the judgement were distributed.

(b) AIIC Mid-Term Review

68. The Network:

- Took note of the briefing provided by the CEB secretariat on the status of the Mid-Term Review process between organizations and AIIC. The Mid-Term Review meeting will take place from 20 to 22 April in Geneva;
- Noted that Mr. Olafsson, Chief of Conference in the UN Secretariat was elected as co-chair for the organizations and agreed to select Ms. Susan Hudson, ILO as a second co-chair for the organizations.

(c) Personnel Statistics

69. The CEB Secretariat reminded all organizations of the importance of submitting data in a timely manner. This year the data was requested much earlier than in previous years in order to have the yearly statistics finalized before mid-year.

(d) Overview of HLCM Activities and Linkages (CEB/2009/HLCM/4)

70. Mr. Steven Allen, UNICEF, reported to the Network that UNDG and its Working Group on Resident Coordinator System Issues (WGRCSI) have recently approved the Resident Coordinator job description and are developing guidance on working relationships and dispute resolution. The management and accountability system and its implementation plan address essentially the firewall for the RC system and will be completed by the end of 2009. Finally, the WGRCSI is also focusing on expanding the pool of candidates for RC posts, especially since the Secretary General has requested that there be at least 3 candidates per post.

J. PRIVATE SESSION

(a) Selection of HR Network Spokesperson to replace Steven Allen

71. The Network was informed that Mr. Steven Allen would soon take up new duties. Ms. Diana Serrano, HR Director at WFP was selected to replace him. WIPO stated that consideration should be given to selection of a Spokesperson from a specialized agency during the next session.

* * *

ANNEX 1

LIST OF PARTICIPANTS

Spokespersons: **Dyane Dufresne-Klaus (UNESCO)**
Martha Helena Lopez (UN)
Sean Hand (UNFPA)
Steven Allen (UNICEF)
Marta Leichner-Boyce (CEB Secretariat)

Org.	Name and title
UN	Martha Helena Lopez , Chief, Human Resources Policy Service, OHRM
	Adele Grant , Chief, Policy Unit, OHRM
	Brian Davey , Director, Medical Services Division, OHRM (by teleconference)
	Richard Floyer-Acland , Chief, Policy, Planning and Coordination Unit, DSS (by teleconf)
	Gerald Ganz , Chief, Field Support Service, DSS (by teleconference)
	Mario Cianci , Senior Human Resources Officer, DSS (by teleconference)
ILO	Susan Hudson , Human Resources Policy Advisor
FAO	Toni Alonzi , Director, Human Resources Management Division
	Serge Nakouzi , Chief, HR Strategy, Policy & Planning Branch (by teleconference)
UNESCO	Dyane Dufresne-Klaus , Director, Bureau of Human Resources Management
	Annick Grisar , Chief, Policy and Compensation Section
WHO	David Nolan , Director ai, Human Resources Management
	Eva Lustigová , HRM, Policy and Administration of Justice
PAHO	Dianne Arnold , Manager, Human Resources Management
UPU	Jelto Stant , HR Strategy and Planning Programme Manager
ITU	Richard Barr , Chief, Administration and Finance
WMO	Shuibao Liu , Chief, Human Resources Division
IMO	Christian Dahoui , Head, Human Resources Services
WIPO	Svein Arneberg , Director of Human Resources Management Department
IFAD	Liz Davis , Director, Division of Human Resources
	Alessandra Fiorentino , Programme Manager, HR Reform
UNIDO	Sotiria Antonopoulou , Director, Human Resource Management Branch
UNWTO	Taleb Rifia , Secretary-General ai
	José G. Blanch , Director of Administration
	Carmen Molina , Chief, Human Resources Section
IAEA	Doug Northey , Director, Division of Human Resources
UNDP	Francoise Nocquet , Deputy Director, Office of Human Resources
	Henrietta de Beer , Chief, HR Policy and Compensation

Org.	Name and title
UNHCR	Shelly Pitterman , Director, Division of HR Management
	Michael Alford , Deputy Director (Designate), Division of HR Management
	Patricia Chale , Chief, Policy Section, Division of HR Management
	Duda Suzic-Kofi , Senior Staff Welfare Officer
UNICEF	Steven Allen , Director, Division of Human Resources
	Ruth de Miranda , Chief, Policy and Administrative Law Section
UNFPA	Sean Hand , Director, Division of Human Resources
	Florence Sykes , Chief, Planning & Policy Branch
WFP	Diana Serrano , Director, Human Resources
	George Heymell , Chief of Policy
	Camilla Dupont , HR Officer
UNRWA	Cornelia Moussa , Director, Office of Human Resources
ITC	Carl Rogerson , Chief, Human Resources
UNAIDS	Nancy Raphael , Chief, Human Resources Management
UNIFEM	Thomas Rahilly , Human Resources Advisor

Other representatives:

Org.	Name and title
ICSC	John Hamilton , Executive Secretary
	Yuri Orlov , Chief, Salaries and Allowances Division
	Duncan Barclay , Chief, Human Resources Policies Division
UNSSC	Jafar Javan , Deputy Director, Programmes
	Karine Sarajyan , Head, Human Resources Unit
UN Cares	Christine Bendel , HR Specialist on Staff Well-Being, Office for Human Resources (by tc)
CCISUA	Christopher Land-Kazlauskas , President
FICSA	Edmond Mobio , President
	Valerie Seguin , General Secretary
UNISERV	Claude Jumet , Vice-President
IMF	Beth Kamau , Human Resources Officer, HRD/Staff Development Division
WTO	Miguel Figuerola , Director, Human Resources Division
ICC	Kristiane Golze , Chief, Human Resources Section
OSCE	Hidayet Cilkoparan , Chief of Personnel
OECD	Michele Page , Director, Human Resources

CEB Secretariat

Marta Leichner-Boyce , Senior Inter-Agency Advisor on Human Resources Management
Petra ten Hoop Bender , HR Programme Coordinator, Dual Career & Staff Mobility Project
Cristina Milano , Associate Expert

ANNEX 2

CEB Human Resources Network

2008/2009 – Work Plan

Introduction

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

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

STRATEGY 1:

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

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Undertake a comprehensive review of contractual arrangements for local staff recruited under SSA & SC in the field	Minimizing types of contracts in the field and harmonization among organizations.	Consultancy	Mid 2009	High (If resources are available)	Pending funding
2. Undertake a comprehensive and comparative review of staff regulations and rules of organizations	Review completed, discussed with HR Network and decisions taken for greater harmonization.	CEB secretariat to hire consultant to work in consultation with HR Network and other Networks as required. ICSC collaboration.	2010 (after completion/ Implementation of UN Staff Regulations.	High. (Availability of resources)	Pending funding
3. Develop common guiding principles for performance evaluation systems and competencies in the UN	Common approaches.	In collaboration with ICSC. (a) ICSC/Org/Staff Assoc. to conduct a staff survey on Performance Management; (b) Establish Task Force ICSC Sec/CEB Sec./Staff Assoc to conduct fact-finding & benchmarking.	2009 to early 2010	High	Discussed during ICSC 68th Session agreed to report to Commission's 70th Session
4. Review input from the Legal Network on the Inter-Agency Mobility Accord	Legal issues clarified.	HR/Legal Network	Mid 2009	High	Pending further discussions with Legal Network
5. Develop general guidelines on inter-agency mobility	— Increase inter-agency mobility movements; — Build awareness among staff members that they belong to one UN system.	Establish Working Group to develop Guidelines.	2009	Medium	Pending

	Pending
	Ongoing
	Completed

STRATEGY 1: (continued)

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
6. Participate in ICSC Working Group to review Mobility and Hardship Scheme	Identification of implementation issues/problems. Discussion paper with proposals submitted to ICSC Working Group for review.	Survey undertaken by CEB Secretariat, draft paper; ICSC/HR Network/Staff Assoc. Working Group	December 2007/first quarter 2008.	High	Done.
7. Review DSA practices in the field for locally recruited staff	Adoption of a common approach.	UNDP proposal Share with ICSC	Mid 2009	Low	UNDP liaising with ICSC. Request UNDP of status.
8. (a) Review recruitment and promotion policies and practices (b) Recruitment for Senior Posts	Common approaches; Facilitate inter-agency mobility Harmonized, clear and transparent approach	Paper for discussion ICSC collaboration, Survey Survey	Mid 2009 End 2008	Medium High	Survey on Recruitment practices undertaken. CEB Secretariat undertook survey – presented at July08 Session. Further discussions to take place during Summer 2009 Session.
9. Review Administration of Justice practices	Common approaches.	Discussion paper	End 2008	High	The Network discussed a paper on the Admin Justice procedures for the UN and funds and programmes at July 2008 session. UN provided update on implementation during Spring 09 Session. Done – UN will keep Network informed.
10. Review implications for HRM on the introduction of ERPs and other strategic HR/IT issues	- Ensure harmonization of Business Practices - Methodology for sharing information and knowledge	HR Network participation in technical groups	Mid 2009	Medium	Pending
11. Provide support and advice to "Delivering as one" Pilots		Working Group. Mission to 1-2 Pilot countries during 2008-09.	Ongoing	High	A Mission to Vietnam was undertaken in Sept. 2008 by UNICEF, UNFPA, UNDP to look at both specific and system-wide issues and HR issues and reported to the HR Network. The Network continues to receive regular updates from UNDG and provides advice as necessary.

STRATEGY 2:

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

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Participate in ICSC Working Group to review Education Grant methodology	Proposal for a revised methodology presented to ICSC July Session. New methodology which is simpler to administer approved by GA in 2008.	Working Group including Commission members, representatives of organizations, Staff representatives and the ICSC and CEB secretariats established in Dec. 2007 to review the methodology.	Dec. 2007 to July 2008.	High	Done. No changes in the methodology. ICSC will keep under review. CEB requested to review the "Representative Schools" and report to the Commission by 2010.
2. Review current Appendix D	Revised Appendix D.	Established Joint Working Group FB/HR Network with assistance of external expertise.	End 2009	High (availability of funds for external expertise).	Draft TORs for consultant presented to the Network Spring 09.
3. Participate in the review & assessment of pilot organizations in regard to broad banding and pay-for-performance	Decision on way forward.	ICSC Workshop in Rome, 29-30 Oct 2007. Second meeting in NY and Europe location, January 2008	2008	Medium	Done. The ICSC commission decided to discontinue the pilots in July 2008.
4. Participate in ICSC Working Group on the Reform of GS job classification	Further tests and agreements on new GS job classification.	Established ICSC Working Group.	2009 ongoing	Medium	Ongoing. Update will be presented at ICSC Summer Session
5. Review Long-Term Care	Agreement on system-wide Long-Term Care insurance package.	Joint HR/FB Networks Working Group.	End-2009	Low (agreement on financing from organization's individual medical schemes).	Ongoing The HR Network shared the document with FB Network for further discussion & cost implications.

STRATEGY 2: *(continued)*

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
6. Review of the mandatory age of retirement and pension issues.	Agreement on the mandatory age of retirement.	CEB/HR Network recommendation to ICSC.	Mid 2009	High	The review was completed and the report presented to the Network at the Spring 09 Session. Short presentation to ICSC Spring Session. Proposal to be discussed at Summer Session.
7. Review Salary Survey methodologies for Headquarters and Field	Revised methodologies.	ICSC Tripartite Working Group Commission/HR Network (6 reps)/ Staff Reps.	Mid 2009	High	WG met in Oct. 2008; next meeting will take place in April 2009. Discussion at ICSC Summer 09 Session
8. Review issue of "Disability" in the workforce.	General policy statement for all organizations.	Inter-Agency Working Group	Early 2009	Medium	Working Group presented Final draft proposal, which includes clearance from the Legal, Medical and FB Networks and Pension Fund, at the Spring 09 Session. Further consultation with Medical Network on terminology.
9. Update on Gender Balance within the UN Common System	Reach the Gender balance, especially at D1 level and above. Other expected outcome are listed in the ICSC decision.	Continuous reviews and updates of the situation.	2009	High	CEB Secretariat received information from organizations on the Gender policies and activities and compiled a comprehensive matrix to presented at the Spring 09 Session. Exit interview questionnaire developed and presented to ICSC. To be implemented mid-2009.
10. Security & Safety	Address the HR implications.	Working Group on the different components	Mid-2009	High	3 WGs were established to report by end June 2009.

STRATEGY 3:

- Coordinate the implementation of programmes for the UN system.

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Coordinate implementation of the following programmes: <ul style="list-style-type: none"> • UN Cares; • Dual career and Staff Mobility; • Senior Management Network 	Well run programmes which are models for UN reform.	Global Co-ordinator for UN Cares; CEB Secretariat in coordination with UNSSC.	Ongoing	High (budgets not fully funded)	UN Cares – Letter to organizations reminding to plan/include in 2010-11 budgets, presentation and updated at the July session. DCSM – CEB Sec. finalized the transition period in June 2008 – posts filled; letter to include 2010-2011 budget presentation and updated at the July session SMN – HR Network to cease any activities.
2. Liaise with UNSSC on the Leadership Programme.	Programme that responds to Senior Managers' leadership and management development needs; Programme designed to show measurable behaviour change and enhanced network.	Participation of HR Network members in Steering Group	Ongoing	High	Programme was submitted to HLCM at its Spring 09 Session, first cohort planned for May 2009.

STRATEGY 4:

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

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Prepare for the ICSC sessions by reviewing issues on ICSC Agenda.	Common and well-prepared positions at ICSC sessions.	Video conferences; HR Network Sessions; consultation with technical WG on specific topics.	Ongoing	High	Ongoing
2. Discuss specific strategic issues of interest/concern to HR Directors.	HR Directors to share best practices, exchange views.	Discussions during HR Network sessions on identified topics of strategic priority and common interests.	On-going	High	Established yearly Strategic meeting of HR Directors held in Nov 2008. Next meeting tentatively scheduled for Oct or Nov 2009 at IFAD.
3. Discuss specific field issues with field-based organizations.	Common approach and coherence in the field.	HR Network Standing Committee on Field Duty Stations	Ongoing in addition to formal meetings in July & December	High	Ongoing Field Group to review HR implications of Independent Panel report.
4. Develop guidelines on succession planning.	Provide proactive workforce solutions, including gender and diversity perspectives.	Paper developed by CEB Secretariat	Mid 2009	High	The Network briefly discussed paper prepared by the CEB Sec. at July 08 Session. Further discussions to be held 2009 Summer Session.
5. Collect, monitor and provide staff data of organizations of the UN common system.	Centrally available and up to date personnel data.	Surveys; Personnel statistics; CEB Website	Ongoing	High	Ongoing

STRATEGY 4: (continued)

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

ANNEX 3

HR NETWORK STATEMENTS AT THE ICSC 68TH SESSION

◆ Opening Statement

Mr. Chairman and members of the Commission,

On behalf of the CEB and the representatives of the organizations that form the HR Network, I wish to extend our best wishes to you for a successful and productive session. We also wish to thank the Deputy-Secretary General of the United Nations for her presence here this morning and her inspiring words.

We are pleased to learn that the Commission members and secretariat had a successful retreat this past weekend and hope that your work has been facilitated by having a chance to meet in a more informal setting prior to the Session.

The HR Network wishes to congratulate members of the ICSC who were re-appointed by the United Nations General Assembly, Mr. Fatih Bouayad-Agha (Algeria), Mr. Shamsheer Chowdhury (Bangladesh), Mr. Vladimir Morozov (Russian Federation), Mr. Xiaochu Wang (China) and Mr. Elhassane Zahid (Morocco).

I am also pleased to inform you that at its 17th meeting in Madrid two weeks ago, the HR Network selected a new Spokesperson, Ms. Diana Serrano, HR Director at the World Food Programme to replace Mr. Steven Allen. Mr. Allen will be taking up a new position within his organization, UNICEF, in Geneva. We wish to thank Mr. Allen for his work for the HR Network during the past years and wish him all the best in his new tasks.

I would like to inform you of some of the activities the HR Network has undertaken recently.

As mentioned, the Network met two weeks ago in Madrid. One of the main issues of discussion relates to the Safety and Security of Staff. A cross-functional High Level Steering Committee was formed by HLCM in which members from the HR Network were actively involved. The Network will be dealing with the HR related issues such as undertaking a review of Service-Incurred Compensation, arrangements for those left behind after the death of a staff member, supporting the Department of Safety and Security in the development of training programmes, stress counseling and developing a standard document that outlines the security related entitlements and benefits that are provided to a staff member prior to his/her deployment to a high risk duty station.

Regarding the Project on the Harmonization of Business Practices, the Network undertook a review of the HR initiatives under this project. It was agreed that the comprehensive review of Staff Rules and Regulations and policies within the UN organizations would be addressed in phases, starting with the review of contractual arrangements of non-staff, secondly focusing on the concerns and constraints raised through the Delivering as One pilot countries, and finally a global comparative analysis of staff rules and regulations. The HR Network welcomes the input of the Commission in this review.

At the meeting, the HR Network was provided a progress report by the United Nations Staff College on the re-design of the Leadership Programme, which was undertaken in consultation with an HLCM "Reference Group". The programme will initially be comprised of three cohorts in 2009 starting in May followed by a fall and winter programme. The course is divided in three sections – a pre-residential component, a residential component and a post-programme monitoring and follow-up.

Mr. Chairman, as you know the Network has also collaborated with the ICSC Secretariat on various issues. In relation to the on-going discussions on Gender as well as part of good human resources practices, the Network agreed on the development of an Exit Interview Questionnaire. The Questionnaire was shared with the ICSC Secretariat to be discussed during this Session. In respect to work/life balance, you will receive a presentation by the CEB Secretariat on the various initiatives undertaken by organizations and further recommendations.

The Network also discussed a draft document on the Review of the Mandatory Age of Retirement in the UN system which will be submitted to the Commission at its Summer Session. A short preliminary presentation will be provided during this Session.

Mr. Chairman, in keeping with the established practice, we will not go into details of the various agenda items at this time, leaving more time for the substantial discussions.

Mr. Chairman,

Let me conclude by saying that there is much work to be done, and we face many challenges. In these times of worsening economic situations, food shortages, climatic changes, the world is looking more and more to the UN for support and action. Let us make sure that we do all we can to ensure conditions of service will attract, motivate and retain the highest quality of staff to be able to fulfill these expectations.

As in the past, the HR Network stands ready to work with you and the Staff Federations in a collaborative manner in order to ensure the best conditions of service for the international civil service.

◆ **Resolutions and decisions of the GA and the legislative/governing bodies of the other organizations of the common system (ICSC/68/R.2 and Add.1)**

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

The Network welcomes the adoption of Resolution 63/251 by the General Assembly, in particular on the increase of the levels of the Education Grant, hardship, mobility and non-removal allowances and the increase of the Hazard Pay for internationally recruited staff.

The Network further welcomes the adoption of Resolution 63/250, Human Resources Management , which may potentially have implications for the rest of the common system.

Mr. Chairman, the HR Network remains fully committed to working with the ICSC Secretariat provide the ICSC with data and information required.

◆ **Performance Management – updated framework and use of steps (ICSC/68/R.3)**

The HR Network attaches great importance to the issue of Performance Management and firmly believes that effective performance management is key in improving organizational capacity for the accomplishments of organization's mandates and goals.

This issue of Performance Management has been included in the Network's Programme of Work in 2008-2009 and some good practices have been shared among organizations.

Performance Management is an issue we have been discussing for many years. A framework was put in place in 1990.

The Network is of the view that the problem is not related to existing policies and processes – these have been continuously reviewed, updated and refining over the years. In doing so, organizations may have over-complicated the whole performance management process by trying to address too many issues. Many managers feel that our performance processes are too often bureaucratic paper driven and time consuming. Therefore, we need to aim at simplifying as much as possible our policies and processes and concentrate on what is most important for the effectiveness of the organization and the development of the staff.

At its recent meeting, the Network reviewed the 12 principles as set out in the document and agreed that these principles are still relevant today with the exception of Principle 7. This principle should be reviewed as it implies a top-down approach. We believe that staff should be involved in planning their work and setting expected results.

Regular feedback and coaching are also essential to greater staff commitment and motivation. Rather than undertaking another review of the principles and framework, the HR Network suggest that we should

be addressing instead the root causes or major problems as to why performance management is not working as well as it should. This may be related to culture, lack of incentives and disincentives, lack of commitment at all levels especially senior levels, lack of accountability, motivation of staff. The review should also focus on the elements required to improve the process.

In this context, the HR Network agrees that it is important for organizations and the ICSC Secretariat to collaborate in a joint analysis of Performance Management, focusing on the abovementioned elements.

◆ **Work/Life Balance (ICSC/68/R.4)**

The HR Network is pleased to introduce to the Commission the presentation on Work/Life Balance by the CEB Secretariat.

Work/Life Balance and staff well being are becoming increasingly important in the attraction, recruitment and especially retention of staff. As an employer, the UN recognizes that its staff members have lives and interests outside of work and that there is a close relationship between the quality of home-life and motivation at work. People who have an appropriate balance between their home and work lives are likely to be more efficient and to make a greater contribution at work.

As you will know, the payoffs expected as a result of good Work/Life policies, and a culture that fosters these, are - greater motivation and commitment, fewer absences, less turnover, and an enhanced attractiveness as an employer.

In recognition of the importance of staff motivation and engagement, the CEB Secretariat undertook a review of current policies and practices regarding work/life balance and developed a set of recommendations to improve the situation across the system.

I will now turn to Petra to provide the Commission with more insights on Work/Life Balance in the United Nations system.

◆ **Review of Separation Payments (ICSC/68/R.5)**

The HR Network takes note of the International Civil Service Commission (ICSC) document ICSC/68/R.5 related to the harmonization across agencies of termination indemnity schedules as well as the introduction of an end-of service grant upon completion of non-renewed fixed-term contracts. The Network wishes to thank the ICSC Secretariat for its comprehensive review.

The HR Network carefully reviewed the document at its Spring meeting. It first felt necessary to stress that the concepts of 'separation' and 'termination' are distinct: termination is the action by which an appointment is foreshortened by the Organization; this would be the case when the organization decides to terminate a permanent/continuing/indefinite appointment or to foreshorten a fixed-term appointment before the expiry date set forth in the letter of appointment. A termination indemnity would be paid pursuant to the Staff Rules. The non-renewal of a fixed-term appointment is not a "termination" in the sense that the contract is not cut short before its expected expiry and therefore, under the present existing provisions, no termination indemnity is to be paid.

Given that "separations (non-renewals)" and "terminations" are separate administrative actions which would be applied in very different circumstances, and that non-renewals would only be applicable to staff holding fixed-term contracts, the HR Network concurred with the ICSC that the indemnities payable to staff holding continuing contracts should be kept distinct from those payable to staff holding fixed-term contracts.

With respect to separation as the result of the non-renewal of fixed-term contracts, the HR Network recalls the previous consensus that an end-of-service grant would be paid when a fixed-term contract is not renewed. The design of the end-of-service grant scale should therefore be de-linked from the termination indemnity scale since their purposes are different. The HR Network therefore recommends that paragraph 63 (a) (iii) and (iv) in ICSC/68/R.5 be corrected accordingly.

The Network agrees with the ICSC that a staff member whose employment in the UN system comes to an end after a significant period of continuous service is more than likely to no longer have the marketable skills needed to re-enter the job market in his/her home country in the short term. As a consequence a longer period of job-seeking and/or re-training will be required; the longer staff are employed in the UN system, the longer the period of job-seeking and/or re-training is likely to be. In this respect, the HR Network is of the view that five years is a more realistic threshold for the payment of the end-of-service grant, than the 9-year threshold proposed by the ICSC. The HR Network recommends that the termination indemnity scale and the end-of-service grant scale be disconnected, which is consistent with the principle that there is no expectancy of extension for fixed-term appointment

The HR Network therefore proposes a more progressive scale for the end-of-service grant for staff who separate upon expiration of their fixed-term appointment, after completing five years of continuous service with satisfactory performance.

The HR Network agrees that the maximum amount of end-of-service grant cannot exceed the maximum amount of termination indemnity, i.e. 12 months' salary.

◆ **Update of the United Nations/United States Grade Equivalency Studies (ICSC/68/R.6)**

The HR Network has continually stressed the importance of the grade equivalence study in establishing a sound basis for the correct measurement of the net remuneration margin.

The Network notes with disappointment the lack of progress that has been made in pursuing the study and urges the ICSC Secretariat to move forward as quickly as possible in engaging a suitable qualified consultant to collect job data.

◆ **Development of the Exit Interview Questionnaire (ICSC/68/R.7)**

The HR Network welcomes the proposal by the ICSC Secretariat on the development of an Exit Interview Questionnaire for the UN system.

Several organizations are already using Exit Questionnaires, however we need to compile and obtain further data on departing staff members from across the UN system. This data should be analyzed and conclude on "lessons learned"

In keeping with good Human Resources practices and following the report of the Secretary General to the General Assembly on "Improvement of the status of women in the United Nations System", the CEB/HR Network proposed a standard Questionnaire to be shared with the ICSC Secretariat.

A standard Exit Questionnaire should yield useful information and help organizations to assess and improve all aspects of the working environment, including in the retention of women staff. However, organizations should maintain the feasibility to adapt this standard Exit questionnaire to meet their specific operational needs.

◆ **Feasibility of inter-agency roster of qualified women – progress report (ICSC/68/R.8)**

The HR Network appreciates the continued reviews the ICSC Secretariat has undertaken in relation to improving the gender balance in the UN common system. The Network fully supports taking additional measures and initiatives that will assist in reaching the goal of 50/50 in gender representation.

The Network carefully reviewed the feasibility of establishing an inter-agency roster of qualified women. Although such a tool could be useful, there are many issues to consider. As already stated in the document, establishing and actively maintaining and managing such a roster would require permanent staffing and financial resources. If the appropriate resources are not provided, the roster would not be maintained and would therefore not be useful. Other operational and financial aspects also would need to be considered, such as an appropriate IT tool and the time it would take to build.

Given the significant constraints, the HR Network agrees with the conclusion of the ICSC Secretariat that such a roster would be difficult to justify given the investment, time and effort required to establish an efficient, credible roster.

The HR Network encourages that other means be explored such as targeted recruitment efforts, posting vacancy announcements more widely and outreaching to gender and diversity forums such as ORIGIN, GenderNet, UN –INSTRAW and others.

◆ **Report of the 31st Session of ACPAQ (ICSC/68/R.9)**

The HR Network has taken careful note of the information contained in the document and the Report of the 31st session of ACPAQ held in Vienna. Eleven organizations participated in the session and concurred with the recommendations reached by the Committee.

The HR Network fully supports the initiative of the ICSC Secretariat to produce an information package for human resources managers containing explanatory notes on the complex issue of post adjustment. The Network is committed to providing feedback and recommendations on the contents of the information package to ensure that it is useful and relevant to the intended users.

On the issue raised by IAEA regarding the loss of purchasing power for professional staff serving in the Euro-zone, the HR Network encourages the ICSC secretariat to continue to work with organizations to try to resolve this situation. In this context, the ICSC secretariat organized an extremely useful one-day special topics workshop prior to the session of ACPAQ, to look in more detail at the technical aspects of post adjustment indices and classifications as well as the evolution of take-home pay. The workshop was attended by ten organizations as well as CCISUA, FICSA and UNISERV.

◆ **Review of the General Service Survey Methodologies: Status Report (ICSC/68/CRP.5)**

The HR Network takes note of the progress report on the Review of the General Service Survey methodologies. The Network further notes that a second meeting of the Working Group will take place in April 2009 to continue its work on the various options presented.

The Network wishes to express its concern regarding the timeframe for completion of the review. The cycle for Headquarters locations will end in 2009, therefore every possible effort should be made to finalize the review by the summer 2009 in order to implement the new methodology in January 2010.

The Network is commitment to providing any necessary data to the ICSC secretariat.

The Network also wishes to reiterate its commitment to be fully involved in the next steps to carry the work forward in order to accelerate the process by formal or informal means.
