

REPORT OF THE EIGHTY-SECOND SESSION

INTRODUCTION

1. The Consultative Committee on Administrative Questions (Personnel and General Administrative Questions) held its eighty-second session from 24-28 April 1995 at the International Civil Aviation Organization in Montreal (Canada). Members of the Committee also attended the forty-first session of the International Civil Service Commission (ICSC), which took place from 1-19 May 1995.
2. The session was attended by representatives of member organizations, the ICSC secretariat, the Federation of International Civil Servants' Associations (FICSA), and the Coordinating Committee for International Staff Unions and Associations (CCISUA) and the Federation of Associations of Former International Civil Servants (FAFICS). The list of participants is attached in annex I.
3. Mr. J.-P. Baré (ITU) was elected Chairperson of the Committee and presided over the meeting. Mr. K. Walton (UN) was elected Vice-Chairperson of the Committee.
4. On behalf of the Secretary-General of the International Civil Aviation Organization, Mr. V. Pattanayak, Director of Administration, welcomed the Committee which was meeting for the first time in Montreal. A number of issues on the agenda were of great importance for the common system: the functioning of ICSC, where there was much room for improvement; the Noblemaire principle; post adjustment questions, particularly the use of external housing data; performance management; the status of women and work/family issues. He expressed the hope that all parties concerned would have an open mind and that organizations would be supportive of one another in seeking tangible results in all these areas.
5. The agenda as adopted by the Committee is contained in annex II.

MATTERS TO BE REFERRED TO ACC

6. CCAQ(PER)'s deliberations in the areas of the consultative process (the functioning of ICSC), the Noblemaire principle, performance management and the status of women are all related to requests from ACC. In the normal course of events, they would be reported in this section for ACC's attention.
7. However, by the time of ACC's second regular session, when this report would usually be taken up, CCAQ(PER) will have met again and ICSC will also have held its second session. Moreover, there will have been a meeting of CCAQ as a whole at which some of these matters will also be pursued. These issues are, therefore, not specifically highlighted here as, by the time they are reviewed in ACC, they will no doubt have been overtaken by events and a further report will be available.
8. Suffice it to note at this stage, that CCAQ(PER) is actively and forcefully engaged in pursuit of the mandates and requests made to it by ACC and as evidenced by the body of this report.

PART I: ACTIONS TAKEN AND DECISIONS ADOPTED BY THE COMMITTEE

9. The following decisions were taken by the Committee under its own responsibility.

Application of the Noblemaire principle

10. Recalling that, since 1989, the competitiveness of United Nations remuneration had been the focus of many calls from ACC for substantially improved levels of remuneration, the Committee decided (a) to request ICSC to give the very highest priority to completion of its review of the application of the Noblemaire principle, (b) to invite ICSC to confirm that the objective on which the Noblemaire principle was based was that of competitiveness and (c) to request ICSC to propose to the General Assembly in 1995 an appropriate revision of the Noblemaire principle which would reduce the gap between UN remuneration levels and (i) those of other international organizations; (ii) those of the highest paying national civil services and (iii) those at which the comparator US federal civil service would be were it implementing the FEPCA legislation.

11. This gap should be reduced by an increase in the margin range which would take account of these additional reference points.

12. The Committee also decided:

- (i) to urge the Commission to confirm in principle the results of the grade equivalencies with the German federal civil service, the World Bank and the Coordinated Organisations;
- (ii) to request ICSC to include in these grade equivalencies and resulting remuneration comparisons all relevant US federal civil service special pay systems and to exclude the US General Schedule (GS) level 7 from these comparisons;
- (iii) to consider the question of the weighting method used for the inclusion of special pay systems in the grade equivalency study with a view to calculating the margin by reference to the best paying federal civil service pay systems for those occupational groups of relevance to the UN common system.

The margin between UN remuneration and that of the comparator

13. The Committee decided to draw to ICSC's attention that the margin had reached the level at which in 1989-1990, the Commission had recommended an adjustment in net base pay levels; it assumed therefore that a similar course of action would have to be taken when the 1995 level was confirmed in July.

Post adjustment matters

14. In addition to the technical views it would present on post adjustment questions, the Committee decided to press ICSC to reconvene the Working Group on the Operation of the Post Adjustment System which should, as a priority, review (i) the grouping of duty stations into two (or more) groups or currency areas, (ii) other aspects relating to the treatment of out-of-area expenditures and (iii) other issues relating to the increasing complexity of operating the post adjustment system in the current economic climate.

Conditions of service of the General Service and other locally recruited categories

15. With respect to the methodology for surveys of best prevailing conditions of employment at headquarters duty stations, the Committee decided to present ICSC with a series of technical views along with a number of more general considerations. Most importantly, it would underline the need to preserve some flexibility, location by location, as the key element to success in achieving the original purpose of the methodology.

Human resources policies development

16. Within the framework of the Committee's agenda for improved effectiveness and accountability, the Committee decided, after considering further research studies, to request its secretariat to move with all urgency in the development of strategies and proposals on two major issues which were intrinsically linked to improving conditions of service and upgrading organizational performance; these issues were (a) performance management and performance appraisal systems and (b) the work/family agenda.

Implementation of ICSC decisions and recommendations

17. In its review of the results of ICSC's ongoing review of the implementation of ICSC decisions and recommendations falling under articles 10, 11, 12, 13, 14 and 16 of the ICSC Statute, the Committee decided inter alia to inform the Commission that there continued to be a high level of adherence to and consistency in the application of the Commission's decisions and recommendations.

Fellowships

18. The Committee endorsed the recommendations made by the Senior Fellowships Officers at its meeting in September 1994 relating to (i) the refinement of the methodology for establishing stipend rates and (ii) revision of the payment of termination allowances.

Date and place of the next session

19. Taking account of the need to prepare appropriately for ACC's second regular session in October, the Committee decided to revise its normal sessional working arrangements for 1995, in order (a) to meet for two days in New York to prepare for ICSC's forty-second session in July and (b) to meet for a further three days in Geneva in the second half of September inter alia to prepare for ACC's October session.

PART II: SUMMARY OF DELIBERATIONS

CONSULTATIVE PROCESS IN THE COMMISSION

20. In reviewing the background to the issues at hand, attention was drawn to (i) the request of the General Assembly in Resolution 49/223 to the staff bodies, organizations and the Commission "to review with all urgency how the consultative process of the Commission can best be furthered and to report thereon to the General Assembly" and (ii) the view of ACC which inter alia had led to the convening of an ad hoc meeting of CCAQ "in order to examine broader issues relating to the functioning of ICSC and other inter-agency financed bodies".¹ Reference was also made to the UN Under-Secretary-General Connor's request to CCAQ and its secretariat "to coordinate further action with the staff bodies and the Commission in pursuit of the Assembly's request (in resolution 49/223) and to report to the ad hoc session of CCAQ accordingly".

21. At the outset, the Committee agreed that, in reviewing alternatives which could improve the consultative process and the functioning of the Commission, each option should be measured against certain criteria, i.e. the extent to which each proposal would help the Commission to become more responsive, less political, more transparent and would increase consistency, speed of response and be cost-beneficial.

22. The alternatives fell into three categories: those within the current structure that would improve effectiveness and increase the independence of Commission members; those that would revise the structure of the Commission to a greater or lesser extent; and those that would eliminate the Commission altogether and replace it with some form of direct negotiation with Member States.

23. In the course of the discussion, the ICSC secretariat presented its proposals (ICSC/41/R.3) to the Commission in respect of improvements to managing the dialogue in Commission sessions, setting agendas and improving reports.

24. The Committee noted that the Commission had to fulfil the difficult task of meeting the differing and competing needs and aspirations of the member organizations, the staff bodies and the Member States: this was not an easy role. Matters were, however, coming to a head as the Commission's credibility and ability to fulfil its role were increasingly questioned by all parties

¹ Given the limited time at its disposal and the emphasis attributed to the functioning of ICSC in the communications relating to the senior administrators' (CCAQ) meeting, the Committee's discussions were limited to the functioning of ICSC and did not extend to other inter-agency financed bodies.

concerned. Reform was urgent.

25. System-wide, there were concerns for the relevance of the Commission's work in the face of the massive changes the organizations were undergoing; some of these had called into question the existence of some of the organizations themselves. The pioneering work in the personnel management area which the Commission had embarked upon in its earliest days had not been sustained. The Commission had given no thought to the consequences of the political and structural changes that the organizations were struggling to keep up with and to manage. No consideration had been given, for example, to alternative methods of pay through a range or band rather than through scales. No attention had been paid to the needs for contractual arrangements which were task- rather than career-oriented.

26. In the ensuing discussion, the following concerns - perceptions - relating to the Commission's performance were referred to:

- staff management relations had been seriously jeopardized and were hampering the smooth governance of the organizations;
- programme delivery was also hampered to the extent that the Commission had not kept abreast of modern performance management principles;
- when invited to assist organizations with a particular problem, the Commission's response was usually much too slow and was rarely adequate;
- the authority of the executive heads in setting conditions of employment, which had been considerable in the 1950s and 1960s, had been eroded to a point where - even in respect of the nomination and appointment of members of the Commission - it had dwindled to nothing;
- the interests of members of the Commission were naturally in conflict. Whilst they had striven to be impartial and independent, they reported to the body which "elected" them; they were therefore predisposed to lean towards the wishes of that body, especially if they were seeking re-appointment;
- the Commission had not fulfilled the expectations of the organizations that it would assist them to rationalize and reduce conflict between the staff bodies and the administrations;
- in addition to the structural difficulties, there were attitudinal concerns. The Commission's tendency had been to view problems in an hierarchic, paternalistic and controlling manner. ICSC members were out of touch with the realities of the changing world of the common system;
- calls for further studies and documents were increasingly used as excuses for inaction;
- there was no provision for holding Commission members accountable vis-a-vis

the organization members of the common system;

- the ICSC secretariat had to regain its early promise as a centre of excellence.

27. The Committee concluded that the situation could not remain as it was. Further procedural revisions were not enough. The Commission had to be structurally reformed. The extent of such reform would no doubt depend on the political will of the General Assembly. Structural reform also implied statutory change for which the Committee had expressed misgivings in 1991. These misgivings could no longer outweigh the need for reform, however.

28. The Committee decided that, at this stage, it should propose a number of alternatives to the ad hoc CCAQ as a whole. It also decided that, in addition to the views it would present in respect of the document prepared by the ICSC secretariat on this subject (ICSC/41/R.3), it would invite Commission members to an exchange of views at which these alternatives could be shared.

29. [In the event, the full morning of the second day of the Commission session was devoted to an informal exchange of views with the presence of all the involved partners, namely: the members of ICSC and representatives of FICSA and CCISUA. The Chairman of CCAQ presented CCAQ's preliminary thoughts on the question of the consultative process and the functioning of ICSC on the basis of the options and suggestions contained in paragraphs 31 to 47 which follow. The representatives of FICSA and CCISUA also presented their views on the matter. Several members of the Commission, speaking in their individual capacities, also provided views. The Commission members requested CCAQ and the staff bodies to provide their views in writing in order that they could discuss the matter in greater detail. An extract from CCAQ's report (paras. 31 to 47) was provided accordingly.]

The structure of the Commission

30. There were long- and short-term objectives. Within the framework of long-term reform of the Commission, the Committee agreed to put forward two alternatives.

Alternative A

31. The first of these would be a Commission which would be tripartite in nature, i.e. it would be made up of members appointed by the three consultative partners - Member States, executive heads and staff.

32. The proportion of members appointed by each of the groups could range from an equal 33.3 per cent to a model - along the lines of the ILO Governing Body - wherein the Member States would elect 50 per cent of the members and the executive heads and staff 25 per cent each.

33. Within the group of members appointed by Member States, a proportion should be appointed by governing bodies other than the General Assembly on the basis of a formula that would provide adequately for the representation of smaller technical agencies, the larger specialized agencies and the organizations with major field programmes as well as for rotation among the organizations. Thus, if say the total number of members appointed by Member States

were to be nine, five of these could be appointed by the UN General Assembly and four by the governing bodies of other organizations of the common system.

34. Within this framework, the Committee considered that it would be preferable for the number of members of the Commission to be reduced. This might, however, be difficult to accomplish if (a) the traditional representation of the five regional geographical groupings of Member States in the General Assembly were to be maintained and (b) the governing bodies of organizations other than the General Assembly were represented along the lines outlined above.

35. Under alternative A, the Chairman and members of the Bureau of the Commission would be appointed for two years from among all members on a rotational basis. The three parties would be represented in the Bureau of the Commission. The Bureau would not be full-time.

36. Based on Article 3 of the ICSC Statute, a guideline of the qualities required of Commission members would be drawn up; each of the consultative partners would, however, determine its own appointment procedures.

37. The Executive Secretary of the Commission and his or her deputies would be nominated by the Commission itself on the basis of their competence and integrity, taking due account of policy considerations in respect of the recruitment of women and geographical balance.

Alternative B

38. The second alternative would introduce an element of tripartism within the current framework of the Commission.

39. That is to say, there would be 15 members appointed by the General Assembly. Of the 15, however, 10 would be appointed from candidates proposed by Member States. Three would be appointed by the General Assembly from among a list of at least six candidates put forward by ACC and two would be appointed also by the General Assembly from among a list of at least four candidates put forward by the staff bodies.

40. As a variant, up to half of the candidates proposed by Member States appointed by the General Assembly could be drawn upon from lists submitted by governing bodies other than the General Assembly.

41. The Chairman and the Vice-Chairman would be appointed by the General Assembly as at present.

42. A variant could be introduced which would allow for the appointment of an additional full-time Vice-Chairperson into the structure. This would further allow for there to be a Bureau of three full-time members drawn from each of the three consultative partners. The role and functions of the additional Vice-Chairperson would essentially be the same as that of the current Vice-Chairman, as prescribed under the current Statute and Rules of Procedure.

Technical advisory bodies

43. Whichever of the above alternatives were preferred, could be accompanied by the revision of the current arrangements relating to the nomination and appointment of expert bodies to provide technical advice to the Commission.

44. The Committee would prefer an arrangement under which two technical advisory bodies would be established: the first would be made up of specialists in human resources management, the second of statisticians which would advise on post adjustment and other methodological issues. The emphasis would be on obtaining the services of experts of the very highest technical excellence. Terms of reference for the bodies and the skill requirements for members would be developed later.

ICSC/41/R.3

45. The document prepared by the ICSC secretariat on the subject (ICSC/41/R.3) had to be considered within the context of more immediate - short-term - reforms. In this context, the Committee could generally endorse the proposals contained therein. Nevertheless, although the proposals went some way towards improving certain aspects of the methods of work of the Commission sessions, they fell far short of the reforms which were required to make the Commission credible and effective. In the Committee's view, the Commission sessions were too formal and too rigid. The structure of the sessions was intimidating and impeded interaction. Whilst a certain formality might be retained for decision making, substantive discussion and analysis should take place in much less formal surroundings, either in working groups or through other inter-active arrangements. Moreover, the decision-making sessions should be very short; by the time the Commission came to take decisions, matters should have been so thoroughly examined and discussed with the consultative partners that the decisions should come as no surprise.

46. The Committee concluded that it would so advise the Commission and, at the same time, invite the Commission to complement the suggestions put forward by its secretariat.

47. Already, in the short-term, the Committee decided that the following additional ideas should be introduced to improve the effectiveness of ICSC:

- a management audit of the secretariat; the Committee recalled that as part of the 1991 review of the functioning of ICSC, it had proposed that a management audit be carried out; the Commission, in its report to the General Assembly, had "welcomed the recommendation that involved a management review of the organization of its secretariat and recalled its intention to conduct such a review in the near future". The Committee would remind the Commission of this intention and invite it urgently to undertake this audit. The Committee considered that such an audit should be carried out either by one or other of the management audit units of the United Nations or the specialized agencies or by an audit team from a Member State, if such could be obtained cost free. Whatever the arrangement, there should be no additional cost to the ICSC budget;

- delegation of authority to the bureau or to groups of Commission members; the Committee believed that there were many issues which could be dealt with through delegated authority either to the ICSC Bureau or to groups of members of the Commission. This would avoid the introduction of documents in the Commission sessions themselves which were repetitive and did not require review by the Commission as a whole. Matters which could be dealt with in such a manner included the level of the margin, the pensionable remuneration margins, the implementation of job classification standards and so on;
- the use of task forces; in order better to prepare members of the Commission for discussion of certain topics, the Committee would propose that task forces be established on certain given topics which could meet with the consultative partners outside the framework of the Commission sessions;
- increased liaison; the Committee was concerned that mechanisms be developed to allow for greater involvement of the consultative partners in the work of the secretariat and particularly in the preparation of documents. This would allow for inclusion, at an early stage, of the concerns and considerations of the consultative partners; thus, documentation before the Commission would incorporate many of the views of the organizations and staff. To this end, the Committee felt that it would be useful if its secretariat were invited to participate with the secretariat of ICSC in the preparation of policy documents;
- term limitation of members; the Committee would reiterate the view it had put forward in 1991 that it would be appropriate to limit the terms of appointment of members of the Commission to two times four years. In addition, it would also propose that the terms of office of a member in a full-time position be restricted to one period of four years. A full-time chairman or vice-chairman could, of course, revert to being a non full-time member of the Commission for a second period of four years;
- the programme of work and agenda setting; in order to introduce more flexibility into the programme of work and the agendas of the Commission, there should be more consultation with the consultative partners on a regular basis. The proposal to establish a steering committee (contained in ICSC/41/R.3) would go some way to help this process. This steering committee could also advise on programme developments. Sometimes unforeseen issues arose; these needed to be given the appropriate priority. Requests which emanated from the UN General Assembly had to be reconciled with other ongoing demands and also with requests from the governing bodies of other organizations, or from ACC or the staff bodies. Where documents had already been produced on relevant agenda items by the consultative partners, these should be introduced in and considered seriously by the Commission, even if they did not emanate from the Commission secretariat. Regular reporting items could also be better managed through, for example, grouping them together for "noting". Increased flexibility would also mean changes in work scheduling which would help provide input to the General Assembly on a more regular basis. The Fifth Committee, for example, now regularly met in resumed sessions throughout the

year;

- core common system issues²; in the light of the changing structures and programmes and indeed the complexity of common system organizations, the Commission should work with the consultative partners to redefine what were core common system concerns, while remaining sensitive to the mandates and needs of individual organizations; it should also be encouraged to pursue much closer links with each of the specialized agencies in order better to understand the different programme demands on each organization. This did not simply mean attending governing body sessions: it meant developing a much closer understanding of each of its client organization's work;
- delinking the appointment process from that of other UN subsidiary bodies; the General Assembly had to be prevailed upon by the consultative partners to understand that appointments to ICSC were not the same as those of elections to other subsidiary organs of the General Assembly. The mandate of ICSC and the delicate nature of its consultative arrangements were such that the General Assembly had to understand that its standard electoral arrangements were not appropriate; much greater consultation with the partners was crucial for the appointment of Commission members;
- the secretariat, a centre of excellence; in order to ensure the excellence of the ICSC secretariat, the organizations should actively work towards increased exchanges of staff for shorter and longer periods of secondment, both on a task-oriented and a more general basis. There should be a job balance between career staff and staff on secondment, as in the case of some other jointly-funded bodies. To enhance rotation and mobility, Professional staff of ICSC as well as of other jointly-funded secretariats should all be treated as internal candidates for vacancies arising in the common system.

*[Under its formal consideration of the consultative process, ICSC decided to: (a) uphold its 1989 decision that all deliberations, including decision making, take place in open sessions; (b) make draft decisions available simultaneously and in a timely manner to all parties; (c) reaffirm its earlier decisions to establish tripartite working groups on major issues; (d) explore innovative approaches aimed at rationalizing its agenda and work programme, including *inter alia* the setting up of informal contact/focus groups on specific issues, greater flexibility in the length and timing of sessions, and an examination, together with all parties, of what constituted "core" common system concerns; (e) explore further options for further delegation of authority; (f) strengthen collaborative links with all parties and strive for greater clarity and transparency in its documents and reports; (g) endorse CCAQ's proposal that Professional staff of jointly-funded secretariats be treated as internal candidates for vacancies in the common system as a means of enhancing mobility between the ICSC secretariat and the organizations; (h) consult with the CCAQ secretariat on the terms of reference for a management audit*

² This matter was previously brought to ACC's attention in 1988.

of the ICSC secretariat to be conducted by a management team from a Member State. The Commission further decided to revert to the matter of the consultative process at its next session based on a fuller report on ways and means to demonstrate more responsiveness to the concerns which had been expressed.]

**MATTERS RELATING TO THE ADMINISTRATION OF ICSC:
PROPOSED PROGRAMME BUDGET FOR THE BIENNIUM 1996-1997**

48. The Committee noted that the programme budget of ICSC had been reviewed in some detail by CCAQ(FB) and a number of proposals for cuts had been made by that Committee from a budget standpoint. Subsequently, the Committee was informed that the Controller of the United Nations had further reviewed the CCAQ(FB) proposals with representatives of ICSC and had reached agreement on a revised budget level of US\$10,901,400 which reflected an overall reduction of 2.3 per cent.

49. The Committee was concerned that it had had no opportunity to review the proposed programme of work of the ICSC secretariat. The programme reflected "business as usual" and had not taken into account a number of recent developments, most particularly the request of the General Assembly for a review of the consultative process. CCAQ was of the view that a number of proposals should be brought forward to the meeting of senior CCAQ officials to be held on 1 and 2 June 1995 on the functioning of inter-agency bodies. These proposals were:

- (a) the adjustment of the programme of the Cost-of-Living Division to include the new modalities of day-to-day management of the post adjustment system, as agreed by the Working Group set up to improve the operation of that system;
- (b) the introduction of the use of data from external sources in the comparison of housing costs;
- (c) streamlining, simplifying and automating the place-to-place survey process;
- (d) completion of work to revise the Tier II standards and other work agreed in cooperation with the CCAQ Sub-Committee on Job Classification;
- (e) recognition of the significant inputs of time, human resources and financial resources of the organizations in a collaborative effort to achieve the programme goals of the Commission;
- (f) automation of questionnaire and survey processes on common system formats, for example for DSA reviews;
- (g) continuing problems of late release and slow advance circulation of sessional documentation must be overcome. At the present session, FICSA has indicated that it did not receive significant documents, thereby precluding discussions prior to the session;
- (h) issuance of manuals and organization of training workshops on methodologies,

for example, that for headquarters salary surveys;

- (i) reduction of overlap between the Cost-of-Living and Salaries and Allowances Divisions in such areas as post adjustment;
- (j) allocation of more staff resources to operational matters;
- (k) revision of the organizational chart of the ICSC secretariat to reflect decisions on operational delivery;
- (l) preparation of work plans for each component element of the secretariat, showing clearly the lines of responsibility and accountability put in place.

50. CCAQ concluded that it was necessary for the ICSC secretariat to discuss the programme of work with its interlocutors in the organizations and staff organizations, so as to ensure that new initiatives could be taken fully into account. In that way the ICSC secretariat could participate effectively in the change management process in which the organizations were engaged. At a time of changing priorities and of restrictions on individual programmes, the ICSC secretariat had to be subject to the same considerations or it would not be effective in discharging its statutory obligations.

51. Adjustments in the programme of work could and should be made and any savings reported to the General Assembly in a revised submission.

[ICSC endorsed its budget for 1996-1997.]

APPLICATION OF THE NOBLEMAIRE PRINCIPLE

52. In the context of ICSC's study of the application of the Noblemaire Principle, the Committee considered document ACC/1995/PER/R.2 which provided in summary the conclusions it had reached in 1993 and 1994: the secretariat also suggested that the Committee might *inter alia* invite ICSC to confirm that the objective on which the Noblemaire principle was based was that of competitiveness.

53. Discussion was divided into four areas: (a) general considerations [in conjunction with document ICSC/41/R.4]; (b) grade equivalency studies with the German and Swiss federal civil services [in conjunction with document ICSC/41/R.5/Add.1]; (c) grade equivalencies with the United States federal civil service [in conjunction with document ICSC/41/R.5/Add.2 and Appendix]; and (d) comparative data from the Coordinated Organizations and the World Bank Group [in conjunction with documents ICSC/41/R.5/Add.3 and Add.4].

- (a) *General considerations*

54. The Committee concluded that, in ICSC, it would insist that consideration of the application of the Noblemaire principle should be given the very highest priority. The Noblemaire principle was founded on competitiveness. Notwithstanding the incomplete nature of

some of the studies, the overall picture was clear: UN remuneration was significantly uncompetitive.

55. Moreover, there was significant convergence among the studies carried out by the ICSC secretariat which showed that whichever indicator was chosen:

- other national civil services, including those which used their own private sectors as reference points;
- other international civil services;
- the current comparator were the FEPCA legislation to be implemented in full,

there was clearly a need for UN remuneration to be increased if it were to become competitive.

56. In the Committee's view, action to remedy this lack of competitiveness had to be immediate; the organizations could wait no longer. The Committee would therefore call, at the Commission's current session, for a commitment to increase the levels of remuneration which should reduce the gap between UN remuneration levels and (i) those of other international organizations, (ii) the highest paying national civil services and (iii) those at which the comparator US federal civil service would be were it applying the findings of the pay agent, or indeed were it implementing the FEPCA legislation.

57. No further studies were required; the Committee would inform the Commission that any attempts further to put off a decision by resorting to additional studies would be viewed as a delaying tactic.

58. The Committee recalled the manner in which common system remuneration was set for the two categories of common system staff. For the General Service, remuneration was established by direct reference to the private sector as well as other parastatal competitors. Professional remuneration was based on a comparison with a single national civil service; the compensation level for that national civil service was in turn intended by national legislation to reflect private sector pay levels. For political or policy reasons, it had been decided to allow civil service salaries to lag behind wages in the private sector of the comparator country. Such an intervention had taken place in the comparator country and, as a result, UN Professional remuneration had fallen behind market rates; it was therefore out of phase with remuneration at the General Service levels. With the divorce of the Professional pay levels from private sector wages in the comparator country, it was no longer certain that the two systems for setting pay for UN system staff were compatible. Increasingly, organizations were reporting problems with overlap or pay inversion. The manner by which Professional level remuneration was set had to be revised to re-incorporate the concept of private sector wages and to restore the balance between Professional and General Service salaries. The Committee decided, therefore, to urge ICSC to include the private sector as a specific point of reference in a revised formula for the determination of appropriate UN common system remuneration levels for Professional staff. Similarly, it would urge inclusion of the remuneration levels of other international organizations and appropriate reflection of whichever was the highest paying civil service in the revised formula.

59. The Committee would thus propose to ICSC that the application of the Noblemaire

principle should be appropriately revised to take account (a) of the private sector, (b) the highest paying national civil service and (c) other international organizations. A formula incorporating each of these elements could be worked out for the summer session of ICSC.

60. Whatever the formula, it was evident that there was a gap of some 30 to 50 per cent between the remuneration levels of United Nations common system and (a) those of the private sector in the comparator country and (b) those of other international organizations. The gap was so large that its precise delineation was irrelevant in terms of any realistic immediate adjustment of UN remuneration levels to bridge the gap. Therefore, whilst work was under way to define more precisely the remuneration levels *inter alia* of other national civil services, the Committee would call on ICSC to commit itself to propose to the General Assembly that the margin range with the highest paying civil service be revised to take account of all aspects of its studies in respect of the application of the Noblemaire principle.

61. The adjustment which would result from this revision of the margin should not necessarily be applied across the board, but should be distributed in such a way as to take account of the overdue structural adjustments to the salary scale which had been referred to already at the time of the 1989 comprehensive review and for which ICSC had acknowledged that action could only be taken at the time of a general increase. Only in this way could the remuneration levels of staff at the upper end of the scale be adequately treated.

*(b) Grade equivalency studies with the German
and Swiss federal civil services*

62. The Committee noted the extensive work that had been carried out on the grade equivalency study with the German federal civil service and the status of the equivalency study with the Swiss federal civil service. The studies were labour intensive and the Committee appreciated the efforts made by the organizations and the ICSC secretariat in their execution.

63. The Committee confirmed its support for the work so far completed. There was a bulk of data already available through which additional results could be extrapolated if that were found to be necessary from a statistical standpoint. In the Committee's view, however, the classification exercise with the German federal civil service could be accepted on its own merits; it hoped there would be no attempt to seek to find out what would be the remuneration results of the exercise before confirming the grade equivalencies, which would defeat the integrity of basing the analysis upon a sound job classification approach.

[As part of its identification of the highest paid civil service, ICSC decided: (a) to proceed with further remuneration comparisons on the basis of the grade equivalencies established by its secretariat, subject to refinements which might be required as a consequence of the exercise to validate the grade equivalencies which had been determined on the basis of the Master Standard and (b) to note that the further remuneration comparisons would be based on a total compensation approach in accordance with the established methodology.]

(c) Grade equivalencies with the United States federal civil service

64. The Committee noted the progress made in matching jobs in the United Nations common system with those in a number of United States federal agencies applying special pay systems. It would look forward to the results of the validation exercise and would revert to the matter when all data had been received and analysed.

65. ICSC had raised a number of issues related to the grade equivalency study with the comparator which required consideration by the Commission. These were:

- (a) the rank-in-post versus rank-in-person approach;
- (b) the inclusion of some special pay systems;
- (c) the manner in which the Senior Executive Service (SES) should be reflected in the study;
- (d) the appropriateness of including jobs at level 7 of the General Schedule;
- (e) USG/ASG equivalencies;
- (f) weighting methods for remuneration comparisons.

Some of these matters were also referred to in document ICSC/41/R.5/Add.5 prepared by CCISUA.

Rank-in-post versus rank-in-person

66. The Committee continued to support the inclusion of posts deemed to be part of a rank-in-person system. Equivalencies could be determined for such posts as indeed was the case currently for posts in the SES.

Special pay systems

67. It also continued to support the inclusion of all relevant special pay systems. In this respect, the Committee drew attention to the need for consistency of treatment between the UN and US sides of the equation. The Commission had been opposed to the creation of special pay rates in the common system, although they were increasingly being introduced by the comparator. The Commission could not therefore ignore their inclusion in the overall grade equivalency comparison used to determine the margin.

SES

68. On receipt of the ICSC secretariat's conference room paper on the evaluation procedures used for comparison with SES posts, the Committee would revert to this matter.

Inclusion of level GS7

69. The Committee continued to be concerned at the inclusion of General Schedule (GS) level 7 in the comparisons. The impact of its inclusion or exclusion was negligible in overall margin terms. It did have a significant impact on the individual margin at P-1, however, and to this extent was relevant to structural considerations. The Committee, as it had done in the past, would request ICSC to exclude GS7 to the extent that it was not deemed by the comparator itself to be a "Professional" grade level. The Committee would also revert to this matter on receipt of

further analysis by the ICSC secretariat.

ASG/USG

70. The Committee acknowledged the complexity of including ASG/USG posts in the comparison and would support using working level equivalents with the US Executive Service as a point of departure in this initiative. These were:

USG = EX II-III; and
ASG = EX III-IV.

On both sides, the posts in question were deemed to be rank-in-person.

Weighting

71. The question of the weighting method used for the inclusion of special pay systems had been subject to careful study by the Committee at previous sessions. The Committee noted the useful additional work done by CCISUA in this respect. The alternatives previously put forward were:

- (a) use of the highest paying system by occupation (supported by CCAQ);
- (b) use of equal weights;
- (c) use of logarithmic weighting.

The Commission had preferred a fourth option of straight weighting based on the actual number of incumbents in each relevant occupation of each special pay system.

72. As CCISUA had pointed out, in all other methodologies, the Commission had chosen to reduce dominance whereas in this instance it was being fully maintained. For example, in the methodology for the General Service salary surveys at headquarters locations, the Commission had stated that:

"Giving full weight to the number of outside employees in the job or giving equal weight to the data of all employers is not advisable, since both represent extremes as weighting techniques and may bias the results."

73. In the Committee's view, the option selected by the Commission did just that; it biased the results. The Committee would press the Commission to reopen the matter on the grounds of consistency and on the merit of the case itself. The Committee would also recall, as it had done since 1990, ACC's concern for the proper reflection in margin comparisons of the US federal agencies applying special rates and would again urge ICSC to calculate the margin by reference to the best paying federal civil service pay systems for those occupational groups of relevance to the UN common system.

[For future remuneration comparisons with the US federal civil service, ICSC decided to: (a) endorse the grade equivalencies established by its secretariat, subject to any adjustment arising from the validation exercise and from updated information from those US

Government agencies which had not yet been able to provide complete information; (b) include the SES on the basis of pay levels determined by the established grade equivalencies; (c) include the Senior Level (SL) positions and Scientific and Professional (ST) pay systems; (d) include bonuses and performance awards granted to US and UN common system staff, except for Meritorious and Distinguished Awards granted to eligible SES staff; (e) exclude comparator General Schedule level 7 positions; (f) note the exclusion of the ASG/USG levels from the current grade equivalency study and (g) request updated grade equivalencies for consideration at its forty-second session with regard to two of the 11 US Government agencies which had not yet provided job information and results of the validation exercises. The Commission further decided that, in remuneration comparisons, the dominance of the General Schedule vis-à-vis the special pay systems should be reduced and, to this end, requested its secretariat to provide it, at its forty-second session, with technical options in order to reflect adequately comparator pay systems.]

(d) Comparative data from the Coordinated Organisations and the World Bank Group (ICSC/41/R.5/Add.3 and Add.4)

74. Acknowledging the difficulties involved in obtaining the sort of data provided in ICSC/41/R.5/Add.3, the Committee expressed its appreciation to the ICSC secretariat for its work. This confirmed its own findings in terms of the differences in remuneration levels and the conditions of service between the UN common system and other international organizations.

75. At issue, however, was not the establishment of an exact margin between UN remuneration and that of the Bank group and the Coordinated Organisations, but rather the delineation of an order of magnitude of the differences between these remuneration levels and other conditions of employment.

76. The Committee looked forward to receiving additional data in respect of comparisons in locations other than Washington, which would provide for a greater range of results. Notwithstanding these additional readings, the fact would remain that the remuneration of the Bank group and that of the Coordinated Organisations was significantly greater than that of the UN common system - by some 25 to 50 per cent - in every location in the world.

77. Similarly, the pension schemes and the health insurance arrangements of these other international organizations were superior to those of the UN common system - everywhere in the world.

78. The message was clear; the compensation packages of the common system were NOT competitive with those offered by the World Bank group or the Coordinated Organisations for equivalent jobs requiring similar levels of competence.

79. Moreover, the roles and functions of the staff of these other organizations so frequently compared so closely with those of staff of the common system that these bodies could not be viewed as anything but competitors for staff. As the equivalency study with the World Bank had demonstrated, many jobs, such as those of economist, were identical with jobs in the UN common system.

[ICSC decided to report to the General Assembly that: (a) staff of OECD were recruited from the 25 member countries of that organization; (b) on the basis of the grade equivalencies established by the ICSC secretariat, remuneration comparisons made at Washington, D.C. and Paris showed that OECD cash remuneration was above that of the UN common system levels in the order of 50 per cent; (c) although a full actuarial evaluation had not been conducted, it appeared that the OECD retirement and health insurance schemes were better than UN common system schemes. On the basis of the aforementioned, it appeared that the compensation package of the common system was not competitive with that offered by OECD for equivalent jobs requiring similar levels of competence. Because additional work associated with the equivalency study with the World Bank had to be undertaken, ICSC would consider grade equivalencies and related remuneration comparisons with this institution at its forty-second session.]

MATTERS ARISING OUT OF RESOLUTIONS AND DECISIONS ADOPTED BY THE GENERAL ASSEMBLY AND OTHER GOVERNING BODIES

80. The Committee took note of document ICSC/41/R.2 and addenda and ICSC/41/CRP.5 informing the International Civil Service Commission of the action taken on matters of concern to it by the United Nations General Assembly at its forty-ninth session and by certain other legislative/governing bodies of organizations of the common system.

REMUNERATION OF THE PROFESSIONAL AND HIGHER CATEGORIES

(a) *Evolution of the margin between the net remuneration of the United States federal civil service and that of the United Nations system*

81. In ICSC/41/R.6, the Committee took note of the estimated margin for 1995 of 111.4. The 1995 estimate was subject to change as a result of the United Nations/United States grade equivalency study, the updated New York/Washington cost-of-living differential and the movement of the post adjustment classification for New York later in the year.

82. The Committee would inform the Commission of its concerns in respect of the non-implementation of the FEPCA legislation referred to in the document and would also point to this in connection with the Commission's consideration of the application of the Noblemaire principle.

83. Moreover, the Committee would also draw to ICSC's attention that the margin had now reached the level at which in 1989-1990, the Commission had recommended an adjustment in net base pay levels. It assumed that on receipt of confirmation of the 1995 levels in July 1995, a similar course of action would have to be taken.

[ICSC noted the margin forecast to which it would return at its forty-second session on the basis of a revised margin forecast.]

(b) *Post adjustment matters*

84. The Committee considered the reports of the Advisory Committee on Post Adjustment Questions on the work of its eighteenth and nineteenth sessions (ICSC/40/R.6 and ICSC/41/R.7), together with the report of the Working Group on Post Adjustment Questions (ICSC/41/R.8).

85. In terms of the organization of work, the Committee decided at the outset to invite the Commission: (i) to consider these documents together; and (ii) to limit its discussion essentially to major policy questions and generally not to be sidetracked into re-opening ACPAQ's technical discussions which should be endorsed. The Committee would provide the Commission with its views on each of the matters raised in the reports in order to reduce its own interventions in the Commission itself.

86. The Committee confirmed the usefulness of the introduction of the Working Group on the Operation of the Post Adjustment System in which many organizations had played a large role. CCAQ had pressed for the creation of the Working Group; to date, experience with the Group was positive. It was an important element in the process of restoring confidence in the post adjustment system. The Committee confirmed the confidence which it held for the Chairman and members of ACPAQ and for the seriousness of their deliberations. The importance of the post adjustment system - and the performance of that system - in making the United Nations common system remuneration package effective and competitive was underlined. The post adjustment system did not exist in a vacuum.

External data

87. A good start had been made but further refinements and testing of IOS data were necessary prior to implementation. With this proviso, the Committee agreed with the recommendations in paragraph 28 of the report of ACPAQ's nineteenth session.

Specifications

88. In pointing out that updating specifications was an ongoing requirement, the Committee endorsed the current revisions recorded in paragraph 45 of the report of ACPAQ's nineteenth session.

Next round of surveys

89. Noting that the most important non-technical matter raised in the reports related to the participation of staff in the next round of place-to-place surveys and by extension the timetable for that round, a key question was the technical and legal validity of any survey which did not have staff participation. ACPAQ had suggested that "staff participation is useful but not indispensable, therefore proxy data (including government statistics) may be used" (para. 49 (b) of R.7). The Committee was concerned for the validity of any set of expenditure share weights which did not reflect the common system staff population. Certainly weights could be obtained, but their representativeness would be questionable.

90. The legal and political issues were more complex and needed to be looked at in the context of the review of the consultative process and of the functioning of ICSC itself. The Committee would therefore inter alia point out to the Commission that it should allow for a very thorough discussion of this matter and to ensure, at each step of the way, that its conclusions were legally valid. In this connection, the Committee recalled its previous proposal that the legal skills available to the secretariat be strengthened.

Other matters

91. For the other sections of the report, the Committee supported the recommendations relating to (i) the use of Headquarters standardized weights for field stations, (ii) comparison methods, (iii) adjustment of common weight for field duty stations, (iv) time-to-time updating of PAIs at the base and (v) the housing component. The treatment of the out-of-area component and other out-of-area issues is referred to in paragraphs 99 to 101 below.

92. In connection with the alternative proposals relating to the treatment of Group I duty stations in cases of abrupt and substantial devaluations, the Committee endorsed that which would maintain the current 10 per cent bands for out-of-area weights at Headquarters duty stations except in the event of an abrupt and substantial devaluation. Moreover, the Committee would extend these criteria to include devaluations which were not only abrupt, but also gradual and substantial, whilst recalling that its general preference had been in normal circumstances to eliminate the band at Headquarters locations.

93. In this connection, the Committee noted the affirmation by the ICSC secretariat that the use of duty station specific out-of-area weights in cases of substantial abrupt or continuous devaluation would be applicable at the point where the current monthly exchange rate resulted in a reduction of 10 or more multiplier points by comparison to that applicable at the time of the last place-to-place cost-of-living survey.

R.8 (Working Group on the Operation of the Post Adjustment System)

94. The Committee considered the 15 recommendations in the report of the Working Group on the Operation of the Post Adjustment System. Those relating to: access to data (para. 37); publishing price data (para.40) as reformulated by ACPAQ in para. 106 of ICSC/41/R.7; improved survey reports (para. 43); increased training (para. 46); local post adjustment committees (para. 52) were endorsed. They would improve the transparency of the post adjustment system and were crucial to the question of credibility and - in the long run - to bringing back the staff into the consultative process. Many of the remaining recommendations (in paras. 25, 29, 33, 57 and 93), although referred to ICSC, had been taken into account by ACPAQ and were, by and large, superseded by ACPAQ's recommendations. The recommendation in paragraph 60 (use of odd as well as even-numbered decimals) was not referred to by ACPAQ. It was a CCAQ proposal and would be supported.

95. The recommendations in paragraphs 79 (other COL comparisons) and 83 (analysis of evolution of remuneration and of indices), which were related to the provision of information, were endorsed.

96. Concern was expressed for the need to continue to work on the criteria for Group I and Group II duty stations - and to go even further than the strict determination of criteria. The world's financial systems were in a state of flux; the monetary markets were barely explicable even to world experts. It was not surprising that these forces would have an

impact on the post adjustment system. The Working Group should review this matter again in greater depth with specialist advice if necessary.

ICSC/40/R.6 (Report of ACPAQ's 18th session)

97. Many of the issues raised in this report had been largely overtaken by events. Two important issues remained.

98. These were the treatment of out-of-area expenditures in duty stations with low post adjustments and the treatment of pension contributions. The former issue was being raised again in the Commission by two organizations and was being reviewed separately. As to the treatment of pension contributions, the Committee agreed to reiterate and strengthen the position reached at its eighty-first session³ that the matter had now been thoroughly reviewed from a technical standpoint by ACPAQ and that this matter should no longer be delayed.

Out of area and other considerations

99. In connection with its review of post adjustment matters, the Committee considered the issues raised in documents submitted to ICSC by ICAO and FAO (ICSC/41/R.17 and ICSC/41/R.18) which dealt in large part with the treatment of out-of-area expenditure. These were looked at also in conjunction with the considerations of the Working Group and ACPAQ on the same subject.

100. In its document, ICAO had put forward three alternatives relating to the treatment of out-of-area expenditures in headquarters duty stations with post adjustment "significantly" below that at the base. FAO had requested that five avenues of study be pursued in order to improve the post adjustment system. These were: the basis and objectives of the system; Group I and Group II definitions; the modified Walsh formula, the constellation approach and other methods of providing stability for local and "home currency" portions of salary.

101. The Committee supported further study on those issues which had not already been developed far enough by the Working Group. ICSC should therefore be requested to reconvene the Working Group on the Operation of the Post Adjustment System with a particular priority given to review of:

- the grouping of duty stations into two (or more) groups or currency areas for post adjustment purposes;
- other aspects relating to the treatment of out-of-area expenditures;
- other issues relating to the increasing complexity of operating the post adjustment system in the current economic climate

and to present recommendations thereon to ICSC's forty-second session, if possible.

³ Paragraph 85 of ACC/1994/14.

[ICSC endorsed the technical findings of ACPAQ. On major policy questions, ICSC (a) decided that external housing data should be applied to the seven headquarters duty stations and Washington at the time of the next round of place-to-place surveys, once the data set had been completed and refined; (b) noted the calendar of 1995 place-to-place surveys at headquarters' duty stations; (c) endorsed recommendations in respect of transparency issues which had been proposed by the Working Group on the Operation of the Post Adjustment System and supported by ACPAQ; (d) decided that, with effect from the next global adjustment of pensionable remuneration for staff in the Professional and higher categories, actual pension contributions be used for the time-to-time adjustment of the post adjustment index and (e) decided that actual out-of-area weights rather than the existing 10 per cent band system be used in PAI calculations for all Group I duty stations with effect from 1 November 1995; in the case of duty stations that had experienced significant devaluations of local currency in recent years (e.g. Montreal, Rome), the actual out-of-area percentages be applied with effect from June 1995. The Commission further decided that the Working Group on the Operation of the Post Adjustment System should be reconvened to identify and develop proposals for making improvements to the existing system.]

CONDITIONS OF SERVICE OF THE GENERAL SERVICE AND OTHER LOCALLY RECRUITED CATEGORIES

[Matters relating to the General Service salary surveys in Geneva, Rome, New York and Montreal, items 6.2 through 6.5 of the agenda, were dealt with separately by the administrations at each respective location.]

*Preliminary reviews of the methodologies for surveys of
best prevailing conditions of employment at headquarters
and non-headquarters duty stations*

102. In its note [ICSC/41/R.9] the ICSC secretariat provided an analysis of the issues which had been raised by the staff bodies at previous sessions of the Commission in respect of the methodology for surveys of best prevailing conditions of employment at headquarters duty stations.

103. CCISUA had also produced a note (ICSC/41/R.9/Add.1) on the subject which the Committee considered together with the ICSC document.

104. Nearly 30 separate elements of the current headquarters methodology had been referred to in the documents and the Committee concluded that the length and intricacy of its discussion of each of these elements should be presented to ICSC in writing.

105. In addition, the Committee would put forward a number of more general considerations. First, the methodology had to work in a broad range of labour markets with very different economic conditions. It should not be constrained by elements which would not fit into one or other of these labour markets. Second, while the methodology called for the partners to attain the highest level of consensus, they did not have to reach unanimity in their conclusions. Nevertheless, to be useful, the partnership must be based on trust; the administrations had a special responsibility to ensure the effectiveness of the partnership. Thirdly, the ICSC secretariat bore a responsibility for the technical and logistic processes and also for preparing the final recommendations resulting from the surveys. Fourth, increased training was crucial. UNDP's successes in respect of training on the non-headquarters methodology bore testimony; much more training had to be undertaken for the headquarters methodology. Similarly, it was essential to complete work on the manual which would help to explain each of the elements in the methodology and build greater understanding for its merits. Fifth, and probably most importantly, flexibility was the key element to success in achieving the original purpose of the methodology. Each major UN location manifested its own market place characteristics which could not be ignored in implementing the methodology. Consistency of application was almost equally important.

[ICSC noted that its report on the considerations of the methodology would provide useful information for its comprehensive review of the salary survey methodology scheduled upon completion of the current survey round.]

WORK/FAMILY AGENDA

106. To assist the Committee's first global discussion of this issue, the secretariat provided in ACC/1995/PER/R.3 the results of its investigation reviewing why a work/family agenda would help the UN system's business strategy and what were the latest work-family developments outside the UN common system. The document provided an overview of current common system policies and practices and recommendations for action (i) by individual organizations and (ii) at the inter-agency level. The Committee also had the benefit of the presence of specialists from the World Bank and the International Monetary Fund.

107. Recently, ACC had underscored the need for organizations to ensure that their policies and rules and regulations were family sensitive. At its first regular session in 1995, for example, ACC inter alia had decided that "organizations will consider the introduction of measures which would lead to a climate conducive to the equal participation of men and women in the work of the organizations. Such measures would be related inter alia to the work/family issues currently under review, such as flexible working hours, part-time work, job-sharing schemes, child care and special leave arrangements".

108. An ever-increasing body of research based on cost/benefit evaluations, both in the public and private sectors, gave evidence of the fundamental linkages between family-supportive policies and a number of quantitative and qualitative factors such as: increased output, reduced absenteeism, lower stress-related illness, enhanced recruitment and retention, support for change and quality efforts, etc. Many national and international enterprises had instituted "family-friendly" policies and programmes; they had done so because such policies made good business sense.

109. Discussion focussed on five areas: (a) general considerations; (b) flexible working arrangements - organization of working time, flexiplace/home-based work and leave; (c) family status; (d) spouse employment; (e) family support services; and (f) conclusions.

(a) *General considerations*

110. The Committee recognized the critical linkage of this issue with two other major issues on its agenda, namely the application of the Noblemaire principle and performance management. If organizations were to ensure that their conditions of service were competitive and were to upgrade the efficiency and effectiveness of organizational performance, senior management and Member States had to be made aware of the cost/benefit of policies and programmes designed to allow employees to meet their family responsibilities alongside those arising out of their work. Such measures were all the more important for expatriate staff who did not have access to the support network of close kin nor to the many services provided by the community in their home countries. Increasingly, these concerns affected organizations' ability to recruit and retain staff; they also had a negative impact on the organizations' mobility and rotation schemes.

111. The Committee noted that the World Bank - whose conditions of employment had already been reviewed in connection with the application of the Noblemaire principle - had introduced extensive family-support policies and programmes. Support for furthering a family-sensitive environment was among the performance indicators of its management competency framework.

112. The UN system had to regain its position as a model employer, not only with respect to remuneration, but also in its human resources policies and practices. There should be no social disincentives to work with a UN system organization. Policies and practices which were inconsistent with current research findings relating, for example, to stress, absenteeism and productivity warranted change. Common solutions had also to be developed with special urgency in areas which affected staff in the field. In all these areas, care had to be taken to avoid cultural bias and to assess carefully any potential impact on total compensation comparisons.

(b) *Flexible working arrangements: organization of working time, flexiplace/home-based work and leave*

113. Traditional patterns in the organization of working arrangements - both in terms of time and place - had been found to be a major source of work-family conflict and an important cause of stress, absenteeism and, as a consequence, lost productivity and, in many instances, loss of staff to other employers with more flexible policies. To maintain the most effective workforce, more and more enterprises, both public and private, had introduced policies which allowed for greater flexibility in working arrangements through such measures as flexi-time, compressed work schedules, home-based work (a.k.a. flexiplace), reduced work schedules and paid leave for family-related reasons.

114. In general, and within the constraints imposed on some specific occupational groups, flexible working arrangements should be expanded, particularly with regard to flexi-time and

reduced work schedules (a.k.a. part-time) - both on a temporary and a permanent basis - for both General Service and Professional and higher category staff. No stigma should be attached to opting for such arrangements. Moreover, reduced work schedules were viewed as an effective way of phasing in retirement.

115. Experiments with compressed work schedules and flexiplace, if successful, could also help alleviate other organizational problems such as office space limitations and the spiralling costs associated with office maintenance. The World Bank had introduced flexiplace arrangements for work for all grades of staff when assignments "were well-defined, time-bound and easily measurable by output and product".

116. The Committee noted that paid short-term family leave existed in a number of public and private institutions either as a specific entitlement or through the expanded use of sick leave provisions. The comparator, the US federal civil service, allowed employees to use up to 13 days of their sick leave entitlement each year to care for a family member, to attend the funeral of a family member and for fathers during a child-birth period.

(c) *Family status*

117. While it was not in a position to reach a conclusion in respect of the recognition of non-formal marriage, the Committee requested its secretariat to continue to monitor and assess developments in national legislation as well as the practices of the comparator and other international organizations in respect of the recognition of domestic partnerships outside the confines of formal marriage.

(d) *Spouse employment*

118. As organizations sought to streamline and provide improved services to their clients, they were increasingly called upon to move their workforce from one job to another and from one duty station to another. At the same time, ever-increasing numbers of dual income families had joined the common system. Problems associated with the loss in competitiveness in UN remuneration levels were compounded when the loss of a domestic partner's income through relocation was involved. Moreover, most often there were legal barriers to employment for the partner at a new duty station. Many Member States and organizations had recognized that spouse employment was a priority area for action; the lack of provisions in this area were increasingly an impediment to the recruitment and retention of quality staff. Some UN organizations had also made considerable efforts in recent years to confront these problems, but given the complexity of the matter, little had been achieved. Nevertheless, the problems associated with the employment of spouses could not be ignored.

119. Action in four areas could be considered: (1) increased cooperation among the organizations of the system at the headquarters and field levels to facilitate the employment of spouses; (2) contacts with bilateral aid agencies, non-governmental institutions, missions and the private sector to the same end; (3) requests for host governments to adopt more liberal policies with a view to facilitating the issuance of work permits; and (4) amendment of policies, where these still existed, barring the appointment of spouses within the same organization. At the same time, a sense of realism had to prevail: although the expectations of staff in this as in other social policy areas had to be taken into account, the organization's mobility and rotational policies could not be held hostage to them.

(e) *Family support services*

120. UN common system staff usually did not have the advantages of being close to their extended family nor of being eligible to benefit from national government welfare programmes. In a great many instances, the provision of expert assistance and supporting materials to help employees and their families adjust to relocation or to cope with life transitions and crises would enable them to concentrate better on their jobs. International organizations had an important responsibility as good employers to respond creatively to these needs and to provide appropriate services for expatriate staff, particularly in such areas as child and elderly care, education facilities, etc. Such support was all the more imperative for staff separated from their families through assignments to non-family and other very difficult duty stations.

(f) *Conclusions*

121. The Committee recognized the growing need (i) to keep abreast of developments outside the United Nations system and (ii) to transform the common system workplaces into more family-friendly environments. It therefore appreciated the opportunity provided to it to review this important area for the first time in a comprehensive manner. This was a very good first step; more research was necessary in a number of areas and some additional concerns - especially those related to field service - needed to be taken into account. The Staff Counsellors, who were an important source of support for personnel and their families faced with family/personal problems, could contribute to the development of these new social policies and programmes. With regard to specific action, the Committee decided:

- (i) **Policy statement:** In order to foster an appropriate organizational climate and management attitude, CCAQ would consider adopting, at its next session, a policy framework putting forward the organizations' commitment to creating and maintaining a family-supportive work environment. On the basis of this framework, each organization would consider the best means for developing its organization-specific policies and guidelines, and for holding managers accountable for its implementation.
- (ii) **Flexible hours of work:** Flexible working schedules had successfully been implemented in a number of organizations. Where not already in place, organizations should consider the introduction of flexible working hours and the enhancement of existing arrangements in order to allow sufficient flexibility to employees to arrange their work day around their family needs (day-care centre

hours, etc.).

- (iii) **Organization of working time:** Organizations were encouraged to consider introducing greater flexibility in part-time work arrangements through reduced work schedules ranging from 50 to 90 per cent of the normal work week ; these could be made on a temporary as well as on a more permanent basis. Permanent arrangements could also be complemented by job-sharing schemes. The Committee requested its secretariat to continue to investigate other new approaches, including compressed work schedule.
- (iv) **Flexiplace:** The Committee requested its secretariat to continue to study the experience of other institutions in this area. In the meantime, organizations were encouraged to pursue pilot tests and to report on their experience.
- (v) **Special leave and short term family leave:** The Committee recognized the merit in providing for some form of paid leave which enabled a staff member to meet unforeseen family-related emergencies and, indeed, most organizations already had some measures in place. While a number of organizations considered that the current seven days uncertified sick leave entitlement should be expanded in its usage to cover family-related reasons, others felt that such situations could best be handled through their provisions governing special leave with pay. It requested its secretariat to prepare for its next session a proposal for a common approach in this regard including appropriate legislative revisions.
- (vi) **Spouse employment:** The Committee requested its secretariat to continue to study this matter with a view to presenting appropriate strategies and mechanisms, such as the establishment of an inter-agency spouse skills inventory or cooperative arrangements for contracting advice/referral services. Organizations were encouraged to pursue their own efforts in this regard. Furthermore, organizations that had not already done so were urged to allow spouses the opportunity to compete for positions within the organizations, bearing in mind the necessity to ensure that preference was not given by virtue of the relationship to a staff member.
- (vii) **Salaries/allowances and other entitlements:** The secretariat was also requested to undertake an in-depth review of the current policies regulating salaries and allowances and other entitlements to ensure that they were designed in a way which would respond to family needs and were in step with changes introduced by the comparator, other public and private sector employers and other international organizations. Among the elements which would be investigated were: dependent vs. single rate of base pay, education grant travel, family visit travel, housing subsidy and shipping arrangements.

122. Other areas for future review included (i) the policies governing leave on adoption versus those on the birth of a child with a view to eliminating any anomalies; (ii) split pension entitlements for divorced spouses; (iii) the introduction of a compassionate travel entitlement to attend to family emergencies (e.g. serious illness or death of a close family member); (iv) the

provision of interest-free loans to help finance an employee's contribution to the pension fund when on special leave without pay; (v) the reduction in working time as a way of phasing in retirement while preserving the level of pension contributions; and (vi) responsive policies to the particular problems of single parents.

123. The Committee was aware that the research studies required in each of these areas were extensive. Moreover, the subject matter was dynamic. Proposals could therefore be expected to be forthcoming over several future sessions. In the interests of making the organizations' intentions clear in this area, however, it requested its secretariat to move with all urgency on the issues raised. To the extent possible, the secretariat should also maintain up-to-date information on developments within and outside the common system in all the above areas. To this end, it requested each organization to inform the secretariat of all initiatives under consideration. The Committee also considered that the development of pertinent work/family programmes would be enhanced by organizations undertaking attitude surveys designed with specialist advice to the extent required.

HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT: PERFORMANCE MANAGEMENT AND PERFORMANCE APPRAISAL SYSTEMS

(a) Performance Management

124. In document ACC/1995/PER/R.5, the secretariat had drawn together some of the threads of the Committee's previous considerations of performance management issues, together with (a) an overview of the potential future areas for review by the Committee, (b) additional documentation/information which allowed for a further examination of performance management concepts and principles and (c) an analysis of those changes in organizations' procedures and policies both within and outside the personnel area which were required to accompany the introduction of performance management.

125. As part of its deliberations, the Committee participated in a round table on accountability and the delegation of authority. For this, the Committee was joined by specialists from the Treasury Board Secretariat and the Office of the Auditor General of the Government of Canada and from the World Bank.

126. The Committee reconfirmed that to organize work effectively, managerial and organizational performance had to be upgraded and institutional cultures had to be created which valued effective performance, efficiency and accountability.

127. Major developments in the area of performance appraisal systems were encouraging; the Committee acknowledged, however, that performance appraisal was but one element of the inter-related components which made up human resources management. Research had revealed that, to be successful, appraisal had to be introduced within the framework of a positive performance management environment in which staff could see the benefits of improved performance. Organizations should now invest in developing programmes to provide managers with the skill of how to manage people.

128. The Committee endorsed the view that in introducing improved performance

management systems, it was essential to focus on the pre-conditions which allowed for the effective delegation of authority by which managers would be held accountable for programme delivery.

129. The appraisal process was not merely one of registering performance; it provided a basis for analysing systematically the work to be performed by an individual within the framework of the work which had to be performed within a unit/programme of an organization and within the context of maximizing the overall performance of the organization.

(b) *Core management competencies*

130. At its eighty-first session, the Committee had concluded that "competencies should be incorporated into the (performance appraisal) system for as many jobs as possible ...". Thanks to the help of Committee members and that of the Sub-Committees on Job Classification and of Training, much work had already been undertaken in defining the elements of an embryo core management competency framework.

131. The Committee reaffirmed the view, previously expressed, that management competencies should be introduced into the common system as part of an integrated human resource strategy if organizations were to succeed in their bid to improve overall organizational performance.

132. It also endorsed the principle that, once developed, each organization should endeavour to introduce a management competency framework against which managers would be selected, appraised and training would be developed.

133. As to the framework itself, the Committee preferred not to pursue a common system validation procedure, but rather to encourage each organization that was able to move forward to develop competencies that would match their individual needs. Some, like the United Nations and UNHCR, were already actively engaged in introducing management competency frameworks. The Sub-Committee on Staff Training was also working on a management development framework which was competency based. At the same time, the CCAQ secretariat would continue to act as a clearinghouse for disseminating the most up-to-date data on competency development, both within and outside the system. As and when several agencies had developed competency frameworks, the Committee requested its secretariat to develop a common system framework based on the commonalities of the organizations' competencies. Such a competency framework would help foster inter-agency mobility and would be beneficial to the collaboration of managers across the system. The Committee recalled that the key to the development of competencies was the need to involve line managers in their delineation.

(c) *Performance appraisal systems*

134. Document ACC/1995/PER/R.5/Add.2 provided examples of recent developments relating to the introduction of common system performance appraisal systems, the linkages between those systems and overall performance management and innovative features of some recently introduced appraisal systems or of systems which are shortly to be introduced.

135. On the basis of the current developments in each organization, the Committee confirmed that there were a number of elements which should be considered for incorporation in appraisal system redesign. These were:

- the inclusion of a statement on the objectives and principles of the appraisal process;
- the determination of the levels to which the system should apply;
- the determination as to whether appraisal would be undertaken annually and at the same time for all members of a work programme, at a time which was logically linked to the programme's work planning cycle or whether it should remain tied to the within-grade increment;
- how self-appraisal should be incorporated;
- how appraisals should be reviewed, i.e. by an independent panel or through some other mechanism;
- how to incorporate in the system a performance plan for each work unit as well as for individual job holders;
- how to evaluate individuals against 1) competencies, 2) job goals/objectives (output indicators) and, for managerial jobs, 3) contribution to overall policy objectives (e.g. status of women);
- how to link the system to career development and as an input to a career management system;
- how to introduce on-going training and coaching to accompany any new or revised system;
- how to build a formal evaluation and monitoring process into the system.

136. The Committee appreciated the efforts made to synthesize good practice in respect of the guidelines for performance evaluation. It requested its secretariat to revise the draft guidelines as presented in document ACC/1995/WG.1 by (a) making them less prescriptive in tone; (b) adding further argumentation *inter alia* over rebuttals and the link between appraisal and career development along the lines presented in document ACC/1995/PER/R.5/Add.2, and (c) completing work on an appraisal form. It would revert to these at a future session.

IMPLEMENTATION OF ICSC DECISIONS AND RECOMMENDATIONS

137. In document ICSC/41/R.14, the ICSC secretariat had provided the results of its on-going review of the implementation of ICSC decisions and recommendations falling under articles 10, 11, 12, 13, 14 and 16 of the ICSC Statute.

138. The Committee took note of the findings of the ICSC secretariat which, in general,

confirmed that there continued to be a high level of adherence to and consistency in the application of decisions and recommendations of the Commission by the organizations of the common system. Arising out of its review, the Committee decided to inform the Commission: (i) that the use of personal promotions and of supplementary payments were symptomatic, in part at least, of difficulties with remuneration levels. To that extent, they might equally well be referred to under consideration of agenda items relating to the application of the Noblemaire principle; (ii) of the progress which had been made in respect of the manner of treatment of payment of education grant; (iii) that it believed the question of personal promotions needed further review because, in part, of the human resource management difficulties being imposed as a result of overall reductions in staff and, equally importantly, because it was not clear exactly what was ICSC's policy on personal promotions; there appeared to be two on the Statute Book. Individual organizations would update the information contained in the document.

[ICSC noted the information presented by the organizations. With regard to meritorious increases, it reiterated its earlier recommendations that organizations granting merit increments should discontinue them in favour of lump-sum bonuses. While noting a generally satisfactory rate of implementation of job classification standards, organizations which had not yet done so, were requested to ensure their timely and full implementation. It reiterated that the use of linked grades was unnecessary. Recalling that, in 1983, it had agreed to the award of personal promotions as an exceptional measure, the Commission reaffirmed that it did not advocate, in general, the use of personal promotions; it had foreseen that the exceptional reasons which might lead to their award would be better considered within the framework of other reward and recognition programmes. It would revert to this matter in the context of its 1997 review of performance management measures.]

MATTERS RELATING TO THE CCAQ SECRETARIAT

139. The Committee took note that the proposed programme budget for 1996-1997 for the secretariat of CCAQ provided for a level of US\$1,717,100, representing a negative growth of US\$40,900 or 2.3 per cent. The Committee also noted the comments of CCAQ(FB) thereon. It was assumed that the cuts proposed by FB could be accommodated within the travel schedule, but it was important to point out to FB that the Committee considered the Secretary's participation in the General Assembly to be absolutely essential. This was a high priority. The Chairman of the Committee was requested to bring the Committee's concerns in this respect to the attention of the Chairperson of CCAQ(FB).

FELLOWSHIPS

140. In accordance with standing arrangements, the Committee was requested to endorse recommendations made by the Senior Fellowship Officers at its meeting in September 1994. These were:

- (a) refinement of the methodology for establishing stipend rates (subject to the results of the review of the adequacy of the stipend rate);
- (b) revision of the payment of termination allowances to provide for:

- a lump sum payment of US\$100 for fellowships of up to six months;
- a lump sum payment of US\$200 for fellowships up to one year; and
- a lump sum payment of up to a maximum of US\$400 for long-term fellowships, at the discretion of the agency if circumstances of the fellowship, including its duration, so warranted.

141. After examination of the proposals, the Committee agreed to endorse them with effect from 1 May 1995.

LONG-TERM CARE

142. Further to the discussions at its eightieth and eighty-first sessions in 1994, the Committee again turned its attention to the question of insuring staff members and former staff members of the common system against expenses incurred for long-term care.

143. In document ACC/1995/PER/R.8, the secretariat put forward a number of definitions of what constituted long-term care. It further invited the Committee to consider the extent to which organizations had a responsibility towards insuring against long-term care costs through arrangements which would supplement current health care schemes.

144. The document incorporated the views of the Geneva branch of the Federation of the Associations of Former International Civil Servants (FAFICS). In an additional note (CCAQ(PER)/82/CRP.12), the New York branch of FAFICS had drawn attention to recent developments in respect of long term patients. The New York group continued to support introduction of a commercial policy such as that previously put forward by Van Breda.

145. While there was convergence on most aspects of the issue, the New York Branch of FAFICS did not support the view put forward in paragraph 15 of the secretariat's paper that "this was not the sort of insurance that lent itself to a global approach". Rather, FAFICS considered that a mandatory, global approach was the most viable if equitable premia were to be ensured. FAFICS (New York) also wished consideration to be given to incorporating a provision in any future long-term insurance arrangements which would provide, after a suitable testing period, for the return of a staff member's contributions. The Committee requested FAFICS to try to come forward in the future with a consolidated view.

146. As had been emphasized in the discussion of the work/family agenda, international employers bore a special responsibility to their expatriate staff who were normally ineligible for social protection schemes provided by their home country; at the same time they were deprived of the safety net of close kin. It was therefore important to pursue the matter in depth and with urgency.

147. The Committee endorsed the secretariat's proposal to set up a small inter-sessional task force which would include health insurance and actuarial specialists. The task force would consider the modalities for the development of long-term care insurance and report to CCAQ

thereon at a forthcoming session. Among the areas to be pursued were (i) an actuarial evaluation, (ii) current schemes offered by the comparator and (iii) financing, including possible savings resulting potentially from reduced periods of hospitalization. This was another area in which "one size would not necessarily fit all". The task force should therefore give due regard to flexibility in the design of the long-term insurance arrangements.

REPORT OF THE STAFF COUNSELLORS' MEETING

148. The Committee took note of the report of the Staff Counsellors and expressed its thanks to the Counsellors for their continued good work. It was concerned at the extent of the workload of the Counsellors and, in this connection, expressed the hope that each new initiative taken by the Counsellors would be carefully weighed against competing priorities on their time. It confirmed the proposed arrangements for the periodicity of meetings, namely that the Counsellors would meet every two or three years, depending on their agenda. In this context, the Committee would request the Counsellors to concentrate on providing input to the Committee's consideration in respect of the work/family agenda. It also invited the Counsellors to experiment with teleconferencing to enable them to keep more regularly in touch.

FOLLOW UP TO ACC STATEMENT ON THE STATUS OF WOMEN

149. Referring to the statement adopted by ACC at its first session in 1995 on the status of women in the secretariats of the United Nations common system, the Committee noted that ACC had agreed to "keep the matter under consideration" and that it had requested CCAQ "to report to ACC on implementation at regular intervals".

150. The statement also referred to a number of initiatives and policy considerations which fell within the purview of each organization. Others [spouse employment within and outside the common system] had been looked into in connection with the Committee's consideration of the work/family agenda (see paras. 106 to 123).

151. The Committee would review at its next session those issues which had not already been dealt with, in order to report to ACC in October 1995. These issues were:

- (a) treating all women staff members of common system organizations as internal candidates:
- (b) utilizing field presences to prospect for women; and
- (c) developing a system for inter-agency mobility of women staff to increase their experience.

UNIFIED NOMENCLATURE FOR UNITED NATIONS STAFF

152. The Committee reviewed a proposal put forward by CCISUA in respect of the nomenclature of the categories of common system staff.

153. On the basis of the information presented, it was difficult to assess at the current stage the feasibility of the proposal in all locations and in all organizations. Much more work was required. Moreover, the matter was extremely complex - as previous studies had proved - and went far beyond a simple change of names of the categories. The use of the term international civil servant - as proposed by CCISUA - was of itself not in question, but the implications went much further, both in terms of the administrative and financial consequences of any such change. The Committee concluded that it would revert to the matter on the basis of further and more

substantive proposals from CCISUA and representatives of interested organizations.
[ICSC agreed to revert to this issue on the basis of further work to be done by CCISUA in close consultation with the organizations.]

OTHER BUSINESS

(a) Standards of conduct

154. The Committee noted that a number of organizations had recently issued circulars to their staff dealing with (a) attempts by staff to seek the influence of Governments on career-related matters and (b) acceptance of payments from Governments to supplement emoluments. It asked its secretariat to circulate this information to organizations for their action, as necessary.

155. The Committee also noted that the United Nations had informed the General Assembly of its intention to revise the 1954 ICSAB "Standards of Conduct".

(b) Request for participation in CCAQ

156. The Committee took note of a request from the ILO's Staff Union Committee to participate in sessions of CCAQ and ACC.

157. The Committee noted that the ILO Staff Union did not meet the criteria established by the Committee in 1983 and noted by ACC at that time. With regret, therefore, the Committee could not accede to the request and would so inform the ILO Staff Union.

(c) JIU Questionnaire

158. At the request of a number of organizations, the Committee noted that the Joint Inspection Unit had recently issued a request to organizations and staff bodies (JIU letter JIU/A.180 of 29 March 1995).

159. The Committee expressed concern at the Joint Inspection Unit's review; in general, the Committee considered that it was not wholly appropriate for the JIU to have entered into this matter; the review, in the long run, could be counter-productive and damaging to staff/management relations. Moreover, the letter despatched by the JIU with a questionnaire could only lead to the conclusion that the outcome of the review had been prejudged. The Secretary would provide an analysis of questions which could be answered on a common system basis.

160. In a more general context, the Committee believed that it was essential for the work programme of the JIU to be subject to greater scrutiny than at present and suggested that the joint ACC/CPC meeting might review the programme in the first instance.

(c) CCAQ data base

161. The Committee was informed of improvements to the CCAQ data base from which the annual personnel statistics were derived. These included the creation of a validation programme

which would also be provided to organizations for several platforms to enable them to validate their data prior to its submission to ICC.

(d) *Medical Directors meeting*

162. The UN Medical Director had asked if the reports of the Medical Directors meeting might be submitted to CCAQ(PER) for review of the administrative issues therein and for dissemination to human resources specialists in the common system. The Committee welcomed this request and looked forward to receiving the reports.

DATE AND PLACE OF THE NEXT SESSION

163. Taking account of the need to prepare appropriately for ACC's second regular session in October, the Committee considered whether its normal sessional working arrangements should be changed.

164. It reviewed the possibility of meeting for two days or so to prepare for ICSC's forty-second session in July and then meeting for a further three days in the second half of September in Geneva *inter alia* to prepare for ACC's October session. The Committee generally felt that, given the importance of two major agenda items - the consultative process and the application of the Noblemaire principle - this revised schedule should be followed for 1995. Having in mind that further adjustments to its meeting schedule might also be necessary in the light of:

- (a) the outcome of the meeting of senior administrators on 1 and 2 June in Geneva;
- (b) progress made with the Commission's ongoing studies in relation to the application of the Noblemaire principle,

it requested its Secretary to prepare for two further sessions in 1995 in July and September, as outlined above.

CLOSURE OF THE SESSION

165. The Committee concluded its deliberations by congratulating the Secretary and the Assistant Secretary for the quality of the papers submitted to it. They, together with the Administrative Assistant, were also congratulated for the invaluable support provided to the Committee, enabling it to approve its report within the exigencies imposed by its heavy agenda and tight work schedule.

Annex I

LIST OF PARTICIPANTS

Chairperson: Mr. J.-P. Baré
Vice-Chairperson: Mr. K. Walton

Representatives of member organizations

United Nations: Mr. Denis J. Halliday,*
Assistant Secretary-General,
Office of Human Resources Management

Mr. Keith J. Walton, Chief,
Compensation and Classification Service,
OHRM

UNDP: Mr. Bruce Frank, Chief,
Policy, Compensation and Administration,
Division of Personnel

Mr. Mark Farnsworth, Policy Officer,
Division of Personnel

UNICEF: Mr. Michael Corbett, Deputy Director,
Division of Personnel

Mr. Robert Tucker,
Personnel Policies Officer,
Division of Personnel

UNRWA: Mr. Joseph Acar, Director,
Administration and Human Resources

UNHCR: Mr. Daniel Conway, Director,
Division of Human Resources Management

Mr. Duncan Barclay, Senior Personnel Officer,
Division of Human Resources Management

* Part of the time.

ILO: Ms. Helen Schebesta, Chief,
Salaries, Entitlements and Pensions Section

FAO: Mr. A.T. Slater, Director,
Personnel Division

Mr. Charles F. Juge, Chief,
Personnel Policy & Entitlements Service

UNESCO: Ms. Haruko Hirose, Director,
Bureau of Personnel

Mr. J. Atta Kusi, Director,
Division of Staff Policy and Procedures,
Bureau of Personnel

ICAO: Mr. Dirk-Jan Goossen, Chief,
Personnel Branch

Mr. William R. Withee, Chief,
Establishment and Studies Section

UPU: Mr. Christian Langheld, Head,
Personnel Section

WHO: Mr. Dario Sanvincenti, Director,
Division of Personnel

ITU: Mr. Jean-Patrick Baré, Chief,
Personnel and Social Protection Department

WMO: Mr. Mubarak Husain, Director,
Resource Management Department

Mr. Eric Renlund, Chief,
Personnel Division

IMO: Mr. Leif Gunnerstedt, Head,
Personnel Section

WIPO: Mr. Sven Arneberg, Head,
Staff Entitlement Section

IFAD: Mr. Alan Prien, Director of Personnel

IAEA: Mr. Dieter Goethel, Director,
Division of Personnel

Observers

ICSC: Mr. Prakash Ranadive, Executive Secretary

Mr. Warren Sach, Chief,
Salaries and Allowances Division

Ms. Enid Steward-Goffman, Chief,
Personnel Policies Division

FICSA: Mr. Wayne Dixon, President

Mr. Guy Sneyers, General Secretary

Ms. Margaret Elden, Regional Member for Europe

Mr. Bernard Grandjean, Vice-Chairman,
Professional Salaries and Allowances Committee

Mr. Claudio Cherubini, Chair, Standing Committee
on General Service Questions

CCISUA: Mr. Mohamed Oummih, President

Ms. Christina Mercader-Steele, Research Officer

FAFICS: Mr. George Saddler, President, AFICS (New York)

Guests

CFC: Mr. Garry Slark, Administrative Officer

IOM: Mr. Albert De Dycker, Chief,
Personnel Section

CCAQ secretariat

Secretary: Mr. Roger Eggleston

Assistant Secretary: Ms. Mary-Jane Peters

Annex II

AGENDA AS ADOPTED ON 24 APRIL 1995

[* Items relevant to the agenda of the forty-first session of ICSC]

<u>Item</u>	<u>Document</u>
1. <u>Election of Chairperson and Vice-Chairperson</u>	
2. <u>Adoption of the agenda</u>	ACC/1995/PER/R.1
3. <u>Application of the Noblemaire principle</u>	
3.1 Background note by the CCAQ secretariat	ACC/1995/PER/R.2
* 3.2 General considerations relating to the Noblemaire principle - Paper by the ICSC secretariat	ICSC/41/R.4
* 3.3 Examination of the application of the Noblemaire principle - Paper by the ICSC secretariat	ICSC/41/R.5
* 3.4 Identification of the highest paid civil service: a progress report and the grade equivalencies - Paper by the ICSC secretariat	ICSC/41/R.5/Add.1
* 3.5 Grade equivalencies with the United States federal civil service - Paper by the ICSC secretariat	ICSC/41/R.5/Add.2 and Appendix
* 3.6 Reference data on the Organization for Economic Cooperation and Development and the World Bank - Paper by the ICSC secretariat - Note by CCISUA	ICSC/41/R.5/Add.3 ICSC/41/R.5/Add.4
4. <u>Matters arising out of resolutions and decisions</u>	
* 4.1 Resolutions and decisions of the General Assembly at its forty-ninth session - Paper by the ICSC secretariat	ICSC/41/R.2

<u>Item</u>	<u>Document</u>
* 4.2 Other resolutions and decisions of the organizations of the common system - Paper by the ICSC secretariat	ICSC/41/R.2/Add.1
* 4.3 Consultative process in the Commission - Paper by the ICSC secretariat	ICSC/41/R.3 and CCAQ(PER)/82/CRP.4-7
5. <u>Remuneration of the Professional and higher categories</u>	
* 5.1 Evolution of the margin between the net remuneration of the United States federal civil service and that of the United Nations system - Paper by the ICSC secretariat	ICSC/41/R.6
* 5.2 Post adjustment questions: Report of the Advisory Committee on Post Adjustment Questions on the work of its eighteenth and nineteenth sessions - Papers by the ICSC secretariat	ICSC/41/R.7 and ICSC/40/R.6
* 5.3 Report of the Working Group on the operation of the post adjustment system - Paper by the ICSC secretariat	ICSC/41/R.8
* 5.4 Post adjustment for Montreal and treatment of out-of-area expenditure - Note by ICAO	ICSC/41/R.17
6. <u>Conditions of service of the General Service and other locally recruited categories</u>	
* 6.1 Preliminary reviews of the methodologies for surveys of best prevailing conditions of employment at headquarters and non-headquarters duty stations - Paper by the ICSC secretariat - Note by CCISUA	ICSC/41/R.9 ICSC/41/R.9/Add.1
* 6.2 Survey of best prevailing conditions of employment at Rome	ICSC/41/R.10
* 6.3 Survey of best prevailing conditions of employment for the General Service and related categories at New York	ICSC/41/R.11 & Add.1-4

<u>Item</u>	<u>Document</u>
* 6.4 Preparations for the survey of best prevailing conditions of employment at Geneva	ICSC/41/R.12, Parts I and II
* 6.5 Specific issues relating to the 1993 survey of best prevailing conditions of employment at Montreal	ICSC/41/R.13 & Add.1
7. <u>Conditions of employment</u>	
7.1 Work/family agenda - Paper by the CCAQ secretariat	ACC/1995/PER/R.3
8. <u>Performance management</u>	
Appraisal and recognition of performance for the Professional and General Service categories - Paper by the CCAQ secretariat	ACC/1995/PER/R.5 and Addenda
9. <u>Implementation of ICSC decisions and recommendations</u>	
- Paper by the ICSC secretariat	ICSC/41/R.14
10. <u>Matters relating to the CCAQ secretariat</u>	
Proposed programme budget for the secretariat for the biennium 1996-1997 - Paper by the CCAQ secretariat	ACC/1995/PER/R.6; ACC/1995/FB/R.8
11. <u>Matters relating to the administration of ICSC</u>	
Proposed programme budget for the biennium 1996-1997 - Paper by the ICSC secretariat	ICSC/41/R.15
12. <u>Fellowships</u>	
- Paper by the CCAQ secretariat	ACC/1995/PER/R.7; ACC/1995/FB/R.3

<u>Item</u>	<u>Document</u>
13. <u>Long-term care</u>	
- Paper by the CCAQ secretariat	ACC/1995/PER/R.8
- Note by AFICS	CCAQ(PER)/82/CRP.12
14. <u>Report of the Staff Counsellors' meeting</u>	ACC/1995/PER/R.9
15. <u>Follow up to ACC statement on the status of women</u>	CCAQ(PER)/82/CRP.9
16. <u>Other business</u>	
16.1 Standards of conduct	CCAQ(PER)/82/CRP.10
16.2 Requests for participation in CCAQ	CCAQ(PER)/82/CRP.11
16.3 JIU Questionnaire	
16.4 Medical Directors' meeting (information only)	
16.5 CCAQ data base (information only)	