



**CONCLUSIONS OF THE MEETING
OF THE HUMAN RESOURCES NETWORK
(UN, New York, 5-7 July 2006)**

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ADOPTION OF THE AGENDA AND WORK PROGRAMME

(CEB/2006/HLCM/14; CEB/2006/HR/12/CRP.1)

1. The 12th session of the HR Network was opened by the Acting Secretary HLCM who welcomed participants and new members from UPU, WIPO, OPCW and CCISUA. She pointed out that following its last session in March, the Network had agreed on a new format for its meetings, which would now be divided into three parts:

- **Part I** would be the technical session, at which the items before the ICSC would be discussed. The objective of this part was to formulate the HR Network positions on the ICSC agenda items. On items of particular importance, working groups were established prior to the meeting to review and analyze the documentation. This part was open to all members, observers and staff representatives and it was expected that wherever possible, the policy experts would participate.
- **Part II** would be the full HR Network session, which had two objectives. One was to report back to the HR Directors on the preceding technical session and to agree on the Network positions at ICSC. The second was to discuss issues relating to the HR Network agenda. All members, observers and staff representatives were invited to this part and it was expected that all heads of HR would attend.
- **Part III** would be a private session for members only and it would include an opportunity for heads of HR to consult on relevant issues of interest.

2. The Secretary also recalled that five HR Network spokes persons had been elected: Dyane Dufresne (UNESCO), Brian Gleeson (UNDP), Julio Camarena (FAO), Martha-Helena Lopez (United Nations) and Kristiane Golze (CEB Secretariat). The spokespersons would chair the HR Network sessions on a rotational basis and share the Network's representation at ICSC.

3. In introducing the agenda, the Secretary noted that Ms. Thoraya Obaid, Chair of HLCM and Executive Head of UNFPA, had kindly agreed to meet with the Network for a discussion on the High-level Panel on System-wide Coherence.

4. The agenda is attached in annex I and the list of participants in annex II. The agreement on the new HR Network format is contained in annex III.

PART I: TECHNICAL SESSION: ISSUES UNDER CONSIDERATION BY ICSC

1. Review of the outcome of working groups

5. Working groups had been established on leave entitlements, National Professional Officers and the items related to total compensation comparisons and the margin. The working group coordinators were the representatives of UNDP, UNHCR and UNICEF. The full composition of the working groups is contained in annex IV.

1.1 All leave entitlements



Background

In 2001, the International Civil Service Commission (ICSC) decided as part of its review of the pay and benefits system, to undertake a comprehensive review of the allowances and benefits in the Organizations of the common system: In continuing this review, the Commission's programme of work for 2005-2006 included the consideration of all leave entitlements (see official Records of the General Assembly, 59th Session, supplement No 30 / A/59/30-vol. I, annex I).



Documentation

- ✓ ICSC/63/R.2
- ✓ ICSC/63/CRP.3/Add.3



Conclusions

6. The Network:

- Noted that the document seemed intended primarily for information purposes. The information provided was not sufficient to conduct a meaningful review of the leave entitlements as they apply to the UN common system. The document did not differentiate between the normal annual leave entitlement of 30 days and various types of special leave which may be granted in addition. No distinction was made between leave granted to all staff, and special leave which may be granted in specific situations to specific individuals or groups of individuals. Furthermore, both the main document and the CRP made references to a number of organization-specific administrative practices which were not types of leave but implementation modalities in a particular organization;
- Agreed therefore to recommend to the ICSC that no serious discussion of leave entitlements could take place on the basis of the documents provided, nor should they be taken as an accurate or adequate description of the various types of leave arrangements which exist. A working group should be established in order to put together a more comprehensive document.

Decision of the Commission

The Commission decided to:

- (a) Request its secretariat, in cooperation with the HR Network secretariat and representatives of a few other organizations and staff, to develop a comprehensive inventory of leave practices, holidays and similar paid closure days and work hours of all organizations of the common system;
- (b) Instruct its secretariat to include for reference purposes the practices of the comparator for leave, holidays and working hours;
- (c) Request that the types of leave entitlements be organized in clusters, with staff rules and regulations cited as necessary;
- (d) Request that the report be provided for its sixty-fifth session (July 2007).

1.2 Survey and report on the status of National Professional Officers



Background

Under article 17 of its statute, the ICSC monitors the implementation of its decisions and recommendations by the organizations of the common system. In accordance with that mandate, at its 2005 summer session, the Commission considered information provided by the organizations on the implementation of its decisions and recommendations, which included information on National Professional Officers (NPOs). The Commission noted that the category, which had been established for functions at field offices that required national knowledge and experience appeared to have increased and that there was a varied approach in the application of the new job evaluation system to the category.

In view of the fact that the last review of NPOs was conducted in 1994, the Commission believed that it would be worthwhile to take a closer look at their functions and conditions of service. It therefore requested its secretariat to review the status of NPOs and to submit a report on the use of the category at its 2006 summer session.



Documentation

- ✓ ICSC/63/R.12
- ✓ ICSC/63/CRP.4/Add.8



Conclusions

7. The Network:

- Based on the recommendations of the working group on the subject, agreed that the document provided by the ICSC Secretariat was positive and accurate with regard to the employment of National Professional staff. Organizations, which included this category of staff in their workforce, took the opportunity to highlight important contribution made by NPOs to country operations due to their knowledge and expertise of the local context;
- Noted that organizations also concurred with the continued relevance of the 1994 criteria. It was noted that career opportunities for National Professional Officers had expanded as many organizations extended opportunities to NPOs for international exposure through missions and appointments to the international category;
- Further noted that, as mentioned in paragraph 27 of document R.12, the movement of some organizations towards decentralization and increase in the number of regional offices had to some extent broadened the content of national officers' work to include regional issues.

Decisions of the Commission

The Commission decided to:

- (a) Reaffirm the criteria set out in 1994 for the employment of National Professional Officers, updated to reflect the use of the new job evaluation system in the classification of positions in the category, as indicated in the annex;
- (b) Remind organizations that all staff in the National Professional Officer category must meet the criteria for employment;
- (c) Reject the notion of a regional National Professional Officer;
- (d) Request its secretariat to:
 - (i) Review the contracts and associated benefits of National Professional Officers to assess the degree of harmonization;
 - (ii) Review the application of the salary survey methodology in National Professional Officer salary surveys, with due regard to the criteria concerning appropriate linkages between the General Service and National Professional Officer categories at the same location;
 - (iii) Make recommendations, if required, taking into account the decision made by the Commission in its 1994 annual report (A/49/30) for adjustments to the methodology; and
 - (iv) Provide a report to the Commission at its sixty-seventh session (July 2008).

1.3 Results of the UN/US grade equivalency studies



Background

Grade equivalency studies between officials in comparable positions of the comparator civil service (the United States federal civil service) and the United Nations common system are conducted every five years by the ICSC. At its fifty-ninth session, the Commission had decided that it would commence the next grade equivalency study in the latter part of 2004 with an examination of the comparator's Senior Executive Service (SES). At subsequent sessions, the ICSC Secretariat reported delays in obtaining the required grade equivalency data.



Documentation

- ✓ ICSC/63/R.7
- ✓ ICSC/63/CRP.4/Add.4



Conclusions

8. The Network:

- Stressed the importance of the grade equivalency study in establishing a sound basis for the correct measurement of the net remuneration margin. In this regard, the Network expressed concern about the information contained in document R.7 regarding the sample size of the Senior Executive Service in the current study. The small sample size could introduce a measure of distortion in the study and therefore the HR Network decided to request the ICSC that an additional sample from the SES group be included in the study. Jobs in the Senior Executive Service were comparable to those at the D-1 and D-2 levels in the United Nations system and organizations had already a serious problem attracting and retaining qualified staff at these levels. Therefore, the use of a small sample size in the current study could result in even greater difficulty for organizations.

Decision of the Commission

The Commission decided to request its secretariat to:

- (a) Enlarge the sample for further study of the SES positions;
- (b) Continue the study of the SES positions, in conjunction with study of the General Schedule and other relevant pay systems;
- (c) Provide the Commission with a status report at its sixty-fourth session in March 2007;
- (d) Report to the Commission on the final results at its sixty-fifth session in July 2007;
- (e) Explore the feasibility of comparing standards in lieu of auditing jobs.

1.4 Summary of the UN/US margin methodology



Background

At its 62nd session (March 2006), the International Civil Service Commission (ICSC) requested its secretariat to produce an integrated and up-to-date document outlining the complete procedure for calculating the net remuneration margin between the United Nations and its present comparator – the federal civil service of the United States of America. Document R.8 contains an overview of the different elements of the margin methodology and a step-by-step description of the current margin measurement process. Details of the data collection, processing and analysis for various margin calculation procedures are also provided in this document, which is a useful reference tool for anyone wishing to become familiar with the margin methodology.



Documentation

- ✓ ICSC/63/R.8



Conclusions

9. The Network:

- Took note of the information provided in R.8;
- Recalled the fact that a margin that is too low could mean an eroding competitiveness of international remuneration, which could result in the organizations' losing their edge in

recruiting, attracting and retaining talented staff of the required calibre from competing labour markets;

- Also recalled that until 1990 bonuses had been included in the UN/US remuneration comparisons. It was becoming more and more difficult to ignore such a significant cash supplement to salary, particularly when it is granted to the majority of staff in the comparator's services.

Decisions of the Commission

As this was not a decision item, the Commission just took note of the document.

1.5 - Evolution of the UN/US net remuneration margin



Background

Under a standing mandate from the General Assembly, the ICSC reports on an annual basis the margin between the net remuneration of the UN staff in grades P-1 to D-2 and their counterparts in the United States federal civil service (the "comparator"). The forecast for the 2006 weighted average is estimated to be 114.0.



Documentation

- ✓ ICSC/63/R.9
- ✓ ICSC/63/CRP.4/Add.5



Conclusions

10. The Network:

- Noted that the average margin level for the last five years had been below the desirable midpoint of 115.0, standing at 111.3. The Network therefore agreed to request the Commission to recommend to the General Assembly that it considers a real salary adjustment that would restore the margin to the midpoint of 115;
- Emphasized that the request for an adjustment was not merely a request for a salary increase but more importantly a request for adherence to the current methodology. The General Assembly, on a number of occasions had reaffirmed that the range of the margin of 110-120 should continue to apply on the understanding that it should be maintained over time around the midpoint of 115. If the methodology was not applied now, thus further eroding the Noblemaire principle, it should not continue to be called a methodology;
- Further noted that the estimated weighted average for 2006 was 114.0 and requested further clarification on this increase from the ICSC Secretariat.

Decision of the Commission

The Commission decided to inform the General Assembly that the forecast of the margin between the net remuneration of United Nations staff in grades P-1 to D-2 in New York and that of the United States federal civil service in Washington, D.C., for the period from 1 January to 31 December 2006 was 114.0. It decided to draw the attention of the General Assembly to the fact that the margin had not reached the level of the desirable midpoint of 115 since 1997 and that its average level for the past five years stood at 111.3.

1.6 - Total compensation comparisons under the Noblemaire principle to determine the highest paid civil service: total comparison – stage II (Belgium)



Background

According to the Noblemaire Principle, the salary levels of United Nations common system staff of the Professional and higher categories are determined on the basis of a comparison with the highest paying civil service. Currently, the comparator is the United States federal civil service. At its 60th session (28 February-11 March 2005), the International Civil Service Commission (ICSC), commenced its current Noblemaire study. At its 61st session, the Commission decided to cease further study of the German, Swiss and Singaporean civil services based on data collected by a consultant and its secretariat as it showed that the collected data showed that none of the 3 civil services would be a viable alternative to the current comparator which was accordingly reported to the General Assembly in 2005. It further decided to continue the Noblemaire study of the Belgian civil service and to collect remuneration information from the Organisation for Economic Cooperation and Development (OECD) and the World Bank for reference purposes only. At its 62nd session it reviewed the data collected and evaluated from OECD and the World Bank and will be reporting its conclusions to the General Assembly this year. It also reviewed the two documents prepared by its secretariat on the Belgian civil service as possible replacement for the current comparator. The Commission requested its secretariat to provide a revised consolidated report of both documents at the Commission's 63rd session. The present document provides the revised consolidated report.



Documentation

- ✓ ICSC/63/R.15
- ✓ ICSC/63/CRP.4/Add.10



Conclusions

11. The Network:

- Expressed its appreciation to the ICSC Secretariat for the report, which represented an improvement over the previous one;
- Reiterated once again its call for a more thorough review of the Noblemaire principle, which it believed was essential, as the common system's true comparators – those other international organizations against which the organizations compete for staff - should be fully included in salary comparisons.

Decision of the Commission

The Commission decided to conclude its current Noblemaire study, noting that the current comparator would be retained.

2. OTHER ISSUES BEFORE ICSC

2.1 Education grant: review of the methodology for determining the grant



Background

The review of the Education grant is part of the overall review by the ICSC of the pay and benefits system of the common system. At its 61st session (July 2005), the International Civil Service Commission (ICSC) continued its review of the methodology to determine the level of the education grant. Although it generally agreed that the introduction of a lump sum approach based on the current underlying principles of the education grant philosophy would help to streamline and simplify the present system, as well as to cut the overhead costs associated with the administration of grant payments, the Commission also emphasized the need to preserve and improve the equity of the scheme, while guaranteeing appropriate cost control measures. Accordingly it advocated a balanced and cautious approach to

introducing changes to the education grant methodology and considered that the review package were still open for discussion. In the meantime, it requested its secretariat to continue work on proposals to refine the methodology on the basis of the current principles underlying the scheme, with particular attention to the lump-sum approach. It also requested the secretariat to develop models illustrating the practicality of the various review proposals with a view to ensure fairness, simplification and cost control, and to report on that issue at the Commission's 63rd session. In addition to the proposals already made, it requested that a number of other concepts be tested.



Documentation

- ✓ ICSC/63/R.5
- ✓ ICSC/CRP.3/Add.4



Conclusions

12. The Network:

- Underlined the fact that the education grant entitlement remained an essential element of the remuneration package of our international expatriate civil service. The organizations of the UN common system wished to ensure that this important entitlement was configured and applied in an equitable manner, providing the widest possible range of choices for staff members, and respecting the right of parents to select the educational institution which they deem most suitable for their children's education, all within a framework of financial accountability;
- Noted that the education grant, as currently defined, was a cost-precise entitlement and was laborious to administer for all organizations and its procedures cumbersome for staff to utilize. Ultimately, fair, streamlined and more simplified means of assisting staff to educate their dependent children were required. The Network therefore welcomed the comprehensive review of the methodology to achieve this end;
- Agreed to establish a small ad-hoc working group which would examine in detail the specific proposals contained in document R.5 and a detailed statement on the Network's position.
- *Click here for full HR Network statement to the Commission*

Decisions of the Commission

The Commission decided the following:

- (a) The options relating to establishing separate global, area-wide or country-specific education grant ceilings by type of school (public or private) or by levels of education, as well to calculating education lump sums solely on the basis of tuition, should not be further pursued;
- (b) Further analysis, modelling and testing was required with regard to alternative country zoning and trigger points; with regard to zoning, expenditure patterns in combination with, or regardless of, geographical location should be particularly explored as a grouping basis and an approach that eliminates MAE and trigger points and introduces a declining scale of reimbursements as costs increase;
- (c) A small working group should be established, comprising the representatives of the secretariats of ICSC and the Chief Executives' Board, representatives of selected individual organizations, nominated by the organizations, and one representative each from the Coordinating Committee for International Staff Unions and Associations of the United Nations System and the Federation of International Civil Servants' Associations. The working group should analyse, model and test the overall performance of a lump-sum education grant scheme based on the various parameters and options proposed, including but not limited to those mentioned in paragraph 18 (b) above, bearing in mind the need to preserve the cost neutrality of the new arrangements as compared with the present ones. The working group should report on its findings to the Commission at the earliest opportunity, but not later than its sixty-fifth session.

2.2 Education grant: review of the level



Background

Every two years, the HR Network presents to the ICSC a report on education grant expenditures for the preceding school year (2004/2005 in this case). The expenditure data are collected by the CEB Secretariat from organizations. The report includes the Network's proposals for adjustments to the maximum admissible expenditure (MAE) and thus the maximum education grant (75 per cent of MAE) for seventeen currency areas. According to the methodology, an increase in the MAE is indicated if more than five percent of claims exceed the MAE, provided the five per cent constitute more than five actual cases. In addition, the average movement of the school fees is considered. Proposals are also made for the adjustment of the flat rates for boarding and the maintenance or discontinuation of special measures for specific countries in the "US dollar outside the USA" currency area.



Documentation

- ✓ ICSC/63/R.6
- ✓ ICSC/63/CRP.4/Add.3



Conclusions

13. The Network:

- Endorsed the proposals made by the CEB Secretariat with regard to adjustments for twelve out of the seventeen currency areas. This included a substantial increase for the maximum admissible expenditure (MAE) level in France, where high tuition fees at English-speaking schools had resulted in significant out-of-pocket expenses for the staff concerned;
- Endorsed the proposal made by UNDP to exceptionally consider an increase in the MAE for Norway. Under the methodology, Norway had not qualified for an increase as it had not met the five-case trigger requirement; however, the only international school in which international staff members could enrol their children had tuition fees well above the established ceiling.

Discussion and decision of the Commission

The Commission's discussion took an unexpected turn when the Chairman drew attention to the fact that the methodology for the calculation of the Education Grant stipulated that in order to qualify for an increase, the average movement of tuition fees in the respective currency area had to exceed five per cent, in addition to the trigger of five per cent of claims exceeding the established ceiling. This was not the case for several currency areas for which the Network had proposed increases. The HR Network argued that in the past three reviews, the school fee trigger had not been taken into account and the grant ceilings had been adjusted exclusively on the basis of the percentage of claims exceeding the ceiling. While this was acknowledged by the Commission, it also remained firm that the tuition fee trigger had to be applied to this year's review exercise. Consequently, a number of currency areas did not receive the increase proposed by the Network.

For the remaining currency areas, the Commission did however accept the proposals made by the Network. The Commission was also sympathetic to the difficulties faced by staff whose children were attending English-speaking/international schools in France and Norway.

- For France, the Commission did not increase the MAE as such, but recommended the adoption of "special measures", whereby a separate maximum admissible expense level equal to that applicable to the United States of America level should be established for six schools in France.
- For Norway, the separate zone should be discontinued, given its small number of education grant claims. Instead, the claims for that country should be included in the United States outside the United States area.

The proposed adjustments for the grant ceilings are summarized in Table 1 below.

The proposed adjustments for the flat rates for boarding were accepted by the Commission.

Special measures (MAE equal to that of the United States) were maintained for China, Indonesia and the Russian Federation. The special measures for Romania were discontinued, as no claim above the MAE had been reported for the 2004/2005 school year.

The Commission also decided to recommend to the General Assembly that the eligibility period for the education grant should continue about to the end of the school year in which the child completes four years of post-secondary studies even if a degree had been after three years and students would continue to be subject to the age limit of 25 years. This is a favourable recommendation with regard to staff whose children obtain a bachelor's degree after three years but continue to study for further degrees in the fourth year.

Note: The Commission's recommendations will have to be approved by the General Assembly. If approved, all of the above will be applicable as from the school year in progress on 1 January 2007, i.e. for the school year 2006/2007.

Table 1

2006 Education Grant Level Review: HR Network and ICSC Proposals				
Currency Area	<u>Current MAE</u>	% Increase proposed by HR Network	% Increase proposed by ICSC*	New MAE proposed by ICSC
Austria**	€ 15,198	2.6	0.0	€ 15,198
Belgium**	€ 14,446	4.5	0.0	€ 14,446
Denmark	DKK 89,010	21.5	21.5	DKK 108,147
Finland	€ 9,082	0.0	0.0	€ 9,082
France	€ 9,330	80.0	Special measures***	US\$ 34,598 for special measures schools € 9,330 for all other schools
Germany**	€ 18,993	6.2	0.0	€ 18,993
Ireland	€ 10,997	55.0	55.0	€ 17,045
Italy	€ 15,316	12.4	12.4	€ 17,215
Japan	JPY 2, 324, 131	0.0	0.0	JPY 2,324,131
Netherlands	€ 15,440	0.0	0.0	€ 15,440
Norway	NOK 71,6320	0.0	Included in US\$ outside USA currency zone	US \$ 18,048
Spain	€ 13,762	0.0	0.0	€ 13,762
Sweden	SEK 100,733	40.0	40.0	SEK 141,026
Switzerland**	SFr 26,868	6.8	0.0	SFr 26,868
United Kingdom**	£ 18,285	12.0	0.0	£ 18,285
United States	\$ 28,832	20.0	20.0	\$ 34,598
US\$ outside US	\$ 17,189	5.0	5.0	\$ 18,048

* Differences between HR Network and ICSC recommendations are highlighted in bold.

**Currency areas where number of claims above the MAE exceeded five per cent but where ICSC decided to apply the requirement that the average school fee movement also had to exceed five per cent; hence no increase was recommended.

***American School of Paris, British School of Paris, International School of Paris, American University of Paris, Marymount School of Paris, European Management School of Lyon.

2.3 Monitoring of the pilot study of broad banding/pay-for-performance (progress report)



Background

Five organizations agreed to participate in the pilot studies on broadbanding and performance-based pay: WFP, UNDP, UNAIDS, IFAD and UNESCO. While organizations had recommended the testing of several approaches, only one model was approved for the pilot, which is to be reviewed in 2007. Document R.3 contains a status report by all participating organizations.



Documentation

- ✓ ICSC/63/R.3
- ✓ ICSC/63/CRP.4/Add.1



Conclusions

14. The Network:

- Thanked the representatives of the five pilot organizations for their progress reports;
- Noted that:
 - All organizations were at different levels in the implementation stage. The sharing of information and experiences among the participating organizations was therefore useful and important;
 - The different organizational cultures clearly had an effect on the way in which the pay-for-performance systems were implemented;
 - Thirdly, and most importantly, the experience to-date had reconfirmed the critical importance of having in place a very solid performance management system. The success of the exercise lied in the strength of the performance management system that underpinned it;
- Emphasized the importance of receiving more assistance from the ICSC Secretariat for the pilot activities. The availability of greater assistance through a qualified project manager would no doubt considerably strengthen the organizations' ability to reap the maximum benefits from their participation in the pilot study;

Decision of the Commission

The Commission commended the volunteer organizations for the work done thus far on the pilot study. It decided to report to the General Assembly information on human resources initiatives to be tested. The Commission requested that future progress reports address the manner in which each organization complied with the framework established in annex II of document A/59/30. Further, each organization should report on its work plan and provide information not only on progress but also on anticipated achievements.

2.4 Assessing the implementation of the new Job Evaluation Master Standard for the Professional and higher categories



Background

At its 57th session in 2003, the ICSC had endorsed a conceptual model of the new job evaluation system for the Professional and higher categories. The new system was based on an approach that linked job design to the

development of competencies and supported performance management in an integrated manner. A progress report on the implementation of the new system by organizations of the common system is contained in document R.4.



Documentation

- ✓ ICSC/63/R.4
- ✓ ICSC/63/CRP.4/Add.2



Conclusions

15. The Network:

- Thanked the ICSC Secretariat for this progress report and took note of the information provided;
- Noted in particular that with an increase in implementation by more than 400 per cent over 2004, and a total of approximately 8,000 jobs now having been evaluated using the new job evaluation tools, the progress made had been excellent. As the document rightly recalled, the number of jobs actually covered went well beyond 8,000 as many jobs were identical (for example, that of HR specialist) in an organization and one job evaluation may therefore actually cover some ten posts;
- Noted the clarifications provided by the representatives of the United Nations and WFP with regard to paragraph 7 of document R.4. It was explained that the reviews had involved the generic job profiles, which covered the majority of professional posts at the United Nations and WFP;
- Endorsed the recommendation to provide a follow-up report in 2008.

Decisions of the Commission

The Commission took note of the report submitted by the secretariat and the rate of implementation by the organizations. Recognizing the importance of the new job evaluation system for the overall reform of the pay and benefits system, it decided:

- (a) To encourage the organizations to increase the rate of application of the new job evaluation tools and to respond to the secretariat in a timely manner in supplying the information requested;
- (b) To request its secretariat to provide a follow-up report in the sixty-seventh session (July of 2008) on the implementation of the new job evaluation method in the organizations that indicates the number and percentage of Professional posts to which the standard has been applied, the percentage of up-gradings and down-gradings achieved by applying the standard and the number of appeals against the results obtained by application of the standard;
- (c) To request its secretariat to report on the progress made with respect to the enhancement of the job evaluation system, including a status report on the development of a glossary of terms for use by classifiers across the common system.

2.5 *Survey and report on gender balance in the UN common system*



Background

The survey on gender balance in the UN common system is a biennial exercise conducted by the ICSC. The present document (ICSC/63/R.11) updates statistical data provided in 2004 in document ICSC/58/R.9 with respect to the composition and recruitment by gender and level of staff in the organizations and the distributions of staff members by gender and region



Documentation

- ✓ ICSC/63/R.11
- ✓ ICSC/63/CRP.4/Add.7

Conclusions

16. The Network:

- Expressed its appreciation to the ICSC Secretariat for the report;
- Highlighted the importance the Network placed on the issue of gender balance and agreed to organize a special session on gender some time later in 2006;
- Noted that the statistics indicated that progress with regard to gender balance was unsatisfactory in some cases. It was important to “think out of the box” and to learn more lessons from organizations that had been more successful. While affirmative action was not advocated, more would need to be done in the areas of recruitment, promotion and particularly retention. It was important to establish a comprehensive framework of solutions that addressed not only individual areas such as recruitment and promotion but also took into account others such as work-life policies, incentive systems, including incentives for women to go to crisis countries and stronger accountability systems;
- Emphasized that gender balance was not merely an HR responsibility but a responsibility that needs to be shared with line managers;

Decisions of the Commission

The Commission decided to

- (a) Take note of information provided with regard to the representation of women in the Professional and higher categories in the organizations of the United Nations common system and express its disappointment at the insufficient progress made, in particular at the senior level, where women continued to be significantly underrepresented;
- (b) Urge the organizations that have not yet done so to designate a senior-level focal point for gender issues to provide leadership in formulating appropriate plans and strategies for achieving gender balance, including responsive workforce and succession planning to cater for retirements;
- (c) Urge those organizations that have not yet done so to set realistic annual gender goals for their organizations and to conduct annual reviews to assess progress towards those goals;
- (d) Encourage the organizations to hold managers accountable through their annual performance appraisal for achieving established gender goals;
- (e) Encourage organizations to focus on strategies for retaining women at mid-level grades of the organization;
- (f) Continue to monitor future progress in achieving gender balance in the organizations of the United Nations common system every two years and request its secretariat to provide a report on this issue at its sixty-seventh session (July 2008);
- (g) Request its secretariat to regroup regions and sub-regions in line with the current groups used for election purposes in the General Assembly.

2.6 Base/floor salary scale

Background

This is a standard item on the Commission’s agenda proposing an increase on no-loss/no-gain basis in reference to comparator’s General Schedule scale. As the 2005 proposal of a 2.49 per cent increase had not been considered by GA, this year’s proposal of 4.57 per cent reflected the compounded effect of the comparator’s base pay increases granted in 2005 and 2006.

Documentation

- ✓ ICSC/63/R.10
- ✓ ICSC/63/CRP.4/Add.6

 **Conclusions**

17. The Network:

- Agreed with the Secretariat's recommendation to adjust the base/floor salary scale, on a no-loss/no-gain basis, by 4.57 per cent effective 1 January 2007. It noted that the base/floor salary scale was set by reference to the General Schedule scale of the comparator civil service and the recommendation for an adjustment was a standard recommendation made every year since 1990.

Decisions of the Commission

The Commission decided to inform the General Assembly that its present recommendation superseded its 2005 base/floor recommendation, which had not been acted on by the Assembly and reflected the movement of comparator net salaries in the two-year period 2005-2006.

In that context, the Commission decided to recommend to the General Assembly that:

(a) The current base/floor salary scale for the Professional and higher categories be increased by 4.57 per cent through the standard consolidation procedures on the basis of the standard method of reducing post adjustment multiplier points and increasing net salary, i.e. on a no loss/no gain basis, with effect from 1 January 2007;

(b) The new arrangements for the mobility and hardship scheme, as recommended to the Assembly in paragraph 108 of the annual report of ICSC for 2005, be introduced concurrently with the adjustment of the base/floor salary scale, that is, as from 1 January 2007.

2.7 **Conditions of service of the General Service and other locally Recruited staff: survey of best prevailing conditions of Employment for General Service and Trades and Crafts Categories in New York**

 **Background**

At its 57th session (July 2003) the International Civil Service Commission (ICSC), approved the time table for the 6th round of salary surveys at headquarters locations and decided on the following schedule for New York: a) preparations for the next salary survey in New York to start in the spring of 2005; b) data collection to take place in the autumn of 2005; c) the survey results to be considered at the spring 2006 session. There are 5 locally recruited categories of staff at New York. In April 2005, a single Local Salary Committee (LSSC) for the three locally recruited categories was established.

 **Documentation**

- ✓ ICSC/63/R.14
- ✓ ICSC/63/CRP.3/Add.7

 **Conclusions**

18. The Network:

- Noted that the methodology had become increasingly challenging and that the difficulties encountered with the New York survey had also been observed in other duty stations;
- Therefore requested the Commission to consider advancing the initiation of the review of the methodology from 2008 to 2007;

- Proposed that the review include not only the headquarters methodology but also the non-headquarters one.

Decisions of the Commission

The Commission took decisions with regard to the General Service, Security Service, Trades and Crafts, Language Teachers, Public Information Assistants categories as well as decisions regarding all locally recruited staff in New York (ICSC/63/CRP.5 dated 26 July 2006 refers).

With regard to future New York surveys, the Commission decided to discontinue separate salary surveys for all locally recruited categories other than General Service and to apply the same percentage as that established for the General Service category to adjust the salaries of staff of other categories.

2.8 Proposed agenda for the 29th session of ACPAQ (Advisory Committee on Post Adjustment Questions)



Background

During the 28th session of the ACPAQ and the 62nd session of the Commission, participants raised a number of issues related to the cost of living measurement methodology and requested that the ACPAQ address them at future meetings. The consultation process on which ICSC secretariat embarked on with organizations and staff associations after the 28th session, has led to a complete prioritized list of proposals for further study by the 2006 summer session of the Commission. The 29th session of the ACPAQ is scheduled to be held at the beginning of 2007.



Documentation

- ✓ ICSC/63/R.13
- ✓ ICSC/63/CRP.3/Add.6



Conclusions

19. The HR Network endorsed the proposed agenda for the 29th session of the Advisory Committee on Post Adjustment Questions.

Decisions of the Commission

The Commission approved the provisional agenda, with the addition of an item entitled "Review of formulas used to derive financial implications of recommendations and decisions of the Commission".

2.9 Other business: Staffing of field mission: review of conversion of contractual arrangements



Background

At its 59th session, the General Assembly had requested to ICSC to review the contractual instruments available for the employment of common system staff in the field, including the practice of conversion of appointments from the 300 to the 100 series. At its 62nd session in March 2006, the Commission had reviewed the matter and made a number of recommendations, including for the discontinuation of the conversions. However, the reform proposals of the Secretary-General as outlined in his report "Investing in the United Nations: for a stronger Organization worldwide" called for a new approach to contractual arrangements. Specifically, the introduction of one contract modality with one set of staff rules was proposed. Therefore, the matter was before the Commission again, this time with a view to reconsidering its earlier decisions.



Documentation

- ✓ ICSC/63/R.16
- ✓ ICSC/63/CRP.4/Add.11



Conclusions

20. The Network:

- Thanked the representative of the United Nations for her briefing on the proposals by the Secretary-General to introduce one contract with one set of staff rules. The new contract modality would allow for appointments of short-term, fixed-term and continuing duration, which was in line with the framework for contractual arrangements proposed by the ICSC. It was expected that the new contractual provisions would contribute to harmonization and simplification as well as greater transparency;
- Recognized that while the staffing of field missions concerned the United Nations, the proposed contractual arrangements would have implications for other organizations, particularly the funds and programmes and organizations with staff serving at non-family duty stations.

Discussion and decision of the Commission

The Commission was addressed on the subject by the Deputy-Secretary General, the Assistant Secretary-General for Peacekeeping Operations and the Assistant Secretary-General for Human Resources Management. Following an intense debate, the Commission decided:

- (a) to withdraw its earlier recommendations in light of the new information;
- (b) to establish a working group comprising three members of the Commission (its Chairman, Lucretia Myers and Jose Sanchez-Munoz), the ICSC and CEB Secretariats, representatives of organizations with internationally recruited staff serving in non-family duty stations and representatives from FICSA and CCISUA;
- (c) to agree on the terms of reference for the joint working group
- (d) as an interim measure, to allow maximum flexibility under the current contractual arrangements for staff in peacekeeping missions and to recommend to the General Assembly the following measures:
 - (i) remove the four-year limitations on 300 series appointments;
 - (ii) permit conversion to mission-specific 100 series for contracts for staff members who have a minimum of four years of service [...];
 - (iii) permit reassignment of 300 and 100 series mission-specific appointees to another mission in a similar capacity to meet the requirements of the Organization.

- *[Click here for the Terms of Reference for the Working Group on Entitlements of Internationally-Recruited Staff Serving in Non-Family Duty Stations](#)*

PART II: FULL HR NETWORK SESSION

3. REPORT BACK BY WORKING GROUPS AND OUTLINE OF POSITIONS TO BE TAKEN AT ICSC

21. Under this agenda item, the full HR Network was briefed on the findings of the three working groups established prior to the meeting (see paragraph 5 above) and on the recommendations for HR Network positions on all items on the ICSC agenda. The conclusions of this part of the meeting are incorporated under the respective headings in part I of this report.

4. ISSUES RELATING TO THE HR NETWORK AGENDA

4.1 Safety and security of staff



Documentation

- ✓ Report of the Inter-Agency Security Management Network Vienna, 18-12 May 2006



Conclusions

22. The Deputy to the Under-Secretary-General, Department of Safety and Security (DSS) briefed the HR Network on numerous issues ranging from the Strategic Framework 2006-2009 to Air Safety to Crisis Management to Security for women but focused on areas of particular interest to the HR Network emanating from the Inter-Agency Security Management Network (IASMN):

- The new Field Security Handbook had been revised and reprinted. Training continued to be a matter of high interest to IASMN and of particular interest this year was the completion of the second CD-ROM. It had been decided that this second CD-ROM would be mandatory at all duty stations in phase 1 and above. The support of the HR Network in advocating for security training for staff would be critical.
- With regard to air safety, IASMN had endorsed commercial passenger air travel guidelines and had recommended that these be adopted by each organization. These guidelines outlined the responsibility of the line manager in authorizing staff to travel on a particular airline; in addition, IASMN had recommended that the 30 passenger limit on a single aircraft be revoked and each organization be given the responsibility to limit the number of its personnel flying on any one aircraft as appropriate.
- Progress had been made with regard to coping with mass casualties and guidelines had been produced. to coping with mass casualties. However, while accepting that the responsibility for coping with such a situation rested with the host government, the IASMN had requested that a specific training package be developed for FSCOS to assist them in managing such a situation.
- Security for women was another area where IASMN had been able to adopt guidelines which were being circulated to all organizations. This was as an area where the HR Network was specifically requested to get involved especially as regards domestic violence. In addition, IASMN had requested the HR Network to consider how travel could be made safer for women and children travelling alone.
- With regard to stress management, IASMN had welcomed the progress made to enhance the IASMN critical incident stress management system, including the development of standard operating procedures and a standardized approach to delivery. However the IASMN had also noted that there remained instances of uncoordinated responses to CISM and called for the strengthening of the inter-agency stress management coordination mechanism. This was an idea in which the HR Network should get involved and ensure that the stress issue was managed in a coordinated, professional manner.
- A framework for accountability for the UN security management system had finally been adopted, with the agreement of all organizations except the World Bank. The policy would now be forwarded to the General Assembly for its approval.
- As a final point, the Deputy to the USG highlighted the difficulties experienced by DSS in the recruitment and retention of qualified female security officers. At least part of the retention problem was related to negative experiences made by female security officers in their

relations with designated officials, SMT members and their male colleagues. IASMN was therefore looking to the HR Network for help and ideas.

23. The HR Network:

- Thanked the representative of DSS for her comprehensive briefing;
- Requested its Secretariat to coordinate the appropriate follow-up to the areas highlighted by the DSS representative in her briefing.

4.2 Meeting with Chair of the High-level Committee on Management

24. The HR Network spokesperson from UNDP, who chaired this part of the meeting, welcomed Ms. Thoraya Obaid, Executive Director of UNFPA and Chair of the HLCM. He noted that this was the first time an HLCM Chairperson was meeting with the HR Network and expressed the Network's appreciation for this opportunity to engage in a dialogue on management issues and the work of the High-level Panel on System-wide Coherence.

25. Ms. Obaid stressed the importance of the work done by the HR Network and of the role of human resource management in the context of management reforms. As a former staff representative, she could also attest to the importance of staff representation and good staff management relations.

26. With regard to the work of HLCM, Ms. Obaid drew the attention of the Network to the recently circulated draft programme of work for HLCM. Key priorities on the HLCM agenda were:

- Safety and security of staff;
- Management reform in the UN system;
- Results-based management (RBM), which was also a priority on the High-level Panel's agenda. RBM would be the subject of a joint session with HLCP;
- Gender mainstreaming and gender balance. This was a high priority and would require close cooperation through the relevant working groups of the CEB.
- Another priority area were the relations between HLCM and the Management Group of UNDG; both groups had started to look at the harmonization of their respective work plans and opportunities for avoiding duplication. She noted that the HR Network had already made progress in this regard by negotiating the transfer of the Inter-Agency Mobility Programme (IAMP) website from UNDGO to the CEB Secretariat.
- Together with HLCP, HLCM would also review the proposed core curriculum for the Staff College, which was expected to include Leadership Development for the Senior Management Network, Security Training and the Resident Coordinator System learning programmes.

27. Turning to the Secretary-General's High-level Panel on System-wide Coherence, Ms Obaid highlighted the Panel's interest in identifying best practices and in creating win-win situations in the area of management, including in HR management.

28. One issue that was faced by all organizations was their ability to attract high-calibre staff and to retain them. Of particular importance was the need to attract young people and to retain them by creating adequate opportunities for upward mobility for them. Additional incentives were required

that went beyond promotion. Regrettably, the broadbanding/pay-for-performance pilot had been restricted to only a few organizations.

29. Another HR issue on the Panel's agenda was the relationship with and the functioning of the ICSC. The Panel had recognized the need for a comprehensive review and reform of the ICSC.

30. With regard to the Resident Coordinator System, the Panel was looking at improved selection and performance evaluation mechanisms. Ownership of the process was seen as important.

31. There was also recognition of the importance of inter-agency mobility and the need to overcome the difficulties in implementing it.

32. Responding to questions, Ms Obaid emphasized that HCLM was moving towards a more strategic focus for its work and agenda. Management reform issues were key priorities. With regard to accountability, which was still seen as lacking by HR Network members, she highlighted the need to also focus also on the level of middle management which had an important role to play in reform and decentralization efforts.

33. The Network:

- Thanked the HLCM Chair for her thought-provoking presentation and expressed its appreciation for this opportunity to engage in a stimulating dialogue.

4.3 *HIV/AIDS in the UN system workplace*



Documentation

- ✓ CEB/2006/HLCM/15



Conclusions

34. UNAIDS introduced the paper and provided a brief overview of the UN Cares initiative and the need to move towards one common UN system-wide programme on HIV in the workplace in all duty stations in order to avoid duplication, to build on synergies and to achieve scale economies as well as to be a model of UN reform.

35. UNAIDS thanked agencies for their commitments and informed them that other funding options would be explored, including funding from donors, once the Global Coordinator is recruited.

36. As the recruitment of Global Coordinator was already agreed upon, two effective options were presented to the Network namely 1) broadening the role of the current Learning Strategy Adviser to include the UN Cares programme or 2) secondment of the UNFPA representative on the Task Force to lead the UN Cares initiative.

37. The Network was requested to:

- endorse the UN Cares workplan;
- agree on the UN Cares title and logo;
- advise on preferred recruitment option for the Global Coordinator; and
- urge members to include UN Cares in their budget reviews for 2008.

38. Feedback from the Network included:

- UNESCO supported the UN Cares workplan and asked for clarification of the Terms of Reference of the Global Coordinator. UNAIDS responded that the immediate tasks of the Coordinator would be:
 - to develop a transition plan to harmonize the various agencies' programmes;
 - to design an advocacy strategy to get the entire UN system on board;
 - to work with UN agencies with programmes to transition from agency-specific to "UN Cares";
 - to liaise with UN agencies without programmes to enable their involvement; and
 - to explore options for sustainable funding of UN Cares.
- WHO expressed concern that the brand "UN Cares" might not be fully representative of the whole UN system. UNAIDS explained that the "UN Cares" brand was widely discussed by all agencies and agreed upon in 2004. Since then, the title and logo have been widely used on HIV workplace tools and materials. It was agreed that changing the brand might cause confusion and would entail significant costs.
- UNESCO informed the group that a long-term financial commitment could only be made with more clarity on the long-term deliverables. The issue of sustainability and viability of the programme at country, regional and global levels was also raised by WHO. The UN asked for clarification on the budget as well. In response, the Network was informed that the immediate quick wins would be the sharing of available materials. By the end of the biennium, the following deliverables were foreseen:
 - UN Cares mechanisms developed;
 - UN agencies participating in UN Cares;
 - UN Cares piloted in a number of countries in 2007; and
 - Securing Phase II of UN Cares implementation.
- The UN supported the rapid recruitment of the Global Coordinator. UNFPA informed the group that its Executive Director had agreed to second its Representative on the Task Force as Global Coordinator from 1 October 2006 until the end of the biennium. UNAIDS supported this option.
- UNDP supported the UN Cares concept as well as the intent of this initiative and saw the transition period until 2007 as feasible, but indicated that longer term sustainability needed to be clarified as well.

39. The Network:

- Agreed on the current transition period until 2007 and cautioned the Task Force to pay particular attention to sustainability after 2007.
- Endorsed the UN Cares workplan and the Terms of Reference of the UN Cares Global Coordinator as well as the recommendation to change the name of the Interagency Human Resources Task Force on HIV in the UN system workplace to UN Cares Task Force.
- Endorsed the secondment of the UNFPA Representative on the Task Force for the duration of the transition period.
- Agreed to review a progress report on the implementation of the UN Cares programme at its thirteenth session in 2007.

4.2 Staff Management Relations



Documentation

- ✓ CEB/2006/HLCM/16



Conclusions

40. In introducing the document prepared by FICSA, the HR Network Secretary recalled that at a videoconference held on 27 September 2005, the HR Network had agreed to conduct a survey on staff management relations in the UN system. The survey was to provide a better understanding of current practices, services and support mechanisms that organizations provided to staff representatives, with a view to identifying best practices. On 15 May 2006, representatives of FICSA, CCISUA and the CEB Secretariat had met to begin constructing a survey questionnaire in response to the request made in September 2005. On that occasion, the possibility of looking at collaboration with external experts, such as the UK-based Advisory, Conciliation and Arbitration Services (ACAS), was discussed. Possibilities for collaboration included the areas of survey processing, briefing sessions and subsequent training seminars. This was briefly discussed at the inter-sessional videoconference of the HR Network on 18 May 2006; however, no conclusion was reached at that time about the next steps. The Secretary requested the Network (a) to reaffirm its commitment to conducting the survey and (2) to comment on the idea of hiring external expertise to support the initiative.

41. The representative of FICSA thanked the HR Network Secretary for her introduction and accurate summary of events over the past year in regards to this initiative. He quickly summarized and explained the tabled paper, emphasizing that while the activity had been one of solely seeking funding for staff representatives in common system forums and activities, it had shifted to improving understanding and collaboration between the staff representatives and organizations and improving staff/management relations and dialogue. In discussion between the Staff representatives and CEB Secretariat it had become apparent that neither truly understood the position and constraints of the other and this was first problem to be addressed. He also emphasized the joint efforts of FICSA and CCISUA to work more closely together as well as FICSA's full commitment also to serving the field staff. FICSA looked forward to working with its colleagues and the CEB Secretariat in finalizing the questionnaire and moving forward.

42. The representative of the United Nations informed that the UN had contracted ACAS to provide training on collaborative working methods during the recent Staff Management Coordination Committee (SMCC). While the experience had been positive, it should be borne in mind that ACAS' prior experience focused on the UK. Before organizing training or other activities, a more specific determination as to training needs and target audience would have to be undertaken.

43. In discussing the proposed scope of the survey, Network members agreed that it should be of a non-qualitative nature and focus on a quantitative approach. The objective would be to "take stock" and to come up with an inventory of practices and measures that existed in organizations in support of the staff representatives functions. Other activities, such as collaboration with external experts on training, could be considered following the completion of the survey. A number of organizations emphasized the need to move ahead quickly with the survey.

44. The Network therefore:

- Agreed to conduct the survey on staff management relations in the fall of 2006. A draft should be prepared by FICSA, CCISUA and the CEB Secretariat and circulated to HR Network members for comments prior to its finalization;
- Emphasized that the survey should aim at establishing an inventory of practices and should focus on “non-qualitative” issues;
- Agreed that activities such as training and collaboration with external expertise may be considered in follow-up to the findings of the survey.

4.5 Updates:

(a) *Handover of local salary surveys*



Documentation

- ✓ Letter by the United Nations dated 29 June 2006 on the final handover arrangements of local salary surveys from UNDP to the UN



Conclusions

45. The United Nations had circulated a note outlining the progress made with regard to the handover of the local salary surveys from UNDP. The representatives of the United Nations and UNDP confirmed that the handover had progressed smoothly and without adverse impact on accomplishing the envisaged salary survey activities.

46. The Network also recalled its earlier decision to establish a working group that would revisit the methodology for calculating the local salary survey cost sharing formula. FAO, WHO, WIPO, ILO, WFP, UNHCR and UNICEF agreed to participate in the working group, to be convened by the CEB Secretariat in the fourth quarter of 2006.

(b) *Working groups on Appendix D and Long term care*



Documentation

- ✓ None



Conclusions

47. The Network:

- Noted that the working group on *long-term care* had been established and was soon to commence its work. The coordinating agency was ILO (Clifford Kunstler). In addition to ILO, UN, UNESCO and IAEA, UNFPA, FAO and UNWTO also agreed to participate in the working group;
- Noted that UNDP intended to hire an external consultant for the review of *Appendix D*. UNDP was the coordinating agency; the United Nations, ILO, FAO, UNESCO, IAEA and UNICEF had agreed to participate in the working group.

4.6 Other matters

(a) *Proposal to streamline the administration of the Extended Monthly Evacuation Allowance (EMEA)*



Documentation

- ✓ CEB/2006/HR/12/CRP.2



Conclusions

48. The representative of UNDP presented a proposal for the lumpsumming of the EMEA, prepared by the working group on field entitlements.

49. The Network:

- Agreed on the principle of a lump summing approach for the allowance;
- Also agreed to look at the selection criteria for the countries for which the allowance would apply as well as the amounts and calculation methods;
- Decided to also review the evacuation allowance.

(b) *Inter-Agency Mobility Programme (IAMP) website*



Documentation

- ✓ None



Conclusions

50. The HR Network Secretary informed that the CEB Secretariat and UNDGO were negotiating the transfer of the IAMP website to the CEB. The intention was to make IAMP website, on which organizations could post their vacancy announcements, available to all members. The costs for maintaining the site would be approximately US\$ 700 to 1,000 per year and organization.

51. The Network agreed to the proposed transfer and to sharing the maintenance costs, subject to the review of a more specific proposal.

PART III: PRIVATE SESSION

52. The notes on the private session are distributed separately to HR Network members.

Annex I – Agenda

Adoption of the Agenda and Work Programme

CEB/2006/HLCM/14
CEB/2006/HR/12/CRP.1

Part I: Technical Session: Issues under consideration by ICSC

1. Review of the outcome of working groups:

- | | | |
|-----|--|--------------|
| 1.1 | All leave entitlements | ICSC/63/R.2 |
| 1.2 | Survey and report on the status of National Professional Officers | ICSC/63/R.12 |
| 1.3 | - Results of the UN/US grade equivalency studies | ICSC/63/R.7 |
| | - Summary of the UN/US margin methodology | ICSC/63/R.8 |
| | - Evolution of the UN/US net remuneration margin | ICSC/63/R.9 |
| | - Total compensation comparisons under the Noblemaire principle to determine the highest paid civil service: total comparison – stage II (Belgium) | ICSC/63/R.15 |

2. Other issues before ICSC:

- | | | |
|-----|---|--------------|
| 2.1 | Education grant: review of the methodology for determining the grant | ICSC/63/R.5 |
| 2.2 | Education grant: review of the level | ICSC/63/R.6 |
| 2.3 | Monitoring of the pilot study of broad banding/ pay-for-performance (progress report) | ICSC/63/R.3 |
| 2.4 | Assessing the implementation of the new Job Evaluation Master Standard for the Professional and higher categories | ICSC/63/R.4 |
| 2.5 | Survey and report on gender balance in the UN common system | ICSC/63/R.11 |
| 2.6 | Base/floor salary scale | ICSC/63/R.10 |
| 2.7 | Conditions of service of the General Service and other locally Recruited staff: survey of best prevailing conditions of Employment for General Service and Trades and Crafts Categories in New York | ICSC/63/R.14 |
| 2.8 | Proposed agenda for the 29 th session of ACPAQ | ICSC/63/R.13 |
| 2.9 | Other business: Staffing of field missions: review of conversion of contractual instruments | ICSC/63/R.16 |

Part II: Full HR Network session

3. Report back by working groups and outline of positions to be taken at ICSC

4. Issues relating to the HR Network Agenda:

- | | | |
|-----|--|-------------------------|
| 4.1 | Safety and security of staff | IASMN Report |
| 4.2 | Meeting with Chair of the High-Level Committee on management | |
| 4.3 | HIV/AIDS in the UN system workplace | CEB/2006/HLCM/15 |
| 4.4 | Staff Management Relations | CEB/2006/HLCM/16 |
| 4.5 | Updates: | |
| | (a) handover of local salary surveys | Letter of 29/6/06 by UN |
| | (b) working groups on Appendix D and Long term care | |
| 4.6 | Other matters: | |
| | (a) EMEA | Note by UN |
| | (b) IAMP website | |

Part III: Private Session

Annex II – List of participants

**Technical and Full HR Network Sessions
5 and 6 July 2006**

Org.	Name and title
UN	Martha Helena Lopez , Chief, Staff Development Services and Chief, HR Policy Service
	Marianne Brzak-Metzler , Chief, Conditions of Service Section
	Regina Pawlik , Deputy Chief, Conditions of Service Section
	Matthew Sanidas , Officer-in-Charge, Policy Support Unit
	Diana Russler , Deputy to the USG, Department of Safety and Security
ILO	Grace Strachan , Director, Human Resources Development Department
	Herman van der Laan , Chief, Human Resources Policy Branch
FAO	Julio Camarena-Villaseñor , Director, Human Resources Management Division
	Serge Nakouzi , Senior HR Officer, HR Policy, Planning & UN Common System Branch
UNESCO	Dyane Dufresne-Klaus , Director, Bureau of Human Resources Management
	Annick Grisar , Chief, Policy Section, HR Management
WHO	Alejandro Henning , Director, Human Resources Management Department
	Mercedes Gervilla , Coordinator, Human Resources Management Department
PAHO	Dianne Arnold , Human Resources Manager
UPU	Jelto Stant , Programme Manager, RH Policy
WIPO	Martin Beattie , Head of Section, Human Resources Management Department
UNWTO	Carmen Molina , Chief, Human Resources Section
IAEA	Douglas Northey , Director, Division of Personnel
UNDP	Brian Gleeson , Director, Office of Human Resources, Bureau of Management
	Duncan Barclay , Chief, Human Resources Policy
	Henrietta de Beer , Human Resources Specialist
	Mark Farnsworth , Policy Specialist
	Ramesh Chandran , Chief, Strategic Planning Advisory Services
	Christine Bendel , HR Specialist on Staff Well Being
UNEP	Elmi Suleiman , Chief, Human Resources Management Service
UNHCR	Marta Leichner-Boyce , Head, Human Resources Policy
UNICEF	Mieko Tarui , Deputy Director, Division of Human Resources
	Ruth de Miranda , Chief, Policy and Administrative Law Section
UNFPA	Sean Hand , Director, Division of Human Resources
	Florence Sykes , Chief, Planning and Policy Branch, Division of Human Resources
	Carmen de los Rios , HR Specialist, Planning and Policy Branch, Division of HR
WFP	Rebecca Hansen , Director, Human Resources
	Ana Luiza Thompson-Flores , Chief, Human Resources Policy
IFAD	Mariama Daramy Lewis , HR Specialist
UNAIDS	Johanne Girard , Chief, Human Resources Management
	Devendri Sandrasagren , Human Resources Officer

Other representatives:

Org.	Name and title
ICSC	John P. Hamilton , Executive Secretary
	Vladislav Nisichenko , Chief, Cost-of-Living Division
	Beverley Young , Chief, Personnel Policies Division
	Yuri Orlov , Compensation Officer
	Lakeita Henriques , Personnel Policies Officer
	Eleanor Philips , Compensation Officer
FICSA	Robert C. Weisell , President
	Anne Marie Pinou , Research/Liaison Officer

Observers:

Org.	Name and title
OPCW	Danijela Milic , Head, Human Resources Services Section
CTBTO	Yeshiareg Mekonnen , Chief, Personnel Section

CEB Secretariat
Kristiane Golze , Acting Secretary, High-Level Committee on Management
Alexander Thern-Svanberg , Consultant

Annex III – Revised structure for future HR Network meetings

Focus

- The HR Network needs to have a more strategic focus. While recognizing the need to review documents prepared for the ICSC, participants in the HR Network feel that discussions are currently too much determined by the ICSC agenda. Topics tend to be very technical. While continuing to review the ICSC documents, the meeting should be reconfigured to give HR Directors¹ a forum to discuss more strategic HR issues and best practices that are not necessarily linked to ICSC issues and documents.

Participation

- The meetings will be restructured into four elements:
 - 1) **Intersessional/preparatory videoconferences and working groups:** In between the face-to-face sessions of the Network, videoconferences will be organized to discuss implementation of action steps agreed to at the previous meeting. These sessions will also include preparations for the next session of ICSC. As soon as the ICSC agenda and documents are available, the Network will establish technical working groups on issues that require the particular attention of the organizations. These technical working groups will conduct their work via email, an electronic bulletin board and videoconference calls.
 - 2) **A technical session:** This session will be attended by experts to review all ICSC documents, as well as specific issues mandated by the HR Directors. Ideally, a lot of the background work for this meeting should have been done in advance by the specific technical working groups in the intersessional/preparatory phase. Observers and staff representatives will be welcome to attend these technical sessions.
 - 3) **A full HR Network session:** At this session the experts report back providing a) updates on the work of the groups on requested topics and b) outlining key issues/concerns to be raised at the ICSC. The experts and the HR Directors agree on the concerns/statements to be made by the identified spokesperson(s) who will attend the ICSC meeting that follows. At this session, other HR issues can be added to the agenda. Observers and staff representatives will be welcome to attend these technical sessions.
 - 4) **A meeting of HR Directors:** The full HR Network meeting will be followed by a meeting of HR Directors only to discuss specific issues of interest to them.
- The total duration of the meeting should be about three days with an anticipated breakdown as follows: the technical session about 1.5 days², the full HR Network session about ½ to 1 day, and the HR Director session about 1 day.
- The agenda and schedule of the meeting will be arranged by the CEB Secretariat in consultation with the HR Directors and the HR Directors will take on responsibility for developing papers on some issues. The CEB Secretariat will ensure the appropriate linkages with the work of other committees.

Frequency

- Currently HR Network meetings occur the week before the ICSC meetings (March and July). While maintaining this schedule, an additional meeting focusing on strategic issues could take place in September/October. Participants at this session will be HR Directors, additional participation may be determined based on the issues to be discussed.

¹ The term “HR Director” should be understood to include Chief, Heads etc. of HR departments

² The duration of 1.5 days for the technical session is based on the assumption that some of the technical work has already been accomplished in the preparatory stage by the technical working groups.

Spokespersons

- The chair of the HR Network meetings will rotate and will be selected from among the designated spokespeople of the organisations. The pool of spokespeople will be reviewed on an annual basis to ensure rotation.

Records

- The CEB Secretariat will be responsible for producing a record of action points and decisions taken.

Setting

- The meetings should take place in a more informal setting in order to facilitate exchange and information sharing.

Implementation and Evaluation

- The new approach will come into effect as of the forthcoming session in July 2006, and will then be evaluated after one year.

Financial considerations

- As the new approach will rely heavily on the use of videoconference calls, organizations will be responsible for any costs of calling in from their locations.

Annex IV – Composition of HR Network working groups

Note: Groups 1, 2 and 3 were established for the purpose of preparing the Network's position at ICSC. Their work is now concluded. Groups 4 and 5 are ongoing.

1. National Professional Officers:

- a. **Coordinating agency:** UNHCR (Marta Leichner-Boyce)
Email: leichnem@unhcr.org
- b. **Participating agencies:**
 - i. UNHCR (Marta Leichner-Boyce)
 - ii. WHO (David Nolan and Josiane Sidibé Pimpie)
 - iii. WFP (Ana Luiza Thompson-Flores)
 - iv. UNICEF (Ruth de Miranda)
 - v. UNDP (Duncan Barclay)
 - vi. UNESCO (Annick Grisar)

2. Leave Entitlements:

- a. **Coordinating agency:** UNDP (Duncan Barclay)
Email: duncan.barclay@undp.org
- b. **Participating agencies:**
 - i. UNDP (Duncan Barclay)
 - ii. Matt Sanidas (UN)
 - iii. WHO (Eva Lustigova)
 - iv. WFP (Ana Luiza Thompson-Flores)

3. Margin, Grade Equivalency and Belgium Civil Service:

- a. **Coordinating agency:** UNICEF (Ruth de Miranda)
Email: rdemiranda@unicef.org
- b. **Participating agencies:**
 - i. UNICEF (Ruth de Miranda)
 - ii. FAO (Greg Flood)
 - iii. WHO (Hans Willmann and Josiane Sidibé Pimpie)
 - iv. UN (Regina Pawlik)

4. Long Term Care:

- a. **Lead agency:** ILO (Clifford Kunstler)
Email: kunstler@ilo.org
- b. **Participating agencies:**
 - i. ILO (Clifford Kunstler and Sue Hudson)
 - ii. UN (Vera Rajic, Tana Lambrakos, Marianne Brzák-Metzler)
 - iii. FAO (to be determined)
 - iv. UNESCO (Matebe Ghelaw)
 - v. IAEA (Rula Sabat)
 - vi. UNFPA (Doreen Cross)
 - vii. UNWTO (Carmen Molina)

5. Appendix D:

- a. **Lead agency:** UNDP (Duncan Barclay)
- b. **Participating agencies:**
 - i. UNDP (Duncan Barclay)
 - ii. UN (Vera Rajic, Tana Lambrakos, Regina Pawlik)
 - iii. ILO (Clifford Kunstler and Sue Hudson)
 - iv. FAO (Nabil Gangi)
 - v. UNESCO (Matebe Ghelaw)
 - vi. IAEA (Rula Sabat)
 - vii. UNICEF (Catty Bennet van Driel)