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**CONCLUSIONS OF THE MEETING
OF THE HUMAN RESOURCES NETWORK**

19th Session

(Geneva, 3-5 February 2010)

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PART I – OPENING SESSION AND ADOPTION OF THE AGENDA

(CEB/2010/HLCM/HR/1/Rev.2)

1. The Human Resources Network held its 19th session from 3-5 February 2010 in the Palais des Nations, Geneva. The meeting was co-chaired by the Network's Spokespersons Ms. Diana Serrano, Director, Human Resources Division, WFP, Mr. Sean Hand, Director of Human Resources, UNFPA and Ms. Ruth de Miranda, Chief, Human Resources Policy Service, United Nations.
2. All session documents are available on the HR Network website at:
<https://hr.unsystemceb.org/documents/February2010/>
3. Marta Leichner-Boyce, Chief Executive's Board for Coordination (CEB) Secretariat welcomed the HR Network members and new participants. WHO requested to include the issue of New Delhi Salary Scale under Any Other Business. UNDP indicated that the Field Group's presentation on a revised SOA approach would be given in the closed session only. The Agenda was adopted as reflected in the table of contents.
4. Remo Lalli, Secretary HLCM, provided some introductory remarks stating that the work of the HR Network was well recognized and appreciated by HLCM. He recalled that in the past issues focused mainly on entitlements, but now the discussions were much more focused on business and operational priorities such as performance management, mobility, etc. He stressed the importance of the joint initiative on the Harmonization of Business Practices which was on the HLCM Agenda for 22-23 February 2010.
5. Organizations were reminded that given Ms. Dyane Dufresne-Klaus' retirement from UNESCO, the specialized agencies may wish to nominate a Spokesperson as their representative. FAO indicated that the specialized agencies needed to consult further and would revert at the Summer Session.
6. The list of participating organizations and their representatives at the meeting are provided in Annex 1.

PART II – CLOSED MEETING FOR HR NETWORK MEMBERS

A. Review of 2010/2011 Work Plan

7. The CEB Secretariat presented the draft Work Plan for 2010-2011. Any pending and continuing issues from the 2008-2009 Work Plans were included. Some suggested topics have been added (Guidelines on Knowledge Management). Members were requested to propose any additional themes and issues, which should be realistic and strategic, for the Work Plan.
8. Organizations proposed the following as additional issues: funding of FICSA position (Strategy 4, point 6); Personal Status/Domestic Partners (strategy 2); Conditions in the field for non-staff (Strategy 1).
9. The Network:
 - Agreed that the CEB Secretariat would forward revised Plan by end March 2010 (see Annex 3).

B. HR Response to Crisis Situations (i.e. Haiti)

10. The recent crisis in Haiti exposed UN organizations to unprecedented challenges which underlined the necessity of having a rapid response and common approach on special measures to address the needs on the ground effectively and efficiently.

11. The Network discussed how to reach agreement on a mechanism for the future. It was agreed that while the Network can plan ahead to some extent, this is not possible in every situation. In the case of Haiti the UN system was not prepared for such an overwhelming event. Although every situation will have its peculiarities, there should be a baseline to start from.

12. The UN indicated that the Secretary General was proposing the establishment of a dedicated Emergency Preparedness and Support Unit in the Office of the Assistant Secretary General for Human Resources Management. The proposed Unit would support survivors and families and work closely with other Departments and funds and programmes. The proposed new Emergency Preparedness and Support Unit needed to be approved by the General Assembly.

13. The Network:

- Agreed that communication was the key element. Any new policy framework should encompass existing mechanism.
- The proposed new Emergency Preparedness and Support Unit in the UN, if approved by the General Assembly, would be the coordinating Unit in future. The HR Network, including the Field Group, would collaborate with the proposed Support Unit, if approved.

C. Proposal for modified Special Operation Approach (SOA) (CEB/2010/HLCM/HR/15)

14. UNDP introduced, on behalf of the HR Network Field Group, the proposal for a modified Special Operation Approach. The document presented consists of four parts:

1. *Summary of the history of the Special Operations Approach*
2. *Current status of SOA and its operational difficulties*
3. *Elements of a new solution*
4. *Indicative construction of a new allowance*

15. Organizations have used the SOA approach for ten years and this is largely coordinated through the Field Group. Due to several administrative problems, the Field Group has conducted a review of SOA. The current SOA approach has two major problems: a) administration and b) perception. Both of these can be attributed to design issues that were not apparent when only a few duty stations and relatively small number of staff were managed through the scheme. However, with more than 25 duty stations under SOA, these issues have become apparent.

16. The Field Group is proposing a new approach based on equity, simplicity and cost containment. Further work would be required to elaborate the specifics of the allowance construction and implementation. The proposal did not call for a decision at this stage, the aim was to present one option, pending discussion of the United Nation's proposal.

17. The United Nations presented its own proposal which had been forwarded to ICSC for discussion at its 70th (Spring) Session (ICSC/70/CRP.9). The human resources reforms approved by the General Assembly in its Resolution 63/250 of December 2008 had significantly improved the situation of staff serving in peacekeeping operations and special political missions. However, gaps in the compensation package continue to exist for United Nations secretariat staff assigned to non-family missions in the absence of the special operations approach. There are approximately 6,000 staff serving in non-family locations that do not get compensation for maintaining a separate household outside the mission area.

18. In order to address this inequality, the Secretary General is submitting a proposal through the ICSC with a view to pay United Nations internationally recruited staff serving in non-family peacekeeping

missions an allowance comparable to the extended monthly evacuation allowance. This allowance would provide for the maintenance of second households and/or family costs as well as to serve as an incentive. The amount proposed is US\$2,500 per month per staff member. The ICSC is also requested to again approach the General Assembly with a request to introduce paid rest and recuperation travel that would provide for payment of travel expenses to a designated R&R location, without payment of DSA.

19. The Network:

- Supported the UN's proposal for a second household allowance for staff serving in non-family duty stations. However, the UN proposal should be discussed further before it goes to the Commission in Santiago.
- Urged to find a solution for a harmonized approach which would serve both the field-based organizations and the UN.

D. Status of Observers (CEB/2010/HLCM/HR/16)

20. The CEB Secretariat stated that observer organizations have attended CCAQ/HR / HR Network meetings for the past 20 years. In recent years, the number of observers has grown year by year and presently some 10 organizations have regularly attended the HR Network meetings. A few others have requested to attend as observers and have been informed that the HR Network is reviewing its policy on observers.

21. No written criteria exist for the role of HR Network observer. Observers do not make any financial contribution to the CEB. Other HLCM Networks such as the FB, ITC only have occasional participation from observers.

22. Some organizations have expressed concern about the numbers of non-members attending the HR Network meetings. Therefore, it was suggested that the HR Network should take an official position on the attendance of observers. The CEB Secretariat would then be able to inform them officially in writing well in advance of the next meeting. Three options were presented:

- a) Observer organizations to pay assessed contribution to CEB cost-sharing;
- b) Stop the practice of accepting observer organizations;
- c) Limit observer participation to those that follow the UN common system of salary and allowances. If this option is selected organizations had to agree on their financial contributions.

23. The Network:

- Agreed on option a), that observer organizations should pay an assessed contribution to CEB cost-sharing.

E. Staff – Management issues

24. The issue of the funding of the FICSA General Secretary's third year term was discussed. The releasing agency, IMO has funded the position for two years, however it could not support funding for another additional year. The FICSA President had written to the Secretary of HLCM and to the UN Secretary General to find a solution to this problem.

25. The Network:

- Agreed to exceptionally cost-share among FICSA represented organizations the third year of the FICSA General Secretary. FICSA would also be expected to contribute towards the cost-sharing;
- Further agreed that a long-term solution needs to be found on in collaboration with the Legal Network.

PART III – ISSUES UNDER CONSIDERATION BY ICSC

A. Resolutions and decisions adopted by the General Assembly and the legislative/governing bodies of the other organizations of the common system (ICSC/70/R.2 and Add.1)

26. Document ICSC/70/R.2 summarizes the actions taken by the United Nations General Assembly on matters of interest to the International Civil Service Commission (ICSC), including the resolution on the United Nations common system and the resolution on Human Resources Management.

27. Document ICSC/70/R.2 Add.1 summarizes the actions taken by the legislative or governing bodies of organizations of the common system, other than of the United Nations itself. Salary matters on which organizations are required to follow the common system are not included in the document.

28. In presenting the document, the ICSC Secretariat stated that the discussion on ‘consolidation’ with respect to the revised Professional salary scale had not been as automatic as usual, and almost did not go through. Much attention by the General Assembly was focused on continuing appointments, which had an impact on the proposed end-of-service severance pay. As regards the initiative on the Code of Ethics, questions had been raised on its relationship with the Standards of Conduct. The Code of Ethics was neither approved nor rejected, and the Commission will be revisiting the Standards of Conduct to see whether it now requires further revision.

29. The Network:

- Thanked the ICSC Secretariat and took note of the report.

ICSC Decision

The Commission decided to

- (a) Request its secretariat to continue consultations with organizations and representatives of staff federations, as envisaged in paragraph 35 of its 2009 Annual Report¹, to undertake a preliminary review of the standards of conduct to ensure that they continue to meet the needs of the organizations and to define areas that might need updating, and to report thereon at its seventy-first session; and
- (b) Request its secretariat to change the format of the questionnaires and consider a web based approach for organizations to report the information on decisions and resolutions and recommendations of governing bodies, in such a way that organizations can be asked to respond to specific decisions of the Commission rather than using the present more generic approach.

¹ A/64/30

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

(a) Inter-Agency Mobility (ICSC/70/R.3)

30. Due to the unavailability of the document, the ICSC Secretariat, at the request of the HR Network, announced at the end of the meeting that this issue would be removed from the ICSC Agenda on the first day of the Commission's session.

(b) Education grant: review of the methodology for determining the grant (ICSC/70/R.4 and CRP.10)

31. In accordance with the Commission's earlier decisions, the following three aspects of the education grant methodology were scheduled for review by ICSC in the course of 2010 before the next review of the grant: a) eligibility criteria for the receipt of the grant, b) representative schools used to track tuition movements, and c) the concept of designated duty stations for the purposes of the education grant.

32. Document CRP.10 was not available for discussion. However, the ICSC Secretariat indicated that the CRP would contain data on the number of claims, and develop proposals for the representative schools. The issue of additional flat rate for designated duty stations had been included in the Mobility and Hardship document. As regards eligibility criteria, the organization's practices are harmonized with the exception of the starting age.

33. The Network:

- Agrees that the harmonization of the eligibility criteria is desirable and supports the proposals set out in the document;
- Regarding the process for selecting the representatives schools, it was noted that the CEB Secretariat worked closely with the ICSC Secretariat, and is in general agreement with the methodology for the selection of the schools;
- Welcomes the proposal that the 5 percent fees movement trigger should be cumulative between biennial ceilings;
- Does not support that the local CPIs should replace the use of actual fee movements at representative schools as the basis for adjusting education grant ceilings;
- Urged organizations to review the list of 56 schools and revert to the ICSC Secretariat prior to the session.

ICSC Decision

The Commission decided to:

- (a) Recommend that the General Assembly invite the organizations of the common system to adopt the following criteria to harmonize the eligibility to receive the education grant:
 - (i) Minimum age. The child is in full-time attendance at an educational institution at the primary level or above while the staff member is in the service of the organization. Education shall be deemed "primary" for the purposes of this criterion when the child is 5 years of age or older at the beginning of the school year, or when the child reaches the age of 5 within three months of the beginning of the school year;
 - (ii) Maximum age. The grant will not normally be payable beyond the school year in which the child reaches the age of 25. If the child's education is interrupted for at least one school year by national service, illness or other compelling reasons, the period of eligibility shall be extended by the period of interruption. In special education grant cases, it may be exceptionally extended until the child reaches the age of 28;
 - (iii) Post-secondary education. The grant shall be payable up to the end of the school year in which the child completes four years of post-secondary studies, even if a degree is attained after three years.

- (b) Continue tracking representative school fees as the basis for adjusting fees and approve the revised list of representative schools as shown in the Annex to ICSC/70/CRP.4/Add.2, including primary/secondary schools and post-secondary schools;
 - (c) Approve the following criteria for selecting representative schools:
 - (i) Be representative of schools commonly and consistently chosen by the expatriate community;
 - (ii) Meet the specific language criteria, cultural and curricular needs of expatriate common system staff at the duty station;
 - (iii) Provide education at all grades of the secondary level leading to an international baccalaureate or equivalent high school qualifications; and
 - (iv) Be formally accredited by recognized networks, such as the Council of International Schools, the Western Association of Schools and Colleges or British International schools Worldwide;
 - (d) Use a cumulative approach to track the movement of fees since the last adjustment was made for the zone, with all adjustments made on the basis of both movement of costs and fees;
2. The Commission also requested its secretariat to:
- (a) Update the methodology, to reflect all changes in the current education grant methodology and present it to the Commission at its seventy-second session; and
 - (b) Review the current list of items included under the reimbursable expenses to be discussed in 2011, and provide options for streamlining the processing of claims.

(c) Update on the development of a performance management framework (ICSC/70/R.5, CRP.6)

34. A framework for performance management framework was adopted at the ICSC 45th Session in 1997. The framework incorporated inputs from the organizations of the common system and the staff representatives. Its purpose was to enable organizations of the United Nations common system to manage their human resources effectively. The performance management framework speaks to retention and the development of the workforce.

35. The ICSC secretariat indicated that the working group had only just met, therefore the document was not yet available. The document would contain an update of work undertaken and will be a practical document which should engender a performance culture and encourage buy-in from senior management (leadership). There should be a correlation between the level of trust and the need to evaluate performance. Further work needs to take place on two issues: poor performers and rewards and recognition.

36. The Network:

- Took note of the progress report by the ICSC Secretariat;
- Reiterated the importance of performance management to all organizations;
- Reiterated its commitment to collaborate with the ICSC Secretariat in finalizing the framework.

ICSC Decision

The Commission took note of the work done so far, and requested the secretariat to complete its work in an expeditious manner in order that the Commission might consider a final report at its seventy-first session.

(d) Update on the contractual arrangements (ICSC/70/R.6)

37. The ICSC Secretariat presented the document for information. At its sixty-second session (March 2006) the Commission requested its secretariat to review all types of current contracts and associated benefits packages in the organizations of the United Nations common system, including the use of appointments of limited duration (ALDs) under the 300 series of the Staff Rules. Document ICSC/70/R.4 provides details on all available types of contracts in the organizations and the implementation status of the ICSC framework for contractual arrangements across the common system. It also discusses the recent developments and experiences of contract reform in some organizations. In addition, it examines the current situation with regard to ALDs in the common system organizations.

38. The Network:

- Did not agree with the information and data as presented in the Annexes to the document;
- Further requested organizations to forward correct information to the ICSC secretariat in order to have a clear and concise picture presented to the Commission.

ICSC Decision

The Commission took note of the work done so far, and requested the secretariat to complete its work in an expeditious manner in order that the Commission might consider a final report at its seventy-first session.

(e) Update on the implementation of exit interview (ICSC/70/CRP.5 and CEB/2010/HLCM/HR/17)

39. At its sixty-eighth session (March/April 2009), the Commission requested its secretariat to work closely with the United Nations system CEB secretariat and staff representatives to finalize and pilot a standard exit interview questionnaire for use across the United Nations common system, and to identify the mechanism for central data reporting. Document ICSC/70/CRP.7 provides an update on the progress towards implementing a standard exit interview in the common system organizations as reported by the CEB Secretariat.

40. The CEB secretariat recalled that organizations had been requested to implement the Exit Questionnaire as of 1 July 2009. As of 31 December 2009, fourteen organizations have implemented the Exit Questionnaire. Eight organizations indicated that they will be implementing the Questionnaire in 2010. Data from 216 Questionnaires was received by the end of January 2010, however due to the short time prior to the HR Network meeting and deadline for submission of the document to the ICSC, it was only possible to partly analyse this data with the assistance of WIPO. WIPO had also translated the Questionnaires into French and Spanish and made these as well as a database available to all organizations. The Commission will be provided with a brief update on the implementation of the Exit Questionnaire up to date.

41. The Network:

- Thanked the CEB secretariat as well as WIPO for the work undertaken so far;
- Urged all those organizations that had not yet implemented the Exit Questionnaire to do so as soon as possible in 2010.

ICSC Decision

The Commission decided to request the HR Network to report any progress at the Commission's seventy-third session in 2011, with a more comprehensive analysis based on the additional data which would be available at that time.

(f) Review of hazard pay (ICSC/70/CRP.6 and CRP.15)

42. The Commission had requested a review of the relationship between hazard pay and hardship classification, and the matter was therefore referred to the working group which was to consider the review of the mobility and hardship scheme.

43. Following the bombing of the UN guesthouse in Kabul, the Commission was requested to increase hazard pay. However, the Commission had noted that ad hoc measures should be avoided and a harmonized approach be developed. UNDSS has recommended that hazard pay not be changed until the new Security Level System (SLS) has been put in place. SLS is not based on risk assessment, but rather on threat.

44. The Working Group (on Mobility and Hardship including Hazard Pay) looked at various options and proposed that the “Afghan model” should be followed in all cases (locations) where loss of life is attributed to direct attacks to the UN and its staff. UNDSS would make the assessment and recommendation.

45. The Network:

- Agreed that Hazard Pay is only a symbolic recognition of the risks run by staff in the name of the organization;
- Further agreed that a holistic approach is required, as several different groups are looking at security issues;
- Wishes to see more preventive measures, the security related issues should be examined holistically and coordination is critical.

ICSC Decision

The Commission decided to

- (l) Take note of developments with regard to hazard pay to date, including the new security level system being developed by the United Nations Department of Safety and Security;
- (m) Postpone the revision of the criteria for the payment of hazard pay as well as consideration of the proposed two-tier system of hazard pay until the new security level system approach has been formally agreed upon;
- (n) Request the Working Group to continue its work on reviewing the relationship between hazard pay, hardship allowance and the security factor under the duty stations classification methodology;
- (o) Continue hazard pay and extended hazard pay as is currently the case, using existing criteria;
- (p) Address on a case-by-case basis extraordinary cases similar to the one in Afghanistan, when United Nations staff in a guesthouse in Kabul were the direct targets of deadly attacks.

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

(a) Mobility/hardship scheme:

- (i) Overall evaluation of the mobility/hardship scheme & its operation
(ICSC/70/R.7 and CRP.11-14)

46. According to the Commission’s decision, a methodological review of the mobility and hardship scheme is planned for 2010. It is envisaged that the review would take place in two phases: 1) the review of the scheme itself, to establish or confirm the underlying principles and the scope, intent and purpose behind

it; and 2) the review of the implementation procedures that will underpin any revised scheme, for completion by 2011 together with the planned review of the amount of the entitlement.

47. In order to facilitate the review of the mobility-hardship scheme, the Commission decided to establish a working group comprising members of the Commission, its secretariat, organizations and staff to provide the Commission with an overall assessment of the scheme as it functions today, as well as some options for dealing with the specific changes which the Commission has already identified. Document ICSC/70/CRP.9 contains the recommendations of the working group, which met in Havana, Cuba (18-22 January 2010).

48. The Network:

- Welcomed the overall review of the scheme, however it was of the view that it is still too early to look at the impact of the new scheme as it has only been in place for two years;
- Noted that the ICSC secretariat will be requesting more data regarding the numbers of staff recruited at Headquarters versus field duty stations;
- Agreed that the base/floor salary remains the most stable of the adjustment factors;
- Supports the working group's recommendation to maintain the status quo regarding the additional boarding for designated duty stations;
- Noted the decision to convene a second meeting of the working group prior to the ICSC Summer session to examine the hardship factors and their measurements, including the question of "H" versus "A" classifications.

ICSC Decision

The Commission decided to

- (a) Request the Working Group to convene a second meeting before the Commission's 71st session and continue to work on identified technical issues that were not concluded at the first, taking into account the comments and suggestions made by the members.
- (b) Request organizations to re-examine the possibility for upfront payments of allowances under the mobility and hardship scheme and to report back to the Commission;
- (c) Request its secretariat to conduct a further assessment of the impact of the revised scheme on mobility once it has been in place for a period longer than a typical assignment length, i.e., no earlier than at the time of the third review of the amounts, in 2013;
- (d) Request the working group to continue working on the question of the fourth assignment requirement in the case of "H" duty station postings;
- (e) Request the organizations to provide the requested data on staff recruitment and movement patterns to the secretariat in advance of the second working group meeting in order to consider the question of the fourth assignment requirement in the case of assignments to category H duty stations;
- (f) Maintain, for the time being, the current relativities between the amounts applicable to the grade-level groupings in the mobility/hardship scheme;
- (g) Maintain the current relativities for single and dependency rates in the mobility/hardship scheme;
- (h) Maintain the current five-year ceiling on the payment of the mobility allowance but to permit, in exceptional cases when staff members remained at the same duty station at the explicit request of the organization or for compelling humanitarian reasons, the payment of the mobility allowance at 100 per cent for a maximum period of one additional year;
- (i) Maintain a pragmatic approach to reviewing the amounts payable under the mobility/hardship scheme every three years, taking all three adjustment factors into account while noting that the movement of the base/floor salary scale is the most stable factor over time;

- (j) Request the Working Group, at its second meeting, to initiate the examination of the hardship factors and their measurement for the appropriate classification of duty stations;

Additional education grant travel entitlements (additional boarding and additional education grant travel) accorded to staff in designated duty stations

- (k) Request the Working Group to take into consideration the comments made on the issue of the additional boarding costs accorded to staff at designated duty stations, including the rate of usage of the additional boarding costs.

(b) Update of the United Nations/United States grade equivalency studies (ICSC/70/R.8 and CRP.7)

49. In the application of the Noblemaire principle, the Commission periodically updates the grade equivalencies between the United Nations and the United States federal civil service, the current comparator. The last full study was carried out in 2000. The document presents a progress report and sets out the scope of the study and describes the steps taken to prepare for the analysis of United States federal civil service jobs.

50. The Network:

- Thanked the ICSC secretariat for the document and noted its contents.

(c) Report of the 32nd Session of Advisory Committee on Post Adjustment Questions (ACPAQ) (ICSC/70/R.9)

51. The ICSC secretariat reported that this document contains the report of the last session of ACPAQ before the new round of place-to-place surveys, scheduled to be launched in 2010 at headquarters duty stations. The document covers the Committee's final recommendations regarding both methodological and operational issues pertaining to the new round of surveys. It also contain the results of further testing of both the new approach to cost-of-living measurement based on real-time price comparisons with New York, and the new basket of currencies used in the calculation of the out-of-area index. Also contained in the document are the Committee's recommendations regarding possible modifications to the post adjustment classification review cycles, and the shortening of the duration of survey rounds for group I duty stations.

52. The ICSC secretariat stressed the importance of good participation rates, as the weights could not be updated from the previous series for the second time. The ICSC secretariat will undertake pre-survey consultations at Headquarters duty stations in May 2010.

53. The Network:

- Thanked the ICSC secretariat for the document;
- Noted the need for better participation rates and urged organizations to continue their efforts in this regard.

ICSC Decision

The Commission decided to:

- (a) To approve the revised list of items along with their specifications, subject to further minor revisions prior to its finalization before the launch of the 2010 round of surveys;
- (b) To approve that the secretariat continue to use the existing method for averaging price ratios of regular and organic/biological brands of food-and-beverage items for the 2010 round of surveys; and to conduct experiments during the 2010 round of surveys aimed at testing the impact on the calculated PAIs, of treating organic/biological products as separate items;

- (c) To take note of ACPAQ's recommendations regarding the revised data collection forms to be used in the 2010 round of surveys;
- (d) That the secretariat should conduct censuses of expenditures for all baseline surveys at headquarters duty stations and Washington D.C., and use the data collected for the derivation of common weights, on the basis of the guidelines provided by ACPAQ;
- (e) That the secretariat should continue to explore further the feasibility of using EUROSTAT/IOS Family Budget Survey results as a source of external data for the derivation of common weights;
- (f) That the contingency plans proposed in the event of insufficient response rates are adequate, and that, whenever available and feasible for use, anonymized micro datasets from Eurostat/IOS's Family Budget Surveys be used as a preferred source of external data. Otherwise, weights of relevant national consumer price indices (CPI) should be used;
- (g) To call for the active cooperation of organizations and staff federations through the formation of local survey committees charged with the coordination of all activities designed for the successful conduct of the surveys, in collaboration with the secretariat;
- (h) To call on organizations to facilitate the completion of the expenditures surveys questionnaires by their staff members;
- (i) Approve the proposed procedures and guidelines for data collection for the baseline place-to-place surveys at headquarters duty stations, as recommended by ACPAQ;
- (j) To take note of the results of further testing of the both the new approach to cost-of-living measurement based on real-time comparisons with New York, and the new basket of countries used in the calculation of the out-of-area index;
- (k) That the post adjustment classification review cycles, of Group I duty stations, as well as the five-year duration of survey rounds, should remain unchanged;
- (l) To request the secretariat to continue its study of the possible modifications to the calculation of the PAI based on New York prices that are updated on a regular basis, using the relevant CPI disaggregated series published by the BLS;
- (m) To request the secretariat to review the post adjustment classification of Geneva in view of Switzerland's recent entry into the Schengen area.
- (n) To approve the schedule of the 2010 place-to-place surveys, as recommended by ACPAQ.

D. Conditions of service of the General Service and other locally recruited staff:

(a) Report of the Working Group on General Service salary survey methodology for non-headquarters duty stations (ICSC/70/CRP.8)

54. This report provided by the Working Group presented the conclusions and recommendations relating to the methodology for non-headquarter duty station and outlines issues requiring further work. The ICSC secretariat also provided an update on the status of the project to purchase external salary data as an alternative to collecting data through on-site employer interviews.

55. The Network:

- Thanked the ICSC secretariat for the document;
- Expressed some concern at the length of time it is taking to revise the methodologies, however it noted that this is partly due to the delays in the UN procurement services in finalizing the process for obtaining external data;

- Suggested that the methodology should not become too rigid and that particular attention should be given to special measures relating to crisis duty stations;
- Recalled that the General Assembly requested that more attention should be given to the national civil service when choosing comparator;
- As regards the proposal not to carry out surveys in duty stations with less than thirty staff members, suggested that the list of duty stations be reviewed annually in case the situation changes.

ICSC Decision

The Commission took note of the progress of the working group and encouraged it to complete its work as soon as possible and present its report at the seventy-first session.

(b) Review of National Professional Officers – terms and conditions of service (ICSC/70/R.10)

56. In its 2010-2011 programme of work, the ICSC requested a review of the terms and conditions of service of National Professional Officers (NPOs.) The present criteria governing the use of NPOs, which appear in annex I to the present report, were approved by the Commission in 1994 and slightly updated in 2006 to reflect the use of the new job evaluation system in the classification of positions in the category (see A/61/30, annex IX.)

57. The ICSC reiterated to the Network that this review is just a preliminary report and further analysis and data is required.

58. The Network:

- Welcomed the report on National Professional Officers (NPO);
- Reiterated its view that the NPO category is a vital component of the United Nations workforce and in terms of achieving work objectives and building a diversified workforce;
- Agrees with the recommendation that language allowance should not be payable to NPOs, however organizations may extend language incentives to this category of staff;
- Agrees that hazard pay for NPOs should be payable on the basis of the General Service salary scale;
- Reaffirms that the main driver for the creation of NPO positions in an organization should remain the national content of the function.

ICSC Decision

The Commission decided to:

- (a) Reaffirm the 2006 criteria governing the use of NPOs and in particular:
 - (i) Remind the organizations that the employment of NPOs by a given common system organization should be grounded in a policy framework and that all staff in the NPO category must meet the criteria for their employment;
 - (ii) Reiterate its earlier decision to reject the notion of a regional NPO;
 - (iii) Specify that the use of NPOs at the eight headquarters duty stations was not consistent with the criteria and that their use in duty stations in developed countries may be allowed under limited circumstances where there is a need for national knowledge.

- (b) Reaffirm that language allowances should not be provided to NPOs. However, organizations should be afforded the flexibility to introduce primarily non-monetary language incentives to the NPO category consistent with their operational needs;
- (c) Specify that hazard pay for NPOs should be paid on the same basis of 25 percent of the mid-point of the relevant General Service salary scale;
- (d) Requested its secretariat to keep apprised on the use of NPOs in the common system and report to the Commission every seven years.

(c) Review of the General Service job evaluation standards (ICSC/70/R.11)

59. At its sixty-ninth session (June/July 2009) the Commission approved the new job evaluation system for General Service and related categories comprising a master standard and grade level descriptors, and in addition approved the new definition of General Service work, and the changes to the Common Classification of Occupational Groups. The Commission also requested its secretariat to finalize the work on the new job description format, a glossary and written guidelines in the use of the system, as well as benchmark job descriptions, for presentation at its seventieth session for final promulgation of the system. With the provision of these elements in document ICSC/70/R.9, it is expected that the Commission may now promulgate the system.

60. The Network:

- Noted the anticipated promulgation date of the new Job Evaluation Standards for the General Service and related categories with effect from march 2010;
- Wishes to ensure that all components are validated, that a User Guide is available and that training is available prior to any implementation.

ICSC Decision

The Commission decided to promulgate the new General Service job evaluation standards with effect from 15 March 2010.

E. Harmonization of conditions of service: review of conditions of service of United Nations Secretariat/internationally recruited staff serving in non-family duty stations (ICSC/70/CRP.9)

61. See discussion of this issue under paragraphs 17 through 19.

ICSC Decision

The Commission decided:

- (a) To develop a harmonized approach for compensation, allowances and benefits for staff assigned to non-family duty stations. In particular, this new approach will provide options for an allowance to compensate staff for the need to maintain a second household. The new harmonized approach will replace the Special Operations Approach (SOA) as it relates to the compensation and allowances payable under the SOA. This work will be carried out by the ICSC secretariat with consultation with the organizations and staff.
- (b) That the new household maintenance allowance would be payable together with all other allowances and benefits for the staff member's duty station; and
- (c) That proposals should be made for considering varying levels of payment for staff, depending on grade and family situation, among others;

- (d) To develop options with pros and cons for consideration by the Commission at its 71st session.
- (e) To request the United Nations to provide:
 - (i) statistics to support the conclusion that there had been some positive effect in reducing turnover as a result of the harmonization of contracts;
 - (ii) information on the basis for which vacancy rates were determined; including whether new posts never filled were included in the calculation, and what would be the rate for those vacancies that were filled and then vacated by staff;
 - (iii) costs: if all vacancies were filled, what would the annual costs be for the \$30,000 per year for the UN proposal?
 - (iv) how was the indicative cost of \$700 arrived at for the travel related to R&R?
 - (v) exactly what travel expenses is the UN proposing be covered? Airfare/terminal expenses? DSA or any other cost.
- (f) To request the organizations using the Special Operation Approach to indicate how any staff have families actually located at an Administrative Place of Assignment (APA), providing numbers by each APA location;
- (g) To recall its recommendation to the General Assembly that paid Rest and Recuperation apply to all common system organizations, including the United Nations Secretariat;
- (h) To reiterate its recommendation to the General Assembly that the designation of non-family duty stations be harmonized across the common system.

PART IV – ISSUES FOR THE HR NETWORK

A. Joint HR Network/Medical Group Session – A Guidance on Health & Safety Policy (CEB/2010/HLCM/HR/2)

Dr. Brian Davey, Medical Director, UN Secretariat introduced a proposal on Occupational health and Safety Policy in the UN System.

62. The document contains guidance on the nature of occupational health and safety policy in modern organizations, based on risk management, and emphasizes prevention rather than cures.

63. The Network:

- Thanked the Medical Group for the presentation and proposals;
- Supported the Occupational Health and Safety Policy proposed by the Medical Directors Group.

B. Safety and Security of Staff, discussion on the consolidated proposals for HLCM:

(a) Comparative Review of Service-Incurred Compensation (CEB/2010/HLCM/HR/3 and Add.1)

64. At the 18th Session in September 2009, the HLCM endorsed the proposals of the HR Network and requested the Network to obtain feedback on its proposals from the relevant HLCM Networks, namely the Legal Network, IASMN, and the FB Network, and to complete work on the missing elements.

65. The WFP led group made proposals focusing on non-staff where gaps presently existed, mainly: 1) Death Grants ; 2) Education Trust Funds; 3) Provident Fund.

66. WFP stated that these were still at the conceptual level and the details needed to be worked out. The definition of non-staff is problematic and a comprehensive picture is needed, especially to be able to cost the proposals, however the numbers are not expected to be very significant.

67. The Network:

- Fully supports the proposals presented by WFP.

(b) Improving Security Measures for National Staff

68. UNFPA and UNDP presented an update on the work already undertaken on Improving Security Measures for National Staff. The working group recommends three areas to address the gaps: 1) Benefits and entitlements; 2) Policy; 3) Support systems.

69. The Secretary, HLCM stated that HLCM is expecting a comprehensive picture and proposal from the HR Network. This should cover all populations of staff: International Professional, National Professional, General Service, non-staff and identifying what support is needed for each category, the timeframe and costs.

70. The HR Network:

- Agreed that further refinements are needed on the various proposals, and these need to be integrated;
- Requested some resources to undertake this comprehensive work which will entail a dedicated person or team to complete the details.

(c) Rapid Response Personnel (CEB/2010/HLCM/HR/5)

71. The CEB secretariat prepared a proposal on the implementation aspects of a “Rapid Response Personnel” mechanism as a follow up to the document submitted to HLCM in September 2009. The HR Network had requested at the Summer 2009 session that further details were needed on implementing such a rapid response mechanism.

72. The UN informed that the Secretary General proposed to establish a dedicated Emergency Preparedness and Support Unit in the Office of the Assistant Secretary-General for Human Resources Management (Note: also see para. 12 of this report). This proposed Unit would work closely with other UN departments and the Funds and Programmes to provide immediate support to survivors who are victims of disasters and families. Should the General Assembly approve the establishment of the new Emergency Support Unit, its terms of reference and operational arrangements would have to be developed taking into account the role of the Rapid Response Personnel mechanism.

73. The ASG, OHRM proposed that the UN, the CEB Secretariat and the Field Group work on the details of linking the Rapid response Personnel to the proposed Support Unit.

74. The Network:

- Agreed with the proposal made by the ASG, OHRM.

C. Update from the Field Group
(CEB/2010/HLCM/HR/8)

75. UNDP provided an update of the work conducted by the Field Group during 2009.

76. The HR Network:

Welcomed the update and thanked the Field Group for the work it had undertaken in the past year.

D. New Administration of Justice System in the United Nations
(CEB/2010/HLCM/HR/7)

77. The new Administration of Justice System has been in place since 1 July 2009 and covers staff in the United Nations Secretariat as well as the separately administered Funds and Programmes – UNDP, UNICEF, UNFPA, UNOPS and UNHCR. Information regarding the system of administration of justice is available on the UN OAJ intranet page, and the office is building both an electronic court management system and a user-friendly and interactive website.

78. Mr. Terekhov, who is the first Executive Director of the Office of Administration of Justice introduced the new system for the Administration of Justice, providing the background and process on resolving disputes. The new system has been in place since 1 July 2009 and up to date the United Nations Dispute Tribunal (UNDT) has rendered some 120 judgments.

79. The Executive Director stated that UN jurisprudence is currently being created and that as the number of cases increase, more experience will be gained and there will be greater consistency of the rulings, especially given the different locations of the tribunals. The Registrars of the three Tribunals maintain constant communication in order to ensure as much consistency as possible. He stressed the importance of litigation training for organization's legal officers.

80. The Network

- Thanked Mr. Terekhov for the presentation on the new Administration of Justice system, this will ensure that organizations are better prepared and able to understand the challenges of the system.

E. Update on HR-related projects included in the HLCM Plan of Action for Harmonization of Business Practices (CEB/2010/HLCM/HR/9)

81. The CEB Secretariat presented an update report on the progress of the Harmonization of Business Practices, HR project. Ms. Georgette Miller, formerly Director, HR Policy OHRM has been recruited on a short-term assignment to undertake this project. Ms. Miller will work from New York and UNDP has kindly agreed to accommodate her within their HR Department.

82. In the context of Delivering as One, pilot countries have requested further harmonization in the area of Human Resources and have identified a number of issues related to inter-agency mobility. The HR Network has been requested to support and facilitate these HR related projects by addressing the barriers to inter-agency mobility. Among these barriers are the different contractual arrangements, job classifications, grading, performance, promotion and recruitment.

83. The Secretary, HLCM briefed the Network on the latest developments on the Plan of Action for the Harmonization of Business Practices. Contributions have been received from donors of US\$8.8 million, therefore the implementation stage of some priority projects can now start.

84. The Network

- Welcomed the recruitment of Ms. Miller to undertake the HR project, and thanked UNDP for accommodating her in their premises in New York.
- Took note of the funding received and that the HR project could now move to the implementation stage.

F. Update on Mobility Accord

85. FAO provided an update on the Mobility Accord. A revised draft of the Accord which incorporates the various comments made by the respective organization's Legal Offices was forwarded to the Legal Network in early February 2010 for comments and observations. The revised text has been prepared with the collaboration of the FAO Legal Office.

86. Some organizations expressed concern about the intent of the Mobility Accord and felt that the previous Inter-Agency Agreement served its purpose. Perhaps it just needed some updating, but that it should not be discarded.

87. The Network:

- Agreed that further discussion was needed on this issue;
- Agreed to wait for the comments from the Legal Network before taking any decision on the Mobility Accord.

G. Update on UN Cares Programme (CEB/2010/HLCM/HR/10)

88. The UN Cares Global Coordinator presented a progress report for the period July to December 2009 on the programme and the proposed budget allocation for 2010-2011. Document CEB/2010/HLCM/HR/10 provides an update on the major UN Cares actions which have taken place at the global and regional levels since July 2009. In presenting the update, the HR Network was asked to ensure pledged UN Cares contributions are transferred in the first quarter of 2010, to endorse the proposed budget allocation for 2010-2011, and to continue to encourage or require all human resources personnel and supervisors to complete the relevant modules of the e-course, "Building our Professional Capacity to Address HIV."

89. The Network

- Welcomed the report from UN Cares Global Coordinator;
- Agreed to include this issue when revising the next biannual budget so that staff posts for this programme can be maintained at the global level;
- Reiterated its commitment to the UN Cares programme which includes working towards implementing it at the country level.

H. Compensation plan for service-incurred injury, illness, death and disability (Appendix D)

90. A working group comprising of representatives from the FB and HR Networks was tasked to conduct a review of compensation programmes using the services of an expert consultant. The main objective is to review the entitlements and administration of the compensation arrangements, with a view to updating their provisions, as well as the related administrative processes. The revised Appendix D for the UN can then be used as a guide for the whole UN system.

91. PricewaterhouseCoopers was engaged in October 2009 to assist in the evaluation of existing plans, benchmark against best industry practices, identify areas of change, provide final recommendations and a draft revised text of Appendix D.

92. The UN Accounts Division presented by videoconference an update on the Phase II report from PricewaterhouseCoopers. The report includes recommendations and a revised text, which are under consideration by the working group. Consultations are planned keeping in mind the financial implications and to consider which recommendations can be accepted, modified or rejected. This report has been in progress since October 2009. Phase II included bench marking findings for this project. One of the significant difficulties was the fact that Appendix D had not been updated for more than fifteen years.

93. The Network

- Thanked the UN Accounts Division for the update;
- Suggested that close consultations with HR colleagues take place over this issue, especially its links to the security-related proposals;
- Recommended that the review should be concluded by the time of the next HLCM session in the fall of 2010.

I. Update on Dual Career & Staff Mobility Programme (CEB/2010/HLCM/HR/11 and HR/13)

94. The Programme Coordinator presented an update of the programme for the period July to December 2009 and the results of the programme's evaluation. In presenting this update the Programme Coordinator stated the work on improving, strengthening and increasing the content of the programme has continued. The programme evaluation has just become available and it will be presented to the HR Network in the next session in a separate paper. In terms of future work, the Programme Coordinator expressed that many new initiatives needed to be taken to build the profile of LESAs in new duty stations. The Steering Committee will be developing a revised version of the UNDG Joint Guidance Note on the Employment of Expatriate Spouses. This revision will be completed in time for discussion at the HR Network Summer session.

95. The Network:

- Thanked the Programme Coordinator for the update.
- Welcomed the Evaluation of the Programme and urged organizations to discuss the findings with a view to prioritize some of the actions.
- Took note of the intention to review the Joint Guidance Note which will be presented at the Network's summer session.
- Urged organizations that have committed themselves to the implementation of the Dual Career & Staff Mobility Programme to ensure they continue to fully fund the programme.

J. Report from the Staff Stress Counsellors Group (CEB/2010/HLCM/HR/12)

96. UNHCR provided an update on behalf of the Staff Stress Counsellors Group. The Group held their 10th meeting from 12-15 October 2009 in Dubrovnik and agreed on an action plan for 2010. A proposal on “Confidentiality Guidelines for UN System Counsellors” was presented to the Network for endorsement. The report also contains proposed guidelines and recommendations on dealing with “Burnout”.

97. The Network:

- Endorsed the Report from the Staff Stress Counsellor’s Group. Suggestions were made to review the confidentiality issue and to start reviewing methodologies concerning the need for confidentiality between the staff stress counselors group and the organizations;
- Fully supports the integration of the Staff Stress Counsellors Group as part of the HR Network. In this context requested that the Group share once again their Mandate. (Note: attached to this report as Annex 2.)

K. Other business: New Delhi GS Salary Scale

98. WHO presented the issue of the New Delhi GS Salary scale which had 20 steps. The Local Salary Survey Committee composed of staff of all UN organizations administrations staff representatives have examined with UN/OHRM the possibility of reducing the number of steps of the salary scale. Organizations have internally consulted with their HQs and have obtained an approval in principle of the reduction of the number of steps on the scale.

99. Therefore this issue is brought to the HR Network for its endorsement.

100. The Network:

- Endorsed the proposal of the Local Salary Survey Committee to reduce the steps of the New Delhi GS Salary Scale.



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ANNEX 2 – STAFF STRESS COUNSELLORS’ GROUP – MANDATE

I. BACKGROUND

The UN Staff/Stress Counsellors Special Interest Group (SCSG) is comprised of mental health professionals and social workers in the positions of Staff/Stress Counsellors in UN and affiliated organizations. Membership in the SSCG is open to all counsellors throughout the UN System. The cooperation amongst the UN Staff Counsellors goes back to the late nineties. The first meeting was organised by the counsellors of WFP in 2000, when they invited colleagues from other organisations to join them and share their work experiences and visions about the future direction of staff counselling in the UN. This meeting marked the beginning of the “Network” and represented the first organized opportunity for UN system counsellors to support one another. The group then met regularly every year and gradually expanded to include counsellors of other UN organisations. Meetings have been focused on discussing different aspects of counselling work and on exploring new techniques and approaches appropriate to the counsellors’ world of work. Such events stimulated sharing of knowledge and resources amongst and creation of a counselling referral mechanism within the UN system².

II. TERMS OF REFERENCE

- i) Promote consistent, professional staff / stress counselling practices in the UN system;
- ii) Identify best practice examples in the practical work and policy areas that may be beneficial to harmonize across the UN System;
- iii) Enable and encourage interagency cooperation and sharing of resources for the benefit of staff well-being and welfare, in particular the management of staff & organizational stress;
- iv) Work to increase the resources available for staff/stress counselling within the UN system;
- v) Provide peer / professional support for the UN System Staff/Stress Counsellors;
- vi) Improve professional skills of its members through skills training at the annual meeting;
- vii) Maintain a website used for sharing professional resources.

III. RELATION WITH THE HR NETWORK

The SSCG was established as a subgroup of the HR Network in March 2009. The subgroup will report on its work to the HRN at its bi-annual meetings (Spring and Summer) and on an ad hoc basis when necessary on the following, or any other related issues that may emerge:

- i) Identification of, advice on and advocacy for improvements in the existing human resources management systems, policies and practices relevant to staff well-being and welfare;
- ii) Analyses of common stresses and stress risks for UN System staff and of counselling practices in the UN system and elsewhere, as a basis for advising on minimum standards and best practices for counselling services;
- iii) Identification of needs for and gaps in counselling services available in the UN system, to recommend adequate counselling resources to meet staff needs;
- iv) Collaborative efforts undertaken among counsellors for supporting staff and managers, and cooperation and links by the SSCG with other UN System bodies (e.g., UN Medical Directors Group, IASMN/UNDSS Working Group on Critical Incident Stress, etc.);
- v) Other issues related to counselling or to the well-being of staff that the HRN may request to be studied or commented on.

² The first meeting of the UN Staff Counsellors in 2000 was attended by FAO , UNHCR, UNICEF, UN NY and WFP, as well as by a counsellor from MSF Holland. The following meetings were joined by many more counsellors coming from DPKO (MONUC, ONUCI, UNAMA, UNAMI, UNIFIL, UNMIK, UNMIS, UNMISSET.), IAEA, ICC, ICRC, ICTY, ILO, IOM, ITU, UNESCO, UNOG, UNON, UNSECOORD/DSS, WHO, WIPO, WMO, World Bank and WTO.

IV. LEADERSHIP OF THE SSCG

- i) The SSCG will be led by a Coordinating Committee (CC) of three members, each representing a different UN system organization. The CC will be elected at the annual meeting to serve a two year term;
- ii) The Coordinating Committee will:
 - facilitate development of the group's workplan;
 - ensure that the activities defined by the workplan are on track and monitor the work of topic-focused working groups;
 - liaise and facilitate the collaboration between SSCG and the UN Medical Directors group, the IASMN and UNDSS/CIMSU, UN Ombudsman offices and other bodies; and
 - serve as the main interlocutor with the HR Network;
- iii) The Coordinating Committee will regularly consult with and be supported by an advisory team comprised of the heads of counselling services in larger agencies such as UNHCR, WFP, UNICEF, World Bank, WHO.

V. SSCG MEETINGS:

- i) An annual meeting of the large group of UN Counsellors will include training and learning sessions in areas of professional practice and discussion of issues related to policy and guidance on staff well-being and welfare. Where necessary, working groups will be organised on key issues for follow up. An external facilitator will be appointed to facilitate the annual meeting, in collaboration with the Coordinating Committee;
- ii) The Coordinating Committee will meet once a year, in between the annual meetings.
- iii) Minutes of the annual and the CC meetings, including workplan summaries, will be taken and shared with all SSCG members in the form of a report;
- iv) A summary of the annual meeting, including agenda, work plans and recommendations will be shared with the HRN by the CC soon after the meeting;
- v) Organisations should ensure that their counsellors can take part in the SSCG annual meeting.

ANNEX 3 – HR NETWORK 2010/2011 WORK PLAN

CEB Human Resources Network

2010/2011 – Work Plan

Introduction

The Human Resources (HR) Network reports to the High-level Committee on Management (HLCM). The Network meets twice a year (Spring and Summer) to: (i) develop policies, (ii) oversee the implementation, (iii) lead projects, (iv) review and make recommendations and (v) review all matters under consideration by ICSC; to determine common positions to put to ICSC, and to develop HR policy issues of the whole of UN system. The spokespersons are designated for a period of two years. The HR Network has two major roles:

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

STRATEGY 1:

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

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Harmonization of Business Practices: Phase I – A review of the Contractual Arrangements pertaining to the field workforce as well as a review of staff rules, regulations, policies and practices relating to issues arising from “Delivering as One” pilot countries: such as harmonized job description-, classification- and grading systems, common performance and promotion systems and the management of internal vacancies.	Greater harmonization among organizations. Facilitating mobility Simplified processes	Staff member on short-term contract identified to work in consultation with HR Network and other Networks as required. ICSC collaboration.	Feb. to July 2010	High	Short-term staff member appointed as of beginning Feb. 2010
2. Phase II – A review of all remaining issues, not covered under Phase I, of the Staff Regulations, Rules and Policies of Organizations of the UN Common System.	As above.	Consultancy or Short-term appointment to undertake the review.	Sept-Nov 2010	High. (Availability of resources)	Pending completion of Phase I.
3. Review input from the Legal Network on the Inter-Agency Mobility Accord	Legal issues clarified.	HR/Legal Network	Early 2010	High	Pending further discussions with Legal Network
4. Develop general guidelines on inter-agency mobility	Increase inter-agency mobility movements; Build awareness among staff members that they belong to one UN system.	Establish Working Group to develop Guidelines.	2010	Medium	Pending
5. Participate in ICSC Working Group to review Mobility and Hardship Scheme	Organizational and programme needs taken into account during the review	Second part of WG – HR Net/ICSC	May 2010	High	Pending
6. Provided support and advice to “Delivering as one” Pilots		Mission to 1-2 Pilot countries during 2010.	Ongoing	High	Support to be provided as needed in collaboration with UNDG

STRATEGY 2:

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

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Participate in ICSC Working Group on the GS Salary Survey Methodology for HQ duty stations.	Update of the methodology	Working Group	2010		
2. Review current Appendix D	Revised Appendix D.	Established Joint Working Group FB/HR Network with assistance of external expertise.	End 2010	High	Phase 1 completed, finalized report to HLCM Spring Session. Implementation phase to be determined.
3. Security & Safety	Address the HR implications.	Lead agencies on 3 different components Consultant to produce a comprehensive UN system map of all current benefits/entitlements/insurance	Sept. 2010	High	3 WGs were established to report by end June 2009. WGs submitted draft proposals, endorsed by Network at July 09 session. TORs for consultancy developed.
4. Personal Status/ Domestic Partners	Harmonized approach	UNAIDS proposal	Mid-2010	Medium	UNAIDS proposal to be discussed at July meeting
5. Update on Gender Balance within the UN Common System	Reach the Gender balance, especially at D1 level and above. Other expected outcome are listed in the ICSC decision.	Continuous reviews and updates of the situation.	2010 ongoing	Medium	CEB Secretariat received information from organizations on the Gender policies and activities and compiled a comprehensive matrix to presented at the Spring 09 Session. Exit interview questionnaire developed and presented to ICSC. To be implemented mid-2009.
6. Review Long-Term Care	Agreement on system-wide Long-Term Care insurance package.	Joint HR/FB Networks Working Group.	2010	Low (agreement on financing from organization's individual medical schemes); FB Network input and endorsement.	Pending The HR Network shared the document with FB Network for further discussion & cost implications.
7. Policy on Knowledge Management	Enhanced sharing of information and retention of knowledge in organizations.	CEB Secretariat to prepare a document for discussion.	Mid-2010	Low	Pending

STRATEGY 3:

- Coordinate the implementation of programmes for the UN system.

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
<p>1. Coordinate implementation of the following programmes:</p> <ul style="list-style-type: none"> • UN Cares; • Dual career and Staff Mobility; 	<p>Well run programmes which are models for UN reform.</p>	<p>Global Co-ordinator for UN Cares</p> <p>CEB Secretariat – HR Programme Coordinator</p>	<p>Ongoing</p>	<p>High (budgets not fully funded)</p>	<p>Ongoing</p>

STRATEGY 4:

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

Activities	Expected results	Means	Timeframes	Priority (Constraints)	Status
1. Prepare for the ICSC sessions by reviewing issues on ICSC Agenda.	Common and well-prepared statements and positions at ICSC sessions.	Video conferences; HR Network Sessions; consultation with technical WG on specific topics.	Ongoing	High	Ongoing
2. Discuss specific strategic issues of interest/concern to HR Directors.	HR Directors to share best practices, exchange views.	Discussions during HR Network sessions on identified topics of strategic priority and common interests.	On-going	High	Established yearly Strategic meeting of HR Directors held in Nov 2008. Second meeting held in November 2009. Agreed to hold third meeting in Nov. 2010 hosted by UNRWA.
3. Discuss specific field issues with field-based organizations.	Common approach and coherence in the field.	HR Network Standing Committee on Field Duty Stations	Ongoing in addition to formal meetings in July & December	High	Ongoing Field Group to review HR implications of Independent Panel report.
4. Collect, monitor and provide staff data of organizations of the UN common system.	Centrally available and up to date personnel data.	Surveys; Personnel statistics; CEB Website	Ongoing	High	Ongoing
5. Present views and proposals to HLCM and liaise with other HLCM Networks.	Collaboration on issues of mutual concern.	Meetings among Spokesperson/CEB Secretariat; Scheduled briefings from other Networks during HR Network Sessions; Joint Working Groups	Ongoing	High	Ongoing
6. Liaise with Staff Representatives on issues of concern, providing advice/guidance as appropriate.	Collaboration on issues of common interest.	Spokespersons/CEB Secretariat meetings with FICSA and CCISUA.	Ongoing	Medium	Ongoing.