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

21st Session

(New York, 15-17 March 2011)

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PART I – OPENING SESSION AND ADOPTION OF THE AGENDA

(CEB/2011/HLCM/HR/1/Rev.1)

1. The Human Resources Network held its 21st session from 15-17 March 2011 at the United Nations Headquarters, New York. The meeting was co-chaired by Ms. Catherine Pollard, ASG, OHRM UN Secretariat, Ms. Diana Serrano, Director, Human Resources Division, WFP, and Ms. Ana Luiza Thompson-Flores, Director, a.i. Bureau of Human Resources Management, UNESCO.
2. All session documents are available on the HR Network website at:
<http://www.unsceb.org/ceb/mtg/hr/march-2011>
3. Marta Leichner-Boyce, Chief Executives Board for Coordination (CEB) Secretariat welcomed the HR Network members and new participants. The Agenda was adopted as reflected in the table of contents. FAO requested to add a discussion on Salary surveys, and ITC on Administration of Justice, at the end of the closed session.
4. 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. Outcome/follow up on HR Directors' Strategic meeting (CEB/2011/HLCM/HR/2)

5. The CEB secretariat organized the third annual Strategic HR Directors meeting from 25-27 January 2011. The meeting was hosted by UNWRA in Amman (Dead Sea). The agenda and report are attached as Annexes 2 and 3 for further information. The following two issues included in the Agenda are of interest to the whole Network:
6. (a) The Harmonization of Business Practices (HBP) HR project. Based on the recommendations of the “review of contractual arrangements, staff regulations and rules” (see document CEB/2010/HLCM/HR/36); four areas were identified and prioritized. Funding for resources are available under the HBP budget if required by the lead agencies. Lead agencies are sought to undertake work in each area in 2011- 2012. The agreed work plan is attached as Annex 4.

During the discussion it was noted that some of the issues under the work plan will need more analysis. The Lead agency and working groups will need to further develop how to take the issues forward. If funded by HBP, then projects need to be costed. These are the subject matters/priorities identified by the HR Directors, but not the total scope of work for the projects. The working groups will need to come back to HR Network with details of what needs to be considered. HLCM was informed of the work plan and will be expecting a progress report at its Fall 2011 session. UNESCO volunteered to lead the project on “opening of vacancies for General Service staff in the field”.

(b) New working modality for the HR Network. The HR Directors agreed that it is important to work closer with the International Civil Service Commission (ICSC) and to have a better understanding of the work of the Fifth Committee and the General Assembly. A luncheon with ICSC members will be held to increase connections and communication with them. Also, during the Summer session of ICSC a retreat with the Commissioners and HR Directors will be held. The HR Network meetings held immediately before the ICSC

sessions will mainly focus on the ICSC Agenda items and more in-depth discussions will take place. A separate formal one day meeting of the Network will be held at least two weeks prior to the HLCM Fall session to discuss HLCM/HR Network related issues. Europe based organizations will meet in Geneva or another European location and North America based organizations will meet in New York. On the following day a videoconference will be held with all locations to share results and generate a common position. Special topic Videoconferences will be held more frequently during the year. Three co-chairs will be elected for a term of two years (one from the UN, one from a specialized agency and one from the funds and programmes), to replace the current four Spokespersons. The Senior Inter-Agency Advisor HRM in the CEB Secretariat will be an alternate chairperson.

7. The Network:

- Agreed that the HBP HR work plan needs to be further defined by the four lead agencies and working groups. Details and terms of reference will be brought back to the Network for agreement before further development. In addition to UNESCO as lead of one project, three more volunteer organizations for taking the projects forward should be communicated to the CEB Secretariat by the end of April 2011.
- Took note of the new modalities for HR Network meetings as follows: a) efforts will be made for closer collaboration with the ICSC; HR Directors will hold a lunch during the Spring session and retreat before the Summer session with the Commissioners; b) election of three Co-chairs to replace the four Spokespersons effective as of the Network's Summer session 2011; c) focus on ICSC Agenda items during the two annual meetings just prior to the Commission's session and a one day meeting prior to HLCM to focus on HLCM/HR Network issues.

B. Briefing and follow up on HLCM Spring 2011 session

8. The CEB secretariat briefed the Network on the recent meeting of the High Level Committee on Management (HLCM) which held its 21st session on 8-9 March at UNESCO, Paris. The following HR related issues were included in the agenda:

- (a) Regarding the HR implications related to the Security Level System, the HR Network Taskforce finalized document CEB/2011/HLCM/3. Rev 1, entitled "Measures to replace the present Annex I to the Field Security Handbook". The document had been reviewed by UNDSS Policy Section and IASM for clarity and consistency with other SLSL related documents. HLCM took note of the work undertaken by the Network and endorsed the document.
- (b) The working group on the Mandatory Age of separation presented its work plan. To help inform its work, the working group prepared a questionnaire to be forwarded to all organizations to obtain their point of view, both from the HR management perspective as well as from the financial perspective. The working group will complete its review for presentation to HLCM at its Fall session. The final proposal will be presented to the ICSC in early 2012 and the Commission will discuss the working group's proposal at its Summer 2012 session. The CEO of the Pension Fund also made a presentation, explaining that the fund is financially solid. The Board will maintain a normal retirement age in line with the lowest age used by the organizations of the UN common system, even though the organizations can increase the age to 62 or 65. Mandatory age of retirement should not be seen as a performance management or a cost-saving

measure. Staff rules and policies are not the same across organizations, some have discretion to extend, and others do not.

- (c) As requested by HLCM at its Fall 2010 session, the Network presented the Terms of Reference for an in-depth study of non-staff personnel. A consultant has been identified to start the work in March 2011 which should be completed in June 2011. The Committee expressed its full support for the study and endorsed the Terms of Reference.
- (d) Following the completion of the “Review of contractual arrangements, staff regulations, rules and practices”, the HR Network presented the agreed prioritized actions for the implementation of recommendations contained in the report. The Committee took note of the prioritization of actions and looked forward to a progress report at its next session.
- (e) Other issues: i) in response to a request by the Secretary General, HLCM held a discussion on reforms related to budget constraints and cost-saving measures. A small Task Group was set up to address this under the leadership of UNICEF with UNHCR and WHO. There will be impact on all sectors including Human Resources. ii) A discussion on Social Media and the UN system took place. There has been significant uptake by UN system organizations despite an incomplete understanding of risks and potential uses of these tools.

9. The Network:

- Thanked the CEB secretariat for the briefing;
- Agreed to have a brainstorming session to strengthen and coordinate the human resources input into the joint FB-HR working group on the mandatory age of separation.

C. HR Network 2011-2012 Work Plan (CEB/2011/HLCM/HR/3/Rev.1)

10. The CEB Secretariat presented the draft 2011/2012 Work Plan. The introduction has been updated introducing the new modalities of working as agreed during the HR Director’s strategic meeting in Amman. The four strategies from the previous year have been maintained and new activities added or updated. This is a “Living Document” that will be updated and modified as necessary during the next two years. It was suggested to include Inter-Agency Mobility under Strategy 1 and it was proposed to hold a separate discussion related to the HR Network Standing Committee on Field Duty Stations (Under Strategy 4, Activity 3).

11. The Network:

- Endorsed the 2011/2012 Work Plan presented by the CEB Secretariat with minor modifications;
- Agreed to include Inter-Agency Mobility under Strategy 1. The CEB Secretariat would circulate the presentation on the topic which had been prepared for the HR Director’s Strategic meeting as a starting point for a discussion;
- Requested that the “lead” agencies be reflected under any working groups.

D. HR Network Standing Committee on Field Conditions

12. The Standing Committee on Field Conditions (Field Group) is a sub-group of the HR Network, although no formal Terms of Reference (ToR) of the Field Group are in place. Given the new role of ICSC on non-family duty stations and the regulation of the Rest and Recuperation framework, the role of the Field Group will change. Therefore the ToRs should be formalized so that there is a clear understanding of the role of the Field Group and that of ICSC. It is clear that the General Assembly (GA) has immeasurably strengthened the ICSC and it is important for the HR Network to work closely with the Commission and its secretariat. The GA will not accept anything that ICSC does not endorse.

13. It was agreed that the Terms of Reference should be developed and reviewed prior to the Network's summer session; a draft will be prepared by the Field Group and forwarded to members for comments. HLCM be also kept informed.

14. The Network:

- Agreed to develop the ToR of the Field Group before ICSC summer session. The ToRs need to contain the formalization of the relationship between the Field Group, the HR Network and ICSC;
- Agreed to develop process for generating substantive issues for discussion at a retreat with ICSC in July prior to the Commission's session;
- Requested the CEB Secretariat to call a meeting of the Network Chairs to discuss strategic collaboration with HLCM and ICSC.

E. Election of HR Network Chairpersons

15. The HR Directors agreed on new modalities of work for the HR Network, this includes having three co-Chairs (plus CEB, Snr. Inter-Agency Advisor HRM as alternate). The CEB secretariat informed that the present situation was as follows: two of the co-Chairs – Sean Hand and Diana Serrano will end their terms after the Spring 2011 session. Ana Luiza Thompson-Flores had agreed to take on the role for one year (up to July 2011). Therefore, there was a need to elect one co-Chair for funds and programmes and to confirm the election for a further year for the specialized agencies. The UN would be represented by Catherine Pollard with Ruth de Miranda as an alternate.

16. The level of the HR Network co-Chairs should be at the Director level (D-2) minimum. There is a difference between the previous role of "spokesperson" and the role of Chairs. The co-Chairs have the authority to speak on behalf of the Network and represent the Network officially.

17. The Network:

- Confirmed Ms. Ana Luiza Thomson-Flores, HR Director, a.i, UNESCO as co-Chair representing the specialized agencies; and Mr. Shelly Pitterman, HR Director, UNHCR, representing the funds and programmes. The co-Chairs will serve for a two year term as of the summer 2011 HR Network session until mid-2013.

F. Other business

18. FAO proposed to discuss the Review of the General Service Salary Survey methodology. The FAO HR Director informed the Network that the FAO Finance Committee deemed GS salaries too high in Rome especially in the current financial pressures on public sectors. Some elite Italian national public service agencies (Presidenza and Senate) pay even more than the UN agencies which set too high a target for the UN. Such extremely high paying organizations should be weighted separately from the rest to make the impact of their salaries more realistic. Also FAO felt that the timing of ISCS schedule for review in 2013-2014 and implementation in 2015 is too late.

19. The Network:

- Recognizes that different duty stations have different concerns with the methodology and will bring this to the attention of the Commission;
- Strongly believes and support the Fleming principle.

PART III – ISSUES UNDER CONSIDERATION BY ICSC

A. Resolutions and decisions of the General Assembly and the legislative/ governing bodies of the other organizations of the common system (ICSC/72/R.2 and Add.1)

20. The ICSC Secretariat presented document ICSC/72/R.2 which is a standard yearly report. The document outlines the decisions of the United Nations General Assembly, at its seventy-third plenary meeting of the sixty-fifth session which adopted resolution 65/248 entitled “United Nations Common System” and resolution 65/247 entitled “Human Resources Management”. Document R.2 Add 1 summarizes the actions taken by the legislative or governing bodies of organizations of the common system on matters of interest to the International Civil Service Commission (ICSC).

21. As part of the discussion the HR Network recognized there is work to be done to ensure the harmonization as set out in GA 65/248 as well as to develop proposals for Rest and Recuperation (R&R) framework and allowance.

22. The Network:

- Took note of the document.

ICSC Decision

The Commission decided to:

- (a) Request its secretariat to develop a web-based questionnaire with a view to providing more robust reporting and more meaningful analysis on the decisions of the legislative/governing bodies of the organizations;
- (b) Request its secretariat to continue to provide guidance to organizations in the implementation of the Commission's decisions;
- (c) Create a working group to examine and update the ICSC Standards of Conduct in accordance with the request from the General Assembly.

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

(a) Report of the WG on mobility/hardship and hazard pay (ICSC/72/R.3)

23. The ICSC Secretariat introduced the report of the working group emphasizing the key role that the mobility and hardship scheme plays as an effective human resources management tool for mobility. The working group expressed its general satisfaction with the scheme, while noting that the revised scheme was perceived positively by line managers, human resources managers and staff. The simplifications introduced in the scheme in 2007, in particular the replacement of the allowance matrix by flat amounts, were generally welcomed by all organizations. From an operational standpoint, flat amounts facilitated the administration and implementation of benefits and entitlements, as well as financial reporting on the individual elements, and enabled staff to understand more clearly the rationale behind the payments. A set of recommendations were made by the working group to improve some aspects of the scheme, however no fundamental changes were proposed.

24. It was foreseen that some members of the Commission may be opposed to maintaining the mobility allowance for H and A duty stations. However, the Network must stress that a move is a move and mobility is a totally separate issue from hardship. In particular, some organizations that do not have operations in deep field locations emphasized that the mobility allowance for H and A is an important tool for the geographical rotation of their staff.

25. The Network:

- Supports the recommendations of the working group;
- Emphasizes the importance of this allowance for the geographic rotation of staff, both from Headquarters to the field and from the field to Headquarters and among all duty stations.

ICSC Decision

(a) To request its secretariat at its seventy-third session to provide an updated report, of the comparison of the package of benefits paid to staff in field locations, for the United Nations and the comparator civil service;

(b) To request its secretariat to provide a report at its seventy-third session on the estimated financial implications of the approved changes to the hardship classification system.

(b) Comprehensive review of the pensionable remuneration (ICSC/72/R.4)

26. At its seventy-first session in July 2010, the Commission, in consultation with the United Nations Joint Staff Pension Fund, approved the work schedule for the review of the pensionable remuneration as follows: (a) the common scale of staff assessment; b) income replacement ratios; c) cost comparison of the US/UN pension schemes; d) non-pensionable component; e) double taxation; f) impact of deep devaluation of local currency; g) small pensions.

27. The ICSC secretariat informed that the last review took place fourteen years ago. Some preliminary work had been done by ICSC and the Pension Board, of the seven items listed for review, not all will have the same impact on pensionable remuneration. The review will be finalized at the 2011 Summer session and submitted to the GA in the Fall of 2011. Pensions are subject to national taxes, so element needs to be added to allow for tax payments in the future. Tax rates in

eight Headquarters locations have been reviewed and same methodology was used as in 1996 to develop the scheme. The present scale lags behind current taxes in those eight duty stations.

28. A clarification was sought on the Pension Funds financial position. The actuarial review of 2009 indicated a deficit of .38 percent, however the Fund is not very concerned about it because the contributions pay for the pensions (actuarially it is fully funded). The only problem would be if the Fund were to dissolve tomorrow, it wouldn't be able to meet its obligations. The catch-up is \$40-112 million to recalculate the common scale to amounts of taxes outside the UN. This would be a one-off payment, but would increase the deficit of the Fund to maximum 1.5 percent. Between the last valuation and 31 December 2010, the Fund has added US\$3billion to its value.

29. FAO raised the issue of service differential which is defined as working same amount of hours but different core hours.

30. The Network:

- Noted the report;
- Supports the recommendations of the report and will continue to engage in the process.

ICSC Decision

See attached report CRP.4/Add.3 (see Annex 6)

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

(a) Identification of the highest paid civil service under the Noblemaire principle – Phase I (ICSC/72/R.5)

31. The ICSC secretariat reported on Phase I of the study. The first step of the methodology reviews the criteria for selecting potential comparators; these include the economic situation, the size and the structure. Based on these criteria ten national civil services are under consideration. The cash compensation levels of the ten selected national civil services were compared with those of the United States. The compensation of the present comparator was found to be higher than those of the other services in the analysis. The commission will be asked whether further phase II comparison is needed, giving the identified difference.

32. The Network:

- Noted the report and the results of Phase I and encourages the Commission to undertake Phase II of the total compensation review.

ICSC Decision

The Commission decided that:

(a) The current Noblemaire study should not proceed to phase II, noting that the comparison result showed that the current comparator paid the highest level of cash compensation and that the percentage differences with other civil services seemed too large to be offset by other compensation elements, and thus the current comparator would be retained;

(b) It would carry out another study to determine the highest-paid national civil service no later than the next Noblemaire study, scheduled for 2016.

(b) Report of the 33rd session of ACPAQ (ICSC/72/R.6)

33. The Advisory Committee on Post Adjustment Questions reviewed the results of the 2010 baseline cost-of-living surveys conducted at all eight headquarters duty stations (Geneva, London, Madrid, Montreal, New York, Paris, Rome and Vienna and Washington, D.C). The Committee also considered a range of methodological issues pertaining to the 2010 round of place-to-place surveys and the adaptation of the approved methodology to field duty stations. Recommendations are submitted in respect of: (a) the survey results for each duty station; (b) a few minor modifications to the approved methodology related to both data collection and processing; (c) the methodology to be applied to field duty stations; and (d) the statistical validity of the report of a consultant on the establishment of grade equivalencies between the United States federal civil service and the United Nations system. A very high response rate was achieved in the expenditures surveys and the ICSC secretariat was able to process a much larger volume of expenditure data within the same time-frame.

34. The organizations stated that they had put strong communications efforts and investment to get staff to respond to the questionnaires. It was suggested that the ICSC Chairman should communicate to all staff as to why their participation is so important and thank them for their efforts, especially given that in some duty stations there is a relatively small increase and staff may not see the benefits of participating again in the next round of surveys. It was also mentioned that for the local survey coordination to be effective, the process needs to start earlier so that it is not interrupted by summer breaks.

35. The Network:

- Noted the document and the results of the surveys;
- Welcome the high rate of participation from staff, and emphasize the need for continuous outreach requesting the ICSC for advanced warning for planning and explanations on methodology and requirements for the next round of surveys;
- Requested the ICSC Chairman to send out a communication to all staff to explain results of the survey and thank them for their participation.

ICSC Decision

The Commission decided:

(a) To approve the results of the 2010 place-to-place surveys for Geneva, London, Madrid, Montreal, Paris, Rome, Vienna and Washington, D.C., as recommended by the Advisory Committee;

(b) That the 2010 survey results for Geneva, London, Madrid, Montreal, Paris, Rome, Vienna and Washington, D.C., should be taken into account in determining their respective post adjustment classification with effect from 1 April 2011;

(c) That additional place-to-place surveys should be conducted for Bulgaria, Hungary, Poland and Romania in the middle of the present round of surveys.

**D. Conditions of service of the General Service and other locally recruited staff:
Review of the methodologies for surveys of best prevailing conditions of
employment at headquarters and non-headquarters duty station
(ICSC/72/R.7 and Add. 1-2)**

36. The document contains the final report of the Working Group. The proposed revisions to the headquarters methodology include the addition of other similar duty stations and is referred to as Methodology I. The methodology applicable to all other duty stations with more than 30 locally recruited staff is referred to as Methodology II.

37. The review has been a long journey consisting of one preparatory meeting and six working group meetings. The Commission would introduce the approved methodology as of 1 July 2011; the General Assembly will be informed of the results. The working group reached consensus on most of the recommendations. The Commission had expressed the view that the definition of the national civil service would need to be reconsidered during the review of the methodologies. Members of the Commission had been of the opinion that the retained employers were not sufficiently representative of the national civil service. The working group recommended that the Ministry of Foreign Affairs should normally be included as the employer representing the national civil service.

38. Rome-based organizations were very concerned about the proposal to assign a weight of five per cent to the Ministry of Foreign Affairs in the final calculation of the survey results. The FAO Finance Committee had expressed alarm at cost trend and projections. There was also concern regarding the timing of the surveys.

39. Regarding the responsibility of undertaking surveys in the additional duty stations under Methodology I, the working group noted that, in accordance with its statute, the Commission could only conduct surveys at locations other than the eight headquarters duty stations when requested to do so by the CEB. The CEB had decided to make no change in the agencies designated responsibility for the surveys, and that the UN and WHO should continue to conduct the surveys, including the six additional duty stations under Methodology I. The representative of the UN assured that they are fully capable of undertaking surveys in the additional duty stations.

40. The Network:

- Thanked the working group for the hard work undertaken during the past three years;
- Requested the ICSC secretariat to ensure that the manual and training be prioritized to inform staff in methodology I and II duty stations of the changes so that they are well informed on how to proceed.

ICSC Decision

See ICSC/72/CRP.4/Add.6 (see Annex 7)

E. Review of the ICSC framework for Human Resources Management (ICSC/72.R. 8)

41. The ICSC secretariat presented 72.R.8 stating that it was only a preliminary document, containing some historical information on the ICSC Framework for Human Resources which was adopted in 2000, and presenting a road map for the conduct of the review. The road map envisages that the review of the Framework will take place in two phases: first, the work on setting the scene

for the review; and second, the review of the Framework itself, for completion by 2012. ICSC envisaged having consultations through a working group.

42. Some HR Network members voiced their concern regarding duplication of efforts in terms of the work being undertaken by the Network under the Harmonization of Business Practices and the review of the ICSC HR framework. It was suggested that the review of the HR framework be postponed until the HR Network completes its review. The original framework set out to identify the good elements of HR Management to be applied by organizations in their own context. Members agreed that they are interested in participating in the review; however the work undertaken by the HR Network should be assessed at the same time to ensure consistency.

43. The Network:

- Agreed that the review of the HR framework is important, especially in the context of inter-agency mobility;
- Looked forward to participating actively in the review of the HR framework and to bring experiences from other work undertaken to avoid duplication of effort and gain efficiencies for the system as a whole;
- Requested that the ICSC and the HR Network clarify distribution of roles and responsibilities and leverage each other's capacities.

ICSC Decision

The Commission decided:

- (a) To endorse the time lines as shown in Annex II, the proposed framework of actions for the review of the ICSC Framework for Human Resources Management;
- (b) To request its secretariat to undertake the actions listed under Phase I of the review, in consultation with organizations and staff federations, and report thereon at its seventy-fourth session;
- (c) To consider the use of a working group for Phase II of the review exercise to conduct the study and make recommendations to the Commission.

PART IV – OTHER ISSUES

A. Rest and Recuperation framework (R&R)

44. The General Assembly in its Resolution 65/248 decided that Commission should regulate the R&R framework. The ICSC Secretariat informed that the issue would be on the Commission's Agenda for the summer 2011 session in July; this will include the frequency of travel and the criteria. In other respects, the framework is already regulated, such as the time off for R&R of five consecutive working days plus appropriate travel time and cost; and that absences are not counted as leave days. The subsistence of DSA or Lump Sum during R&R absences from the duty station was not approved, but will be revisited by the GA in 2012.

45. It was agreed to hold a separate discussion to update/revise the current R&R Framework before forwarding to ICSC.

Note: *During the separate discussion, it was agreed to make the following revisions: introducing some flexibility in the 4-6 weeks cycle for the discretion of the Resident Coordinators; discontinuing the 6 month cycle; including health (pandemic) situations; include all capital cities with hardship classification D; introduce the rationale for the use of R&R. The CEB secretariat would finalize the proposed framework and forward to the ICSC secretariat.*

B. Designation of Non-Family Duty Station

46. The ICSC Secretariat presented a discussion paper on the designation of non-family duty stations. By its resolution 65/248, the General Assembly approved that the designation of non-family duty stations be harmonized across the UN common system based on the prevailing security situation. Resolution 65/248 also approved the additional hardship allowance based on the non-family designation. Therefore it is essential to have a clear definition of the term “non-family”.

47. The term non-family is not defined or used by the UN Department of Safety and Security to describe the security situation. The term is used by organizations as an administrative measure to describe when specific entitlements are put in place due to a security situation (normally after the evacuation of dependants from the duty station). The discussion paper presents a tentative definition:

It is further proposed that non-family duty stations be defined as those duty stations where the medium or longer term presence of non-essential staff and/or recognized spouses and/or dependent children is deemed dangerous or unsuitable for reasons of their safety and security.

48. The CEB secretariat reminded that at its Spring 2010 session, the High Level Committee on Management (HLCM) had requested the HR Network to establish a taskforce, including UNDSS, to examine the human resources issues related to the operationalization of the new Security Level System (SLS). In response, the taskforce had prepared a document which was published in December 2010 (CEB/2010/HLCM/HR/38.Rev1). The taskforce had proposed a change to the term “non-family” to “restricted duty station for security reasons”, as this reflected the intention of the new SLS, whereby the evacuation of all dependents would not be automatic as it was under the Phase system and there may “hybrid” duty station where some dependents may remain and others evacuated. The term “restricted duty station for security reasons” is also now used by DSS and IASM. However, there is still scope for discussion and to go back to the document, as it was published as a “living document” that would be reviewed and revised as more experience was gained under the new SLS and as necessary.

49. During the ensuing discussion it was mentioned that non-family status may be triggered by other factors than those of safety and security, such as severely adverse living conditions for a family. Some members felt that the focus should be on the well-being of the family and about mutual responsibility, not just financial compensation. Others stated that this allowance needs to be ring-fenced from anything already included in hardship. ICSC reminded that member states have realized there are mechanisms they never knew existed. The game has changed and all definitions need to be rock solid and firewalled, so that there is a clear understanding of what is hardship and

what is non-family. The new SLS is totally built around safety and security and not on family well-being; these situations are covered under the hardship scheme.

50. The Network:

- Agreed that the Chairs of the Task force on the SLS and the Field Group should discuss and clarify the terms non-family and restricted duty stations. The two groups should ensure that there is no overlap and reach agreement on definitions before interacting with ICSC.

PART V – HR NETWORK ISSUES

A. Inter-Agency Mobility Accord (CEB/2011/HLCM/HR/7)

51. The Office of Legal Affairs had provided comments on the revised text of the “Inter-Agency Mobility Accord” (Accord) which indicated that there are still a number of legal issues to be solved. HR Network members discussed the advantages and disadvantages of the Accord and the Agreement on Secondments and Loans (the Agreement), and concluded that in all most cases and for most organizations, the Agreement poses less legal barriers, is less cumbersome and more transparent. Members agreed that the possibility of exchanging staff between Organizations should be added as well as some other refinements to bring the Agreement in line with the today’s needs. Issues proposed included: contractual arrangements for transferred staff, impact on staff rules, consequences of seconded staff in relation to IPSAS compliance and other core and non-core matters.

52. In order to promote interagency mobility, the Network suggested that a roster of posts be made available and that each organization assign a mobility focal point who will inform and support staff on options and means for transfers. In due course, a working group would be instated within the Network. An in-depth discussion on mobility will be scheduled for the Network’s Summer meeting.

53. The Network agreed to :

- Inform HLCM that there are too many legal obstacles to the Accord and provide it with a timeline and specific outcomes for the modification of the Agreement prior to the cessation of the Accord.
- Reinstate the Agreement as of **January 1st 2012, with some modifications**. The Accord would then no longer be valid, though existing arrangements will continue to be honored;
- Make an inventory of issues to be modified in the Agreement prior to an in-depth discussion at the Summer session;
- Introduce the concept of a marketplace for exchange of staff accompanied by a network of knowledgeable “exchange staff”.

B. UN Cares (CEB/2011/HLCM/HR/4)

54. The UN Cares Global Coordinator presented the budget for the next biennium and requested that organizations give an indication of their continued support for the programme. Currently, the programme is using up its financial reserves as only US\$1.4 million was received this year compared to the US\$1.8 million required to run it at the agreed 50 percent scenario. The indicative UN Secretariat contributions for 2010 and 2011 have not been received.

55. The proposed zero-growth budget for 2012-2013 implies that the minimum amount of US\$1.8 million is required, or programme staff will need to be reduced and investments to date will be lost.

56. The new communication campaign that focuses on eliminating HIV-related stigma, *Stigma Fuels HIV*, was presented. This focus was chosen because stigma is the main reason people, including UN staff members, are not getting tested and are thus unable to receive the appropriate services, including treatment. Saatchi and Saatchi have donated US\$70,000 of their time to develop this campaign that will take place during the UNGA High Level Meeting, 8-12 June 2011. The details of the campaign were explained and organizations were encouraged to participate even if they do not otherwise participate in UN Cares. Endorsement by the Network was sought for the contents of the campaign.

57. Lastly, the Coordinator informed that an evaluation of UN Cares will take place this year and that UN Plus, the network of UN staff members living with HIV, has a new coordinator who will present himself to the Network shortly, particularly on issues related to health insurance.

58. A large number of organizations expressed their ongoing support for UN Cares in the next biennium. The UN Secretariat stated it will not be able to contribute at all in 2012-2013. The *Stigma Fuels HIV* campaign was discussed and found to be quite bold in some areas; however, given that there are UN offices with unacceptably high HIV prevalence, it was supported by the majority of members.

59. Members proposed that there should be a medium-term strategy to mainstream the programme into the regular work of UN organizations. This should be discussed after the evaluation has been completed.

60. The Network:

- Thanked the UN Cares Global Coordinator and her team for their good work and the achievements of the programme, including the Special Commendation in the context of the UN 21 Awards.
- Endorse the *Stigma Fuels HIV* Campaign.
- Agreed to discuss the programme's long- and medium-term strategies at its 2012 Spring session.
- Agreed to write a letter from the Chairs to support Ms. Pollard in her quest to obtain the UN Secretariat contribution to UN Cares for the current and next biennia.

C. Dual Career & Staff Mobility Programme (CEB/2011/HLCM/HR/5)

61. The Dual Career and Staff Mobility Programme (DC&SM) Coordinator announced that ITU had just joined the group of partnering organizations and that access to work permits in India had been improved, thanks to the work the programme had undertaken together with the Permits Foundation. The work permits discussions in Malaysia and Italy are still underway and new initiatives are starting in Bolivia, Peru and Brazil. The Initiative Committee for the Global Expatriate Spouse Association (GESA) has almost completed its work and the GESA should be up and running before the end of 2011.

62. The programme put forward a zero-growth budget for 2012-2013, requesting organizations to state their commitment to the programme for the next biennium. Given the investments made to date and the enormous impact of mobility on staff and their families, it would be very counterproductive to discontinue support at this point in time.

63. Many organizations accorded their support for the coming biennium, though they would like to see a medium-term strategy for mainstreaming the DC&SM into the Resident Coordinator system rather than maintaining a separate programme.

64. The Network:

- Thanked the Programme Coordinator for the good work and the achievements to date;
- Requested that a medium-term strategy be developed for the programme and how to mainstream it into the Resident Coordinator and other systems;
- Agreed to add the DC&SM programme to the letter of support it will be writing for Ms. Pollard.

D. Senior Fellowship Officers (SFO) proposal on Administrative issues (CEB/2011/HLCM/HR/6)

65. A short presentation on the Senior Fellowship Officers Handbook was made, but given that many organizations were unfamiliar with the concept, they requested more time to study it and confer with colleagues in their organizations.

66. The Network:

- Agreed to defer the discussion to the Summer session in order for all the details of the Handbook and its legal and financial recommendations to be studied and discussed.

ANNEX 1 – LIST OF PARTICIPANTS

Organization	Name – Title – Division
UN	Ms. Catherine Pollard , ASG, Office of Human Resources Management
	Mr. Arnab Roy , Chief, Policy and Conditions of Service Section
	Mr. Robert Smith , Chief, Classification and Compensation
	Mr. Enrique Martinez , HR Policy and Conditions of Service Section
	Ms. Mayra de la Garza , HR Policy Officer, Human Resources Policy Service
ILO	Mr. Juan Llobera , Chief of the HR Policies and Development Branch
FAO	Mr. Tony Alonzi , Director, Human Resources Management Division, CSH
UNESCO	Ms. Ana Luiza Thompson-Flores , Director, a.i., Bureau of HR Management
	Ms. Annick Grisar , Chief, Policy and Planning Service
ITU	Ms. Julia S. Watt , Chief, Human Resources Branch
	Ms. Sherine Greiss , Human Resources Officer, Policies & Legal Matters
WMO	Mr. Shuibao Liu , Chief, Human Resources Division
WIPO	Mr. Gisbert Bruns , Director, Human Resources Management Department (HRMD)
	Ms. Thérèse Dayer , Deputy Director, HRMD
UNIDO	Mr. Konstantin Ivanov , Chief, PSM/HRM/SSR, and Deputy to the Director, PSM/HRM)
WFP	Ms. Diana Serrano , Director, Human Resources Division
	Ms. Ruth Grove , Deputy HR Director
	Ms. NanaYaa Nikoi , Chief, Staff Relations and Policy Branch (HR)
UNICEF	Ms. Christine Lloyd , Director, Division of Human Resources (DHR)
	Mr. Peter Frobels , Sr. HR Policy Specialist, DHR
	Ms. Esereda Musisi , HR Policy Specialist
UNFPA	Ms. Linda Sherry-Cloonan , Deputy Director, Division for Human Resources
PAHO	Mr. Paul de la Croix-Vaubois , HR Advisor, Compensation & Entitlements Management, HRM
UNDP	Ms. Cihan Sultanoglu , Director, Office of Human Resources
	Ms. Francoise Nocquet , Deputy Director, Office of Human Resources
	Ms. Henrietta de Beer , Chief, HR Policy and Compensation
UNRWA	Ms. Cornelia Moussa , Director, Human Resources
UNAIDS	Ms. Sigrid Kranawetter , Senior Adviser (HR Policy and Legal), HRM/DRM
UNOPS	Mr. Pierre Moreau-Peron , Director, HR
ITC	Ms. Micky Khodara , Sr. Human Resources Officer, Human Resources Section, DPS
UNHCR	Mr. Shelly Pitterman , Director, Division of Human Resources
CEB Secretariat	Ms. Marta Lechner-Boyce , Snr. Inter-Agency Advisor, Human Resources Management
	Ms. Petra ten Hoop-Bender , HR Programme Coordinator, Dual Career & Staff Mobility
ICSC	Mr. Duncan Barclay , Chief, HR Policies Division
	Mr. Yuri Orlov , Chief, Salaries and Allowances Division
CCISUA	Mr. Stefano Berterame , Vice-President
FICSA	Mr. Mauro Pace , President
	Ms. Vivian Huizenga , Chair of the FICSA Standing Committee on GS Questions
UNISERV	Mr. Dimitri Samaras , President
	Mr. Stefan Flaetgen
ICC	Ms. Kristiane Golze , Chief, Human Resources
	Mr. Floris Kist , HR Policy Associate
IOM	Mr. Michael Emery , Director, Human Resources Management

ANNEX 2 – AGENDA OF THE HR DIRECTORS’ STRATEGIC MEETING

Annotated Agenda

Introduction

This purpose of this annotated agenda is to present the conceptual thinking underlying the design and the sequence/timing for the discussion of the themes. Detailed notes on the process (e.g. use of small groups) have not been given in order to maintain maximum flexibility to adapt the agenda as the meeting progresses.

Aims of the meeting

The underlying aim of the meeting is to provide a forum for HR Directors to discuss strategic issues pertaining to their work through:

- Sharing information and knowledge on experiences and initiatives;
- Building a shared understanding of the roles of, and challenges facing, HR directors;
- Establishing mechanisms to continue to work together, formally or informally, on shared initiatives to strengthen HR in their respective organizations, including the HR Network.

As in the previous two meetings, much of the benefit of this meeting comes from the informal interaction among the participants during and in-between the sessions.

Themes

There will be three main themes:

1. Harmonizing and improving key HR policies and practices.
2. The roles of HR directors in leading and facilitating change, including creating an engaged workforce.
3. The governance of HR—decision-shaping and decision-making processes and mechanisms pertaining to HR.

Proposed outputs are presented in the agenda.

Wednesday, 26 January

11h00 **Tour of UNRWA operations in Amman (Optional)**

17h30 – 19h00 **Introduction**

1. Welcoming remarks (Marta Leichner-Boyce and Cornelia Moussa)
2. Objectives and agenda (facilitator)
3. Introduction of the participants and their reflections on the key challenges facing HR Directors in the UN and inter-governmental organisations during the next couple of years
4. Any practical announcements (Cornelia Moussa and/or her staff)

Thursday, 27 January

08h30 – 08h40 Introduction

5. Summary of the key challenges facing HR directors and introduction to the programme for the day (facilitator)

08h40 – 10h30 Theme One—Harmonising and improving key HR policies and practices

6. Briefing on the recent GA resolutions on the harmonization of field conditions and on continuing contracts (Catherine Pollard)
7. Initial discussion on the implementation of the GA resolutions
It is suggested that this discussion is focused on the substantive issues relating to the implementation of the GA resolutions and that any debate on the consultative and decision-making process be left until Friday's discussions on Theme Three.
8. Briefing on current initiative of the HR Network on the Harmonization of Business Practices project: contractual arrangements, staff regulations and rules, policies and practices (Remo Lalli, Ronny Lindstrom, Marta Leichner-Boyce)

The background document for this discussion is the “Review of contractual arrangements, staff regulations and rules, policies and practices” (13 October 2010) commissioned by the CEB HR Network. This document covered four areas:

- *Contractual arrangements for staff members;*
- *Selection processes for vacant positions, including the internal/external candidate issue;*
- *Performance management/evaluation;*
- *Job grading, classification and related issues.*

The HR Network has held an initial discussion on the recommendations and individual members have been asked for their responses. A synthesis of the responses and a work plan will be prepared for this meeting.

9. Initial discussion to identify those issues in the harmonization document on which there appears to be consensus and those where early agreement is unlikely
10. Reflection on the drive for harmonization, the desired benefits and the systemic obstacles that inhibit or, in some cases, prevent agreement and/or implementation

11h00 – 12h30 Theme One—Harmonising and improving key HR policies (cont.)

11. Summary of the key systemic issues inhibiting harmonization (facilitator)
12. Continued discussion on the obstacles, leading to the identification of actions that HR directors could initiate within their own organizations and through the HLCM and HR network
13. General reflection on those HR issues which would lend themselves to greater cooperation among HR Directors

The conversation could then switch to a broader look at the same issues from the perspective of opportunities for cooperation in terms of (a) sharing of experiences and good practices among HR directors and (b) action by informal groups of participants to develop specific initiatives designed to improve HR in their respective agencies.

14h00 – 15h30 Theme One—Harmonising and improving key HR policies (cont.)

14. Introduction on recent discussions and initiatives to promote and facilitate inter-agency mobility (Marta Leichner-Boyce)

15. Discussion and follow-up action

16. Conclusions on Theme One

In order to wrap up Theme One, there could be a short review of the main conclusions for the following outputs:

- *Follow-up on the implementation of the GA resolutions on the harmonization of field conditions;*
- *Follow-up on the CEB HR Network's harmonization initiative relating to contractual arrangements, selection, performance management and job classification;*
- *Follow-up on opportunities for participants to work together on developing shared approaches to key HR challenges.*

One (or two) volunteers for each output could use these conclusions to develop a short report for presentation on Thursday afternoon with, if necessary, consultations with other concerned participants.

16h00 – 18h00 Theme Two—Managing change at work

17. Introducing Theme Two (facilitator)

Probably all the participating organizations have recently—or are currently—engaged in some form of organization-wide change process. HR Directors are always involved, but may not be asked to take a leading role in change programmes initiated by the Executive Head or a senior manager in another department. The evolution of the role of HR Directors in the private sector may provide some interesting pointers on how HR Directors should position themselves in organizational change: the roles they should assume, the challenges they will face and the competencies their departments will require. The proposed second theme would, therefore, focus on the role of HR directors in inter-governmental organizations in leading organizational change.

18. Insights into the evolution of the roles of HR Directors in the private sector and implications for the inter-governmental sector (three participants to be confirmed)

19. Sharing of experiences by participants in leading organizational change in their respective organizations.

This agenda item will be structured around a few key issues.

Friday, 28 January

08h30 – 10h30 Theme Two—Managing change at work

20. Conclusions on the role of the HR Director in leading change—a conceptual framework and good practice
21. Introducing to the topic “Creating an engaged workforce” and review of the key dilemmas faced by HR Directors

Discussions on the role of HR Directors may take more time than planned. If this is the case, we may have to sacrifice this topic or rather, postpone it until next year.

The following dilemmas are provided as illustrations:

- *How to maintain morale and motivation of staff in a situation of stress and uncertainty?*
- *What can an HR Director do to energize and build an effective senior leadership team when the executive head is uninterested?*
- *How do we build partnerships with staff unions and associations in conflictive environments?*
- *How can we attract and retain talent, with particular focus on women and younger staff, in a disabling environment?*
- *How do we use the performance management system to motivate and energize staff in an environment which emphasizes rigid accountability and performance indicators?*

22. Discussion and conclusions

23. Conclusions on Theme Two

In order to wrap up Theme Two, there could be a short review of the main conclusions for the following outputs: (a) the role of the HR Director in leading organizational change and creating an engaged workforce.

One (or two) volunteers for each output could use these conclusions to develop a short report for presentation on Thursday afternoon.

11h00 – 12h30 Theme Three—Governance of HR

24. Introducing Theme Three

Theme Three would look at how key HR policy decisions are taken in our organizations with a particular emphasis on the role of Member States and specially constituted statutory bodies organs such as the ICSC. What can the HR Directors do, individually and collectively, to facilitate the decision-shaping and decision-making processes, to help the different actors to work together cohesively and to resolve differences in approaches and interests?

25. Reflections on the governance of HR within the UN family (GA, ICSC, HR Network, UNDG etc.)

26. Follow-up action by HR Directors within their own agencies and through the HR Network/HLCM
27. Reflections on the governance of individual organizations with respect to HR
The conversation should naturally continue with reflections and good practices on how HR Directors influence their own Executive Heads and governing bodies
28. Conclusions on Theme Three

Short review of the main conclusions for one (or two) volunteers to use to develop a short report for presentation in the afternoon.

14h00 – 16h00 Conclusions and next steps

29. Implementation of the GA resolutions on field conditions
30. The CEB HR Network's harmonization initiative relating to contractual arrangements, selection, performance management and job classification
31. Opportunities for participants to work together on specific initiatives
32. The role of the HR Director in leading organizational change
33. Creating an engaged workforce
34. Governance of HR
35. Reflections on the process (facilitator)
36. Discussion on the value of this annual meeting and possible arrangements for the next meeting

It would be helpful to discuss the hosting arrangements for next year and possible themes for the discussions.

37. Concluding remarks (Cornelia Moussa)

16h00

Close

CEB HR DIRECTORS' STRATEGIC MEETING

Amman (Dead Sea) 26-28 January 2011

Report

CEB HR Directors' Strategic Meeting

AMMAN, 26-28 January 2011 (Hotel Mövenpick at Dead Sea)

ANNEX 3 – REPORT OF THE HR DIRECTORS' STRATEGIC MEETING

Amman (Dead Sea)
26-28 January 2011

PART I – INTRODUCTION

1. The third annual HR Directors meeting was held in Amman, (Dead Sea) Jordan hosted by UNWRA. Piers Campbell from Mannet International facilitated the meeting. The list of participants is attached.
2. The underlying aim of the meeting is to provide a forum in an informal setting, for HR Directors to discuss strategic issues pertaining to their work as well as the many challenges they face.
3. Three main themes were proposed as part of the Agenda, allowing for flexibility as the discussions took shape:
 - i) Harmonizing and improving key HR policies and practices;
 - ii) The roles of HR Directors in leading and facilitating change;
 - iii) The governance of HR – decision-shaping and decision making processes and mechanism.

PART II – DISCUSSIONS ON THE THREE THEMES

THEME ONE – HARMONIZING AND IMPROVING KEY HR POLICIES

a) Briefing on the recent General Assembly Resolutions

4. Catherine Pollard, ASG, OHRM, UN Secretariat, provided a briefing on the recent General Assembly resolutions (65/247 and 65/248) on Continuing contracts and the harmonization of field conditions (presentation attached, Annex II).
5. The Resolution on human resources management closed the loop on many issues. The contractual reform that started two years ago has now been completed and criteria for the granting of continuing contracts has been established. Regarding the harmonization of conditions of service in field duty stations, the GA approved the ICSC proposal which applies to the UN and the Funds and Programmes with a five year transitional period.

6. The outcome of the latter resolution has significantly empowered the ICSC. It mandates the Commission to ensure consistency of implementation and will require annual reporting across the common system to inform the GA. It has also opened more questions and discussions on many aspects of the compensation package.

7. Organizations will need to be better prepared and work differently in the future; the importance to work as partners with the ICSC was highlighted.

b) Harmonization of Business Practices (HBP)

8. The CEB Secretariat provided a briefing on the status of the HBP which includes projects under HR, Procurement, ICT and Budget and Finance. There is strong interest in HBP by donors who have made financial contributions for the projects and are expecting real change. It is now time to move from studies to implementation.

9. The HR Network study on contractual arrangements, staff regulations and rules, policies and practices, was completed in the fall 2010. The report contains some forty recommendations in four main areas: a) contractual arrangements; b) selection process for vacant positions; c) performance management; d) job grading classification.

10. It is important to focus on what is important and doable and to respond to the needs of the field. There are four compelling reasons for harmonizing: a) Strategic; b) Fairness and equity; c) to facilitate mobility and d) Talent attraction and retention.

11. Participants formed four groups to review actions of the work plan for 2011-2012. Each group agreed on some principles and actions and these were compiled in the attached Annex III.

THEME TWO – MANAGING CHANGE AT WORK

a) The role of the HR Director in managing change was examined from three angles: i) from the perspective of a model on the roles of HR; ii) two case studies; and iii) the relationship of the HR Director with the Executive Head and on “Self”.

12. A model on the role of the HR professional was presented: at the bottom of the latter is *Personnel Administration* – closed system, transactional; followed by “HR” a more open system having more connections and more feedback; at the top is *Organizational Development (OD)* which looks at the whole system with more interactions, real time based and builds on relationships networks. The role of the HR director is moving towards the OD and ideally, proportionally more time is spend at this end than on the other two roles.

13. Two case studies on change initiatives at the World Bank were presented – one which had not worked well and one which was more successful. The main lessons learned in these change initiatives: i) the future is not predictable – therefore flexibility and agility are a must, the challenge is how to provide the tools; ii) leaders who have the courage to move forward with change even if it is unpredictable; iii) importance of data analysis.

14. Views on the relationship of the HR director with the Executive Head were presented. A relationship of trust is critical for the effectiveness of the HR Director and the importance of knowing exactly where one stands. Change shifts power distribution and triggers different

reactions; the HR Department is at the centre. Other senior managers are bystanders and will sway with decisions from the top; they are a good sounding voice. Crucial “self” characteristics are: resilience; stamina; courage; and confidence. It is also important to get support from someone who is independent and can be trusted.

15. The roles of the HR Director were further examined and summarized:

- ✓ The role of the HR Director is to support management and ensure that line managers perform the primary HR role of people management responsibilities;
- ✓ To help the organization to position itself strategically in an increasingly complex and resource limited world;
- ✓ Evolving the culture, creating and enabling environment, overcoming resistance to change;
- ✓ Support and catalyze the Executive Heads in their efforts to lead and transform the organization.

16. Some of the challenges faced: the transition of having to deal with a new Executive Head.

17. There is also a paradigm shift – on one hand to be more strategic, bolder – to how to avoid being bogged down by ‘incidents’ and ‘transactional’ (traditional personnel work), in a context of resource constraints and pressures to do more on the ‘4 roles’.

b) Dilemmas / Dynamic Tensions identified:

- Centralizations vs. Decentralization of HR
- Harmonization and cohesion vs. Contextual relevance
- Core Staff and non-core staff
- Support vs. Accountability and consequences
- Clarity of purpose – Catalyst / Facilitating
- Identity (unique) vs. One system /community (inclusiveness)

c) Three imperatives identified:

- Talent Management
- Performance Management
- Accountability and consequences

THEME THREE – GOVERNANCE OF HR

18. Under this theme, the group looked at how key HR policy decisions are taken *vis-à-vis* the Members States, the General Assembly, ICSC, ACABQ and the Executive Boards; as well as the Management coordination roles of the CEB, HLCM, HR Network.

a) Role and functioning of the HR Network

19. There was agreement that the HR Network needs to be better prepared to deal with the ICSC and the General Assembly, both politically and substantively. HR Directors recognized that they need to take ownership themselves. A proposal to strengthen the leadership of the HR Network and its functioning was put forward:

- i) No longer four Spokespersons, but two Co-chairs. The CEB Secretariat (Snr. Inter-Agency Advisor) as back up;
- ii) Timing of meetings: Spring & Summer sessions prior to ICSC to discuss ICSC issues only;
- iii) Separate meetings in New York (for all N. America based organizations) and Geneva (for all Europe based organizations) for issues pertaining to HLCM/HR Network;
- iv) Status report on activities and working groups;
- v) More position-driven proposals;
- vi) Minimum representation in working groups at high level (HR Director/Deputy).

b) ICSC and legislative bodies

20. The General Assembly has established the International Service Commission for the regulation and coordination of the conditions of service of the United Nations common system. By entering into the common system and accepting the ICSC statutes, the organizations must accept this as part of their work and a fact of life. The appointment of the fifteen Commissioners is a political decision that organizations cannot influence. Organizations through their HR Directors/Departments should concentrate their efforts on influencing and building relationships with the Commission and to work better with the secretariat. It was suggested to have a one day pre-meeting with the Commission to improve dialogue; this could take place before the summer 2011 session.

c) Visioning

21. Future of organizations (in 3/5 years): Need to pay attention to external forces – donors are more willing to fund bi-lateral programmes. There is a huge role/responsibility on HR to ensure the future workforce is efficient, flexible, well trained, and cost effective. Decentralization (of HR functions) needs to be better managed. Organizational design is changing towards more virtual and cross-functional teams.

22. Workforce: the workforce is evolving, there is an increasingly restlessness in younger staff; flexibility, work-life balance, spousal employment are more important than higher salaries. Younger generation is not interested in life-long employment. By introducing Continuing Appointments we are giving mixed messages; HR needs to be more forward looking in workforce planning.

23. HR Functions: Useful for HR professionals to have experience in line management positions, should rotate out of HR for a while, and then go back.

PART III – DEVELOPMENT AND LEARNING FOR HR DIRECTORS

24. The United Nations Staff College representative provided information on the College. There has been a major transformation in the last three years. A new Board of seven members has been elected. There are sixteen new courses and ten more will be rolled-out in 2011. Courses take place in Turin and are available electronically; the College is also reaching out more to staff by going to regional offices. The Leadership Programme – UN Leaders with five yearly cohorts, has been very successful and creative. It is highly recommended for all senior managers at D-1 and above. The UNSC representative proposed a “special offer” for HR directors at half cost to try the UN Leaders Programme. The College also kindly offered assistance in setting up a “virtual space” for HR Directors to have a discussion forum.

25. Another course that is highly recommended by many of the HR Directors is the joint AHMRIO/Wharton Business School Human Capital Leadership Programme, offered once a year at the Wharton Campus in Philadelphia, USA.

PART IV – FUTURE OF HR DIRECTORS STRATEGIC MEETING

26. The group discussed the usefulness of the meeting and how it should be structured and organized. It was agreed that it is a useful opportunity to share ideas among peers, to discuss the many challenges and to support each other in a confidential and informal setting apart from the more formal and technical-driven HR Network meetings. Having non-common system colleagues from the World Bank and OSCD is also very useful to get some external views, good practices and ideas. It was agreed that for the next meeting HR Directors need to take more ownership of the agenda. A three member “Steering Committee” to include one non-common system organization would plan the Agenda. It was also agreed to invite additional non-common system organizations to participate.

27. Suggestions for the venue were provided by ILO (Lima); the Staff College (Turin), with the possibility of an additional day on Leadership training; and possibly WHO (Kuala Lumpur). The timing would be same as this year’s meeting at the end of January 2012.

ANNEX 4 – HARMONIZATION OF BUSINESS PRACTICES HR PROJECT WORK PLAN

Issue	Actions	Lead	Timeframe	Resources
PRIORITY 1. JOB GRADING, CLASSIFICATION AND RELATED ISSUES				
Improve consistency in the application of the ICSC classification standards.	<ul style="list-style-type: none"> Organizations to implement ICSC classification standards Information package and briefings on ICSC classification to be created Training programme on implementing ICSC classification standards to be created Reporting mechanism on implementation to be created Agree on harmonized qualification requirements for National professional Officers and Inter. Prof. Officers, within each category 	TBD	2012 2012	
PRIORITY 2. SELECTION PROCESS FOR VACANT POSITIONS, INCLUDING THE INTERNAL/EXTERNAL CANDIDATE ISSUE				
Open vacancies for General Service positions at the duty station from other UN common system organizations	<ul style="list-style-type: none"> Develop use of harmonized vacancy announcements formats A number of organizations able to volunteer to pilot opening vacancies on a reciprocal basis focusing on functional clusters (e.g. Administrative staff etc.). Establishment of a single CRB to serve all agencies 	UNESCO	2012 2012	

Issue	Actions	Lead	Timeframe	Resources
PRIORITY 3. PERFORMANCE MANAGEMENT/EVALUATION				
<p>Include UNCT collaboration into organisation's mission and goals include all organisational units down to the individual level.</p> <p>Harmonize key elements of performance appraisal systems</p>	<ul style="list-style-type: none"> A standard objective to be added to the performance appraisal of all senior managers A set of standard elements that all participating organizations can add to their performance appraisal system to be created Analysis of possible reward mechanisms linked to performance appraisal to be created 	TBD	2012	
PART 4. CONTRACTUAL ARRANGEMENTS				
Reporting and harmonization of contracts.	<ul style="list-style-type: none"> UN –GA Resolution 65/247 on Human Resources Management approved the granting of Continuing Contracts as of 1 January 2011 to staff that meet the criteria set forth in the Resolution. Funds & Programmes and Specialized Agencies to report to the HR Network on their intentions to harmonize and any progress made towards adjusting conditions/criteria for the granting of continuing appointments. 	TBD	2012	N/A

ANNEX 5 – HR NETWORK 2011/2012 WORK PLAN

CEB Human Resources Network

2011/2012 – Work Plan

Introduction

The Human Resources (HR) Network reports to the High Level Committee on Management (HLCM). The HR Network has two major roles:

1. 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.
2. To provide strategic advice to the Chief Executives of the system on human resources management developments, ensuring best practices across the system.

In early 2011, HR Directors¹ agreed on changing the modalities of working of the HR Network.

The Network will meet twice a year (Spring and Summer) just prior the ICSC sessions, the main focus of the meetings will to review all matters under consideration by ICSC and to determine common positions to put to ICSC.

The HR Network will hold a separate formal meeting at least two weeks prior to the HLCM Fall session as follows:

- One day meeting to be held in Geneva (or other European location) for all Europe based organizations and in New York for all North America based organizations. This meeting will focus on issues under the Work Plan related to HLCM, with the aim of developing policies, overseeing their implementation and leading projects. A video conference will be held the following day with participants from both locations to share the results of the respective discussions;
- Video conferences will be held on special subjects as required;
- The HR Network will elect three Co-chairs for a term of two years. The CEB Secretariat, Snr. Inter-Agency Advisor will be an alternate Chair.

This is a living document.

April 2011

¹ HR Directors' Strategic Meeting, Amman (Dead Sea) 26-28 January 2011.

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.	Greater harmony in human resources practices across the UN common system as well as more transparency and fairness. Reduction of administrative impediments to inter-agency mobility. Simplification of processes and achievement of efficiencies.	Lead organizations Work Plan	2011-2012	High (Agreement from organizations to lead projects)	- Comprehensive Review completed October 2010. - Action plan agreed in early 2011.
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.	To be determined.	Medium (Availability of resources)	Pending completion of Phase I.
3. Undertake in depth analysis of the issue of non-staff.	Comprehensive review of the types of contracts, conditions of service & benefits of non-staff contracts.	Consultancy	March-June 2011	High	Terms of Reference agreed and endorsed by HLCM. Consultancy to start early March 2011.
4. Inter-Agency Mobility	To enhance and harmonize staff mobility among UN common system organizations	CEB document on barriers to mobility – discussion forums on overcoming barriers Roster of HR managers/focal points	2011-2012	High	Initiated April 2011

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: i. Standards of Conduct for International Civil Service ii. Mobility & Hardship Scheme, review of the rates	Update the Standards of Conduct.	Technical working group; Working Group: (3 Commissioners, 3 Organizations UN, UNESCO, WFP + CEB; 3 Staff Federations)	2011	Medium	
2. Security & Safety HR implication of new Security Level System	Update Field Security Handbook (Annex I)	HR Network Working Group: led by UNAIDS	March-April 2011	High	Measures to replace Annex I of the Field Security Handbook completed and submitted to HLCM March 2011. Comprehensive document on HR issues related to relocation and Security Evacuation under the SLS in draft to be finalized end April 2011.
3. Mandatory Age of retirement	Proposal to ICSC on the Mandatory Age of Separation taking into account HR, Financial and PF concerns.	Cross functional working group and UN Joint Pension Fund. Led by WFP Finance Controller.	End 2011	High	Work Plan submitted to HLCM in March 2011.
4. Policy on Knowledge Management	Enhanced sharing of information and retention of knowledge in organizations.	CEB Secretariat document for discussion. UN Staff College guidance	Mid-2010	Medium	Pending

STRATEGY 3:

- Coordinate the implementation of programmes for the UN system.

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

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.	HR Directors Strategic meeting; Discussions during HR Network sessions on identified topics of strategic priority and common interests. Virtual forum	On-going	High	Yearly Strategic meeting of HR Directors held in January 2011.
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 work closely with ICSC on transitional measures as per GA resolution 65/248.
4. Collect, monitor and provide staff data of organizations of the UN common system.	Centrally available and up to date personnel data.	CEB Secretariat. 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 the three Staff Federations.	Ongoing	Medium	Ongoing.

ANNEX 6 – ICSC DECISION

Review of the pensionable remuneration

(ICSC/72/CRP.4/Add.3)

17. The Commission requested its secretariat to continue its review of pensionable remuneration in accordance with the following work plan:

Phase I: development of a methodology for comparing schemes

(a) As a priority measure, the secretariats of the Commission and the Pension Fund, with the assistance of the United States Office of Personnel Management, will meet to identify the elements to be considered in drafting a new methodology that would permit comparison of the United States and United Nations pension plans;

(b) Any approach recommended should recognize and address all of the distinctly different features of the United Nations and United States plans rather than using only those features found to be common to both plans. In developing the new methodology, the principles of simplicity, transparency, equity, reliability, sustainability and predictability will be borne in mind. The proposals of the secretariat of the Commission for comparing the two pension plans will be presented to the Commission for consideration at its seventy-fourth session, in 2012;

Phase II: overall review of pensionable remuneration methodologies

(c) At the seventy-fourth session, the establishment of a working group will be considered in order to conduct an overall review of and make recommendations, taking into account General Assembly resolutions 48/225 of 23 December 1993 and 51/217 of 18 December 1996, on the methodologies used in determining the pensionable remuneration scales of the Professional and General Service categories. The following items may be considered for the review:

(i) Elements used to calculate pensionable remuneration that contribute to the current income inversion between the General Service and Professional scales of pensionable remuneration and options for eliminating the inversion;

(ii) Alternatives to the current approach and a logical basis for the use of the dependency tax rates versus the single tax rates in constructing the common scale of staff assessment, with particular attention to equity among participants;

(iii) Review of the relationship between the actual average years of service for staff at the time of retirement versus the assumptions made in establishing the grossing-up factors, with a view to eliminating the anomaly between the rate used for the General Service category and that of the Professional category in order to create greater equity between the two categories of staff;

(iv) The feasibility of, and possible recommendations for, using national tax rates and weightings that would more accurately reflect the choices that staff actually made regarding where they choose to live upon retirement;

(d) Owing to the technical nature of the review, consideration could be given to utilizing all available resources, including external expertise, to successfully complete the review tasks;

(e) Initial proposals will be submitted to the Commission at its seventy-fourth session, in 2012. Upon review by the Commission, the issue will be reviewed again by the Pension Board at its fifty-ninth session, in 2012, and finalized by the Commission at its seventy-fifth session, in 2012.

18. With respect to the non-pensionable component, the Commission decided that no changes would be introduced at the present stage. However, the issue would be included in the overall review of pensionable remuneration.

19. Regarding the service differential, the Commission, recalling article 54 of the UNJSPF Regulations and Administrative Rules, took note of the decision of the CEO of the UNJSPF to request that the Rome-based organizations stop the practice of making service differential pensionable, pending a review of service differential during the next comprehensive salary survey in Rome during the spring of 2012.

ANNEX 7 – ICSC DECISION

***Review of the Methodologies for surveys at headquarters
and non-headquarters duty stations***

(ICSC/72/CRP.4/Add.6)

A. Review of the General Service salary survey methodologies

8. The Commission decided that the use of salary movement data, adjusted for the gross to net relationship based on the tax regulations at the duty station, would be permitted:

(a) Under methodology I, when the normal minimum required number of 20 employers cannot be surveyed, provided that:

(i) At least 5 employers, including the national civil service comparator, and at least 8 employers from the private sector, with no sub-sector accounting for more than 25% of the sample, are surveyed.

(b) Under methodology II category I, when the normal required number of 15 employers cannot be surveyed, provided that:

(i) At least 11 employers have been surveyed overall; and

(ii) At least 4 or 5 employers from the public sector, depending on whether the national civil service is retained or not, are included in the surveyed employers.

(c) Under methodology II, category II when the normal required minimum number of 10 employers cannot be surveyed, provided that:

(i) At least 7 employers have been surveyed overall; and

(ii) At least 3 or 4 employers from the public sector, depending on whether the national civil service is retained or not, are included in the surveyed employers.

(d) The results of the analysis of the data from the surveyed employers and the salary movement data would be weighted by the number of employers surveyed and the number of employers short of the normal required minimum respectively, to determine the final adjustment to be applied to the salary scales.

B. National civil service

25. The Commission decided that:

(a) The ministry of foreign affairs, or its equivalent, should be used as the employer representing the national civil service;

(b) Under methodology I:

(i) Where it is not possible to include the ministry of foreign affairs, the Chair of the Commission will select an appropriately representative alternate civil service employer in consultation with the Local Salary Survey Committee;

(ii) A separate comparison of the UN against the national civil service employer should be made on a job-by-job basis. This comparison should be assigned a weight of 10 per cent in the calculation of the survey results based on the surveyed employers with the remaining employers receiving 90 per cent of the weight;

- (c) Under methodology II:
- (i) Where it was not possible to include the ministry of foreign affairs, the responsible agency would select an appropriately representative alternate civil service employer after consultation with the Chair of the Commission and the Local Salary Survey Committee;
 - (ii) The absolute number of employers corresponding to the 25 or 33 per cent minimum representation from the public/non-profit sector, corresponding to whether the national civil service was retained or not, and the 25 per cent maximum representation from each private sub-sector, should be clearly specified in the methodology;
 - (iii) For those duty stations where the national civil service is not retained because it does not meet the criteria, the number of employers from the public sector should be increased by at least one additional employer over the absolute number of employers specified in accordance with (ii) above.

26. Under methodology II, the Commission also approved the list of duty stations in category I, requiring the retention of 15 employers where the retention of the national civil service would be required and which would be annexed to the methodology.

C. Application of the methodologies to similarly situated labour markets

31. The Commission decided that:

- (a) Methodology I should include, in addition to the eight headquarters duty stations, Bonn, Germany; Brussels; Copenhagen; The Hague; Tokyo; and Washington, D.C.;
- (b) Methodology II would, in addition to the categories I, II, III and IV under the present non-headquarters methodology, requiring the retention of 15, 10, 7 and 5 employers respectively, add a fifth category for those duty stations with less than 30 General Service staff;
- (c) For those duty stations under category V of methodology II with less than 30 General Service staff, alternate modalities for adjustment of the salary scales would be studied by the responsible agency in consultation with the secretariat of the Commission and the local salary survey committees at those duty stations and a report submitted to the Commission at its seventy-sixth session. In the meantime, interim adjustments would continue in accordance with the present non-headquarters methodology.
- (d) For those duty stations under methodology II that were moved from category II, requiring the retention of 10 employers, to category I, requiring the retention of 15 employers, transitional measures should apply whereby 12 employers would be surveyed if the first comprehensive survey under the revised methodology is conducted within three years of the most recent comprehensive survey.

32. The Commission also approved the list of duty stations under each of the five categories, which would be annexed to methodology II.

D. Periodicity of surveys

36. The Commission decided that:

- (a) The periodicity of surveys under methodology I will be 8 to 10 years. Under exceptional circumstances, the Chair of the Commission may revise the schedule for particular surveys;

(b) The periodicity of surveys under methodology II will be 5 years. Under exceptional circumstances, the responsible agency may revise the schedule for particular surveys in consultation with the Chair of the Commission.

E. Review and approval of surveys

43. The Commission decided that the ICSC secretariat would participate in the review of surveys under the responsibility of the responsible agencies to ensure consistent application of the methodologies.

F. Non-pensionable component

50. The Commission decided that:

- (a) No changes to the non-pensionable component should be introduced at the present time;
- (b) The issue of the non-pensionable component should be added to the workplan on the review of the pensionable remuneration.

G. Parastatal employers

55. The Commission decided that employers in which the Government owns a stake should be considered under “parastatal” sub-sector of the public/private sector only when the Government establishes the conditions of remuneration. Where the Government does not establish the conditions of remuneration, the employer should be considered “private”.

H. Salary scales in multiple duty stations within a single country

59. The Commission decided that:

- (a) The normal practice should be to apply a single salary scale to all duty stations within a single country, and the proliferation of salary scales should be avoided;
- (b) The responsible agency may decide to establish separate salary scales where justified;
- (c) The responsible agency should monitor any established differentials between the salary scales of the main duty station and other duty stations within a single country to ensure that such differentials are justified.

I. Other methodological issues common to both methodologies

60. The Commission decided that:

Benchmark jobs

61. A common set of benchmark jobs should be used under both methodologies, given the approval by the Commission, in 2009, of a global job classification system for the General Service and related categories of staff.

- (a) Under methodology I, the common benchmarks should form the primary basis for the selection of jobs to be surveyed. On an exceptional basis, if additional benchmarks

needed to be added to increase the representativity of jobs at particular grades, proposals to that effect would need to be made for approval by the Chair of the Commission;

(b) Under methodology II, 15 benchmarks corresponding to the principal jobs found in each duty station should be selected from the common set of benchmark jobs.

Quantification of minor in kind benefits

62. Minor in kind benefits such as refreshments provided to employees for consumption during the workday and company-sponsored social events did not constitute “basic” elements of compensation as required under the Flemming principle and should no longer be quantified.

Quantification of meal benefits

63. Free or subsidized meals should be quantified on the basis of the cost to the employer. Where such cost was not available, the benefit should not be quantified. Meal vouchers or allowances should continue to be quantified at their monetary value.

Quantification of car benefits

64. Cars and related benefits, including fuel, maintenance, insurance and paid parking facilities should be quantified as taxable, non-pensionable benefits.

J. Issues pertaining specifically to methodology I

65. The Commission decided that:

National Professional Officer salary scale adjustment

66. Under methodology I, given the limited numbers of National Professional Officers in the six duty stations outside the headquarters duty stations, the results of the percentage change applied to the General Service salary scale should also be applied to the National Professional Officer salary scale, where those positions exist.

K. Issues pertaining specifically to methodology II

67. The Commission decided that:

Size of employers

68. Employers retained in surveys requiring the retention of 7, 10 and 15 employers should be excluded if they have less than 20 employees in jobs similar to the General Service. Any exceptions to include employers with fewer than 20 employees in jobs similar to the General Service should be considered only when no alternatives are available. Jobs without incumbents should not be matched.

Criteria for retention of jobs in the General Service category

69. A minimum of five employer matches should be required in surveys requiring the retention of 15 and 10 employers. A minimum of three employer matches should be required in surveys requiring the retention of 7 and 5 employers.

National Professional Officer benchmark jobs

70. Under methodology II:

(a) The Commission approved a set of common National Professional Officer benchmark jobs which would be annexed to the methodology;

(b) National Officer, D grade positions should no longer be surveyed, and their salaries should be extrapolated at the scale construction stage based on observed inter-grade differentials at the lower grades.

Criteria for retention of jobs in the National Professional Officer category

71. Employers shall normally be retained for the National Professional Officer category if they provide matches for a minimum of two out of the three surveyed grades. Employers providing a single job match may be retained:

(a) If the employer has globally consistent job evaluation and remuneration systems;

or

(b) If the employer is retained for the General Service category and the matched National Professional Officer job is a natural progression within a particular occupational group used in the General Service benchmarks.

Composition of the data-collection teams

72. The data-collection teams should be limited to the salary survey specialist and one additional member representing staff. A third representative from management, if any, should be an international staff member from the Professional and higher categories.

Role of the coordinating agency

73. A role should be introduced for the “coordinating agency”, making it responsible for formation of the local salary survey committees, the appointment of its chair and the coordination of the conduct of the survey in a particular duty station.

Use of weighted averages in the data analysis

74. The average minimum and maximum salaries of the retained employers should be calculated on the basis of a weighted average.

75. The weights used to determine the weighted averages should correspond, for each retained employer, to the logarithm of its total number of employees in jobs similar to the General Service and the National Professional Officer categories in the duty station.

L.Approval of the methodologies

76. Having concluded its review of the methodologies, the Commission approved the revised methodologies I and II. It further decided that the revised methodologies would come into effect as of 1 January 2012. However, preparations for implementation including inter alia, updating the salary survey manuals, provision of training and updating of the Information Technology systems used for the analysis of data should begin immediately.

M.Schedule for the seventh round of surveys under methodology I

80. The Commission approved the schedule for the seventh round of comprehensive salary surveys in duty stations covered under methodology I, as proposed.

ANNEX 8 – HR NETWORK STATEMENTS AT THE ICSC 72ND SESSION

◆ Opening Statement

Mr. Chairman, members of the Commission,

On behalf of the CEB and the representatives of the organizations and HR Directors who form the HR Network, I wish to extend our best wishes to you for a successful and productive session.

We also offer our appreciation to Ms. Asha-Rose Migiro, Deputy Secretary-General of the United Nations, for her presence during the opening of the session.

First, we wish to congratulate the new members of the Commission who were elected at the 65th Session of the United Nations General Assembly. We extend our warm welcome to Ms. Gardner, and Madame Bechtel. We also congratulate you, Mr. Chairman on your re-election as well as Mr. Boateng and Mr. Wyzner on their re-election for another four-year term.

We would also like to take this opportunity to bid farewell to Ms. Anita Slazak of Canada and Mr. Guillermo Gonzales of Argentina and thank them for their valuable contributions during their time in the Commission.

The HR Network looks forward to strengthening its collaboration with the Commission. In order to enable it to become a more efficient partner, the HR Directors met in January and decided to change the working methods of the HR Network. The Network is now represented by three Chairpersons who are charged with the responsibility of fully representing the Network and speaking for all its members. To ensure the interests of all organizations are fully covered, the Chairs will be drawn from the Directors of HR of the UN Secretariat, the funds and programmes and the specialized agencies.

In that regards we would like to inform you that Ms. Catherine Pollard will represent the United Nations as one of the HR Network Spokespersons. Ms. Ruth de Miranda will act as Ms. Pollard's alternate. Diana Serrano and Sean Hand who have represented the Network for the past 2-3 years will be retiring. Ms. Thompson-Flores, HR Director, a.i., UNESCO will represent the specialized agencies while Mr. Pitterman will represent the funds and programmes. Ms. Leichner-Boyce of the CEB Secretariat will be an alternate to the Chairs.

Mr, Chairman, the HR Directors look forward to our luncheon tomorrow and thank the UN Secretariat for hosting the event. We also look forward to continuing our partnership in the retreat which we hope to schedule this summer.

Moving on to some substantive issues. The High Level Committee on Management (HLCM) and the HR Network have recently held their Spring sessions and we would like to briefly highlight some of the main items on the Agenda.

In relation to **Staff Safety and Security**, the HR Network established a Taskforce to examine the human resources issues related to the implementation of the new Security Level System that came into effect on 1 January 2011. The Taskforce is presently finalizing a comprehensive document to deal with these issues, including the determination of "non-family" duty station. Part of the document deals with a revised section of the Field Security Handbook. This covers a wide range of complex situations in relation to security evacuation and relocation of staff and their recognized dependants. This section was reviewed by the United Nations Department of Safety and Security and endorsed by the High Level Committee on Management.

Mandatory Age of Separation

At its September 2010 session, the HLCM agreed to form a working group to review, in consultation with the United Nations Joint Staff Pension Fund, all aspects of the Mandatory Age of Separation. The working group is composed of human resources managers and finance managers as well as representatives of the Pension Fund. The group has prepared a work plan, and will present its recommendations to HLCM at its Fall 2011 session. The final recommendations will be presented to the ICSC in early 2012.

Harmonization of Business Practices – HR initiatives

We have previously informed the Commission of studies undertaken by the HR Network in relation to Harmonization of Business Practices. The *Comparative Analysis of Staff Rules, Regulations and Policies* was completed in October 2010. The document is available for Commission members. The Network reviewed and prioritized the recommendations of the report and has agreed on a Plan of Action. The CEB Secretariat will provide you with further details later this morning.

Studies of the issue of compensation to non-staff personnel for service-incurred injuries or death resulting from a malicious act against the UN have been carried out over the past two years. The HLCM has requested a more in-depth study for consideration. That further study has commenced in March 2011 and will be completed by June 2011.

The HR Network has also been represented in two ICSC Working Groups – the “Review of the methodologies for surveys of best prevailing conditions of employment at Headquarters and non-Headquarters duty stations” and the “Review of the methodology of the Mobility and Hardship Scheme”. As we examine the Working Group’s proposals, let us keep in mind that United Nations staff members are exposed more and more to situations where their safety and security are compromised. Not only is our staff exposed to conflicts such as those in the Middle East, but also to unexpected natural disasters such as the current worrying situation in Japan.

Let me end here by saying that the HR Network is looking forward to enhanced collaboration with the ICSC. The Network is committed to working as partners to ensure that together we can come to fair and balanced outcomes that will ultimately provide the staff of the United Nations with fair and appropriate conditions of service for all its staff.

To conclude, let me again wish you a successful meeting and as usual the HR Network is ready to assist you in your work.

- ◆ **Resolutions and decisions of the GA and the legislative/governing bodies of the other organizations of the common system** (ICSC/72/R.2 and Add.1)

Discussion focus on harmonization and rest and recuperation framework

The HR Network thanks the ICSC Secretariat and takes note of the document.

The Network held consultations with the ICSC Secretariat on the R&R framework to be promulgated by the Commission.

- ◆ **Pensionable remuneration** (ICSC/72/R.4)

The HR Network notes the report on the review of the pensionable remuneration and looks forward to continuing to engage in the process.

◆ **Report of the 33rd Session of ACPAQ (ICSC/72/R.6)**

The HR Network notes the report of the advisory committee on post adjustment questions and the results of the cost of living surveys in headquarters duty stations and Washington DC. It welcomes the high participation of all staff in the cost of living surveys and emphasizes the continuous need for outreach to staff to ensure that high levels of participation are maintained.

The Network wishes to request that the ICSC Chairman communicate the results of the surveys to all staff and thank them for their participation.

◆ **Conditions of service of the GS and other locally recruited staff: Review of the methodologies for surveys of best prevailing conditions of employment at Headquarters and non-headquarters duty stations: Report of the Working Group (ICSC/72/R.7 and Add.1 and 2)**

The HR Network appreciates all the hard work undertaken over the past three years by the working group. It highlights, once the Commission has taken its decision on the revised methodologies, that the accompanying manual and training materials be finalized and that training be provided on a priority basis in order to inform staff on how to proceed with the application of Methodology I and II, as applicable.

We welcome the report of the Working Group and support the basis of the methodology which identifies and ‘ring-fences’ the national civil service comparator. The Network highlights the essential linkage of the ‘Fleming Principle’ to GS salary methodology and recognizes the GA resolution 64/231, which specifically instructed that the review give ‘higher consideration to the National Civil Service among the retained employers’. It will be important to ensure that the weight given to the national civil service adequately represents the intent of the GA resolution.

The Network further supports that the United Nations and the World Health Organization continue to be responsible for undertaking the surveys in the duty stations, as presently assigned, and that this should not be changed due to a change in the Methodology to be applied.

◆ **Review of the ICSC Framework for Human Resources Management (ICSC/72/R.8)**

The HR Network notes that various factors in the Human Resources Management framework are of great importance and wishes to be actively involved in the review process.

The Network requests that consultation take place to avoid duplication of efforts with ongoing work within the realm of the Harmonization of Business Practices.

The Network stresses the importance of the clarity of roles and responsibilities between the ICSC and the CEB regarding the scope of the reviews being undertaken.

Given the current HR initiatives being carried out through the Harmonization of Business Practices, the Network’s preference would be to finalise that review before moving to the review of the HR Management framework, so that the result of the first can inform the second review process.
