Comparative Analysis and Review of the Human Resources Management Policies and Practices of the Organizations of the UN System

PROJECT STATUS REPORT

Status Date: 1 November 2011
Project Name: HR Initiatives: Comparative analysis and review of the staff regulations and rules, practices & procedures; review of arrangements for non-staff personnel; review of entitlements in the event of death and injury due to malicious acts and service incurred accidents

Lead Agencies: Human Resources Network
Project Budget: US$ 386,200

Project Summary

Project Overview

- Review of the contractual arrangements pertaining to the UN system workforce as well as a review of staff rules and regulations, policies and practices relating to issues arising from “Delivering as One” pilot countries (Part I).
- Review of all remaining issues, not covered above, of the Staff Regulations, Rules and Policies of the Organizations of the United Nations Common System (Part II).

Expected Benefits:

- Greater cohesion across the UN common system leading to the reduction/elimination of administrative impediments to inter-agency mobility.
- Identification of good practices both within and outside the UN system, so as to ensure that UN organizations are employers of choice in the international marketplace.
- Simplification of processes and realization of efficiencies, particularly efficiencies of scale (e.g. common service processes).
- Reduce the “war for talent” and increase inter-agency mobility, resulting in improved ‘Delivering as One’ at country level.
- Increase integration of field-staff skills into organizational capacity and strengthen unified performance across the system at the point of programme delivery.

Project Activities

1. To identify and review the current employment/contractual arrangements of employees working in field offices across the UN common system and to identify possible areas and recommendations for harmonization;

2. To identify and review current staff rules, policies and practices in the areas of job descriptions, classification and grading systems; common performance and promotion systems and the management of internal vacancies and identify possible areas of harmonization.

Project Activities

1 Early stages of the project were funded by Organizations, prior to the creation of the Trust Fund.
List of Activities undertaken

- Participation in the HLCM/UNDG High Level Mission to Malawi, Mozambique and Vietnam to obtain first-hand information on human resources concerns in Delivering as One pilot countries.
- Obtaining information and clarifications from individual organizations on HR rules, policies and practices.
- Comparative analysis of Staff Regulations and Rules, HR policies and practices pertaining to the areas of particular relevance to the Delivering as One pilot projects.
- Preparation, discussion and completion of report containing a summary of the UNDG-HLCM’s observations, findings and recommendations related to HR issues.
- Preparation and initial discussion by the HR Network, of a report entitled “Review of Personnel Working for United Nations Common System Organizations on Non-Staff Contracts”.

Project Outcomes

- Identification of good practices from across the system and make recommendations for greater harmonization and a focus on quick wins and the new approaches being developed in Delivering as One pilot projects.
- Indications of the cost implications of the recommended harmonization measures.
- A report containing the collected data and their analysis and a set of recommendatons and their cost implications for review and discussion by the HR Network, HLCM and the ICSC Secretariat, in preparation for implementation by UN organisations. (Early October 2010)
- A comprehensive review of the types of non-staff contracts used by individual organizations; the conditions of service and benefits of the various types of non-staff contracts and recommendations for harmonizing them to the greatest extent possible, as well as a clear rationale for using personnel on non-staff contracts.
- Map and report finalized, including recommendations on Review of Appendix D. (Final follow up pending GA decision.)

Project Duration Estimates

<table>
<thead>
<tr>
<th>Project Milestone</th>
<th>Date Estimate</th>
<th>Implementation Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Project Activities identified under Part I have been completed.</td>
<td>October 2010</td>
<td>Completed</td>
</tr>
<tr>
<td>Follow up: The HR Network has agreed to take several recommendations forward. The two main areas of work are to expedite implementation of the ICSC classification standards and to pilot inter-agency mobility in select pilot duty stations</td>
<td>Expected end 2012</td>
<td></td>
</tr>
<tr>
<td>Preparation of report on non-staff contracts, and initial discussion by HR Network. Priorities identified.</td>
<td>September 2011</td>
<td>Completed</td>
</tr>
</tbody>
</table>