



Summary of Decisions of the 29th Session of the Human Resources Network

Rome, Italy, 16-18 July 2014

CONTENTS

	<u>Paragraph/s</u>
I. Introduction	1 - 3
II. Topics under discussion by the ICSC	4 -9
III. General HR Network Topics	
A. Update from HLCM and other Networks	10 -11
B. Update from the HR Network Field Group (FG)	12 -14
C. Update from UN Staff/Stress Counselors Special Interest Group	15 -20
D. Update on the UNSSC/ILO-ITC Executive Masters Programme.....	21 -23
E. Update form UN Cares.....	24 -27
F. Update on Staff and After Service Health Insurance	28 -30
G. Update from the Working Group on Disabilities.....	31-34
H. A.O.B.	35 -39

ANNEXES

Annex 1 – List of Participants

1. INTRODUCTION

1. The Human Resources Network held its 29th session from 16-18 July 2014, hosted by the United Nations Food and Agriculture Organization (FAO) in Rome, Italy. The meeting was co-chaired by Ms. Catherine Pollard, ASG for Human Resources Management, United Nations, Ms. Ana-Luiza Thompson-Flores, Director, Human Resources Management, UNESCO, and Mr. Michael C. Liley, Director, Office of Human Resources, UNDP.
2. The Agenda was adopted as reflected in the table of contents.
3. The list of participating organizations and their representatives at the meeting is provided in Annex 1. All session documents are available on the HR Network website:

www.unsceb.org/content/july-2014

2. TOPICS UNDER DISCUSSION BY THE ICSC

a) Proposal on synchronizing the post adjustment classification review cycles at headquarters duty stations and other group I duty stations (ICSC/79/R.9).

4. The HR Network support the proposal put forward as it will contribute to greater transparency for staff in understanding details of their net take home pay, and will contribute to streamlining the adjustment processes across duty stations.

b) Report on mandatory age of separation for existing staff (ICSC/79.R.5)

5. The HR Network noted the recommendations put forward in the document but have strong concerns about their viability. The organisations believe that a substantial amount of further consultations and analysis will need to be undertaken before any proposal can be confidently put forward to the General Assembly on this important topic These additional efforts will need to focus on two areas: (a) to fully understand the impact of the proposals on the aspects mentioned in GA resolution 68/253 and (b) to assess operational, financial and legal risks in the current implementation proposals.

c) Health Insurance (ICSC.79.R.4/Rev.1)

6. The HR Network welcomes the analysis of the ICSC document, which provides

evidence that the Health Insurance benefits of UN Staff is very much comparable of that of other international and national civil servants and retirees. The Network also supports the recommendations of the ICSC Secretariat to maintain the current cost sharing formula between the organization and the staff, including retirees, at the existing ratio.

d) Base / floor salary scale (ICSC/79/R.6)

7. The HR Network noted the document and the fact that the pay freeze of the General Schedule of the comparator has been lifted and that the effect of tax changes result in a net increase of 1.01 per cent compared with 2013 levels.

e) Evolution of the UN / US Net remuneration margin and margin management (ICSC/79/R.7).

8. The Network believes that the proposal for a continued freeze of the New York post adjustment until the calendar margin is brought back to the desirable midpoint is an adequate tool to achieve the intended purpose. The Network noted that such approach could represent a deviation of the current methodology. Additional discussions of the mechanisms of the future compensation adjustments should take place in a holistic manner in the ongoing comprehensive review of the compensation package.

f) Review of the common system compensation package: report of the working group on the remuneration structure (ICSC/79/R.3)

9. The Network noted that the recommendations listed in document R3 would result in overall reductions of the compensation package. However, Organizations need to retain the current levels of competitiveness and assess to what degree the new packages allows organizations to be fit for mandate. Therefore, the Network recognized the need for financial modelling and additional evidence-based analysis before final decisions on the full compensation package are made. This analysis would also allow the organizations to identify areas that could be further strengthened through reallocation of savings from modifications to the current package. The Organizations also reaffirmed to actively contribute to further deliberations.

3. GENERAL HR NETWORK TOPICS

(A) Update from HLCM and other Networks

10. The CEB Secretariat updated the HR Network on pertinent topics reviewed at the last meeting of the HLCM (April 2014), and the last meeting of the other Networks (Finance and Budget, Security Management). Reference was made to documents that are planned for submission to the next HLCM meeting

(October 2014), including the proposal for a system wide Accountability and Risk Management Framework and a policy on residential security measures. Another topic highlighted was the request of HLCM to its Networks to study the feasibility of shared and common services on the global level in their respective areas.

11. The UN Secretariat, following up the HLCM request included in its Report CEB/2013/5 (Oct/2013), briefed the HR Network participants on the issue of a new Secretary General's Bulletin (ST/SGB/2004/13/Rev.1) regarding the personal status for purposes of United Nations entitlements. The Secretary-General, in consultation with the executive heads of separately administered organs and programmes of the UN, promulgated that the personal status of staff members for the purpose of entitlements under the Staff Rules and Staff Regulations of the UN will be determined by reference to the law of the competent authority under which the personal status has been established. The new SG's Bulletin entered into force on June 26, 2014.

(B) Update from the Field Group (FG)

12. The Chair of the Field Group briefed the HR Network on the latest development of its activities and presented the results of its last meeting. The review of the Field Duty Stations, according to the ICSC Framework, covered this time 621 DS, giving special attention to those DS with 4 weeks cycle of R&R. The FG also briefed the Network on the measurement of the unintended consequences of new conditions of service for Non-Family Duty Stations following the phasing out of SOA/SOLA. The FG started a collection of data on the matter from the organizations, however from the data no conclusions can be put forward yet.
13. Regarding the security policy manual for evacuation and prolonged evacuation the FG is working very closely with UNDSS to address the issue of the applicability of the manual and avoid the ambiguities of different staff and different evacuation terminology. On the issue of Residential Security entitlement, an overall update was drafted and presented to the HR Network for its endorsement. Some organizations remarked the delicacy of the issue and advised to have an appropriate and system wide consistent policy, especially when granting benefits in the field.

14. Decision: The Network thanked the FG for the thorough presentation and welcomed the effort on this important topic. It requested the Field Group to continue the collection of evidence and data to analyze unintended consequences of the recently introduced new conditions of service with particular focus on the uptake of Rest & Recuperation in the context of the ongoing ICSC compensation review. It decided that individual comments on the draft policy Residential Security Measures should be collected and

consolidated after the meeting for transmission to IASMN. Decision: The HR Network thanked the WG for the update, emphasized the importance of the topic and requested them to report back during the next HR Network meeting (30th Session).

(C) Update from the UN Staff/Stress Counsellors Special Interest Group

15. The Network was briefed by UNSSCSG on its key activities since the last presentation in 2012 and introduced to the two main documents of this briefing: UNSSCG Code of Ethics and In-House and Outsourced Staff Counsellors, both documents represent the foundation of the Counsellors in the UN system, having in mind that confidentiality is paramount to the profession. The Interest Group also mentioned the usefulness of psychological screening and the Global Staff wellbeing survey, launched in different organizations, in respond to the Network request of 2012 to develop common indicators and strategies.
16. Furthermore, a data base of Counsellors has been developed, following the initiative of the World Bank, to have a reliable pool of professionals. Regarding R&R, the IG identified the need to have feedback from organizations to have a solid recommendation on this issue, especially regarding the current ICSC review on the topic. To finalize the SIG reemphasized the importance of having a focal point and solid liaising link with the Network as is has been established with the Medical Group.
17. **a) UNSSCG Code of Ethics** The representative of UNSSCG introduced the document to the Network. She highlighted that provisions about confidentiality – as highlighted in the discussion – were already comprehensively covered in the 2010 version of the Confidentiality Guidelines of the UNSSCG. **b) In-House and Outsourced Staff Counsellors: Benefits and Disadvantage**, the presentation was led by UNSSCG and focused on the advantages to have in-House staff counselling services available, rather than the outsource service.
18. Some organizations showed concern about the lack of training for professional HR Officers to identify or recognize potential cases of mental illness, as well as to share the lessons learned from specific cases, taking in consideration the thousands of staff and hundreds of DS. On this issue several organizations emphasized on the link between mental health-R&R-risk of operations. This link shows that counselling is not a luxury, rather a required tool in an HR Toolkit. Other HR Network's Members underlined that explicit data linkage between mental health and R&R would be very welcome for HR Officers. It was also highlighted in the discussion that the number of mental health-related cases in the UNJSPF is a growing percentage of the overall disability cases, calling for a comprehensive analysis of the matter.

19. Decision: The HR Network welcomed the very thorough presentation and endorsed the two submitted documents. It decided to invite, once a year, the SSCG and the Medical Directors Working Group in a joint session to continue the discussion on field-related psychosocial matters in a comprehensive manner.

(D) Update on the UNSSC/ILO-ITC Executive Masters Programme

20. The Director of the UNSSC, Mr. Jafar Javan, and Ms. Patricia O'Donovan, Assistant Director General of ITC/ILO, updated the HR Network's Members on the development of the Masters Programme. Ms. O'Donovan emphasized on the design of the Programme, tailored for UN Staff with special care not to compete with other programmes but rather to complement the academic offer already available for future managers.

21. The Network agreed that the initiative is welcomed in general as it focusses on building management capacity in the UN system. During the discussion, some further clarifications were requested as for the target audience and the detailed curriculum of the programme. Some of the additional discussions centered around the financial sustainability of the programme and the need to recruit sufficient number of students for it given that the envisaged course fees are of a magnitude that are unlikely to be funded by organisations in the current budgetary situations. Overall, the proposed programme was seen as a complimentary and interesting offer for current and future staff.

22. Decision: The HR Network agreed to support the initiative in general as a capacity building tool. Upon request of the UNSSC, the CEB Secretariat will reach out to member organizations to provide more specific feedback on the extent to which they are able to support the programme in the context of their learning-related provisions in staff rules and their current budgetary situations.

(E) Update from UN Cares

23. UNFPA, as host of UN Cares, briefed the HR Network on relevant issues related to its many activities and achievements. Specifically, the briefing sought the Network's attention to endorse the continuation of UN Cares through the biennium 2016-2017 and its respective budget contributions.

24. UN Cares introduced the topic of Post Exposure Prophylactic (PEP) remarking that the availability of PEP is not overall the same, being even

absent in some countries. In order to have a successful PEP Programme, UN Cares called on all stake holders to cooperate in the development of a Framework, this will make possible the accountability, transparency, easy management and formality of PEP availability.

25. Furthermore, UN Cares invited the Network to endorse the development of a Framework for the PEP Kit, having in mind that it does not represent further expenses or complications to the Network.

26. Decision: The HR Network welcomed the presentation, decided to continue the commitment to UN Cares, and to support the development of a Framework for the PEP Kit, including its future implementation.

(F) Update on Staff and After Service Health Insurance (ASHI)

27. Mr. Christoph Monier, Chief, Disbursement Unit, UN Secretariat, introduced the topic to the HR Network's Members. Mr. Monier explained the issue of managing the ASHI liability and the funding of it. In order to prepare the report, as requested by the United Nations General Assembly (UNGA), a working group was established by the CEB - Finance and Budget Network and invited the HR Network to consider being involved. Furthermore, a survey has been designed to collect information on different systems of insurances and staff contributions. UNGA also requested to broaden the mandate of the UN Joint Staff Pension Fund (JSPF), according to recommendations done by its board's members, which shall include cost effective, efficient, and sustainable administration of ASHI benefits.

28. The HR Network thanked Mr. Monier for the presentation, welcomed this effort, and discussed on how to integrate both Networks' work on the same issue to avoid overlaps and resource constrains. The Network's members showed commitment to participate in the WG of the Finance and Budget Network.

29. Decision: The HR Network decided to propose to the Finance & Budget Network to coopt 4 members to its Working Group on Staff and After Service Health Insurance.

(G) Update from the Working Group on Disabilities

30. UNICEF, on behalf of the WG on Disabilities, presented to the Network the update report that underlines the key achievements and developments of the WG since its last briefing in 2012. In that briefing the HR Network tasked the WG to commission a cost-benefit analysis to make a business case for a

- partial disability benefit. Following up on the task, the WG hire an external consultant to carry out the assignment and the deliverable is due at the end of the current year. The UN Medical Director's Network and Staff federation will be consulted during the process.
31. The WG proposed to the HR Network's Members to review the deliverable through a video-conference, for endorsement and submission to the UNJSPF. Other topics touched during the presentation are issues like persons with disabilities in emergency evacuation procedures, reasonable accommodation and improving accessibility of UN premises to facilitate the recruitment of staff with disabilities, among others.
 32. Several Organizations expressed keen interest in receiving clarification on the definition of disability and at the same time they were concerned of the lack of a system wide policy for partial disability, and the need for a road map of the future work of the WG.
 33. ***Decision: The HR Network thanked the WG for the update, emphasized the importance of the topic and requested them to report back during the next HR Network meeting (30th Session).***

(H) AOB and Closure

a) UN Medical Directors Working Group

34. The Network was updated by Dr. Jillann Farmer, Chief, UN Medical Directors Working Group (MDWG), on the activities of the group since the last briefing, during the 28th HR Network meeting. She presented the initiative of the MDWG to develop a system wide Occupational Health and Safety (H&S) Framework. Once such a Framework will be endorsed by the CEB, single organizations can take advantage of the guidelines to develop, or update, their own H&S guidelines and action protocols.
35. Some organizations mentioned that they already have an Occupational Health and Safety policy in place. Dr. Farmer clarified that it would be the intention of such a framework to set guiding standards and principles for the formulation or revision of individual organizations' policies and regulations on the matter. During the discussion it was also suggested to actively consider existing industry standards (such as ISO) in the development of the framework.

36. ***Decision: The HR Network thanked the MDWG for the presentation and welcomed the efforts as outlined.***

b) Next HR Network Meeting

37. The HR Network closed its 29th Session and thanked the participants for the engaging discussion. The Network thanked UNWTO for the willingness to host the 30th meeting of the HR Network in March 2015.

4. HR NETWORK WORKSHOP ON PERFORMANCE MANAGEMENT

38. The Network had an intense exchange of experience and challenges with the development and implementation of suitable Performance Management Frameworks, schemes and tools, including aspects of performance-based pay and rewards. During this discussion, common challenges were identified that should be addressed through further, more intensified inter-agency collaboration.

39. At the end of the workshop, the HR Network agreed to request its Working Group on Performance Management to continue its work with the following focus:

- a. Compile an overview of concrete Performance Management practices, policies and rewards in each member organization
- b. Propose an indicator / measurement framework to monitor the overall quality and maturity of Performance Management schemes
- c. Draft Good Practice Notes on a variety of suitable specific topics, including the consistent application of ratings, the link of Performance Management with other HR elements, approaches for dispute management and arbitration in Performance Management and others
- d. Prepare background papers on multicultural aspects and challenges in Performance Management and the further development of performance Management schemes for Senior and Executive Management, and
- e. Put forward proposals on enhancing process efficiency and effectiveness in Performance Management, resource requirements and the leveraging of further potential of the inter- Agency collaboration in performance Management.

Annex I

LIST OF PARTICIPANTS

Org.	Name	Title
UN	Ms. Catherine POLLARD	Assistant Secretary-General of HR Management
UN	Ms. Ruth DE MIRANDA	Chief, HR Policy Service
ILO	Mr. Mark LEVIN	Director, HR Development Department
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WIPO	Ms. Therese DAYER	Deputy Director, HR Management Department
UNIDO	Ms. Sotiria ANTONOPOULOU	Director, HR Management Branch & Deputy to the Managing Director, PSM
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UNDP	Ms. Esereda MUSISI	Policy Specialist, Policy Compensation Units
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UNHCR	Mr. Arnab ROY	Head, HR Policy and Planning Service
UNHCR	Ms. Dubravka SUZIC-KOFI	Chief, Staff Welfare Section
UNICEF	Mr. Richard BRIDLE	Director, Division of Human Resources
UNICEF	Mr. Stephan GRIEB	Chief, Policy and Administrative Law Section, HR Division
UNFPA	Mr. Michael EMERY	Director, Division of Human Resources
UNFPA	Ms. Sarah ROSE	HR Policy and Planning Specialist
UNOPS	Ms. Tina FRIIS-HANSEN	Director, Human Resources
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WFP	Mr. Charles BERRINGER	Head, Counselling Unit
UNAIDS	Mr. Jonathan BALL	Chief, Organizational Development, HRM

Org.	Name	Title
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UNRWA	Mr. Andrew PATTERSON	Chief HR Planning, Policy and Development
UN Women	Ms. Fiona BOURDIN FARELL	Chief, Human Resources Centre
UN Women	Mr. Prasun CHAKRABORTY	HR Specialist, Lead - HR Planning, Policy & Organizational Design
UNSSC	Mr. Jafar JAVAN	Director of UNSSC
ITC/ILO	Ms. Patricia O'DONOVAN	Director of ITC/ILO
UNSSC	Ms. Maria HUTCHINSON	Deputy Director and Head of Programmes
CEB	Mr. Michael ROSETZ	Senior Inter-Agency Advisor on HR Management
CEB	Mr. David DAMIAN	Associate HR, Programme Officer, CEB-Secretariat
ICSC	Ms. Regina PAWLIK	Executive Secretary
ICSC	Ms. Marta LEICHNER-BOYCE	Chief, HR Policies Division
ICSC	Mr. Yuri ORLOV	Chief, Salaries and Allowances Division
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IOM	Ms. Alison HOLMES	Chief - HR Policy & Advisory Services
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