



## TENTH ITEM ON THE AGENDA

**ILO human resources strategy****Contents**

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1. Following the Committee's discussion in November 1999 of the paper "*Results through development: A new personal and career development agenda for the ILO*",<sup>1</sup> three significant lines of activity have been initiated:
  - restructuring of the former Personnel Department to focus on career development; to streamline personnel administration; and to bring the Department closer to the operational management of the Office;
  - opening of a positive dialogue with the new ILO Staff Union Committee to establish a partnership approach to the development and implementation of key elements of the ILO human resources strategy;
  - implementation of the activities described in the November 1999 paper.
2. The purpose of this paper is to describe the progress already made since November 1999 and the action planned in three areas: reorganization of the personnel function; changes in key people management procedures; other people management initiatives. The measures described in this paper are in line with the HR strategy framework discussed in November and, where relevant, within the terms of the existing UN common system.
3. The Committee is asked to note and comment on certain activities and to endorse the future action plans for key areas of the HR strategy.

## I. Reorganization of the Human Resources Development Department

4. The renaming of the Personnel Department was discussed briefly in November. The concerns relating to the proposed title of the department have been taken into account in renaming it the "Human Resources Development Department" (HRD).
5. Existing departmental resources have been realigned under four activities:
  - The *Career Development and Resourcing and Development Branch* (HRDEV) is established to provide a focus on the development and delivery of many of the key elements of the HR strategy described in the body of the paper, including prospecting, recruitment, candidate care, classification of jobs, career development and training.
  - The *Human Resource Policy and Information Systems Branch* (HRPOLICY) is responsible for representing the ILO in all UN common system discussions; implementing common system and local HR policies; developing and administering processes for individual and collective grievances and representation; and the implementation of the human resource information system (HRIS) strategy. As a priority, the Branch is committed to introducing a new HRIS system, within the Office, which is able to cope with the demands of a development-based approach to HR management.

<sup>1</sup> GB.276/PFA/16.

- The *Human Resource Administration and Support Branch* (HRADMIN) combines most of the Department's administrative services, including pensions, health care and the administration of contracts, entitlements and benefits, with the aim of removing many day-to-day administrative operations from HRDEV, improving current service levels and generating opportunities to benefit from the pooling of similar services within a single branch.
  - Three new *Senior Human Resource Officer* (SHRO) positions have been established with the twin objectives of moving the HR department closer to the operational management of the Office and enabling HRDEV to concentrate on medium and longer-term development issues rather than day-to-day priorities. An important focus of these jobs is to support line managers in embracing and delivering sound HR management practices. The Geneva-based sector and support staff operations are divided between two SHROs on organizational lines. The third SHRO is yet to be appointed and will take responsibility for assisting field-based HR staff in implementing development-based human resource strategies and facilitating the international mobility of staff.
6. An organigramme describing the overall structure of the Human Resources Development Department is attached as Appendix I.

## **II. A partnership approach to human resources**

7. For a new approach to people management to be introduced in a timely and effective manner, a partnership-based process involving the Office, ILO staff and their representatives is a crucial element both of strategy development and implementation. The means of developing and implementing the new HR strategy for the Office are hence just as important as the content of the strategy itself. With this objective in mind, the paper presented in November 1999 stated that, in delivering the HR strategy, "discussions will take place with the Staff Union Committee between November 1999 and March 2000".
8. Using the November paper as an initial point of reference, representatives of the Office and of the Staff Union Committee met for intensive discussions in Turin over a five-day period at the end of January. The agenda for the meeting covered all of the major changes to personnel processes described in the November paper – collective bargaining, grievance handling and harassment at work, recruitment and selection, development appraisal and job classification. At the meeting, the Office and the Staff Union Committee reached agreement on the principles and objectives concerning each of the agenda items and established a detailed "one-year" workplan for their implementation. The agreed workplan is attached in Appendix III. The following paragraphs outline the agreements reached in Turin and at subsequent meetings.

### **Joint Human Resources Committee**

9. At the centre of the partnership approach to HR issues is a new Joint Human Resources Committee that will replace a series of existing standing and ad hoc committees. The Committee will have two key roles. It will act as the review mechanism for the application of the new HR processes with respect to quality assurance and fairness. It will also be the forum for the discussion of future development plans on training, staff development and the planning of resourcing needs. The Committee will produce an annual *Human*

*Resources Review* for publication at the beginning of each year before the March session of the Governing Body.

## Collective bargaining

10. A *Recognition and Procedural Agreement* was initialled to provide a formal process for further development and implementation of the HR strategy and a framework for ongoing discussion of other collective issues. The Agreement establishes a new *Joint Negotiating Committee* (JNC) as the forum for discussion and agreement on major collective issues. It defines the subjects within the scope of JNC debate, JNC operating procedures and the processes to be adopted where agreement cannot be reached. A copy of the Agreement is attached in Appendix II.

## Grievance handling and harassment at work

11. After an initial exchange of views it was agreed that new procedures for dispute and grievance settlement, including issues relating to harassment at work, should be agreed and implemented as a matter of urgency. The principles underpinning the new processes will include speed, transparency, simplicity and fairness, and it is envisaged that the detailed procedures may include roles for conciliation, mediation and/or an ILO ombudsperson. The workplan provides for these discussions to be completed by the summer of this year, and both the Office and the Staff Union are preparing discussion documents as a first step to developing an agreed approach.

## Resourcing

12. The cornerstones of a new approach to the recruitment and selection element of an overall resourcing policy were agreed, based on the principles of improving speed, timeliness and efficiency in the context of consistent, fair and transparent processes. A three-phase selection procedure will be introduced which, when fully operational, will replace the current selection procedures, as follows:
  - *Phase I:* capability assessments of individuals will take place at key grade levels in the Office relying on peer-based evaluation and using individual or group assessment techniques and generic capability profiles. The process will be open initially to internal candidates, but will use the same objective evaluation standards at the external stages of recruitment. The output of Phase I will be a pool of internal “promotion ready” officials and an objective system of external benchmarking and resourcing where there are no suitable internal candidates.
  - *Phase II:* From the pool of “promotion ready” officials, line managers will undertake technical reviews based on the specific requirements of individual vacancies as they arise. The line manager will recommend the selection of a particular individual and, in the absence of a suitable internal candidate, the commencement of external selection.
  - *Phase III:* When a specific recommendation is made, a case-by-case quality assurance/fairness review will be undertaken involving senior line and technical management, the HR Development Department and the Staff Union. The Director-General will remain responsible for the final decision based on the recommendation and subsequent review. On an annual basis, the *Joint Human Resources Committee* will review the effects of the resourcing process on the Office as a whole in terms of

decision-making quality, gender issues, national diversity, the incidence of unanimous and “challenged” decisions, and individual grievances.

13. The process of identifying external assistance in the development of jointly agreed generic capability profiles and assessment techniques is already under way. It is planned for a pilot assessment centre for the intake of young professionals into the Office to be set up in summer 2000, with the other assessment methods being introduced progressively before the spring of 2001.

## Development appraisal

14. It was agreed that the current appraisal system would be replaced by an annual *personal development planning* system. The focus of the new system will be to involve officials and their managers more closely in career development planning and to provide the Office with the basic building blocks to produce a demand- and development-led training and development plan for the Organization as a whole. Initially, every official will prepare with his or her manager an agreed personal development plan, which will be the subject of formal review on an annual basis between the official, the manager and HRD. The overall functioning of the system itself and the consequent Office training and development plan will be reviewed annually by the Joint Human Resources Committee.
15. For officials still within their probationary period and for other categories of contract, including those on short-term working arrangements, associate experts and external collaborators, separate processes will be introduced to balance development needs with objective methods of performance assessment. At the same time the probationary period will be reduced from two years to one year.
16. The important issue of individual performance management will be handled as an ongoing managerial responsibility within the context of the performance management systems of the Office as a whole. Performance management will therefore become a day-to-day issue rather than an event occurring only once every two years and at times disassociated from the measurement of achievement against Office, department, team and individual objectives.
17. It is planned to run the first series of *personal development planning reviews* in autumn this year. This will involve the development and use of new materials and training programmes for both managers and officials.

## Job classification

18. It was agreed that the ILO job classification system would be refined within the terms of the existing common system approach to classification within the UN. The new approach will be development-based, using few generic job descriptions, the broad banding of jobs and the establishment of clear career and development paths within and between job families. Quality assurance and fairness checks similar to those proposed for the selection process, combined with the introduction of objective capability tests at key stages in the development process, will assure fairness of application and control grade drift.
19. The new classification system should be in place early in 2001 but, in line with the date of reorganization of the Office, the application of new procedures will be effective from 1 January 2000.

### III. Other action under the HR strategy framework

20. The HR strategy framework paper has been further developed into a series of action programmes under four main headings:

Other training and development initiatives	Other resourcing initiatives	Review of employment contracts	Working environment
Manager coaching	Prospection improvement	Review of the purpose, use and content of contract types	"Work and family" and "work and well-being" initiatives
Succession planning and organizational strength analyses	Candidate care	National Professional Officers	
Exchanges	Effective induction		
Young professionals programme			
Core training modules			
Field and support staff development			
The ILO <i>career guide</i>			

21. An outline work programme covering each of the initiatives in the above table is attached in Appendix III. Many of the initiatives described above reflect the ongoing development of people management in the Office. Certain issues will be of more general interest to the Governing Body and merit individual comment.

#### Manager coaching

22. A major initiative aimed at improving the quality of people management within the Office is about to be launched. As a pilot activity, some 40 middle and senior managers will be provided with a "one-on-one" external and expert coaching facility designed to help improve the quality of their people management decisions and application. The initial pilot scheme will comprise ten monthly coaching sessions for each programme participant over a 12-month period.

#### Young professionals programme

23. In a major new initiative, commencing in the autumn of this year, the ILO will commit itself to the annual recruitment of around ten young professionals to participate in a structured five-year training and development programme. The programme will be positively aimed at young people with very high potential, primarily from under-represented countries and biased toward young women. The five-year programme will include a six-month familiarization at headquarters; three operational assignments, of which two will be field based, and ten core training modules run in Turin at six-monthly intervals.

#### Exchanges

24. Discussions have been initiated with a view to a limited pilot of extended two-year exchange programmes between the ILO and its constituents. A senior-level exchange is

being discussed between the ILO and the Government of France, as well as the exchange of a young high potential official with the Government of Japan.

### **Work and family – work and well-being**

25. These issues are addressed in a separate document submitted to the Committee at the present session.<sup>2</sup>

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26. *The Programme, Financial and Administrative Committee may wish to invite the Governing Body to note the progress made in implementing the human resources strategy and to endorse the approach described in paragraphs 10 to 19 of this paper.*

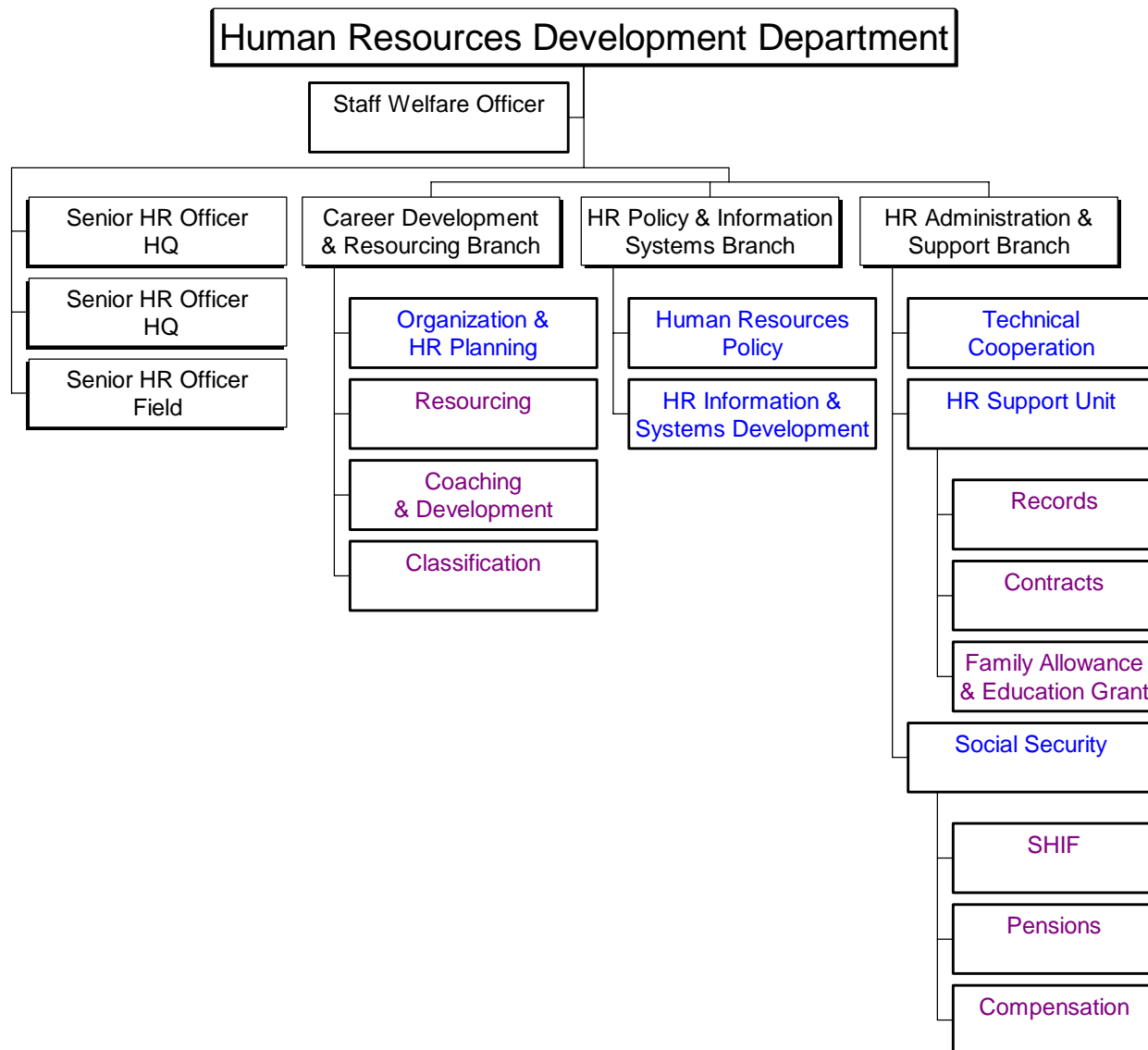
Geneva, 3 March 2000.

*Point for decision:* Paragraph 26.

<sup>2</sup> GB.277/PFA/11.



# Appendix I





## Appendix II

### Recognition and procedural agreement between the International Labour Office (hereinafter referred to as “the Office”) and the ILO Staff Union (hereinafter referred to as “the Union”)

**WHEREAS** the Office and the Union recognize that, so far as it has the authority to do so, the Office, as an employer, should promote the principles and rights embodied in the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), the Right to Organise and Collective Bargaining Convention, 1949 (No. 98), the Labour Relations (Public Service) Convention, 1978 (No. 151) and Article 20 of the Universal Declaration of Human Rights;

**WHEREAS** it is the intention of the Office and the Union to work in a spirit of partnership, in good faith and mutual respect;

**WHEREAS** this requires the development of a social dialogue between the Office and the Union, through the sharing of information, the development of consultation mechanisms as well as collective bargaining, to enable all staff members to influence the evolution of the Organization;

**WHEREAS** the Office and the Union recognize that effective social dialogue is best realized through a representative Union, and that all staff members should be made aware of this shared philosophy;

**THEREFORE**, the Office and the Union (hereinafter referred to as “the Parties”) have agreed as follows:

#### *Article 1*

#### *Definitions*

For the purposes of this Agreement:

- (a) The expression “**staff member**” means any person with a paid relationship with the Office, other than bona fide external collaborators;
- (b) The expression “**Union member**” means a staff member who is a member in good standing of the Union in terms of its Rules;
- (c) The expression “**Union representative**” means the Officers of the Union, accredited Union officials, shop stewards or such other staff member who is nominated by the Union to represent it;
- (d) The expression “**Management representative**” means a person nominated by the Director-General in writing to represent the Office in its relationship with the Union;
- (e) The expression “**common system**” means the United Nations “common system” of organizations, funds and agencies.

*Article 2*

*Recognition*

1. Collective bargaining within the Office is defined as negotiations in good faith with the objective of reaching collective agreement between the Parties on:

- (a) so far as the Office has the authority to do so, policies, procedures and practices to give effect, in the Office, to common system terms and conditions of employment;
- (b) common system terms and conditions of employment that the Parties agree they will jointly endeavour to change through the established mechanisms;
- (c) policies, procedures and practices on terms and conditions of employment in the Office which are not covered by the common system;
- (d) issues affecting a group of staff members arising from day-to-day management and administration in the Office, without prejudice to arrangements governing individual grievances.

2. The Office recognizes the Union as the representative of the interests of its members within the Office for the purposes of social dialogue, information, consultation and collective bargaining.

3. The Union recognizes the rights and responsibilities of the Office to manage and vest its Management to do so, who shall at all times be solely responsible therefor.

*Article 3*

*Release of Union representatives to exercise  
their functions and related facilities*

1. The Union shall provide the Office with a written record of all accredited Union representatives.

2. The Union is entitled to such facilities and time-off release for its representatives from their official duties as provided for in ILO Circular, Series 6, No. 448, attached to this Agreement as Annex I, and forming an integral part thereof. No later than six months from the signature of this agreement, the Parties shall revise and update Annex I regarding the facilities provided by the Office to the Union, without prejudice to acquired rights or long-standing customs and practices on this matter. Thereafter, these provisions may be revised from time to time, subject to agreement in writing between the Parties.

3. The Office undertakes to deduct current Union contributions from the salaries of Union members and to remit the amounts so deducted to the Union on a monthly basis, together with a schedule of their names and of the amounts deducted.

4. The Office and the Union shall from time to time discuss training requirements of Union Representatives. Such training may be carried out on a joint, partnership basis, if agreed.

*Article 4*

*Non-discrimination and non-victimization*

The Office undertakes that Union representatives shall not be discriminated against or victimized for exercising their rights and duties as Union representatives nor any staff member on the account of his/her Union membership.

## *Article 5*

### *Negotiation procedure*

1. The Parties agree to the creation of a Joint Negotiating Committee, with an equal number of representatives, not exceeding six persons on each side, unless the Parties agree otherwise. Each Party also has the right to be assisted by technical advisers of its choice in preparations for meetings. Such technical advisers may be invited to meetings of the Joint Negotiating Committee by prior agreement between the Parties. Joint resource persons may be invited subject to prior agreement by both Parties.

2. Wherever possible, regional, gender and staff-category considerations would be taken into account in the composition of the negotiating Parties.

3. The Joint Negotiating Committee shall nominate its Joint Chairpersons, one representing the Union and the other the Office.

4. Each side shall nominate a Secretary, and together the two Secretaries shall be responsible for all the administrative arrangements for the meetings, including production of the draft agenda. The joint Secretaries will also produce a report of the proceedings within two weeks of each meeting, unless otherwise agreed, for approval in the subsequent meeting.

5. Attendance in the Joint Negotiating Committee and any work directly related to it shall be considered as exercise of official duties within the meaning of Article 3.2 above.

6. The Joint Negotiating Committee shall meet within 20 working days of a request of one of the Parties, but at least three times a year. Union representatives shall be entitled to hold a meeting prior to each Joint Negotiating Committee meeting. The Office agrees to meet reasonable costs associated with the preparatory meetings and the meetings of the Joint Negotiating Committee. In addition to collective bargaining issues, part of the Joint Negotiating Committee meetings will be devoted to the discussion of developments in the Office and related organs.

7. Should the Joint Negotiating Committee fail to reach agreement, the procedure provided for in article 7 shall apply.

## *Article 6*

### *Provision of information*

1. Subject to its duty to respect the confidentiality of staff member personal data, the Office undertakes to provide the Union with any information relevant to the collective bargaining process and the work of the Joint Negotiating Committee, including financial reports, proposed and approved budgets, staff statistics, results of periodic staff reviews and other documents that may be required from time to time.

2. The Office shall also provide the Union with all the relevant documents relating to issues to be discussed at bodies of the common system, in advance of those meetings, subject to their availability (in particular the ACC, CCAQ, ICSC, Ad Hoc Interagency Meetings on Security and other inter-agency meetings such as meetings of Directors of Personnel, AHRMIO, etc.), as well as the outcome of those bodies and meetings.

3. The Union will provide the Office with a copy of its rules and shall notify the latter within 14 days of any amendments thereto.

4. Any information provided on a confidential basis shall retain that status. In this respect, the Parties undertake not to disclose any such confidential information.

*Article 7*

*Collective dispute settlement procedures*

1. The procedure set out below refers to disputes over collective issues between the Office and the Union. Individual grievances shall be dealt with under the recognized grievance procedures.
2. In the event of failure to reach agreement at the Joint Negotiating Committee or in the event of a difference of opinion in the interpretation or application of existing agreements, the matter shall be submitted to a Review Panel composed of three members, one chosen by each Party and the third one, who shall act as Chair, jointly nominated by the Parties. The Review Panel shall be constituted within two months of the date of this agreement, and shall be mandated for a period of two years. Members of the Review Panel shall not act as representatives of either Party in the Joint Negotiating Committee.
3. The Review Panel shall determine the process to be followed in each case; it may involve, in consultation with both Parties, written and oral presentations and both formal and informal discussions with both Parties, separately or together. The process should be concluded within 15 working days of appointment of the Review Panel, unless both Parties agree on extension of the period.
4. The Review Panel shall make every effort to find a solution to the dispute to which both Parties can agree. In the event of a failure to find such a solution, the Review Panel will issue a recommendation to the Parties. Should a Party reject the recommendation, it shall inform the other Party, and the Review Panel, in writing, within no more than 15 working days, of its reasons for non-acceptance.
5. Should a recommendation be rejected by one Party, and after written notice to that effect, either Party shall have the right to take such action/s as it deems necessary.

*Article 8*

*Miscellaneous*

1. This Agreement shall become effective on 1 April 2000, and shall be valid for two years. The Parties agree to review the operation of this agreement at the end of that period. Thereafter, the agreement shall remain in force indefinitely, subject to Paragraph 2.
2. Subject to Paragraph 1 above, either Party may terminate this agreement by giving six-months' notice in writing to the other Party.
3. No term of this agreement shall be suspended, modified, cancelled or otherwise amended except by means of a written Agreement signed by the Parties. The Parties may, by common consent, renegotiate any part of this Agreement.
4. This Agreement takes precedence over relevant provisions of the Staff Regulations in any case of conflict between these two texts. The Staff Regulations will be amended to meet the terms of this Agreement.
5. A copy of this Agreement shall be provided to each staff member.

SIGNED in ..... , this .....the day of ..... 2000, in two copies, in the English language, by the representatives of the Parties duly authorized to that effect.

**FOR THE UNION**

\_\_\_\_\_, in his/her capacity as \_\_\_\_\_ of the Union,

**FOR THE OFFICE**

\_\_\_\_\_, in his/her capacity as \_\_\_\_\_ of the Office.

**Annex to Appendix II**

**[Circular No.448, Series: 6](#)**





2000

2001

