

**THIRTEENTH ITEM ON THE AGENDA****ILO Human Resources Strategy**

1. This paper provides an overall activity report to the Governing Body relating to the implementation of the ILO Human Resources Strategy, originally presented to the Governing Body in November 1999, and reported on at subsequent sessions of the Programme, Financial and Administrative Committee.
2. This activity report is for information only. For ease of reference, the paper follows the same format as previous reports to the Committee.

**A. Collective bargaining**

3. At the time of writing, the Joint Negotiating Committee (JNC) had not met since the 282nd (November) Session of the Governing Body. One issue has been brought before the review panel by the Staff Union Committee relating to the conduct of negotiations on the subject of reform of the Administrative Tribunal. The conclusions of the review panel were accepted by the Staff Union Committee and by the Office of the Director-General. It is expected that at least one meeting of the JNC will take place before the March meeting of the Committee to include discussions on the Administrative Tribunal and a long-term grading agreement. A verbal report will be given to the Committee when it meets.

**B. Grading**

4. The Geneva grading exercise was completed as reported at the November 2001 meeting of the Committee. As a result of the matching process something less than 5 per cent of officials are progressing final appeals through the joint panel established for the review of internal grievances. The outcome of the grading process for field-based officials will be the subject of a verbal report at the Committee.

**C. Harassment-related grievances**

5. The new procedures are now fully operational and there is nothing to report to the Committee.

## **D. Grievance handling**

6. The new procedures are now fully operational and there is nothing to report to the Committee.

## **E. Resourcing**

7. At the time of writing, the new assessment procedure for Field Director and “D” posts was being finalized. It should be operational by the time the Committee meets.

## **F. Development appraisal**

8. Following the signing of the Personal Development Planning (PDP) agreement, the first round of PDP discussions between staff and managers will take place early in 2002. The outcome of these discussions will enable training plans both for individuals and for the Organization to be developed.

## **G. Young Professional Career Entrance Programme (YPCEP)**

9. The first intake of YPCEP officials has moved into field posts and the second intake will commence work with the ILO on 1 April 2002. The planned start date of 1 January was revised in order to maintain the YPCEP programme within the budgetary constraints of the 2002-03 biennium. Actions are under way to identify YPCEP “intake three”, the members of which will start work with the ILO early in 2003.

## **H. Contract policy reform**

10. At its 282nd Session (November 2001), the Committee took note of a paper<sup>1</sup> outlining the approach envisaged for the review and reform of the Office’s contract policy. The Committee requested the Office to proceed in collaboration with the International Civil Service Commission (ICSC). ICSC had previously agreed that the issue of contracts policy should be dealt within the context of its current Review of the Pay and Benefits System. However, ICSC has not yet reached this issue on its work programme. As previously reported, preliminary discussions have started with the Staff Union on the overall objectives to be achieved through a reform of contracts policy. A progress report on ILO and ICSC developments will be presented to the Committee in November 2002.
11. The Committee may wish to note that, by the time of its next sitting, the Director-General will have issued two circulars as well as a note to managers on the measures he has agreed to be taken to resolve current remaining cases of inappropriate use of temporary contracts in the Office and to prevent the recurrence of such situations.

<sup>1</sup> GB.282/PFA/11.

## I. Work-life initiative

12. At its 282nd (November 2001) Session, the Governing Body approved a proposal that would enable the Office to extend, on a pilot basis, the payment of travel costs on appointment, transfer and repatriation, to the domestic partners of officials, so long as the ICSC gave its agreement to this approach. The Governing Body also agreed that, following consultation with the ICSC, the Office should proceed to identify, in discussion with the other organizations of the UN system, what additional benefits or assistance might be granted on a trial basis. At the same time, it was agreed that the Office approach both the management committee of the Staff Health Insurance Fund (to discuss the question of granting health insurance benefits to domestic partners) and the United Nations Joint Staff Pension Fund (with a view to making it an agenda item of the next meeting of the Board in 2002, the question of recognition of a domestic partner as a beneficiary under a UN pension). In parallel with these measures, agreement would be sought among the common system agencies for the governing bodies of individual agencies to address the issue of the recognition of domestic partners in the context of their own staff regulations or rules.
13. Shortly after the conclusion of the 282nd Session, the Office forwarded the Governing Body report and proposal to the ICSC. During a recent ICSC meeting (Working Group on Review of the Pay and Benefits System, Vienna, December 2001), informal discussions were also held with members of the ICSC secretariat on this question. It is anticipated that the ICSC's formal response to the questions raised will be received in time to provide a progress report to the Governing Body.
14. With a view to ensuring a transparent and free-ranging debate among the UN common system agencies, the Office has requested that the matter be placed on the agenda of the next Human Resources (HR) Network meeting (Geneva, 3-5 April 2002). (It will be recalled that the HR Network (which succeeded the Consultative Committee on Administrative Questions (CCAQ)) is part of the sub-machinery of the High-Level Committee on Management (HLCM) which is responsible to the Chief Executives Board (CEB) – formerly the Administrative Committee on Coordination (ACC) – for coherent, efficient and cost-effective management across the United Nations system of organizations.)
15. The Human Resources Development Department has also commenced internal discussions with a view to raising relevant issues with the Staff Health Insurance Fund and the United Nations Joint Staff Pension Fund.

## J. Field security review

16. The Committee may recall that the issue of protecting the safety and security of staff and their family members arising from factors affecting work and living in particular duty stations was included as an element in the work-life strategy presented at its 277th Session in March 2000.<sup>2</sup> Paragraph 16 of the appendix to that document indicated that an examination needed to be made of whether any additional measures were required in the ILO to those established by the United Nations Security Management System for the safety and security of United Nations personnel and property. During the second half of 2001, the HRD launched a review of field security to assess the security and safety preparedness of

<sup>2</sup> GB.277/PFA/11, Appendix, para. 16.

the management and staff of ILO external offices and their awareness of the United Nations system-wide arrangements as established and promulgated by UNSECOORD.<sup>3</sup>

17. It is anticipated that the review will be completed during February 2002. Its main recommendations will be to: emphasize the need for more closely integrated headquarters and field security management arrangements; stress that field-based managers should be more security conscious and accountable for actions taken by them in that context; propose immediate awareness raising and training of managers, ILO security-designated officials (focal points) and staff in respect of general security matters and the United Nations field security arrangements, rules and procedures; and outline remedial measures to improve the safety and security of ILO premises, including the implementation of UNSECOORD-approved telecommunications standards and equipment. Further details on the review of field security are reported in Appendix 1.
18. It should be noted that the United Nations General Assembly has given increased emphasis to staff safety and security since the events of September 2001. As a result, UNSECOORD has requested, as a matter of priority, that each United Nations system organization bring each of its offices into compliance with its minimum operating safety standards and minimum telecommunications standards. As noted above, the outcomes of the field security review are consistent with this recommendation and a proposal to improve the ILO's overall security preparedness will be included in a separate paper to the Committee.

## **K. Performance and reward management**

19. Work is advanced on the re-engineering of procedures to manage performance and conduct issues in the ILO. These are planned for discussion with the Staff Union between the March and November sessions of the Governing Body. Initial discussions are planned on the subject of a reward strategy based upon research undertaken at the end of 2001 by a leading international reward consultancy and consistent with issues being discussed as part of the ICSC's current Review of the Pay and Benefits System.

Geneva, 8 February 2002.

---

<sup>3</sup> Office of the United Nations Security Coordinator, which reports directly to the United Nations Secretary-General.

## Appendix 1

### Review of ILO field security

#### *Introduction*

This paper provides information on the purpose, objectives and status of the current review of ILO field office and staff security preparedness. It begins by summarizing the UN Security Management System (UNSMS) for the protection of United Nations personnel and property in the field.

#### ***United Nations Security Management System***

In 1991, an Ad Hoc Inter-Agency Meeting on Security Matters reviewed the UNSMS, which had been upgraded in the early 1980s, and agreed that the organizations of the United Nations system should take coordinated action on all security-related matters, particularly through the implementation of a joint security plan at each duty station. The Administrative Committee on Coordination (ACC) endorsed the new security arrangements and requested the executive head of each organization covered by these arrangements to appoint a Field Security Coordinator at its headquarters location to ensure the necessary liaison between organizations. It also gave to the Secretary-General of the United Nations the responsibility to inform the Field Security Coordinator of each organization of decisions taken with regard to the security and protection of the organizations' staff members, their spouses, dependants and property. To this end, the Secretary-General designated a senior official as the United Nations Security Coordinator to act on his behalf to ensure a coherent response by the United Nations system to any emergency situation and to be responsible for all policy/procedural matters related to security matters. Decisions taken by the United Nations Security Coordinator, with ACC agreement, are mandatory for all agencies and their staff members and eligible family members.

The ILO, like other United Nations organizations, currently contributes financially to the operation of the UNSMS. On 24 December 2001, the United Nations General Assembly adopted a resolution, which, inter alia, endorsed new inter-agency cost-sharing arrangements to meet substantially increased costs associated with the Secretary-General's recent proposals to enhance the security and safety of United Nations personnel. Within the UNSMS, the Manager of HRPOLICY in HRD is the ILO Field Security Coordinator, but HRD has no resources devoted solely to field security matters. INTER is responsible for headquarters security and has a small operational unit directed to that end. During the past few years, a number of United Nations agencies, particularly those that are field-oriented, have been investing heavily in upgrading their internal security operations.

#### ***Field security review***

The number of security incidents involving ILO staff in the field has increased significantly during the past 12 months. Luckily, to date, there has been no loss to life or limb. Against this background, it was decided to adopt a proactive approach and, in July 2001, the decision was taken to initiate a review of ILO field office security, involving internal and external security experts. The overall objectives for this review were to enable the Office to establish a security management strategy and ensure a satisfactory state of security preparedness in all ILO duty stations. The review, which will be completed in February 2002, was two-pronged in approach, involving:

- (a) The preparation of two questionnaires (one for managers and one for all staff) and their distribution to all field duty stations. Responses have provided baseline information about the situation in particular duty stations, thereby facilitating the identification of remedial action.
- (b) Eleven assessment missions to "at risk" duty stations to assess the state of security preparedness of office management and staff, collect data to complement questionnaire responses, establish a complete inventory of security equipment (hardware and software) available at the ILO Office and identify equipment requirements.

The key elements that were assessed during the field missions were: (i) the extent to which the ILO field offices keep abreast of general security issues; (ii) the extent of awareness of management

and staff in respect of security matters; (iii) the level of specific knowledge of UN Field Security Arrangements, Rules and Procedures; (iv) the need for training of managers and staff on field security matters; (v) the need for training of ILO security-designated officials (focal points); and (vi) other issues which might be the subject of specific recommendations to improve the security arrangements for the staff and the Office's premises and property.

## **Review findings**

Many staff members reported that they had received little, if any, briefing either on the UNSMS, before departure or on arrival at the duty station, and none on ILO security arrangements in the field. Before the events of September 2001, the major risks identified by staff in relation to their security and safety at the various ILO duty stations were: kidnapping, crimes involving violence (including "street crime", e.g. mugging and handbag snatching), burglary, and car theft. The vast majority of staff felt that the local police responses to requests for assistance were either non-existent or inadequate. Most staff have indicated they were familiar with relevant Office telecommunications systems; however, a significant number felt that these systems could be improved. Finally, a range of proposals for improvements were suggested, including: introducing security briefings before departure and on arrival at the duty station; introducing security training (including provision of advice on how to act if caught in security/safety related incidents); instituting building evacuation drills; provision of psychological counselling in the event of being a victim of a security/safety related incident; re-siting of office premises to less dangerous locations; and improvement of ILO-specific security arrangements (including for local staff members).

Although the review report is not yet finalized, the main recommendations likely to emerge are to:

- implement security management arrangements in the Office which would integrate headquarters and field office considerations;
- make field-based managers more security conscious and accountable for actions taken by them in that context;
- implement immediate awareness raising and training of managers, ILO security-designated officials (focal points) and staff in respect of general security matters and the UN Field Security Arrangements, Rules and Procedures; and
- improve the safety and security of ILO premises, including the implementation of UNSECOORD-approved telecommunications standards and equipment.