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| **Council 2017Geneva, 15-25 May 2017** |  |
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| **Agenda item: ADM 15**  | **Document C17/53-E** |
| **12 April 2017** |
| **Original: English** |
| Report by the Secretary-General |
| PROGRESS REPORT ON THE IMPLEMENTATION OF THE HUMAN RESOURCES STRATEGIC PLAN AND OF RESOLUTION 48 (REV. BUSAN, 2014) |

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| SummaryAs requested by Resolution 48 (Rev. Busan, 2014) on human resources management and development, a report is submitted annually in order to inform the Council of achievements and progress made regarding the implementation of the Human Resources Strategic Plan and of Resolution 48 (Rev. Busan, 2014).Action requiredThe Council is invited to **note** the report.\_\_\_\_\_\_\_\_\_\_\_\_References[Resolution 48 (Rev. Busan, 2014)](http://www.itu.int/pub/S-CONF-PLEN-2015); Council documents [C17/54](https://www.itu.int/md/S17-CL-C-0054/en), [C17/INF/13](https://www.itu.int/md/S17-CL-INF-0013/en), [C17/INF/14](https://www.itu.int/md/S17-CL-INF-0014/en), [C17/INF/15](https://www.itu.int/md/S17-CL-INF-0015/en), [C17/INF/16](https://www.itu.int/md/S17-CL-INF-0016/en). |

**Background**

The ITU secretariat’s actions in human resource management and development for the period 2015-2018 are shaped primarily by the following three pillars:

1. the Strategic Plan adopted by PP-14 in Resolution 71 (Rev. Busan, 2014);
2. Resolution 48 (Rev. Busan, 2014) on HR management and development, and in particular in its Annexes 1 and 2;
3. Decision 5 (Rev. Busan, 2014), on cost-efficiency and cost-reduction programme and options listed in its Annex 2, such as savings from attrition, review, and possible reduction of grades of vacant posts or favouring redeployment, and internal recruitment over external recruitment.

The Human Resources Management Department (HRMD) actively contributes to the implementation of these decisions. Despite challenges, it strives to meet the goals set in the Strategic Plan, namely the efficient and effective use of human capital resources, as well as providing a work-conducive, safe, and secure working environment.

This Report covers the implementation of those decisions and is structured as follows. The main document presents achievements and progress made on the various items listed in Annex I to Resolution 48, and is complemented by a series of information documents which are related to select topics.

Document [C17/INF/13](https://www.itu.int/md/S17-CL-INF-0013/en) provides statistical tables for the years 2008–2016 as at 31 December of each year. The tables contain staffing data by category, grade, type of ap­pointment, age group, length of service, gender, nation­ality, and geographical distribution. In addition, the ta­bles provide projected retirement data over the next ten years for succession planning purposes, as well as statistics on short-term staff members, recruitment, internships, and ITU training activities.

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| **PROGRESS REPORT ON THE IMPLEMENTATION OF THE HUMAN RESOURCES STRATEGIC PLAN AND OF RESOLUTION 48 (REV. BUSAN, 2014)** |

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| 1. **Review of the human resources strategic plan**
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The human resources strategic plan is under comprehensive review to better support the mandate of the Union in the coming years, and in this regard focus will be on the following areas, *inter alia*:

1. Providing a diverse and fit-for-purpose workforce;
2. developing staff to ensure alignment with the needs of the Union;
3. providing an enabling work environment;
4. streamlining the delivery of HR services;
5. promoting an inclusive and respectful work environment;
6. managing and adapting the social responsibilities of the organization for long-term sustainability.

A template for a revised HR strategic plan is included in Annex 1 to this document.

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| 1. **2016 activities and achievements**
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The sections below cover the main domains of activity and 2016 achievements in the area of the human resources management and development, including the items listed in Annex 1 to Resolution 48.

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| 1. **Relationship between management and staff**
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Chapter VIII of Staff Regulations and Staff Rules establishes the framework for staff relations. It establishes the staff’s right of association, the right of individual staff members to make representations to the Secretary-General on matters affecting them as individuals. It also defines the role and mandate of the Staff Council as the body representing the staff as a whole and the Joint advisory Committee as the joint administrative machinery to advise the management regarding HR policies and general questions pertaining to staff welfare and any other administrative matter.

In addition to these statutory and regulatory provisions, the importance of staff representation is underlined in PP Resolution 51 (Rev. Minneapolis, 1998), on ITU staff participation in conferences of the Union, and by the ITU Council in its Decisions 517, on strengthening dialogue between the ITU administration and the ITU Staff Council, and 399, on staff representation.

This machinery has been made effective through:

* Regular meetings and open dialogue with staff representatives for creating an efficient and open-minded partnership;
* Collaboration with staff representatives on matters impacting staff, through the consultation of the Joint Advisory Committee and the establishment of joint Working Groups (WG on working-time management, WG on the establishment of an occupational health and safety policy and committee, WG for the review of the internship policy, …);
* Regular presentations to staff on changes in policies as well as benefits and entitlements. A series of presentations was organized in the course of 2016 on the implementation of the new compensation package for professional staff, in French and English, for staff at headquarters and with the remote participation of staff in regional offices. Presentations are also organized for informing active staff and retired staff on the status of the Collective Medical Insurance Plan.

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| 1. **Improving delivery of HR services**
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Particular emphasis continues to be placed on improving efficiency and effectiveness by pursuing efforts to simplify and streamline workflows and processes as well as promoting paperless operations. These efforts are being pursued while maintaining high quality of delivery from the different services of the HRMD to both internal and external clients and to support of organizational objectives and mandate.

The following concrete actions and projects were launched which already resulted in the implementation of a series simple measures not requiring any modification of the regulatory or IT environment.

* **Adapting HR structure and methods to respond to the needs of the organization**

A restructuring of the Department was undertaken in 2016 in parallel with a holistic business processes review, which included processes mapping and stocktaking of existing information management tools to rationalize and simplify business processes.

* **Rollout of electronic staff request workflow**

As part of the rationalization of HR processes, the Electronic staff workflow (E-staff Request) was launched in June 2015 starting with the Conferences and Publications Department. Subsequently, in 2016 an enhanced version was implemented to respond to the specific requirements of some Sectors as well as offering improved functionalities. With these improvements, the electronic workflow is currently widely used by the TSB, BR, and all the General Secretariat departments, replacing the paper process and speeding up administrative processes.

* **Creation of an HR Handbook**

In its Report on the Review of the ITU, the Joint Inspection Unit (JIU) recommended that the Secretary-General should ensure that all human resources processes such as recruitment, appointment and promotion are covered by formal procedures included in the regulatory framework and are consolidated into a comprehensive HR handbook (Rec. 10).The implementation of the new compensation package for Staff in the P/D category required that the corresponding regulatory framework be revised and adapted (see section 4 below). This exercise requires that all these amendments, as well as others adopted in the course of 2016, be consolidated in a new comprehensive version of the ITU staff Regulations and Staff Rules applicable to appointed staff, as well as the Staff Regulations and Staff Rules applicable to Elected Officials (see document [C17/54](https://www.itu.int/md/S17-CL-C-0054/en)). That consolidated version will be established in the six official languages of the Union. These texts, together with the existing services orders, office memoranda, information circulars, guidelines, and all other existing texts dealing with human resources administration and management are being collected in a compendium, and complemented by additional practical guidelines, as necessary. This will serve as a foundation for creating the HR handbook referred to in the JIU recommendation. A draft structure of the Handbook is presented in document [C17/INF/14](https://www.itu.int/md/S17-CL-INF-0014/en).

* **Re-engineering of the HR intranet**

The intranet is an important tool for all ITU staff in terms of internal communication and as the main platform providing information, forms, administrative tools, etc., both at headquarters and in the field. A major portion of the information on the intranet comes from the HR Department. Easy access to this information is key to the efficient delivery of HR services. The HR website therefore needs to be restructured and re-designed to make it user-friendly with useful information. It should use appropriate technology to make it accessible on different platforms (computers, tablets, smart phones) and to facilitate administrative actions including approvals and notifications.

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| 1. **Workforce matters**
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The ITU workforce has been evolving in the past years in many aspects, as shown in document [C17/INF/13](https://www.itu.int/md/S17-CL-INF-0013/en), including, *inter alia*:

* the overall number of staff in service;
* the distribution in between the General Service Category and the professional and higher category;
* the distribution per grade;
* the age distribution; and
* the distribution per gender.

The organization faces many challenges in terms of adaptability of the workforce to the various current constraints, including being a highly technical organization operating in a very competitive and fast-moving industry.

This will require ITU to be agile and in a position to develop a workforce planning policy based on organizational projections, integrating planned contraction or expansion factors, skills inventories (gaps, potentials, and existing strengths), with a view to ensuring an appropriate workforce for business continuity.

Two priority areas were identified in the course of 2016 requiring immediate actions.

* **Review of recruitment process.**

 A review has been undertaken with the view to streamlining the procedure, and ensuring a consistent, fair, and transparent application across the organization. Each vacancy should be processed in the same fashion so that each and every candidate gets the same treatment and the same chance to be recruited in the organization. A practical recruitment guide is being developed, which will be part of the HR Handbook (see section 2 above). The purpose of this guide is to provide information on rules, procedures, and working methods covering the whole selection process. It will be made available to all those involved in the selection process following the advertisement of a vacancy notice. In this context HRMD will support the managers of advertised positions by providing guidance on their role in the process.

 Members of various review bodies will continue to be trained on a systematic basis on what their role is and on how to fulfill their responsibilities. Those training sessions will continue to address procedural aspects of the recruitment process including emphasis on diversity issues (gender, geographical distribution, and persons with disabilities).

 **Review of contractual arrangements**

 The use of non-staff by organizations of the UN system (which is extensive in some organization depending on mandate) has been under review for some years at the level of the various inter-organization entities, including the CEB/HLCM and HR-Network, with a view to address a series of concerns expressed by the organizations themselves, but also by “external” stakeholders and contributors (Member States, governing bodies, JIU …).

In its above-mentioned Report,[[1]](#footnote-1) the JIU recommended that the Secretary-General develop and present to the Council for endorsement at its 2017 session a comprehensive policy on the use of non-staff personnel and provide to the Council an annual consolidated and analytical report on its implementation within each component of the Union. Previous recommendations already established by the JIU in its Report JIU/REP/2014/8 on the use of non-staff personnel and related contractual modalities in the United Nations system organization should also be taken into consideration.

As part of the reconsideration of the ITU practices in this area, two initiatives have been engaged:

* the establishment of a new regulatory framework for the use of individual service and consultancy contracts, presented in document [C17/INF/15](https://www.itu.int/md/S17-CL-INF-0015/en);
* the evaluation of alternative contractual arrangements for specific, well defined mandates, including those existing in the UN Common system such as the Individual Contractor Agreement (ICA) managed by the United Nations Office for Project Services (UNOPS) as a framework to engage the services of individuals who are not staff. UNOPS has established policies for selecting, engaging, and administering an individual under an ICA contract. These contracts provide flexibility in the area of social benefits which can be tailored to meet the needs of the selected contractor. The ICA provides UNOPS and its partners with a flexible and competitive contract modality, which aims to attract and retain high quality personnel. The ICA is used for specific services. Subject to availability of funds, the contract duration can range from a period of one (1) hour to four (4) years at a time. There are three categories of ICAs, depending on the scope of functions, and the assigned geographical place of work:
* International ICA Specialist - personnel perform expert or advisory functions outside of their home country or place of residence, and normally require at least a Master’s degree or equivalent educational background;
* Local ICA Specialist - Personnel perform specialist, expert or advisory functions in their home country or place of residence, and normally require at least a Master’s degree or equivalent educational background; and
* Local ICA Support - Personnel perform support or administrative functions in their home country or place of residence at a level normally not requiring a Master’s degree or equivalent.

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| 1. **Introduction of new HR policies**
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In the course of 2016, a number of modifications to the Staff Regulations and Staff Rules applicable to appointed staff have been approved to integrate decisions taken at the level of the UN common system as well as for reviewing practices and processes, with a view to maintain a sound, efficient, and fair regulatory framework that supports the priorities of ITU while ensuring the attractiveness of the organization as an employer in a fast-moving environment.

* **Implementation of the new compensation package for staff in the professional and higher categories**

 Council 2016 adopted Decision 593 endorsing the elements of the new compensation package approved by the UNGA Resolution 70/244 based on recommendations submitted by the ICSC. The Council also endorsed the dates of implementation as established in the UNGA Resolution:

* 1 July 2016 for elements in relation with relocation of staff;
* 1 January 2017, for the unified salary scale, the dependency allowances, and the step increment periodicity;
* School year in progress on 1 January 2018 for the new education grant scheme.

The main challenges encountered in the course of the implementation were:

* the preparation and promulgation of the regulatory framework (amendments to the Staff Regulations and Staff Rules, service orders), through the internal consultative process involving the Joint Advisory Committee and the Staff Council;
* the configuration of the ITU ERP system (SAP-HCM) for the integration of the new compensation elements. This exercise necessitated a major update of the HR ERP system, to Entitlement Validation Engine (EVE). Tremendous efforts made by the teams of the IS and HRM Departments; and
* the implementation by the deadlines set by the UNGA, after the necessary quality control to correct inconsistencies in the new system.
* **New Mandatory Age of retirement at 65**

The mandatory age of retirement (MAR) had already been established at 65 for staff members recruited after 1 January 2014. The UNGA recommendation, in the same Resolution 70/244, that it be extended to staff members recruited before that date and who would be in service on 1 January 2018, was also approved by the ITU Council in Decision 594. However, a voluntary separation programme had to be launched to mitigate the financial implications of the increase in the MAR on the budget to be established for the biennium 2018-2019.

The programme was launched between June and December 2016 with two objectives: a) to assist the Secretary-General in the preparation of a balanced budget for 2018-2019; and b) to generate savings for 2017 and to fund certain new projects and initiatives which were not included into the budget approved for 2016-2017.

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|   |   | Expressions of interests | confirmations |
| SG | SPM | 2 | 1 |
|   | FRMD | 5 | 4 |
|   | HRMD | 5 | 5 |
|   | IS | 3 | 1 |
|   | CP | 16 | 8 |
|   | SGO | 1 | 0 |
|   | TELECOM | 1 | 1 |
|   | **Total** | **33** | **20** |
| BDT |   | 4 | 4 |
| TSB |   | 2 | 0 |
| BR |   | 9 | 6 |
|  | **TOTAL** | **48** | **29** |

Beyond the primary objectives of the exercise, the implementation of that early separation programme will have an impact on succession planning, including providing an opportunity to improve diversity and to rejuvenate the workforce.

That implementation decision was taken in compliance with the terms established in the UNGA Resolution referred to above, in particular the acquired rights of staff, i.e. the right to Normal Retirement at 60/62, as the case may be, regardless of their MAS. Even if their MAS is raised to 65, they retain the right to a separation at NRA (60/62) or any time after with a full pension from the Fund. However, in order to give the ITU management enough visibility for succession planning and organizational management, staff members who would wish to be separated between that age (60/62) and 65 have been invited to inform the Secretary-General of their decision with a prior notice of 12 months.

* **Implementation of a new ITU Competency Framework**

 One of the strategic goals of the Human Resource Strategy is to build a competency framework that identifies specific measurements for success, manages talent and tracks performance. The competency framework and skills inventory are an indispensable tool for workforce planning and one should thus be developed by ITU. Core and Managerial Competencies necessary to support the mandate of the ITU need to be designed and tested across the workforce, and then applied to staff development and performance management functions.

 HRMD prepared a draft Competency Framework drawing on the best practices of other UN organizations and incorporating elements from the competencies specific to ITU. In order to validate and refine the proposed competencies and ensure that the outcome accurately reflects staff views, HRMD organized a series of five two-hour Focus Group Sessions. The inputs of 38 participants broadly selected across the organization, served to revise and validate the proposed framework.

 This revised competency framework, presented in document [C17/INF/16](https://www.itu.int/md/S17-CL-INF-0016/en), is consistent with the ITU Standards of conduct and the Code of Ethics and supportive of the wider ITU objectives, and will provide a common language and understanding of how ITU staff are expected to perform their job. It contains the first two pillars, the core and the functional competencies. The third one, the technical competencies, is being established through the collection of all existing ones in ITU job descriptions, before being systematized and being made more generic.

 These competencies will be fully integrated into the new performance appraisal system which is under development (see section 6 below).

* **Review of the legal framework for the internal administration of justice**

The internal appeal procedure was established to provide complainants and the ITU administration with an opportunity to resolve a dispute internally before it be formally submitted to the International Labour Organization Administrative Tribunal (ILOAT).

As it is considered to be in the best interest of all parties, including former staff members, that an opportunity be given for a complaint to be considered internally and the dispute settled before its submission to the ILOAT, the Staff Regulations presented in annex to this Service Order have been amended to redefine the term “Staff member” which is used in the Chapter XI of Staff Regulations and Staff Rules applicable to appointed staff so as to refer to both active staff members and former staff members. These amendments were approved by Council 2016 through Decision 597.

The amendments to the Staff Rules were necessary to align them with the ILOAT jurisprudence, to review the time-limits, to make them clearer and more balanced as well as to restructure and harmonize the provisions of Chapter XI.

The rules related to the composition of the Appeal Board were also modified to allow retired officials to be eligible for Chairman and alternate Chairman position.

* **Impact of the new building project on HR policies**

As developed in Council document C17/7, ITU’s vision of the new building (“Varembé-2”) is a “smart building” utilizing the latest technology, which will be future-proofed and adaptable to the introduction of flexible working procedures. The introduction of new concepts for managing workspaces, such as the development of dynamic work spaces, will require that some existing HR policies be revised to be adapted to these new concepts:

* **A diverse choice of places in which to work: s**taff members could choose where to work according to the type of space being made available and commensurate to their business requirements;
* **A digital work space:** modern IT equipment being made available to staff members, promoting mobility between different work areas, both inside and outside the organization, and encouraging paperless working methods;
* **An adapted working-time arrangement framework :** staff members may be offered more flexibility in where they work and the hours they work on the basis of a trust-based working timetable and the development of teleworking;
* **A profound shift in working methods and management style:**emphasis on personal autonomy and a management style that is strongly focused on a results-orientated culture.

These changes will also contribute to reaching a better work-life balance.

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| 1. **Workforce diversity**
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The JIUrecommended[[2]](#footnote-2) that the Secretary-General present to the Council for endorsement at its 2017 session an action plan to complement the Gender Equality and Mainstreaming Policy, with specific targets, indicative timelines and monitoring measures to improve gender balance, especially at senior management level, within each component of the Union, and report annually to the Council on its implementation.

The action plan has been prepared and is presented in Document [C17/6](https://www.itu.int/md/S17-CL-C-0006/en).

HRMD has contributed to the implementation of GEM throughout 2016.

* **Participating in the implementation of the Gender Equality and Mainstreaming policy (GEM)**

For the HRM Department, GEM is both about striving for gender balance, as well as fostering an inclusive culture. Staff statistics contained in the document [C17/INF/13](https://www.itu.int/md/S17-CL-INF-0013/en) show an overall improvement in terms of percentage of women at all grade levels. But the improvement made at different grade levels is varied. However, it is to be noted that the ITU Council endorsement of the UNGA decision to increase the mandatory age of separation to 65 as from 1.1.2018 for all staff in service on that date will considerably reduce the room for manoeuvre in this area.

Specific actions taken in this area include:

* Analysing and monitoring gender distribution within the ITU (document [C17/INF/13](https://www.itu.int/md/S17-CL-INF-0013/en));
* Analysing the integration of the diversity component into the various existing ITU HR policies;
* Striving to ensuring that the objective set in Annex 2 to PP Resolution 48 be achieved (if the number of applications received so allows, having 33% of all candidates moving forward to each selection step being women, and at least one representative of each gender in the short list);
* Ensuring gender representation on selection and interview panels: a pool of female panellists has been identified that can be called upon to participate panels across ITU, providing them with training on Competency Based Interviewing;
* Inclusion of a diversity perspective into the competency framework, into the new performance management system and policies, and job descriptions in longer term;
* Dedicating resources for trainings on Gender Equality and Mainstreaming, focusing on behavioural skills as much as technical skills, such as:
	+ “I Know Gender”, managed by UN Women
	+ “LEADERSHIP, Women and the UN” and “UN Emerging Leaders Experience” organized by the UN System Staff College;
* Knowledge sharing with other UN Organizations, and UNSWAP groups.
* **Ensuring geographic diversity in recruitments**

Geographical distribution of the Professional & higher categories distribution comprises all the staff members of ITU at HQ and in the field, excluding linguistic staff members, Fund-in-Trust staff (FIT), staff on leave without pay (LWOP), project staff, and short-term staff.

PP Resolution 48 establishes the need to achieve equitable geographical distribution of appointed staff of the Union. It resolves that, when filling vacant posts by international recruitment, in choosing between candidates who meet the qualification requirements for a post, preference shall be given to candidates from regions of the world which are under-represented in the staffing of the Union, taking into account the balance between female and male staff mandated by the United Nations common system. This principle is also embedded in Staff Regulations and Rules, in Staff Regulation 4.2, which establishes that due regard shall be paid to the importance of recruiting staff on as wide a geographical basis as possible and preference shall be given, other qualifications being equal, to candidates from regions of the world which are not represented or are insufficiently represented, taking into account the desirable balance between female and male staff. Council Resolution 626 also provides that considering the difficulties that candidates from developing countries may experience with regards to the language requirements, although they may be otherwise adequately qualified, a relaxation of these requirements is authorized so that, when candidates from such countries possess a thorough knowledge of one of the working languages of the Union, their applications may be taken into consideration.

In 2016, 97 Member States, i.e. 50%, are represented in these categories.

In its Report,[[3]](#footnote-3) the JIU recommended that the Secretary-General develops and presents to the Council at its 2017 session an action plan, with specific targets, indicative timelines, and monitoring measures, aimed at improving the geographical diversity of staff in the Professional and higher categories within each of the components of the Union, and report annually to the Council on its implementation. The ITU management committed to work in this area, through the implementation of concrete and positive actions, emphasizing however the impact that decision made to increase the mandatory age of separation at 65 as from 1.1.2018 for all staff in service on that date would have, in particular considerably reducing the room for manoeuvre in this area.

A comprehensive plan is being designed, which will include the following actions,[[4]](#footnote-4) with an indication of the timelines and potential constraints, supporting two main objectives:

* raising awareness on the geographical distribution component at all levels within the organization, in particular in the course of selection processes;
* promoting the collaboration of stakeholders in disseminating ITU vacancy notices with the view to attract more candidates from non or under-represented Member States.

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| **Actions** | **Timelines** | **Potential Constraints** |
| **Direct actions with non/under-represented Member States (N/U-MS)** |
| Meetings with representatives at HQ | Q4 2017 | Availability of internal resources |
| Communication with national representatives (ITU Global directory) | Q4 2017 | Availability of internal resources |
| Regular communications on their representation/non-representation status in the ITU workforce | Q4 2017 – once a year | Availability of internal resources |
| Regular communications (annual) with the analysis of applications received from their nationals (number, gender, educational level, languages skills, …) | Q4 2017– once a year | Availability of internal resources |
| Pre-notification of vacancy notices | Q4 2017 |  |
| Promotion of internship/JPO programme in N/U-MS | Q4 2017 | Financial resources |
| **Vacancy publications and outreach activities** |
| Publication of the list of N/U-MS on the ITU website with a link to that list in vacancy notices | June 2017 | Financial resources (travel costs) |
| Inclusion in vacancy notices of a sentence encouraging applications from N/U-MS | June 2017 | None |
| Publication of vacancy announcements in local professional media or specialized websites or via social media | Q4 2017 | Financial resources (travel costs) |
| Dissemination among identified professional networks | Q4 2017 |  |
| Special recruitment missions and workshops | Q1 2018 | Financial resources (travel costs) |
| Participation in job fairs, conventions, and scientific conferences | Already implemented | Financial resources (travel costs) |
| **Actions taken in the course of the selection process** |
| Information on N/U-MS made available to hiring managers and evaluation/selection bodies | Q1 2018 | Integration into the e-recruitment system |
| Indication of the representation status of the candidates at all steps of the selection process | Q1 2018 | Integration into the e-recruitment system |

Regular monitoring and evaluation of those actions will be undertaken and reporting will be done on an annual basis to the Council.

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| 1. **Staff /talent development**
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The existing HR Strategy established the need to develop a streamlined and modernized suite of reward and employment strategies and policies, linked to the achievement of corporate objectives, which recognize staff performance and contribution, promote a diverse workforce from an increasingly international pool, engage and motivate staff and provide a fair and coherent strategic framework across ITU.

* **Increase targeted training opportunities**

A training and development programme allows the organiza­tion to strengthen skills that each employee needs to im­prove. It also bring the employees to a higher level in terms of skills and knowledge. The ITU Training budget for 2016 represents approximately 1% of staff costs, with HRMD staffing support costs includ­ed, although Resolution 48 (Rev. Busan, 2014) establishes that the appropriate resources to be allocated for in-ser­vice training should represent to the extent practicable, a target of 3% of the budget allocated to staff costs. Chapter 5 of document [C17/INF/13](https://www.itu.int/md/S17-CL-INF-0013/en) provides an overview of how training funds were used in 2016.

Two main areas have been given a particular attention in the course of implementation of training plans for 2016:

* Prioritizing resources for trainings on gender-related issues (see Section 5 above). With respect to gender balance, the overall percentages of men/women participants in training activities were 47% men and 53% women.
* Support for certification programmes for staff not fulfilling the qualifications required for being promoted at a higher level. The profile of participants is 54% General Service staff and 46% P-staff, and approximately two-thirds are women.
* **Implementation of new performance appraisal system (PAS)**

The overall objectives for revising the PAS are based on addressing stakeholder interests to strengthen Results Based Management, ensure greater accountability, and improve individual and overall organizational performance. With this in mind, the introduction of a new electronic PAS will address the following expectations:

* a user-friendly and streamlined performance appraisal tool;
* integrated tutorial features (help text/demo, definitions…) that allow users to learn basic functionalities;
* securely stored and facilitated reporting capabilities;
* a process which clarifies work priorities and aligns individual objectives with organizational strategic objectives;
* a tool which helps identify talent and staff development needs to support organizational performance;
* integration of the ITU’s new Competency Framework within the performance management system, as a means of helping staff and managers to better understand and clarify the skills, attitudes and behaviours needed to perform their duties successfully;
* the introduction of common management practices for guiding the objective setting, monitoring and evaluation process;
* an improved staff PAS which increases administrative efficiency, eliminates reliance on paper, streamlines the approval process, enhances reporting, and monitoring tools and promotes fairness, recognition, and accountability.

Included in the overall objectives, the new PAS tool shall allow for future expansion and growth into human resources functions, such as recruitment, learning management, and workforce planning.

A procurement process has been completed in the course of 2016 which concluded to the attribution of the contract to the company Cornerstone onDemand. The implementation project started at the beginning of 2017 with the objective of a full deployment at the end of the year.

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| 1. **Measures to improve staff welfare and moral, occupational health and safety**
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Providing a safe working environment is a key component of ensuring a positive working environment. The organization promotes a safe working environment through its safety, health, and welfare policies, and all the various services rendered to employees.

* **Initiation of discussions on an ITU policy on occupational health and safety**

A working group comprising HRMD, the Staff Council, Medical Services, and the Security and Safety Division has been established for defining an ITU policy in this area.

In parallel, initiatives are taken for proposing to staff members dedicated workshops or conferences, in collaboration with Geneva-based organizations, such as:

* Health promotion workshops, advice on how to stop smoking, guided relaxation sessions, stress management, etc., organized at the United Nations Office in Geneva (UNOG) by the UNOG occupational psychologist;
* organized at and with WIPO and in collaboration with CIGNA, ITU’s partner for health insurance, two world renowned specialists were invited to a conference aimed at actively promoting wellbeing practices and raising staff awareness of issues in relation with stress and mental health within a modern work environment.
* **Medical Services**

ITU has been working for the last 10 years with UNOG, on the basis of a Memorandum of Understanding (MOU) signed in October 2007, for a range of services which include medical examinations, consultation, emergencies and walking clinic, medical administrative services, nursing services, mission briefings and vaccinations, prevention and health promotion (ergonomics, screenings), and medical tests (blood, electrocardiogram, eye, etc.). Other agencies use similar arrangements. ITU was informed in December 2016 of the decision taken by UNOG to terminate the MOU effective 31 December 2017, due to the financial constraints and the reduction of resources that the UN is facing.

ITU has been examining alternative solutions, in light of the planned new cost-sharing arrangements with Geneva-based agencies that ITU has been promoting. Several options were evaluated in collaboration with WIPO, including the possibility of subcontracting the services to a Swiss occupational health institution. This option was excluded for two main reasons, the first being the high costs of the services, and secondly the potential conflict between the specificity of services required by an international organization and the Swiss regulatory environment governing the delivery of occupational health.

Therefore, together with WIPO, our joint efforts are concentrated on a proposal made by another Geneva-based organization to integrate their Medical Services. Amongst the various benefits of the proposal formulated by the organization in question, certain elements that would be advantageous for both ITU and WIPO are to be stressed, in particular in the areas of:

* Workplace health promotion: the proposed organization has, over the last years, implemented strong occupational health policies and initiatives;
* Management of sick-leave: in particular a proactive monitoring sick leave mechanism, especially for long-term cases, as well as facilitating the return-at-work and the monitoring of absenteeism;
* Case management: an improved approach to sensitive cases and invalidity cases for submission to the UNJSPF.
* **Collective Medical insurance Plan (CMIP) update**

In the area of social benefits, focus was dedicated on the management of the medical insurance scheme (CMIP) administered by Cigna and the continuation, through the Management Committee, of the overall review of the scheme, including its premium structure, deductible scheme, and benefits description, taking into account the demography and needs of the insured population while establishing short- and long-term financial sustainability of the system. The functions of the Executive-Secretary and the CMIP secretariat are assumed by members of the Department. It continued to supervise the transition from SHIF, mainly related to historic SHIF data and its transfer to the new provider Cigna. The SHIF reconciliation exercise was completed in 2016.

The secretariat liaised with the administrator, Cigna, on issues mainly related to the application of the benefits plan. A particular focus was put on improved communications, with the publication of information notes under the guidance of the Management Committee and in collaboration with CIGNA, and the organization of regular presentations on the functioning of the plan, proposed to all those insured (active staff and retirees), and aimed at increasing awareness and shared-accountability with regard to the sustainability of the scheme.

In the area of well-being and preventive care, the secretariat, along with another UN agency, WIPO, continued to organize with the support of Cigna, joint preventive actions and information sessions on wellbeing issues, such as the influenza vaccination campaign for retirees.

* **Implementation of new UNJSPF self-services and interfaces**

The Fund is in an overall good situation. It is strongly funded and solid with operational numbers. There is reversal of the negative trend of actuarial balances (the differences between the required and actual contribution rates) with a slight actuary actuarial surplus of 0.16% as at 31 December 2015.

The Fund is faced with operational challenges including the need to service an increasing population being serviced (200,000+) with a geographically spread in 190 countries.

The Integrated Pension Administration System (IPAS) implemented in 2016 provides the platform for meeting increasing demand for more and new services. Additionally, Employee Self Service functionalities were rolled out in 2016 allowing the participants easy access to their personal data and participation records.

With regards to the payment of benefits, the processing time has been reduced and these are being paid within four weeks of receipt of all required documents, with priority given to disability and death cases. Cases that are incomplete or with issues are followed-up with the Staff Pension Secretariat.

However, the Fund operates with very limited resources in a changing and challenging environment, which requires the Fund to be agile and flexible. The Fund, together with its main partners, is therefore exploring ways of further improving its services to clients and streamlining its administrative and operational procedures.

In this regard, the Fund initiated an end-to-end process review with the participation of six entities (roles of HR and payroll identified). The coordination with the entity Staff Pension Committee Secretaries, HR Officers, and Payroll Officers is also to be reinforced and the IPAS will continue to be enhanced and interfaces with HR and payroll are to be established with all member organizations. The Fund is also planning more pre-retirement seminars and visits to field missions. It is also considering the feasibility of setting up hubs in locations with large UN presence of participants and beneficiaries.

* **Functions of Mediators, Staff Counsellor, and Ethics Officer filled**

A series of functions exists at ITU aimed at creating a conducive environment which were filled in the course of 2016 or beginning of 2017. Both the positions of Ethics Officer and Staff Counsellor are shared functions with the World Meteorological Organization.

**Two new mediators** were appointed in 2016 by the Secretary-General in consultation with the Staff Council. The mediator provides staff members with a mechanism for dialogue, identification and resolution in connection with any problems for which no specific resolution mechanisms exist within the Union, or any problems not necessarily arising from an administrative decision. Such problems may include relations with supervisors, subordinates, or colleagues, professional or sexual harassment situations, and working conditions. The mediator also provides staff members with a mechanism for dialogue, identification, and resolution of problems before any recourse is had to the prevailing administrative mechanisms to which such problems would be referred under the relevant provisions of the Staff Regulations and Staff Rules (Appeal Board, Joint Advisory Committee, etc.).

The mediators have been enrolled in a series of trainings on mediation skills, and have also joined the group of Ombudsmen and Mediators of the United Nations and Related International Organizations (UNARIO).

**The ITU Staff Counsellor** provides psychosocial and coaching support to employees who experience difficulties related to work and personal life, such as interpersonal conflict, communications issues, burnout, return to work after sick leave, loss of a loved one, settling in Geneva, etc. With regards to social services, ranging from housing issues to schooling, retirement, crèche services, etc., she assists staff by directing them to available services in the Geneva area. In order to provide comprehensive and adapted support to staff, within the bounds of confidentiality, she interacts with stakeholders including the Medical Division, the Staff Council, the Ethics and Mediation Services, HRMD, the Former ITU Staff Members Association, and Security Services.

The **Ethics Officer** reinforces and promotes the ethical standards called for under the ITU Code of Ethics, the Standards of Conduct and the Staff Regulations and Rules and upheld by the United Nations. The Ethics Officer helps to ensure that all ITU and WMO staff members perform their functions in accordance with the highest standards of integrity through conduct that is ethical and lawful wherever the organization operates while fostering a culture of ethics, transparency, and accountability within this context. The Ethics Officer also manages the financial disclosure policy.

The Office is independent of ITU management, with an Ethics Officer that has a limited term of service and cannot be promoted or hold any other position at ITU.

Following an extended period of vacancy, a new Ethics Officer was appointed in November 2016.  Since then, there have been several initiatives undertaken to raise awareness on ethics, including:

1. An awareness-raising video from the Secretary General as well as various staff on the importance of ethics;
2. An internal communications channel with staff through a new intranet page on Ethics offering information and learning on the topic of ethics, including links to online ethics training courses available to UN staff;
3. An all-staff survey used to assess awareness, stimulate discussions among staff, and help shape priorities for the Ethics office; and
4. Direct outreach to staff through team discussions over the course of 2017 – facilitated by the relevant manager and the Ethics Office – on the importance of ethics and the support provided by the Ethics Office, including protection against retaliation for reporting misconduct.

Going forward, the Ethics Office expects to engage in further awareness-raising initiatives, with additional internal communications and direct engagement with staff.  These initiatives have – and will continue to – underscore the importance of “tone-from-the-top” by leaders and managers, as well as the expectation that all international civil servants adhere to the highest standards of conduct.  In coordination with other stakeholders, the Ethics Office will also be considering a mandatory ethics training programme, implementation of relevant oversight recommendations, and potential revisions to ITU policies in ethics-related matters.

The Ethics Office provided a presentation on the elements of the overall ethics strategy to the Council Working Group on Financial and Human Resources, at the 30 January to 1 February 2017 session.  It is expected that the Ethics Office will provide an annual report of activities starting in 2018, following completion of the first full year of activities.

**Annex:** 1

Annex 1

**Draft framework for a new HR strategic plan**

**HR Functional Structure for Delivering on Strategic Objectives**

*REF: Revised list appearing in “Matters for reporting to the Council on Staff Issues, Including Staff in Regional and Area Offices and Recruitment Issues*

This framework would serve as a guide for strategic work planning (as it offers a checklist of actionable areas to be addressed) and as a holistic representation of HRMD’s services.

1. **HR Strategic Direction & Governance:**  **Aligning workforce towards organizational objectives; How HR envisages designing and developing the skills, attitudes and behaviours that will help the organization meet its goals and address Council‘s needs.**

Key References:

* 1. Resolution 71 (Rev. Busan, 2014)
	2. Resolution 48 (Rev. Busan, 2014)
	3. Decision 5 (Rev. Busan, 2014)
	4. HR Strategic Plan (5 years)
	5. UN Common System
1. **Managing Financial and Human Resources:** The operational plan (5 years) for achieving the strategic goals
	1. Budget for financial and human resources
	2. Cost effectiveness and efficiency of HR processes, services and systems
	3. Organizational Design (includes job structure)
	4. Diversity and inclusiveness: geographical representation, gender balance, balance of external and internal recruitment, accessibility, etc.
	5. Succession planning and talent management
	6. Voluntary separation and early retirement programmes
2. **Managing the workforce**: **Guiding principles for managing the workforce**
	1. Compliance with UN common system policies and reporting requirements
	2. Policies, regulations and rules (includes staff development & career policy)
	3. Contracts management
	4. Flexibility of working conditions and work /life balance
	5. Staff development & career policy
	6. Mediation & conflict resolution: (harassment, disciplinary matters, etc.)
	7. Consensus building & change management: Staff Relations (Staff Council, Management leadership and consultative bodies)
3. **Managing Recruitment: Screening for Competence, Commitment and Contributions in line with organizational** **needs and culture**
	1. Selection and Promotion processes
	2. Outreach, Branding
	3. Short term and non-staff contracts
	4. Induction and mentoring
	5. Inter-agency mobility (loans and secondments)
4. **Management Performance: Aligning contributions with organizational goals & outcomes; optimizing performance**
	1. Alignment between the Union’s Strategic Priorities and staff functions and posts
	2. Performance evaluations and appraisals
	3. Rewards and Recognition
	4. Disciplinary matters
5. **Managing Staff & Career Development: Growing talent within, in relation to skills gaps and succession planning**
	1. Training & Implementation of HR Development Plan
	2. Management and leadership development
	3. Competency framework
	4. Mentoring
	5. Retirement and career transitioning
	6. Degree programmes
6. **Managing the Administration of Compensation & Benefits: Delivering on our commitments**
	1. Salary & contracts management
	2. Medical insurance scheme
	3. Retirement & disability pension scheme
	4. Entitlements
7. **Managing Staff Well Being:** **Fostering a supportive work environment**
	1. Occupational safety and health (includes prevention and care programmes)
	2. Staff morale (includes climate surveys)
	3. Facilities management (including services and facilities for staff with disabilities)
	4. Communications (HR-related)
	5. Staff Welfare Officer
	6. Social events and activities.

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1. “Review of management and administration in the International Telecommunication Union (ITU)” ([JIU/REP/2016/1](https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU_REP_2016_1_English.pdf)) – Recommendation 9 [↑](#footnote-ref-1)
2. “Review of management and administration in the International Telecommunication Union (ITU)” ([JIU/REP/2016/1](https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU_REP_2016_1_English.pdf)) – Recommendation 8 [↑](#footnote-ref-2)
3. “Review of management and administration in the International Telecommunication Union (ITU)” ([JIU/REP/2016/1](https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU_REP_2016_1_English.pdf)) – Recommendation 7 [↑](#footnote-ref-3)
4. It should be noted that most of the proposed actions could also be applied in the area of gender distribution. [↑](#footnote-ref-4)