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COMMITTEE 2

(5-6.1)

Report by the Secretary-General

**Subject: REPORT ON THE IMPLEMENTATION OF THE HLC/BAH
RECOMMENDATIONS ON MANAGEMENT ISSUES
(PERSONNEL MATTERS)**

2. Purpose

This document is submitted for the information of Council to note the action that has been taken on the various HLC Recommendations on personnel matters.

Ref. doc.

CA46/7124

CA47/7232

3. Background

Documents were submitted to the 1991 (CA46/7124) and 1992 (CA47/7232) sessions of Council.

4. Recommendation

Council is requested to approve the proposed changes to the Staff Regulations and Staff Rules (see Appendix) concerning Managed Renewable Term (MRT) Appointments and to note the remainder of the document.

5. Implications

There may be some potential long term financial implications with respect to Managed Renewable Term (MRT) Appointments as reflected in section 7, but it is not possible to quantify them at this point in time.

Pekka TARJANNE
Secretary-General

Annex: 1

● For reasons of economy, this document is printed in a limited number of copies. Participants are therefore kindly asked to bring their copies to the meeting since no others can be made available. ●

ANNEX

Implementation of the HLC/BAH Recommendations on Management Issues (Personnel Matters)

1. Introduction

Two reports on this subject have already been submitted to Council during previous sessions (Doc. CA46/7124 and Doc. CA47/7232). The purpose of this report is to provide an update on the continuing implementation of the HLC/BAH Recommendations relating to management matters.

2. Financial Matters (HLC 70-75)

The implementation of the new Financial Management System and the revised Financial Regulations are covered in Council documents C93/16 and C93/14 respectively.

3. Information Systems

The implementation of the recommendations relating to information systems is covered in Council document C93/27.

4. Personnel Appraisal System (HLC 77)

A new streamlined appraisal form has been developed for all staff (except short-term) based on the following:

- the evaluation of performance against objectives established at the previous appraisal;
- there will be no linkage to the need to review post descriptions;
- it would be applied to all staff (except short-term) and including those at the top of the grade.

A shorter form will be developed for all short-term staff.

A revised internal note concerning the method of reviewing post descriptions is to be made and the introduction of the new appraisal form is to be done when this new internal note is ready. In addition, guidelines for the use of the new appraisal form are to be prepared.

The new form has been approved by the Coordination Committee after consultation with the Joint Advisory Committee and it will be introduced later this year after the guidelines and the internal note concerning post description reviews have been completed.

5. TEAM Process (HLC 78-79)

The TEAM process was successfully applied in preparing for the APP and the WTSC. As part of its programme of operational reviews, the newly-established Operations Analysis section of the SPU will consider how the TEAM process could be further refined and used to improve operational efficiency and effectiveness. It will continue to be applied as appropriate in the future.

6. Incentives (HLC 80-81)

As was said in our previous reports to Council, the question of incentives raises many questions, and it is linked to a satisfactory appraisal system. Now that an improved appraisal system has been developed and will be introduced later this year, we will have proposals for the introduction of incentives (monetary and non-monetary) for Council '94.

7. MRT Appointments (HLC 82)

Based on the report to Council in 1992 (Doc. CA47/7232), this matter has received further study. Before implementing these recommendations, some changes to the Staff Regulations and Staff Rules have been identified and these proposed changes are contained in the Appendix to this document. It is still the intent that once the changes to the Staff Regulations and Staff Rules are approved, the Coordination Committee will establish a list of posts for which Managed Renewable Term (MRT) Appointments will be used. The present proposal is that on appointment staff would be offered a fixed-term contract and subject to certain conditions (e.g. that the work continues and there has been satisfactory performance) the fixed-term contract may be converted to an MRT contract of 5 years.

The extension of the application of Regulation 9.6 to Managed Renewable Term (MRT) Appointments may lead to an increase of the expenditure of the Union in respect of termination indemnities to be met from the fund for Installation and Repatriation of staff members.

The allocation rate for the fund (currently 3% of staff remuneration) may have to be increased in the light of MRT Appointments to fully meet Regulation 9.6. An increase of the allocation rate for the fund from 3 to 3½ % would cost the Union SF 400,000.

The Staff Council has expressed reservations concerning the implementation of MRT Appointments in the ITU.

8. Delegation of Staffing Matters (HLC 83)

No decisions have been taken on this and it is anticipated that this will be implemented in conjunction with the new financial systems.

9. Wider Advertising of Vacancies (HLC 84)

Personnel Department has sent out more than 300 letters to ROAs asking them if they were interested in receiving the vacancy notices issued by ITU. Some 50 positive and no negative answers have been received since. The addresses of those that have agreed to receive the vacancy notices have been added to the mailing list and are currently receiving the information. At the same time other measures to publicize more widely the vacancy notices have been adopted: listing in TIES VTX service, which will soon be followed by a corresponding listing in ITUDOC, and using more frequently the professional magazines or specialized press, in particular when a very specific profile is sought.

An information campaign has been conducted among the Heads of Bureaus/Departments and other staff members involved in the process of recruitment to make them aware of the importance of choosing the most appropriate means to widen the audience of our advertisements.

10. Check Credentials and Use Interviews (HLC 85)

Checking of credentials is done by asking the applicants to submit a copy of their diplomas and certificates. In case of nomination, the originals are to be shown to the responsible officer in the Personnel Department at the time of completing the PIF (Personnel Induction Form). This is the same routine procedure as is applied to passports. For GS category staff, a standard letter is addressed to all references given by the applicant, in order to maximize the answer rate. For Professional and higher category staff this is not systematically done because it is assumed that there is a "letter of the administration" endorsing the application, and, hopefully, supporting the facts appearing in the Personal History Form or in the Curriculum Vitae as submitted by the applicant. Some consideration is being given to the possibility of checking the references by phone. A written enquiry in every case, could slow the process beyond any acceptable delay.

Short-listed candidates are being interviewed personally, whenever feasible, or by phone. The accepted practice in both types of interviews requires the presence of the supervisor of the post for which the candidate has applied and a representative of the Personnel Department. It also requires that all short-listed candidates be given at least reasonable opportunity of being interviewed, and last but not least, that an appropriate set of questions be established and agreed to, well before the interview takes place. By observing those general principles, even the phone interview has proven to be a quite effective way to appraise the actual value of the candidate and the degree of his or her match of the profile of the ideal candidate, not to mention the obvious checking of language command and capabilities.

11. Appointment and Promotion Board (HLC 86)

The Appointment and Promotion Board has been restructured with new internal procedures which involves different levels of management in the process (see Doc. CA47/7282). From experience to date, this new approach seems to be working well.

12. Code of Practice (HLC 87)

This matter has not yet been started.

13. Professional and Technical Training (HLC 88)

The In-Service Training Committee has been strengthened by increasing the participation of professional training specialists, and additional funds (SFr 450 000.-) have been allocated for the implementation of this recommendation. The In-Service Training Committee has established a 2-year training plan which was approved by the Coordination Committee. As a first result, training projects have started for the systematic introduction of management by objectives, for the operation of the future financial management system and for the improved use of desktop computer applications. Also, a new in-service training policy is being established and technical training has been increased.

14. PPPPIP (HLC 89)

Based on the decision by the UNGA there is no need to take action on this.

Appendix

Appendix

**Proposed Changes to the Staff Regulations
(MRT Appointments)**

Rule 4.14.2 - Temporary Appointments

add a new paragraph:

c) *Managed Renewable Term (MRT) Appointments*

Managed Renewable Term Appointments, having an expiration date specified in the letter of appointment, may be granted to staff who have normally completed a fixed-term contract for a period of 2 years. Such appointments, for a period of five years can be in permanent posts for work of an evolutionary technical and scientific nature, or in posts where tasks are of a long term nature but authorised for a fixed-term duration. Managed Renewable Term Appointments do not carry any expectancy of conversion to any other type of appointment. They shall be extended when it has been ascertained that the tasks are still required and when the staff member has maintained state-of-the-art expertise and demonstrated fully satisfactory performance.

Regulation 9.6 - Termination Indemnity

modify the first line of the Regulation as follows:

"...terminated or not extended (in the case of Managed Renewable Term Appointments) because of.."