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| **Council 2022  Geneva, 21-31 March 2022** |  |
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| **Agenda item: ADM 21** | **Document C22/36-E** |
| **18 February 2022** |
| **Original: English** |
| **Report by the Secretary-General** | |
| Progress report on the implementation of the Human Resources strategic plan and of Resolution 48 (Rev. Dubai, 2018) | |

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| **Summary**  Council 2019 approved a four (4)-year People Strategy and Human Resources Strategic Plan (HRSP) 2020-2023 aligned with the ITU strategic and financial plans, to respond to the needs of the Union, its membership, and its staff.  This document reports on the implementation of the HRSP for the period 2019-2021.  **Action required**  The Council is invited to **take note** of the report on the implementation of the HRSP.  \_\_\_\_\_\_\_\_\_\_\_\_  **References**  [*Resolution 48 (Rev. Dubai, 2018)*](https://www.itu.int/en/council/Documents/basic-texts/RES-048-E.pdf)*;* [*C21/54*](https://www.itu.int/md/S21-CL-C-0054/en)*;* [*C22/INF/6*](https://www.itu.int/md/S22-CL-INF-0006/en) |

**Report on the implementation of the Human Resources Strategic Plan**

The Human Resources Strategic Plan (HRSP) is grounded in ITU’s strategic and financial plans. The strategy reaffirms that the greatest resource of ITU is a skilled, motivated, and dedicated workforce of the highest competence and integrity, geographically diverse and gender balanced, empowered to achieve ITU’s mission and strategic objectives though a commitment to managing the results. It also highlights the need for modernizing ITU’s human capacity, processes, procedures, and tools, as well as integration and harmonization with the United Nations Common System and the values of the international civil service.

It is worth mentioning that the ITU Human Resources Strategic Plan is a rolling strategy, which may be adapted as required, should new challenges or opportunities arise.

A number of process improvements have been achieved; and new and updated polices have been put in place. This report includes updates for up to February 2022.

Within the HR goals and the objectives of improving the delivery capacity of ITU, concluded initiatives through the four pillars: (1) Fit-for-purpose workforce integrating diversity and agility (aligning ITU workforce to the ITU goals), (2) Engaged employees, (3) Excellence-driven HR services, (4) Enabling work environment; the activities were implemented, producing the outputs described in column F (up to February 2022).

| **A.**  **Pillar no. and item** | | **B.**  **Title and specific activities (High Level)** | **C.**  **Corporate**  **Key Performance Indicators** | **D.**  **HRMD Organizational Unit & Partners** | **E.**  **Timelines** | **F.**  **Reporting (Status February 2022)** |
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| **Pillar 1. Enhanced workforce diversity and agility (aligning ITU workforce to the ITU goals)** | | | | | |  |
| 1.1 | A Fit-for-purpose workforce | 1. Review, analyze and classify job descriptions using job classification standards and ensure that duplication or overlap of duties and responsibilities are minimized | * Qualitative and quantitative analysis of movement of positions (review, upgrading, downgrading, transfer and creation) / total number of positions that have been subject of a classification exercise. * Use of ICSC job classification standards. | HRMD | Ongoing | A total of 142 classification activities from 1 January 2021 to 31 December 2021, excluding validation of grade for short-term contracts:  • 34 creations  • 1 downgrade  • 17 upgrades  • 5 transfers  • 72 reviews  • 13 SPAs  All job descriptions/positions have been evaluated against ICSC classification standards. |
| 1.2 | Alignment between the Union’s strategic priorities with functions and posts | 1. Align the organizational design with the mission and strategies of the organization | * Organizational structure that supports objectives * Clear reporting relationships with appropriate work distribution and classified posts | HRMD  Bureaux and Departments of the General Secretariat | Ongoing | HRMD continues to provide support to reorganizations, including review or organizational structures and classification of reviewed positions, considering the mission and strategies of the organization, and reporting relationships. |
| 1. Regular revision of the classification procedures to ensure strategic alignments between duties and responsibilities (needed to achieve objectives) and positions as well as to streamline operations | * Revised procedures (qualitative reporting on design and quantity reporting on implementation, i.e., number of positions having gone through a classification exercise, and average time (in days) to finalize a classification exercise. * Revised procedures: existing procedures being kept up to date (number of revisions adapted and implemented) | HRMD  Staff Council  Legal Affairs Unit  Joint Advisory Committee  Coordination Committee | 2022 | Training will be provided to managers and HR focal points to further develop their skills in writing job descriptions.  Generic job descriptions are being developed to ensure that classification processes are streamlined.  Service Order No.19/16 - Classification of Posts implemented in 2019 will be amended to be aligned with what emerged from the practices (lesson learned) and other organizations of the UN Common System. |
| 1.3 | Balanced and diversified workforce | 1. Ensure workforce statistics on gender and geographical representation support recruitment decisions and processes | * Geographical and gender proportions in the workforce, by duty station, sector, grade (%) * Gender distribution by occupational group (%) * Regular monitoring of key workforce diversity metrics, such as geographical distribution and gender parity | HRMD | Ongoing | Statistics on gender and geographical distribution are regularly updated and systematically provided as part of recruitment processes.  In addition, HRMD has developed a data warehouse and a new electronic reporting dashboard. |
| 1.4 | Balanced, strengthened, simplified, and shortened recruitment model and process | 1. Review the current recruitment process based on best practices of other UN organizations with the aim to strengthen, simplify, and shorten the ITU recruitment business process and integrate innovative recruitment solutions and means | * Revised recruitment business process implemented. * Bottlenecks identified and addressed | HRMD  Legal Affairs Unit  Coordination Committee | 2020-2021 | HRMD continues to be a member of the CEB Recruitment and Outreach Working Group mandated to collect information on what different UN entities are practicing in the areas of Workforce Planning, Recruitment, Outreach & Assessment, with an aim to discuss and identify practices, tools, systems which could be adopted across the UN System and result in economies of scale, standardization, and harmonization.  As part of this, HRMD has continued to propose to reduce the period of advertisement for positions identified for external recruitment on an internationally competitive basis from 2 months to one month. |
| 1. Design and implement an ITU Recruitment guideline that clearly describes recruitment business processes, including Resolution 48 (Rev. Dubai, 2018) requirements | * Established guide (qualitative reporting to measure the change over time) * Disseminate the guide and provide information sessions. * Average time-to-hire / time-to-fill * Time spent on the recruitment process by the Hiring manager | HRMD  Legal Affairs Unit  Coordination Committee | 2020-2021 | HRMD carried out a detailed analysis of the recruitment process of the ITU and the United Nations common system and developed a Report on Recruitment and Selection Process and Benchmarking with UN Common System Organizations. These recommendations to clarify, streamline and speed up the recruitment process in ITU were reflected in new Recruitment Guidelines which were extensively discussed at all levels, including CoCo, MCG, Staff Council, and the Legal Affairs Unit and approved for implementation on 8 February 2022.  The new Recruitment Guidelines include (i) new processes that provide autonomy and accountability for Hiring Managers, (ii) processes that include increased monitoring by HRMD, as recommended by the auditors and (iii) processes that include strengthened verification of credentials and references. |
| 1. Ensure that the recruitment and selection process is timely transparent and free from discrimination and inappropriate influence while assuring the selection and placement of the right person in the right job at the right time | * Reliable and objective assessment tools are used. * Vacancy and retention rates * Hiring-Manager-Satisfaction * Employee turnover rate /number of non-renewed contracts after the probation period | HRMD  Bureaux and Departments of the General Secretariat | 2021-2022 | Call for bids for the new recruitment system was completed and a provider Arago was selected in 2021.  The implementation process with Arago has been successful and the new electronic Recruitment Management System is going live on 28 February 2022. The system includes complete automation of the recruitment process, better monitoring of timelines, as well as detailed controls and efficiencies which will support further acceleration of the recruitment process.  Vacancy announcements for **all** contractual modalities will be processed through Recruitment Management System |
| 1. Develop and implement a mandatory selection panels training | * Number of panel members trained | HRMD | 2021-2022 | As a member of the CEB Recruitment and Outreach working Group HRMD is member of the following sub-group:  Training to upskill recruiters in the UN system |
| 1. Design and implement guidelines for the employment of non-staff workforce (Special Service Agreement (SSA)) | * Adequate policies and guidelines to monitor and control the recruitment of Experts/consultants (SSA). Advertise all new Special Service Agreements, and those with new terms of reference, linked to competitive selection process. * Experts’ (SSA) recruitment process (to define roles and responsibilities of the concerned departments/units) reviewed and documented to ensure that terms of reference and CVs are adequately reviewed, testimonials validated and that other concerns raised by the inspection are addressed. * Rules and guidelines are established and communicated to ensure that the main principles of competencies and selection stipulated in the Staff Regulations and Staff Rules also cover the recruitment of Experts/consultants * The roster monitoring, evaluation and management mechanisms are reviewed. | HRMD  Legal Affairs Unit  Coordination Committee | 2020-2022 | The conflict-of-interest component has been specifically elaborated and all Experts (SSA) sign a code of ethics which comprises a conflict-of-interest statement. Ethics along with HRMD updated the Declaration of Interests (DOI) Service Order (SO) to refer to SSAs and developed an addendum for SSAs to sign.  The new Recruitment Guidelines and Recruitment Management System now include SSAs. This effectively means that terms of reference and CVs will be processed through the system as with any other recruitment process. Furthermore, a roster mechanism is being implemented as part of the system. |
| 1.5 | Enhanced ITU employer brand | 1. Develop and implement an outreach strategy to attract highly qualified candidates, while contributing to achieving diversity | * Number of applications per position * Number of high-quality applicants per position * Origin of applicants per position * Application process cancellation rate * Offer-Acceptance-Rate | HRMD | 2021-2022 | As a member of the CEB Recruitment and Outreach working Group HRMD is member of the following sub-group:   * Targeted outreach and sourcing |
| 1. Increase partnerships activities with national governments and institutions beneficial to talent acquisition and retention as well as HR branding | * Number of established partnerships with administrations (qualitative reporting on initiatives and quantitative, i.e., number of Funds-in-Trust (FIT), JPOs, loans/secondments recruited through partnerships programmes | HRMD  Bureaux and Departments of the General Secretariat | Ongoing | An agreement was signed with Australia and job descriptions were addressed to them and other potential donor countries. A first JPO from Japan will join in 2022 and an additional JPO and one FIT from China will start during the 1st trimester of 2022.  Additional information on ITU HR Partnership Programmes were also shared with Saudi Arabia, Turkey, and Ukraine upon their requests.  The UN Agencies / Donor Countries meeting took place virtually this year.  Number of FIT: 5  Number of loans: 6 |
| 1. Design and promote appropriate young talent schemes, increasing opportunities for interns and JPOs through trainings, graduate and partnerships programmes | * Number of established partnerships with administration and universities * Designed and launched young talent programmes * Qualitative and quantitative report on number of promotion activities * Number of interns and JPOs | HRMD  Bureaux and Departments of the General Secretariat | On-going | HRMD participated again in virtual career fairs in Germany (Berlin), Italy (Milan), Switzerland (Lucerne and Bern).  Number of interns in 2021:  153 (SG 60 - BR 3 – BDT 72 – TSB 16 – Telecom 2)  Number of JPOs in 2021: 6 |
| 1. Revamp careers website | * A careers site that is engaging and used a key outreach tool | HRMD  SPM | 2021 | The careers site has been completely revamped and will be operational on 28 February 2022. |
| **Pillar 2. Engaged employees** | | | | | |  |
| 2.1 | Strategic and operational alignment between staff performance and ITU goals | 1. Continue implementing the new PMDS Policy and System to ensure ITU staff’s engagement and successful performance | * Compliance rates * Number of performing vs. non-performing staff | HRMD | Ongoing | 83.3% of ITU staff members in the General Secretariat, BDT, BR and TSB, have established their 2021 e-PMDS. The number underperformance cases reviewed by HRMD has increased, including extensions of the probationary period and terminations. Records and processes referred to performance records and improvement plans. The review of the cases has involved both Legal Services and Staff Council.  16 information sessions have been delivered to managers and staff across all sectors, complemented by ad-hoc support particularly on underperformance preventive measure, feedback, and developmental conversations.  ITU participates in the CEB HR Network Working Group on Performance Management and Development to streamline implementation of UN and ICSC recommendations. |
| 3. Design and implement a new Managing Underperformance Policy and Rewards and Recognition Policy | * Established new policy on underperformance (qualitative reporting on the change over time and quantitative, e.g., number of improvement plans established / year) * Established new policy on rewards (qualitative reporting on the change over time and quantitative, e.g., number of nominees for awards) | HRMD  Staff Council  Legal Affairs Unit  Joint Advisory Committee  Management Coordination Group  Coordination Committee | 2022 | The new ITU Awards and Recognition Programme consisting of 3 award types (Innovation, Teamwork and Leadership) was launched and highly participatory.  HRMD has proposed a new policy that comprises Performance Management, Underperformance and Rewards in a comprehensive manner. The policy is currently under review.  The overall rating scale – numerical or narrative - is currently under revision to reflect underperformance and excellence. |
| 2.2 | Effective, inclusive and conducive Leadership Model | Design a new Leadership Model (more horizontal, collaborative and accountable) to be promoted through the Management and Leadership Learning Programme, based on the “New UN Leadership Framework” when strengthening leadership at ITU. The framework asserts that Transformational Leadership requires a focus on redefining approaches to partnership building, strategy and system thinking. It is heavily reinforced by attitudinal and behavioral adjustments by development of leadership capabilities and by strong vision and leadership for change. | * Number of participants in the Management and Leadership Programme / year (per duty station, sector, grade and gender) * Qualitative results measured through survey and ITU Returns on Investment (RoI) (under design), including % satisfied participants and behavioral change measured through satisfactory PMDS on management and leadership competencies |  | Ongoing | Over 15 programmes on management and leadership; and change management topics, including how to manage and live “in the new context”, were delivered across ITU including regional offices and with an overall balanced gender-balanced participation. Overall, during remote working the digital offer has increased including 2 long-term agreements with recognized United Nations providers. Surveys results indicate satisfactory results for most respondents across all programmes According to 2021 Mid-Term e-PMDS reporting, the majority of ITU staff have successfully completed the e-PMDS learning objectives and reported “demonstrated” in management and leadership competencies. |
| 2.3 | A common basis for required competencies and skills | 1. Design and launch Pillar 3 of the ITU Competency Framework (Technical Competencies, Service Order 18/03), also based on the new ITU Strategic and Operational Plans (PP-18) | * Pillar 3 integrated in the ITU Competency Framework and PMDS; % staff assessed satisfactorily against these competencies |  | Ongoing | The current e-PMDS technical competencies catalogue report over 100 competencies across different jobs. This catalogue is the result of the information entered in the e-PMDS by managers and staff in terms of the required technical competencies to accomplish the annual workplans. A Skills Gap analysis is being conducted across ITU. The taxonomy includes the e-PMDS technical competencies. The ITU Competency Framework will be revised considering the results of the Skills Gap analysis. According to 2021 e-PMDS reporting, the majority of ITU staff has been assessed satisfactorily against the e-PMDS technical competencies. |
| Comprehensive Competency and Skills Gap assessment |  | HRMD  SPM  Bureaux and Departments of the General Secretariat | 2020-2021 | Following a competitive bidding process, McKinsey & Company was selected to conduct the review. Subsequently, contractual arrangements were made, and the consultants began their work in December 2020. The final report was delivered to the Secretariat in May 2021.  The ITU Culture and Skills Project has been designed and implemented based on a consultative and inclusive approach across ITU. More than 400 staff and leadership have actively participated through surveys, focus groups, interviews and Informational/Question and Answer- Townhalls. A cross-sectoral project team was coordinating the process.  Based on the results of the extensive review, an ITU transformation plan has been developed in collaboration with McKinsey, aiming at translating the analysis into action. |
| 2.4 | Learning and Development as an essential means to ensure continuous development of ITU staff towards the organizational goals | 1. Revise the ITU Learning and Development Policy, including a new leadership framework (more inclusive, horizontal etc.) and on-the-job assignments | * Revised policy and integrated in the performance management system of ITU staff through learning objectives (short-term); % learning objectives compliant with the policy; % training requests submitted to HRMD in line with the policy |  | 2020-2021 | The implementation of an electronic Learning Management System (LMS) was kicked off in 2021, following completion of the required procurement process in 2020. The system was fully implemented and went live on 19 January 2022.  The new LMS is integrated to the performance management system. It enables an easy access to mandatory trainings, which will strengthen ITU’s accountability for internal and external auditors. This tool is user-friendly, has been integrated with our trustworthy providers, including LinkedIn. Over 16’000 training courses are available and can be searched by keywords or competencies.  The majority of ITU staff established at least one learning objective in compliance with SO 18/06.  74% of learning activities for professionals and 26% of learning activities for General Services Category were submitted in 2021 and processed against the current learning policies in line with the 2021 learning needs assessment.  Implemented programmes were aligned to learning objectives and 100% compliant with ITU learning policy.  The core learning programmes organized were: Anti-Fraud Essential Training, Diversity and Inclusion Training, Emerge Programme, Empowering UN Gender Focal Points, Innovation Movement Proposal, Introduction to Change Management, Leadership Culture Assignments, Pre-Retirement Seminar, Project Management Certification.  A Learning Newsletter streamlining the communication of new & upcoming learning initiatives has been launched. More than 80% of staff respondents find the newsletter helpful. |
| 2. Redesign the corporate budget through centralization of learning expenditures for in-service trainings across ITU also to ensure equitable distribution of opportunities (HQ and Field-Offices) | * Centralized Learning budget in HRMD; ratio between in-service and corporate learning programmes; % participants from field offices having benefited of corporate learning programmes |  | 2020-2021 | The in-service training budget was centralized and re-designed starting from 2020. HRMD calls for compliance and collaboration with all Bureaus and SG Departments by timely addressing all training requests to HRMD. Internal communication has been made on simplification of the approval flow, in line with the PMDS approval flow.  The 2021 ratio between number of Technical and Corporate learnings is 5:22. This figure does not include other learning means including “on-the-job” learnings, self-study etc. |
| 2.5 | Staff orientation, induction, mentoring | 1. Launch a new On-Boarding and Exit Programme in ITU, including:  a) Develop and implement an Induction Learning Programme for newly recruited staff  b) Develop various induction and on-boarding documents in order to ease the transition for newcomers at ITU  c) Develop an exit questionnaire and follow up key findings on a regular basis | * Number of Inductions held (% newly recruited staff participated) / year * Exit questionnaire shared with all staff leaving, responses analyzed and SWOTs (Strengths, Weaknesses, Opportunities, and Threats)/ action plans established |  | 2020-2021 | In 2021, 10 induction sessions were carried out remotely via Microsoft 365 Teams, delivered to a total of 159 newly recruited staff, consultants (SSAs) and interns. Since the beginning of this 90 minutes regular inductions session in September 2019, there have been a total of 31 sessions for 371 attendees.  A new on-boarding platform has been created, including checklists for managers and staff. New platform solutions, including the implementation of a learning management system were required particularly since the new context and remote working. The system will allow the integration of on-boarding and exit practices, particularly related to assessing Pillar II (engaged employees).  Mentoring Strategy: (1) An ITU internal mentoring programme was launched in 2020. The number of ITU staff from all grades and levels who has enrolled in the programme in 2021 has continued to increase. The programme entails an online platform with guidelines and e-courses, orientation webinars plus customized learning sessions for mentees and mentors, as well as other guided networking possibilities. The programme has been very well received among staff (4.5/5 satisfactory rating)  (2) Collaboration with UN Secretariat on interagency Mentoring Programme (approximate 25 ITU colleagues)  Outgoing correspondence such as offer emails were reviewed and updated to simplify the onboarding process. Internal discussion with Medical Service to optimize medical clearance process. |
| Streamline onboarding process | * Revised onboarding process for ITU workforce to reduce number of steps and workflow (correspondence, reference checks) | SAS  ODR | 2021 | This is an ongoing project. HRMD is reviewing the provision of an electronic platform that will allow for a streamlined onboarding process in 2022. |
| 2.6 | An organizational rewards programme | 1. Revamp the ITU Rewards Programme to ensure an element of recognition (day-to-day work) and rewards (exceptional accomplishments, individual and teams) | * Revamped Rewards Programme, number of awards /year * Established new policy to measure the change over time on recognition |  | 2020-2021 | The new ITU Awards and Recognition Programme consisting of 3 award types (Innovation, Teamwork and Leadership) was launched and highly participatory. |
| **Pillar 3. Excellence driven HR Services** | | | | | |  |
| 3.1 | Streamlined Human Resources Management Department - a trusted and accountable partner based on a holistic and results-based HR model. | 1. Conduct an in-depth analysis of the efficiency and the effectiveness of administrative support services  2. Implement necessary measures to rationalize the flows for data storage and management, invest in IT resources, to eliminate any manual inputs, following a pre-list of established urgencies, and enhance the salary payment functions | * Analysis is conducted with action plan established (% actions completed / year) |  | Ongoing | The HR team prepared a comprehensive briefing for the new Chief HRMD. HRMD is prioritizing areas for business process reengineering.  A business processes review is taking place for streamlining and simplification and better integration into the ERP environment.  An updated Job Description for a Strategic HR policy advisor was created in 2021 and advertised end 2021 to address the need to update the Human Resource regulatory framework and policies. |
| 3.2 | Innovative, rationalized and integrated ERPs | 1. Evaluate the cost-effectiveness and implications to digitalize personnel dossiers, in order to ensure business continuity (i.e. prevent that an accidental event might result in the loss of fundamental data) and allow a direct interface of personnel dossiers with Systems Applications and Products in data processing (SAP) HR. The digitalization process will also allow not only the automation of HR functions but also a more strategic use of the information for workforce analysis, talent management etc. As a result:   1. Develop and implement a new Recruitment Management System (RMS) 2. Develop and implement a new Learning Management System (LMS) 3. Update current HR Information Technology and Information Management Strategy, encompassing all dimensions of information management (e-filing project), to provide a range of new functionalities for operations efficiency and paper-less | * Business case established on HR digitalization per area (administration, recruitment, and development) * Simplification and effectiveness measured qualitatively and quantitatively through design and implementation of e-filing, RMS and LMS projects |  | 2021-2022 | The Learning Management System and the Recruitment Management system were successfully implemented during 2021 and went live in January and February 2022 respectively.  Integrating the existing business processes into the ERP system for reducing manual processing and introducing more automation, with an objective of simplification, reduction of time processing, and reduction of risks continues in collaboration with ISD. New functionalities have been deployed: New UNSMIS reports, automated generation of Letter of appointment and extension of the contract, Education grant HR modules. The Education Grant posting to the accounting module should be deployed before June 2022.  HRMD has also contributed to the project of migrating of the Experts' BDT management system to SAP-ERP. |
| 3.3 | Systematic communication to HR clients | * 1. Identified areas where knowledge was lacking on the part of clients (staff and retirees for pension and insurance)   2. Organized a town hall   Update and systematically inform insured | * Organize town hall for UNSMIS information to all insured (active staff and retirees) * Publish communications to staff via the portal at least once a month as reminders to already existing processes | SSB | On-going | Successfully carried out the town hall for insurance communication.  Successfully published announcements on the portal as reminders to insured |
| 3.4 | Life insurance contract update | Modification of life insurance contract to take into consideration changed to UNJSPF rules and regulations | * Drafting and collaboration with insurance for agreement of contract wording | SSB | 2021 | Successfully completed wording exercise, contract will be singed in February. The correction and publication of this contract is necessary in light of the impact entitlements have on the overall image and attractiveness of an organization. ITU is one of the few organizations to provide such an opportunity to staff members, |
| 3.5 | Actuarial Services Contract | * + 1. Work on RFP for actuarial services related to ASHI liability as well as repatriation grant     2. Publication and follow of RFP   Selection of Actuarial firm | * Draft wording of RFP, collaboration with PROC and FRMD on the publication. * Evaluation of firm * Conclusion of RFP and signing of contract | SSB | 2021 | The actuarial service provided to ITU are necessary and vital to the general financial health of the organization. To ensure the Organization has the best firm, work was put into the wording of the RFP as well as the evaluation. The exercise was successful the Firm has commenced their work with ITU in 01.2022. |
| 3.6 | Staff Pension Committee composition | Simplification of administrative process by publishing a Service Order to streamline the election process for the composition of the SPC, this will able HR to focus more time on the quality of the work as opposed to dealing with administration of service orders. The one service replaces two old ones. | * Draft the modified Service order. Collaboration with JUR, Ethics Office as well as IS on the details on the Service Order. * Collaboration with Staff Council on the wording to ensure agreement. * Publication of the Service Order | SSB | 2021 | Successfully published the Service Order to streamline processes and allow for focus to be directed towards providing better quality services to our clients. |
| **Pillar 4. Enabling work environment** | | | | | |  |
| 4.1 | Healthy workplace | 1. Strengthening of the Medical Services | * Medical services fully operational |  | 2020-2022 | A new Staff Counsellor was appointed in 2021. The Staff Counsellor provides psychosocial support for staff facing work-related & personal issues. This includes orienting staff to internal and external resources such as specialized serv​ices. A new web site for staff explaining all services was deployed.  A part-time medical adviser, a staff nurse an administrative medical assistant are onboarded and fully operational.  The project of electronic medical records is ongoing, with memo signed by SG to piggyback on Earthmed, ITU is waiting of the UN DHMOSH to give the go ahead for implementation.  OSH management system implementation has been initiated.  The medical service has played a fundamental role in ensuring the health and safety of its staff during the Covid-19 pandemic, by proposing measures to the Crisis Management Team which have been highly successful in the containment of the virus at ITU. |
|  |  | 1. Review harassment and abuse of authority policy  2. Report and provide updates on progress made regarding sexual exploitation and abuse, and sexual harassment in the workplace (Zero-Tolerance Policy)  3. A functional Ethics Office and services in place | * Reviewed policy and qualitative and quantitative reporting to measure the change over time (i.e. establishment of informal and formal procedures, number of reported cases and number of cases addressed, decisions made, and corrective measures introduced) * Develop and implement an ITU Mental Health Strategy |  | 2021-2022 | A new Policy Addressing Harassment, including sexual harassment, Abuse of Authority, and Discrimination was developed and approved in January 2022. ITU benchmarked the policies of the UN and other sister organizations, many of whom revised their policies recently. The policy now expressly mentions discrimination as a sanctionable conduct and emphasizes the informal approaches that are available. The new policy also clarifies concepts and clearly establishes ITU’s zero-tolerance approach to harassment, including sexual harassment, abuse of authority, and discrimination in any form within the workplace or associated with the work performed on behalf of the Organization. |
| 4.2 | Respectful and ethical workplace | 1. Ensure alignment between ITU’s family policies and contemporary family situations | * Reviewed and aligned existing ITU policies |  | Ongoing | In compliance with UNGA Resolution 71/243 and the Mutual Recognition Statement, the ITU has continued to pursue to align its policy on the definition of family status. |
| 4.3 | Staff Surveys | Conduct staff surveys and questionnaires to solicit feedback on staff health and wellbeing in order for managers to have useful insights when shaping priorities in the ongoing work to target future psychosocial and wellbeing strategies and interventions. | * Regular yearly staff surveys | HRMD  Staff Counsellor  Staff Council  ISD | Yearly | Wellbeing survey, April 2021: increased use of digital technology when teleworking during confinement.  ITU wellbeing survey with 434 participants, available in English and French provided staff the opportunity to share their views on the increased use of digital technology when teleworking during confinement during the COVID-19 pandemic. Two internationally validated tools were chosen to assess the psychological stress (PSM-9) and well-being (WHO-5) of staff. The questionnaire was part of a research paper (including qualitative data) and aimed at providing an evidence -based approach to strengthen internal services, and better support the wellbeing of staff. The results of this study reveal a strong correlation between stress and well-being when using digital tools. PSM-9 results show that 52% feel more stressed than average person and 7% feel stress in an extreme way. The WHO-5 wellbeing index showed a slight decrease in staff well-being (from 72% to 67.5%) and an increase in the number of those who are less well (from 28% to 32.5%) in comparison with the wellbeing survey conducted in 2020. A qualitative analysis was shared with CoCo, highlighting areas of concern with recommendations, next steps are to share the results with the Staff Council and all staff. |
| 4.4 | UNSMIS insurance | Integration of the ITU population in UNSMIS |  | HRMD - SSBW & ISD - ERP | 2020 | This was successfully implemented and continued follow up was provided in 2021. The entire insured population is now properly migrated to UNSMIS.  The insured population comprising of a total of 2,987 insured persons was integrated to the UNSMIS successfully. All the insured persons were successfully added to the plan, no one was excluded.  2021 saw the implementation of systems to enable a proper checks and balance related to financial transactions as well as Master Data. |

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