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| **Plenipotentiary Conference (PP-22) Bucharest, 26 September – 14 October 2022** |  |
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| PLENARY MEETING | **Addendum 4 to Document 68-E** |
|  | **18 August 2022** |
|  | **Original: Russian** |
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| ITU Member States, members of the Regional Commonwealth in the field of Communications (RCC) | |
| Proposals for the revision of Resolution 48 (Rev. Dubai, 2018) | |
| Human resources management and development | |

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| Summary  The purpose of this document is to present proposals for the text of Resolution 48 (Rev. Dubai, 2018) to be amended by the Plenipotentiary Conference (PP-22) to take into account the results of discussions on how to increase the effectiveness with which ITU human resources are used in implementing the strategic plan for the Union for 2024-2027, which took place in the Council Working Group on financial and human resources (CWG-FHR) and Council-22.  The suggested changes are intended to increase the effectiveness with which ITU human resources are used, including by strengthening the links between the change management and human resources management functions and more specifically how they are reflected in plans and reports on human resources management. The human resources management departments and functions should play a more active role in the future, because they are as a rule the focus of expert knowledge for the selection of staff and for systems for managing workplace activities and culture, creating incentives, staff training, and learning.  Action required  The RCC member Administrations propose that the suggested amendments to the main text of Resolution 48 (Rev. Dubai, 2018) and the text of Annex 1 thereto be considered with a view to their adoption by the 2022 Plenipotentiary Conference.  \_\_\_\_\_\_\_\_\_\_\_\_  **References**  – |

MOD RCC/68A4/1

RESOLUTION 48 (Rev. Bucharest, 2022)

Human resources management and development

The Plenipotentiary Conference of the International Telecommunication Union (Bucharest, 2022),

recognizing

No. 154 of the ITU Constitution[[1]](#footnote-1)1, according to which ITU is required to recruit staff on the basis of the highest standards of efficiency, competence and integrity,

recalling

*a)* article 2 of the Universal Declaration of Human Rights, adopted in United Nations General Assembly Resolution 217 A (III) of 10 December 1948, which states that everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status;

*b)* Decision 5 (Rev. Bucharest, 2022) of this conference, which determines the resources of the Union for the period 2024-2027 and specifies goals and objectives in regard to improving the efficiency of ITU activities;

*c)* Resolution 70 (Rev. Dubai, 2018) of the Plenipotentiary Conference, which resolves to accord high priority to the incorporation of gender policies in the management, staffing and operation of ITU;

*d)* the strategic plan for the Union as described in Resolution 71 (Rev. Bucharest, 2022) of this conference, and the need for highly skilled and motivated staff to attain the goals and related targets contained therein;

*e)* Resolution 151 (Rev. Bucharest, 2022) of this conference, which instructs the Secretary-General to continue to improve methodologies associated with results-based management (RBM) and results-based budgeting (RBB), at the levels of planning and implementation,

noting

*a)* the various aspects and principles of ITU policy on planning, contracts, succession, human resources training and development, etc., including, *inter alia*, the Standards of Conduct for the International Civil Service established by the International Civil Service Commission (ICSC), the ITU Staff Regulations and Staff Rules and the ITU ethics policies, which have an impact on ITU staff;

*b)* United Nations General Assembly (UNGA) Resolution 70/1 the 2030 Sustainable Development Agenda, which affirmed a comprehensive, far-reaching and people-centred set of universal and transformative goals and targets;

*c)* UNGA Resolution 71/263, on human resources management, which highlights many essential aspects of a human resources management system and the fact that "the overarching objectives of a performance management system are to measure performance, reward good performance and address underperformance in a credible and effective manner";

*d)* UNGA Resolution 72/235, on human resources development, which stresses among other things that "technological changes and breakthroughs are expanding at a rapid pace and impacting the world of work and that, in this regard, the development of human resources needs to keep pace and be supported by proactive strategies, investments and normative frameworks to address emerging issues relating to the future of work, education and training";

*e)* Resolution 25 (Rev. Bucharest, 2022) of this conference, on strengthening the regional presence, and specifically on the need for ongoing evaluation of the effectiveness and staffing requirements of regional and area offices as "One ITU";

*f)* ITU Council Resolution 1299 (last amended C20), which approved a human resources strategic plan (HRSP);

*g)* Council Decision 517 (2004, last modified 2009), on strengthening the dialogue between the Secretary-General and the ITU Staff Council;

*h)* other Council decisions and resolutions relating to various aspects of human resources management;

*i)* the United Nations Secretary-General's reports on various issues related to human resources within the organizations of the United Nations system,

noting further

the recommendations contained in the reports of the Joint Inspection Unit (JIU) relevant to human resources within the United Nations system, in particular JIU/REP/2020/2, "Policies and platforms in support of learning: towards more coherence, coordination and convergence", JIU/REP/2019/8, "Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations", and JIU/REP/2019/4, "Review of change management in United Nations system organizations",

welcoming

*a)* the report of the United Nations Secretary-General on shifting the management paradigm in the United Nations (Document A/72/492), in which *inter alia* it is proposed to "streamline and simplify human resources rules, processes and procedures to ensure timely recruitment, deployment and staff development, with clear delegation of authority to managers, together with clear rules of accountability";

*b)* UNGA Resolution 72/266B on shifting the management paradigm in the United Nations, which notes that the basis for programme planning, budgeting, evaluation and monitoring must *inter alia* be the post and non-post resource requirements for the programmes and subprogrammes,

considering

*a)* the high value of the human resources of ITU and of the effective management of those resources for the fulfilment of its goals;

*b)* that ITU's human resources strategies should emphasize the importance of developing and maintaining a well-trained and geographically equitable staff, while recognizing budget constraints;

*c)* the value, both to the Union and to the staff, of developing those resources to the fullest extent possible through various human resources development activities, including in-service training and training activities in accordance with staffing levels;

*d)* the impact on the Union and its staff of the continuing evolution of activities in the field of telecommunications/ICTs and the need for the Union and its human resources to adapt to this evolution through training and staff development;

*e)* the importance of human resources management and development in support of ITU's strategic orientations and goals;

*f)* the need to follow a recruitment policy appropriate to the requirements of the Union, including the redeployment of posts and recruitment of specialists both at the start of their career and with experience in other organizations;

*g)* the need to achieve equitable geographical distribution of appointed staff of the Union;

*h)* the need to facilitate the recruitment of more women in the Professional and higher categories, especially at the senior levels, and in particular from developing countries[[2]](#footnote-3)2;

*i)* the constant advances made in telecommunication and information and communication technology and operation and the corresponding need to recruit specialists of the highest standard of competence;

*j)* the importance of promoting gender mainstreaming and equal representation of women and men,

resolves

1 that the management and development of ITU's human resources should continue to be compatible with the mission, values, goals and activities of the Union and with the United Nations common system;

2 that ICSC recommendations approved by the UNGA should continue to be implemented;

3 that within available financial resources, and to the extent practicable, vacancies should be filled through greater mobility of existing staff;

4 that internal mobility should, to the extent practicable, be coupled with training so that staff can be used where they are most needed;

5 that internal mobility should be applied, to the extent feasible, to cover needs when staff retire or leave ITU in order to reduce staffing levels without terminating contracts;

6 that, pursuant to *recognizing* above, staff in the Professional and higher categories shall continue to be recruited on an international basis and that posts identified for external recruitment shall be advertised as widely as possible and communicated to the administrations of all Member States of the Union and through the regional and area offices; however, reasonable promotion possibilities must continue to be offered to existing staff;

7 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;

8 that, when filling vacant posts by international recruitment and when no candidate fulfils all the qualification requirements, recruitment can take place at one grade below, on the understanding that the candidate will have to fulfil certain conditions before being given the full responsibilities of the post and promotion to the grade of the post;

9 that, in accordance with the provisions of the Union's Gender Equality and Mainstreaming (GEM) Policy, endorsed by Council-22, the Union must aim to become a model organization for gender equality and leverage the power of ICTs to empower both women and men, and the objective is set of allowing both women and men to equally contribute to and participate in the work of the organization;

10 that it is necessary to assess the impact of the decisions taken under this resolution to ensure that it is delivering the expected outputs, relevant to the implementation of the Union's mission, plans and programmes,

instructs the Secretary-General

1 to implement best-practice human resources management policies and practices to ensure ITU achieves its management goals, taking into account the United Nations Secretary-General's system-wide parity strategy and equitable geographical distribution, as well as the matters outlined in Annex 1 to this resolution;

2 to prepare and implement, with the assistance of the Coordination Committee, and in collaboration with the regional offices, a four-year HRSP aligned with the ITU strategic and financial plans, that includes benchmarks, to respond to the needs of the Union, its membership and its staff;

3 to improve and implement recruitment policies and procedures designed to facilitate equitable geographical and gender representation among appointed staff (see Annex 2 to this resolution);

4 to recruit, as appropriate within the available financial resources, and taking into account geographical distribution and balance between female and male staff, specialists who are starting their careers at the P.1/P.2 level;

5 with a view to improving training in order to enhance professional competence in the Union, based on consultations with the Staff Council and staff members, as appropriate, to examine and report to the Council how a programme of training for both managers and their staff could be implemented within the available financial resources throughout the Union;

6 to continue to submit to the Council annual reports on the implementation of the HRSP, including issues relating to relations between management and staff, and to provide to the Council, electronically where possible, statistics related to the HRSP, and on other measures adopted in pursuance of this resolution;

7 as required under the United Nations Secretary-General's report on special measures for protection from sexual exploitation and abuse, to report and provide updates to the Council on progress made with regard to sexual exploitation and abuse and sexual harassment in the workplace, as appropriate;

8 to address the findings and recommendations of the reports of the UN JIU relevant to human resources with respect to the Union, and submit a report to the Council recommending that it decide on the appropriate actions,

instructs the ITU Council

1 to examine and approve the four-year HRSP drawn up in accordance with *instructs the Secretary-General* 2,and consider annual reports on the implementation of the HRSP and of this resolution, and decide on the measures needed, taking into account the recommendations of the ITU oversight bodies and the proposals of the Staff Council;

2 to ensure that the necessary staff and financial resources are made available for addressing issues related to human resources management and development in ITU as they emerge, within approved budget levels;

3 to allocate the appropriate resources for in-service training in accordance with an established programme, representing, to the extent practicable, a target of [3 per cent] of the budget allocated to staff costs;

4 to follow with the greatest attention the question of recruitment and to adopt, within existing resources and consistent with the United Nations common system, the measures it deems necessary to secure an adequate number of qualified candidates for Union posts, particularly taking account of *considering* *b), c)* and *h)* above.

ANNEX 1 TO RESOLUTION 48 (Rev. Bucharest, 2022)

Matters for reporting to the Council on staff issues, including staff   
in regional and area offices, and recruitment issues

– Alignment between the Union's strategic priorities and staff functions and posts

– Staff career and staff promotion policy

– Contracts policy

– Compliance with United Nations common system policies/recommendations

– Use of best practices

– Staff recruitment and movement processes, including in regional and area offices, and openness

– Balance between external and internal recruitment

– Employment of persons with disabilities, including services and facilities for staff with disabilities

– Voluntary separation and early-retirement programmes

– Succession planning

– Short-term posts and secondment of staff

– General characteristics of implementation of a human resources development plan indicating outcomes of work designed to "ensure effective and efficient use of human, financial and capital resources, as well as a safe and secure working environment that is conducive to work"

– Total staff development spend, including a breakdown by specific items of the development plan

– Analysis of the consistency of ITU's compensation package with the United Nations common system, with a view to examining all elements of staff compensation together with other human resources elements, in order to seek ways of reducing the burden on the budget

– Improvements to human resources services

– Performance evaluation and appraisals

– Staff in regional and area offices

– In-service training (with interruption of duties)

– External training (with interruption of duties)

– Geographical representation

– Gender balance

– Staff breakdown by age

– Social protection of staff

– Flexibility of working conditions

– Relationship between management and staff

– Workplace diversity

– Use of modern management tools

– Ensuring occupational safety

– Staff morale and measures to improve it

– Cases of inappropriate conduct in the workplace and corresponding measures taken

– Measures to enhance the culture of communication within the Union, including by minimizing unconscious bias, fighting gender stereotypes and discrimination on grounds of nationality, and promoting equality and inclusivity among people of different nationalities

– Reflecting the views of all staff on various aspects of work and relations in the organization using surveys and questionnaires (as required) to collect data

– Conclusions and proposals based on the identification and analysis of strengths and weaknesses (risks) in regard to staff development in the Union and proposed modifications to the Staff Regulations and Staff Rules

– Measures related to facilitating the recruitment of women, as outlined in Annex 2 to this resolution

– Assessing the impact of implementation of this resolution on the effectiveness of the Union's human resources management, including:

1) results achieved through this resolution, compared with the initial plan for the same year;

2) lessons learned and results achieved over the previous HRSP implementation period;

3) planned outcomes for the proposed budget cycle;

4) main results (outcomes) that were planned for the budget cycle and achieved during the previous cycle.

ANNEX 2 TO RESOLUTION 48 (Rev. bucharest, 2022)

Facilitating the recruitment of women at ITU

1 ITU should advertise vacancy notices as widely as possible to encourage employment applications from women.

2 ITU Member States are encouraged to put forward female candidates.

3 Vacancy notices should encourage the submission of applications from women.

4 ITU recruitment procedures should be amended to ensure that, if the number of applications so allows, at every screening level, 50 per cent of all candidates moving forward to the next level are women.

5 In grade levels where gender balance targets are not met, the hiring manager shall prepare a memo justifying the proposal of a candidate that does not improve ITU's gender representation, also taking into consideration geographical distribution.

6 Conditions should be created for advanced training and career development for women at work and outside work.

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1. 1 No. 154 of the Constitution: "2. The paramount consideration in the recruitment of staff and in the determination of the conditions of service shall be the necessity of securing for the Union the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible." [↑](#footnote-ref-1)
2. 2 These include the least developed countries, small island developing states, landlocked developing countries and countries with economies in transition. [↑](#footnote-ref-3)