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|  | **Document C23/INF/13-E** |
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| Report by the Secretary-General | |
| Human Resources Transformation Plan | |
| **Purpose**  The Transformation Roadmap to achieve Organizational Excellence, part of the ITU Strategic Plan for 2024-2027, outlines the plan to reposition ITU to better meet future demands and maintain relevance in the rapidly changing environment. To enhance operational excellence and thought leadership, the roadmap identifies key areas for transformation, including breaking down organizational silos, enhancing flexibility and agility, reducing bureaucracy, and nurturing a culture of organizational excellence. An ambitious **Human Resources Transformation Plan** underpins these changes, focusing on people, culture, and services. This entails developing an agile and talented workforce, fostering a rewarding culture that values employee engagement and development, and implementing innovative HR services utilizing fit-for-the-purpose technology. Success markers include enabling a supportive work environment, effective talent management, a shared organizational vision, modernized HR policies, clearly defined roles, and enhanced operational agility.  **Action required by the Council**  This document is transmitted to the Council **for information**.  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | |

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**Human Resources Transformation Plan**(Draft – 01/06/23)

1. **Introduction**

The Transformation Roadmap to achieve Organizational Excellence ([C23/52](https://www.itu.int/md/S23-CL-C-0052/en)) is firmly rooted in the ITU Strategic Plan for 2024-2027, and under the framework of the principles outlined in Plenipotentiary Decision 5 and the recent Visioning Exercise which was a collaborative effort by the new management team, ITU staff, and various external parties.

To be fit for the future, 158 years since our creation, and to meet the increasingly competitive demands and meet rapidly changing operating environment that is expected in the next decade, ITU needs to establish a solid foundation upon which organizational excellence and thought leadership can be built. To position the Union for a more impactful and stable future, immediate investment and efforts are needed to transform the organization. This effort is necessary to maintain relevancy and to be able to offer services of the highest quality and efficiency to Membership.

1. Among other critical areas, **people and culture** has been identified as one of the key spheres of investment of the transformation plan. **Human Resources Transformation**

An ambitious HR Transformation intends to tackle these issues, within the framework of the broader transformation plan and suggests investments in three distinct areas: (i) people, (ii) culture, and (iii) services.

***People:*** *Achieving an agile, capable, and empowered workforce*

Innovation is central to ITU’s mission of connecting the world, and as the United Nations specialized agency for information and communication technologies ITU provides a unique platform for global public and private partnerships. ITU cannot achieve this mission without an agile, talented, and change-ready workforce, a workforce that takes ownership for results.

Embedded in the UN Charter and in ITU’s constitution is the need to secure staff with the highest standards of efficiency, competence, and integrity. Attracting, onboarding, and retaining talented people who consistently attain these standards is essential to deliver ITU’s mandate as well to retain and enhance ITU’s reputation. Bearing in mind that currently, 49% of ITU staff are 50 or over, with only 9% of staff 35 or younger, ITU will aim to strengthen the recruitment of younger staff members to bring inspiration, fresh talent, and new skills to ITU’s workforce, balanced with the expertise and commitment of existing staff.

ITU will strive to create a stimulating and rewarding culture which favours engagement, mobility, career development and forward-looking performance management. Increased investment in capacity building will improve organizational performance and empower staff to develop their knowledge and skills on a continuous basis, in line with ITU’s strategic goals.

What success looks like:

1. **Enabling Environment and Performance Management:** ITU prioritizes creating an enabling work environment and management culture that ensures staff engagement, high performance, and accountability. This approach includes a strategy centered around people and innovation cultivated by inspirational leadership that encourages accountability and fosters employee growth. It also includes the improved management of performance, the recognition to highly performing individuals and teams, and enhancing our people managers ability to deal with underperformance.
2. **Talent Management and Recruitment Planning:** ITU aims to recruit, support, manage, empower, and retain top talent. This includes encouraging increased flexibility in work arrangements and career progression opportunities, including through mobility, thus fostering a dynamic workforce. Job design and contract modalities will support organizational agility by ensuring that the right people are in the right place at the right time, through an appropriate balance of professional and general staff, staff and non-staff contractual modalities, adapted to both core activities and project needs, ensuring an optimum use of ITU’s financial resources.
3. **Skills Diversity and Adaptability:** ITU commits to ensuring that its workforce possesses a comprehensive blend of skills necessary to excel in today's dynamic landscape. This involves cultivating a deep understanding of members' aspirations and challenges, gaining practical experience across various domains, and fostering both industry and public sector expertise among staff, placing emphasis on enriching the diversity of experiences among its employees, understanding that this diversity can lead to more innovative and effective solutions.

***Culture:*** *Establishing a culture where people feel safe, valued, and able to deliver to their best*

An innovative and people-centric organization requires an inclusive culture, shaped by a strong facilitative leadership, in a respectful, ethical, and fair workplace, where people feel safe, trusted, valued and able to deliver their best. Creating such a culture will inspire creativity, high performance, psychological safety, and engagement of staff.

Conditions of service, wellbeing and work-life balance will be prioritized through occupational and mental health support measures, and family-friendly policies, such as flexible working arrangements to meet the needs of our hybrid working environment.

One of ITU’s strengths is its diversity, which generates a broad range of skills, perspectives, and expertise. ITU’s people strategy will continue to prioritize geographical representation that reflects its global mandate and membership. Work will continue towards achieving gender parity at all levels by 2027, particularly focusing on strengthening female representation at grades P4 and above, where the gap remains the widest. ITU will strive to be an employer accessible and attractive to all, including people living with disabilities and those with neurodivergence.

What success looks like:

1. **Shared Vision, Culture, and Collaboration**: "One ITU" is the unified organizational vision that replaces fragmented decision-making and promotes progress towards common goals. Cross-functional collaboration is fostered to better complement sector mandates, encouraging the sharing of knowledge and resources across different organizational units. In alignment with the ITU mandate, it also encourages strategic thinking that fosters a stronger outward focus, promoting a culture that encourages progress, innovation, experimentation, and risk-taking.
2. **Leadership Culture and a new Competency Framework**: ITU fosters an inspirational leadership culture at all levels, steering management, operations, communication, and decision-making in support of employees achieving their goals. The competency framework is refined, with a strong focus on great people management, accountability, agility, innovation, and delegation of authority.
3. **Diversity and Inclusion:** Recognizing the power of diversity and inclusion in today's interconnected world, ITU places a high priority on these elements in our transformation plan. We acknowledge that the variety in backgrounds, experiences, and perspectives within a diverse workforce enriches creativity, problem-solving ability, and decision-making process. We are committed to promoting a diverse workforce, which not only includes variety in terms of nationality, ethnicity, age, gender, and disability, but also extends to diversity of thought, experiences, and skills.

***Services:*** *Delivering excellence-driven HR services to support our people*

We live in a time of rapid technological change. As an organization who leads technological development, we will harness fit-for-purpose technologies to enhance the employee experience, delivering streamlined and efficient HR services to best meet the needs of our people.

Technology will also be maximized to ensure that data and people analytics underpin strategic and evidence-based HR decision-making, adapted to business needs. User-friendly solutions will be designed and validated through employee feedback and data.

We aim to refine our processes, eliminating unnecessary bureaucracy while implementing appropriate safeguards to maintain operational integrity. Our goal is to create an environment characterized by informed decision-making, transparency, and accountability combined with a more thoughtful and meaningful approach to tasks. We will foster a culture where decisions are made based on comprehensive data analysis and intelligent insights.

Communication and consultation will be instrumental in establishing a robust and fair regulatory framework, notably through staff representative and staff-management bodies such as the Staff Council and the Joint Advisory Committee, to ensure that the framework and other HR services are designed to meet the needs of staff and managers.

What success looks like:

1. **Policy Modernization:** HR policies and frameworks are modernized to fit the needs of the future workforce. This includes the elimination of obsolete rules and policies and better alignment and benchmarking with other United Nations system organizations.
2. **Role Definition, Delegation, Operational Agility, and Data-Driven Decision Making:** Roles are clearly defined, delegating more responsibility for decisions within an appropriate accountability framework, and enhancing operational agility. Business intelligence, data science, and analytics are leveraged for informed decision-making. Stronger ownership and accountability are fostered while ensuring the organization remains flexible and adaptable in a rapidly changing environment.
3. **Business Efficiency, and System Automation:** Bureaucratic inefficiencies are reduced, streamlining procedures, and enhancing responsiveness to external needs. Business processes are improved for a results-focused and operationally disciplined operating model. This includes the integration of advanced systems and automation to align resource allocation with key priorities, enhancing overall efficiency.
4. **HR Transformation Roadmap and Timeline**

**2025**

**2024**

**2023**

* Recruitment process acceleration and clear SLAs
* New Performance Management Framework and ePMDS
* Change Makers Programme.
* People Management Programme.
* Improved people analytics, and investment in data quality
* Investment in young talent programmes (YPP, JPO, Internships)
* Policy implementation
* Performance Management Framework
* Voluntary Separation Programme
* Flexible Working Arrangements
* Delegation of Authority
* Parental Leave Policy
* Policy on Protection for Sexual Exploitation and Abuse
* Staff Regulations and Rules
* Restructuring of the HR department
* New People Strategy
* Comprehensive business process reengineering (Agile) + Technology investments
* Revised ITU Competency Framework
* Staff Engagement Survey / Implementation of 360 reviews
* Diversity, inclusion, and gender strategy
* Comprehensive onboarding programme
* Expansion of business intelligence towards predictive analytics
* New HR service delivery model (establishment of a business partnering function)
* Policy implementation
* Rewards, Recognition, and Incentives
* Learning / Mandatory Training
* Mobility and Rotation
* Policy on use of SSA
* Policy on use of short-term staff
* Recruitment and outreach strategy
* Designing an Employee Value Proposition – ITU as the employer of choice
* Realize investments in HR technology.
* Use of new contractual modalities / out-posting / outsourcing models
* Building HR capabilities further through certification (as pilot for other areas)
* Expand HR data integration (financial)