

**Chief Executives Board  
for Co-ordination**CEB/2003/HLCM/1  
31 January 2003**CONCLUSIONS OF THE VIDEO CONFERENCE CONSULTATION  
OF THE HUMAN RESOURCES NETWORK**

6 December 2002

1. In order to allow for appropriate preparation for the next stages of the reform of the pay and benefits system, the HR Network held a consultation which was video conferenced between Geneva, New York, Rome, Vienna and Washington, D.C. The agenda and the list of participants are provided in annex. Documentation for the consultation included (a) a communication from the ICSC secretariat of 3 December, (b) the latest draft of the new master standard and (c) draft modalities for the conduct of pilot studies on broad banding and pay for contribution.

**The New Master Standard**

2. Recalling that the Network had repeatedly said that the current Master Standard was in need of fundamental overhaul, the Network

- Agreed to cooperate in the testing and validation of the new standard which would commence in the first quarter of 2003 with the view to its promulgation in the course of the year by the Commission under article 13 of its Statute;
- Noted however the importance of allowing for sufficient time before promulgation for the consultative and approval process within each organization once the testing was completed;
- Requested the ICSC secretariat to provide a detailed timetable and more information on modalities for the testing, including the criteria for the selection of sample jobs;
- Called on all organizations to ensure that up-to-date job descriptions were submitted as soon as possible for their most representative occupational groups and grade levels;
- Urged organizations who had comments or queries on terminology in the draft standard to submit these before testing commenced.

**Broad-banding**

3. As Executive Heads had said for many years, the monolithic grade system failed to respond to the needs of organizations. The HR Network had repeatedly supported a broad-banded approach which would be more responsive to the management of work within individual organizations. Although the Network had expressed the view that options on banded structures should be kept open so as to accommodate the diversity in the system, the

ICSC at its 55<sup>th</sup> session had decided that a pilot study should be conducted of one broad-banded model and related pay-for-performance system at two volunteer organizations.

4. After a useful exchange of views, the Network

- Noted that the Commission had stipulated that a credible and reliable performance appraisal system was an absolute necessity in moving forward with broad banding;
- Observed that there were a number of other key considerations in the selection of volunteer organizations including *inter alia* adequate IT and administrative capacity to operate two parallel systems (current structure and banded structure) during the pilot phase and the nature of financial controls to avoid staff members from drifting to the top of the bands;
- Requested the ICSC secretariat to provide for discussion at the next meeting of the HR Network (end January 2003) (a) detailed terms of reference of the pilot study (e.g. desirable profile of organizations in the pilot, how the pilot would operate, options for movement within the bands, nature of financial controls) and (b) a description of how two parallel systems would be run;
- Requested each organization to review all of the banding options and to report to the CEB secretariat before the next meeting of the HR Network on which of these would be most responsive to the work of their organization.

**Other Business**

5. The representative of the ICSC secretariat confirmed that the General Assembly had given high priority to the following issues:

- (a) contractual arrangements in the UN system organizations bearing in mind its close linkage to the review of pay and benefits system; and
- (b) mobility and its implication on career development of staff members in the UN system.

6. Organizations views were therefore required in both of these areas.

7. The Network

- Recalled that - as it had said before - contractual arrangements must be flexible so as to respond to organizational needs which were governed by changing financial realities and the views of each organization's legislative body; thus, the Commission should adopt a general framework on what should be the minimum conditions of service for employing staff rather than to adopt a more prescriptive approach;
- Recalled also that as contained in the Framework for Human Resources Management mobility was a non – core element “because organizations’ programmatic responses must meet local conditions”, in particular their diverse business needs and the nature of work to be performed;
- Agreed nonetheless that much work needed to be done to facilitate mobility, especially with more supportive programmes in the area of work/family – for example, by facilitating spouse employment.

## ANNEX I – List of Participants

### Participants present in:

<b>Geneva</b>	
ILO	Mr. Satoru Tabusa
WHO	Ms. Araya Dejanipont Ms. Sigrid Kranawetter Mr. David Nolan
UPU	Mr. Michael Mauer Ms. Won-Ja Lee
ITU	Mr. Dirk Jan Goossen Mr. Michel Rolland Ms. Desiree Khoury
WMO	Ms. Virginia Guerrero
WIPO	Mr. Svein Arneberg
UNHCR	Mr. Shelley Pitterman Mr. Kiyoshi Murakami
UNAIDS	Ms. Johanne Girard
UNCTAD	Ms. Noha Droz
CEB Secretariat	Ms. Mary Jane Peters
FICSA	Ms. Janice Albert Ms. Leslie Ewart
CCISUA	Ms. Marlène Sequeira
IOM	Ms. Marie Gunnarsson

<b>New York</b>	
UN	Ms. Jan Beagle Ms. Marianne Brzak-Metzler Ms. Regina Pawlik
UNESCO	Ms. Dyane Dufresne
WHO	Mr. Anand Seeras (Regional Personnel Officer, WHO Manila)
UNICEF	Mr. Michael Corbett Ms. Mercedes Gervilla
UNDP	Ms. Deborah Landey Ms. Marta Helena Lopez Mr. Gary McGillicuddy (as ICSC consultant)
ITC	Mr. Gian Piero Roz
UNOPS	Ms. Mieke Tarui
HLCM	Mr. Roger Eggleston
ICSC	Mr. Kingston Rhodes Mr. Manfred Ordelt Mr. Hans Willmann
FICSA	Ms. Anne Marie Pinou

<b>Rome</b>	
WFP	Mr. Aldo Piscina Ms. Ana Luiza Thompson-Flores
FAO	Ms. Rachel Mayanja Mr. Greg Flood Mr. Jean Claude Villemonteix Mr. Doug Smith

<b>Vienna</b>	
IAEA	Ms. Unni Vennemoe Ms. Catherine Monzel Ms. Angela Jackson Ms. Beverley Young Ms. Alicia Reynaud Mr. Ian Fenn
UNOV	Ms. Khurshid Bhimani Mr. Viktor Kisob Ms. Joyce Nyakeya
UNIDO	Mr. Julio Camarena Villaseñor Ms. Sotiria Antonopoulou
CTBTO	Ms. Yeshiareg Mekkonen Ms. Kamini Balram Mr. Erling Wulff Mr. William Amoroso

<b>Washington</b>	
PAHO	Mr. Philip Macmillan Mr. Eric Boswell Ms. Micheline Mackin Ms. Brenda Simmons-Gilliam