



UNITED NATIONS SYSTEM

**CEB**

---

**Chief Executives Board  
for Coordination**

CEB/2020/HLCM/HR/6  
28 February 2020

---

# **Summary of Conclusions of the 40<sup>th</sup> Session of the Human Resources Network**

**Part 1: Closed Session  
17 and 18 February 2020  
WIPO, Geneva**

## Table of Contents

Adoption of the Agenda.....	3
i. Opening of the session and adoption of the agenda.....	3
ii. Future of work, panel discussion and update from HLCM WG workstreams.....	3
iii. Director’s retreat at WIPO.....	4
iv. UNGA resolutions on the ICSC report for 2019 and ILOAT Judgements of 03 July 2019 – implications for specialized agencies in Geneva.....	4
v. ICSC ACPAQ nominations .....	5
vi. ICSC Contact Group meeting.....	5
List of Participants.....	6
Adoption of the Agenda (Open session).....	10
vii. Opening of the session and adoption of the agenda .....	10
viii. Discussion of ICSC-related topics .....	10
a) Child allowance.....	10
b) Review of the Methodology for Local Salary Surveys .....	10
c) Review of the Post Adjustment Methodology .....	10
d) Review of the implementation of contractual arrangements.....	11
e) Review of incentivisation of recruitment.....	11
f) Global staff survey.....	11
g) Danger Pay and Security Evacuation Allowance .....	11
ix. Update from the Field Group.....	12
x. Discussion around ceiling for pension of ungraded officials .....	12
xi. Local Salary Survey: 2019 Report.....	13
xii. Update from UNV on volunteers’ modalities .....	13
xiii. Approach and update of HRN WGs and introduction of WG Learning & Development .....	14
a) Introduction of WG Learning & Development .....	14
b) Update WG Outreach & Recruitment.....	14
c) Update WG Performance Management and Engagement.....	14
xiv. Update on BIG and discussion on implementation of Mutual Recognition Statements in Human Resources.....	15
xv. Mental Health Strategy in 2020.....	15
xvi. UNDS reform update incl. discussion of related HR matters.....	16
xvii. FICSA Cost Sharing Arrangements.....	16
xviii. Any other Business .....	16
List of participants.....	17
Annex.....	19

## Adoption of the Agenda

### i. Opening of the session and adoption of the agenda

1. The Human Resources Network held its 40<sup>th</sup> session from 17-20 February 2020, hosted by the World Intellectual Property Organization (WIPO) in Geneva. The meeting was co-chaired by Ms. Martha Helena Lopez, Assistant Secretary-General, Human Resources, UN Secretariat, Ms. Eva Mennel, Director, Human Resources, UNICEF, and Ms. Cornelia Moussa, Director, Human Resources, WIPO.
2. The agenda was adopted as reflected in the table of contents.
3. The list of participating organisations and their representatives at the meeting is provided in Annex 1.
4. The Network Co-Chair announced personnel changes among the organisations and welcomed new participants to the HR Network session.

### ii. Future of work, panel discussion and update from HLCM WG workstreams

5. The High-Level Committee on Management (HLCM) at its 38<sup>th</sup> session in October 2019 decided to establish a cross-functional Task Force on the Future of the United Nations System Workforce with the aim to develop a framework Human Resources Strategy for the UN System Workforce by the HLCM fall session 2020. The Task Force is co-chaired by Catherine Pollard (USG DMSPC, UN Secretariat) and Greg Vines (DDG ILO) and operates in three work streams co-led by CEB member organizations: (i) Contractual Modalities (co-led by UNOPS, IOM and UN Secretariat-OHR); (ii) New Ways of Working (co-led by UNHCR, UNICEF, UN Secretariat-DOS); (iii) Leveraging Technology (co-led by WFP, UNDP and UNHCR).
6. The aim of this session was to get a status update from three work streams leads, as well as having HRN input to the work of the Task Force and the Framework Human Resources Strategy to be presented to the HLCM session in Fall 2020.
7. Representatives of the work stream on contractual modalities mentioned that it was working on establishing a common vision for a flexible and complementary contractual modality, noting that further discussions were necessary. The focus of the presentation rested on a set of principles underlying any new modality that would be developed. Seeking input to the principles from the HRN, the principles were intended to be presented to HLCM for consideration at its spring meeting.
8. A co-lead of the work stream on new ways of working stressed the importance of putting people at the center when considering organizational culture and shared the work stream's intention to ask the HLCM at its spring session for guiding commitments from the UN system's management regarding the future of work.
9. Presenters for the work stream on leveraging technology noted artificial intelligence, chatbots, a digital ID and a skills database as some of the fields where it would focus its efforts. The work stream was looking forward to turning these broad areas into more concrete projects in a bootcamp to be held in mid-March 2020. It was stressed that the ethical use of new technology to avoid unintended consequences also constitutes an important subject for the work stream.
10. In the ensuing open discussion, HRN members welcomed the efforts in the different work streams and offered comments and input for consideration of the work stream leads.
11. The work stream on contractual modalities was encouraged to continue work on a modality with a view to attracting a future workforce, to moving in and out of the UN and to interagency mobility. Network members also noted connections to be taken into consideration to former efforts for changing modalities, to financial sustainability, to the impact on non-staff and to potential options for a pension scheme.

12. Network members noted the interesting work pursued by work streams on new ways of working and leveraging technology and was looking forward to seeing elaborated projects coming from the Task Force in the lead up to the HLCM fall session.
13. The network expressed its appreciation for the work of the work streams and for the open and collaborative exchange.

14. *Conclusion: The HR Network*

- a) *Thanked the workstream leads of task force for their briefings and the progress made*
- b) *Encouraged network members to actively engage in the work of the task force*
- c) *Invited the task force to closely collaborate with the Network in the further course of its work.*

### iii. Director's retreat at WIPO

15. The retreat day served as a forum for knowledge and experience exchange on the topic of respectful and conducive workplaces. The programme of the day included a presentation on "how UNICEF is confronting the culture of silence through VOICE - speak up", group work, break out sessions, experience exchange as well as a panel discussion. Some of the questions discussed included: 1. How effective are we at modelling behaviours at the top and holding senior managers accountable, 2. How are we measuring impact and progress, 3. How are we doing in terms of promoting resolution of conflict at the lowest level, 4. How do we ensure/ promote a shared understanding regarding what constitutes harassment/ abuse of authority.
16. All related presentations were made available to participants separately.
17. The participants agreed to collect the different initiatives which were already ongoing and align on the efforts already made by organizations. In this context the idea was raised to consider building a collective HR capacity among organizations for example in the form of a HR development programme.

18. *Conclusion: The HR Network*

- a) *Thanked all speakers and participants for their presentation and input, noting the benefit of experience exchange and collaboration*
- b) *Agreed to continue the discussion and to bring this topic forward through the means of the workstream two of the HLCM task force on the Future of Work, the HRN WG on Performance Management as well as the CEB task force on sexual exploitation*

### iv. UNGA resolutions on the ICSC report for 2019 and ILOAT Judgements of 03 July 2019 – implications for specialized agencies in Geneva

19. The Deputy Director General of the ILO opened the discussion regarding the prevailing issues around the situation of the Post Adjustment after the ILOAT judgements and the respective implications. It was elaborated that the ILOAT judgment and the implementation of the decision had implications for more duty stations far beyond Geneva. The ILOAT decision concluded that the power to determine the Post Adjustment had not been given lawfully to the ICSC, as the power to determine the Post Adjustment would be with the GA. Given the situation, concerns were raised that the continued publication of the Post Adjustment Multipliers by the ICSC and the respective application of those by the heads of agencies, might legally not be in line with the findings of the ILOAT judgement. The fact that the UN Dispute Tribunal judgement is outstanding added further complexity to the matter. Therefore, Geneva based agencies were analysing the situation and tried to bring the matter to the attention of member states as the situation was untenable.

20. The HR Network participants echoed the concerns raised, stressing the urgency to find a solution for the matter as the current situation imposed various difficulties. Participants were in favour of identifying a common approach among organizations. The discussion also touched upon anticipated next steps and potential solutions for the situation.

21. *Conclusion: The HR Network*

- a) *Thanked the Deputy Director of the ILO for his briefing on the matter*
- b) *Emphasized the importance of close collaboration and alignment among organizations*
- c) *Highlighted the challenges faced given the current situation and the urgency to find a solution*

#### **v. ICSC ACPAQ nominations**

22. The HR Network Co-Chair opened the agenda item and expressed a concern that all current nominations by the ICSC were male candidates. Considering the current composition of the ACPAQ it was important to advocate for the nomination of female candidates.

23. Participants from different organizations echoed the concern raised and offered to support the process of identifying additional female candidates. Overall, the importance of the right calibre of ACPAQ members to ensure an independent review mechanism was stressed.

24. *Conclusion: The HR Network*

- a) *Thanked for the efforts and stressed to make any efforts to identify female candidates*
- b) *Agreed to submit official nominations in cooperation with the CEB Secretariat*

#### **vi. ICSC Contact Group meeting**

25. The HR Network Co-Chair asked the HR Network participants to jointly prepare the upcoming Contact Group meeting at the end of March 2020, to be hosted by UNOPS. The Contact Group was originally established as a platform to address topics directly with the ICSC. In this respect the participants discussed potential topics to be raised during the upcoming meeting.

26. The HLCM Secretary emphasised the potential value of the mechanism to maintain constructive effective and efficient work relationships between organizations, staff federations and the ICSC.

## List of Participants

Name	Organisation
Martha Helena Lopez	UN Secretariat
Jonathan Ball	UN Secretariat
André Bogui	ILO
Faith O'Neill	ILO
Kieran Walsh	ILO
Greg Vines	ILO
Valentina De Marco	FAO
Annick Grisar	UNESCO
Kazumi Ogawa	UNESCO
Sarah Rose	ICAO
Patrick Cronin	WHO
Jennifer Linkins	WHO
Marie Louise Razafy	UPU
Ulrika Martinius	ITU
Manuela Morelli	ITU
Johannes Kratzheller	WMO
Liya Dominic	IMO
Adelaide Barbier	WIPO
Thomas Bombelles	WIPO
Lyndsey Bochaton	WIPO
Sara Callegari	WIPO
Gloria Dal Forno	WIPO
Therese Dayer	WIPO
Marc Flegenheimer	WIPO
Marianna Igelnik	WIPO
Nicoletta Marin-Cudraz Davi	WIPO
Fanny Martin	WIPO
Cornelia Moussa	WIPO
Dominique Norz	WIPO
Pierre Moreau-Péron	IFAD
Paolo Velasco	UNWTO
Kate Rojkov	IAEA
Michael Emery	IOM
Conor Tierney	IOM
David Bearfield	UNDP
James Hanneman	UNDP
Sonja Leighton-Kone	UNEP

Name	Organisation
Catty Bennet Sattler	UNHCR
Antonino Brusa	UNRWA
Maria Traficanti	UNRWA
Yuichi Kawamoto	UNICEF
Eva Mennel	UNICEF
Arturo Pagan	UNFPA
Andrew Patterson	WFP
Prasun Chakraborty	UNWOMEN
Victoria Campbell	UNOPS
Tina Friis Hansen	UNOPS
Cristiana Baroglio	UNAIDS
Alison Holmes	UNAIDS
Karen Schmidt-Jürgens	UNAIDS
Zephorah Weru	UNFCCC
<b>Other Representatives:</b>	
Naoual Driouich	UNV
Miroslava Vavrecanova	UNV
Olga Zubritskaya-Devyatkina	UNV
Nataliya Myronenko	UNOG
Gerry Lynch	ITC
Filip Barkovy	OPCW
Michael Conneely	OSCE
Rebecca Hinchliffe	Common Fund for Commodities
Kristina Carey	Special Tribunal for Lebanon (STL)
Floris Kist	Special Tribunal for Lebanon (STL)
Ole Emmrich	CEB Secretariat
Remo Lalli	CEB Secretariat
Silvan Scheiwiller	CEB Secretariat

# **Summary of Conclusions of the 40<sup>th</sup> Session of the Human Resources Network**

**Part 2 (Open Session)  
19 and 20 February 2020  
WIPO, Geneva**



**Table of Contents**

- Adoption of the Agenda (Open session)..... 10
  - vii. Opening of the session and adoption of the agenda ..... 10
  - viii. Discussion of ICSC-related topics ..... 10
    - a) Child allowance ..... 10
    - b) Review of the Methodology for Local Salary Surveys ..... 10
    - c) Review of the Post Adjustment Methodology ..... 10
    - d) Review of the implementation of contractual arrangements..... 11
    - e) Review of incentivisation of recruitment..... 11
    - f) Global staff survey ..... 11
    - g) Danger Pay and Security Evacuation Allowance ..... 11
  - ix. Update from the Field Group..... 12
  - x. Discussion around ceiling for pension of ungraded officials ..... 12
  - xi. Local Salary Survey: 2019 Report..... 13
  - xii. Update from UNV on volunteers’ modalities ..... 13
  - xiii. Approach and update of HRN WGs and introduction of WG Learning & Development ..... 14
    - a) Introduction of WG Learning & Development ..... 14
    - b) Update WG Outreach & Recruitment..... 14
    - c) Update WG Performance Management and Engagement..... 14
  - xiv. Update on BIG and discussion on implementation of Mutual Recognition Statements in Human Resources..... 15
  - xv. Mental Health Strategy in 2020..... 15
  - xvi. UNDS reform update incl. discussion of related HR matters..... 16
  - xvii. FICSA Cost Sharing Arrangements..... 16
  - xviii. Any other Business ..... 16
- List of participants..... 17
- Annex..... 19

## Adoption of the Agenda (Open session)

### vii. Opening of the session and adoption of the agenda

27. The Human Resources Network held its 40<sup>th</sup> session from 17-20 February 2020, hosted by the World Intellectual Property Organization (WIPO) in Geneva. The meeting was co-chaired by Ms. Martha Helena Lopez, Assistant Secretary-General, Human Resources, UN Headquarters, Ms. Eva Mennel, Director, Human Resources, UNICEF, and Ms. Cornelia Moussa, Director, Human Resources, WIPO.
28. The agenda was adopted as reflected in the table of contents.
29. The list of participating organisations and their representatives at the meeting is provided in Annex 1.

### viii. Discussion of ICSC-related topics

#### a) Child allowance

30. The ICSC Representative presented the latest studies and simulations as contained in paper ICSC/90/R6, outlining the two presented options for the Commission: maintaining the current method of using the arithmetic mean of selected duty stations for determining children's allowance, or using a geometric mean in the future. Organizations took note of the proposals and the related financial implications, and agreed to conduct further internal deliberations.

#### b) Review of the Methodology for Local Salary Surveys

31. The ICSC Representative provided a debrief from the last working group meeting of the review of the methodology for the local salary surveys and the agenda ahead. Another working group session was likely to be scheduled in order to finalise recommendations to the Commission.
32. Organizations thanked the ICSC Secretariat for the collaborative and thorough approach, though highlighting the need to conclude this work as soon as practical given its importance.

#### c) Review of the Post Adjustment Methodology

33. A member of the working group of the review of the Post Adjustment methodology provided some background information and concerns regarding some of the proposed changes to the operational rules in the light of the upcoming working group meeting. The concerns raised included the updating the operational rules. One example mentioned was the current proposal to close gaps of pay index while not adequately addressing the underlying issues that created such gaps. The analysis should first identify the causes for gaps and then address these. Another point flagged was on cases of very substantial exchange rate movements which should also be addressed for group one duty stations as they were in group two. Furthermore, the organizations had also proposed to reintroduce the five percent gap closure measure, but the document brought forward by the ICSC remained at a proposal of three percent. The points reflected just some of the major concerns identified by the member.
34. The HR Network Co-Chair stressed that the HR Network continued to be concerned and monitored the matter very carefully. Furthermore, it was stated that organizations anticipated the reintroduction of the five percent gap closure measure.
35. The Representative from FICSA echoed the comments made and urged to consider the recalibration factors for any changes implemented under any new methodology. Furthermore, FICSA was not supportive of conducting a new survey for Geneva only. FICSA expressed support for the reintroduction of the five percent gap closure measure.

#### **d) Review of the implementation of contractual arrangements**

36. The ICSC Representative provided an overview of the paper ICSC/90/R3. The Commission had been asked to provide guidance as deemed necessary and to consider the establishment of a working group during the upcoming ICSC session. The Representative highlighted the interest in collaboration between the ICSC Secretariat and the HR Network. The work aimed at finding the right balance between flexibility and attractive contractual arrangements to be prepared for the changing environment which will impact the future of work in the common system.
37. The HR Network Co-Chair confirmed the interest to collaborate on the matter and referenced the ongoing discussions on Future of Work in the context of the HLCM Task Force. Since the outcome of this work would provide guidance to the HR leadership in organizations, it would be conducive to await the outcome of those strategic discussions before establishing a working group.
38. A staff representative thanked for the information shared and asked for more detailed statistics on staff vs. non-staff which would be a valuable source of information in this context as the needs would differ greatly between organizations.

#### **e) Review of incentivisation of recruitment**

39. The ICSC Representative provided an overview of the paper ICSC/90/R8, containing the review which was undertaken upon the request from the GA. So far only one organization had implemented that incentive. Organizations indicated that a recruitment incentive was welcomed as a general HR management tool, however its current format and related administrative requirements were deemed to lack the necessary flexibility to be of significantly greater use.

#### **f) Global staff survey**

40. The ICSC Representative elaborated on the intention and outcome of the survey as documented in paper ICSC/90/R4. The response rate had increased by 21 percent compared to the previous survey taken out. Overall, the survey confirmed relatively high engagement levels slightly below the benchmark median. A number of specific views about the compensation system's fairness, transparency and competitiveness rated less favourably compared to the benchmark median.
41. Organizations expressed keen interest in receiving detailed disaggregated results of the survey for their individual organization, in order to analyse the outcome more closely and in conjunction with organization-specific engagement surveys. It was confirmed that the organizations would receive the copies of both the overall as well as the results at the individual level.

#### **g) Danger Pay and Security Evacuation Allowance**

42. The ICSC Representative elaborated that the study of Danger Pay levels, as contained in paper ICS/90/R10, was being taken out in response to the schedule of the level of allowance established by the ICSC which was to be conducted every three years. The principles of Duty of Care had also been of particular consideration in this context. The same applied to the review of the Security Evacuation Allowance as contained in paper ICSC/90/R11. Organizations confirmed the importance of adequate Danger Pay and Security evacuation Allowance provisions in the context of Duty of Care and in order to maintain attractiveness of working in deep field duty locations.

#### **43. Conclusion: The HR Network**

*a) Thanked the ICSC and other presenters for their work and the briefings*

*b) On conditions of service applicable to both categories of staff:*

- i. Global staff survey on conditions of service: noted the close collaboration between organizations and the ICSC Secretariat to ensure staff participation and looked forward to a presentation of the results of the survey (overall and organizational level) and a transparent and collaborative discussion to ensure careful consideration;*

- ii. *Review of the implementation of contractual arrangements: highlighted the interest to collaborate but stressed the need for the current HLCM deliberations on Future of Work to be more advanced as a key strategic input into such deliberations at the adequate time*
- iii. *Danger Pay: thanked the ICSC Representative for the planned work, requesting the HR Network representatives to consult with their controllers internally to ensure that the organizations could accommodate the request.*
- c) *On conditions of service of staff in the Professional and higher categories:*
  - i. *Post adjustment issues: expressed continued concern regarding the way potential changes to the operational rules were brought forward and urged a collaborative spirit in identifying the underlying issues and addressing these adequately, and cautioned careful consideration of available jurisprudence in the technical discussion to avoid unnecessary exposure to legal and policy risks for any revised methodology and looked forward to a further constructive dialogue;*
- d) *On conditions of service of General Service and other locally recruited categories: report of the Working Group on the review of salary survey methodologies: highlighted the importance of finalizing the review in 2020. Furthermore, highlighted areas of concern including employer's participation in surveys, the use of external data, cost of implementation, the role of Local Salary Survey Committees, and a need for clearer guidance in the methodology on the use of the special measures to mitigate the effects of high levels of inflation and abrupt currency devaluation;*
- e) *Requested the CEB Secretariat to draft the statements for the ICSC session, based on the discussion among the Network.*

#### **ix. Update from the Field Group**

- 44. The Representative from the Standing Committee on Field Duty Stations (Field Group) presented an update of the latest developments.
- 45. The participants of the meeting thanked the Representative for the presentation and the work done. Topics which were flagged included the accommodation of flexible working arrangements, air quality issues and levels of pollution in certain field duty stations and its impact on staff as well as regarding the classification of duty stations as family vs. non-family. A review of classifications of duty stations was strongly encouraged.
- 46. A Representative from UNISERV was pleased to note the initiatives for harmonization of R&R and flagged the urgency to resolve discrepancies for staff in the same countries including for example discrepancies in lumpsum payments.
- 47. *Conclusion: The HR Network*
  - a) *Thanked the representative of the Field Group for the presentation*
  - b) *Agreed to foster enhanced communication under the new framework for Resident Coordinators, to ensure clear guidelines for communication*

#### **x. Discussion around ceiling for pension of ungraded officials**

- 48. The HR Network Co-Chair provided a short background information when introducing the topic and asked for input to bring this topic forward to the next HLCM meeting. The ceiling for pensions of ungraded officials where USGs and ASGs contributed at the higher level into the pension fund but would only receive a pension at the D1 or D2 level. Two proposals were discussed. Firstly, the removal of the ceiling, and secondly, if the ceiling could not be removed, that ASGs and USGs

should only contribute at the D1 or D2 level respectively. The discussion continued on the matter and how any change could be handled operationally.

49. The Representative of FICSA flagged that the pensionable remuneration had been reviewed under the authority of the ICSC, where the amount of the pensionable remuneration had been discussed and decided upon.
50. The Representative of the ICSC reminded the group that during the compensation review, the ICSC had recommended to stretch the scale and to increase the salaries as the pensionable remuneration reflects the income level. A difficulty identified with the current rules was the fact that they were only applied to long term staff. Furthermore, the fact that at the time of the appointment of a staff member, it was unknown how long the staff member would remain in that particular position/scale, was an issue in respect to the level of the pension entitlements.
51. One participant mentioned that both the staff member as well as the organization contributed at the higher level. Therefore, the second option put forward might not be viable.
52. The HR Network Co-Chair asked the participants to further discuss the topic in their organizations and prepare for a discussion at HLCM level, including by collecting the numbers of staff to whom such arrangements would be applicable. The question was raised whether staff and organizations could potentially be reimbursed to avoid having to adapt policies.

53. *Conclusion: The HR Network*

- a) *Agreed to further discuss the topic at HLCM level, and requested organizations to prepare for such discussion*
- b) *Agreed that the representatives of the specialized agencies, the UN Secretariat, and Funds and Programmes would recommend the removal of the ceilings*
- c) *Agreed to also bring forward and recommend and explore the second option for a reimbursement, should the removal of the ceilings not be accepted*

**xi. Local Salary Survey: 2019 Report**

54. A representative of the UN Secretariat presented the report with the latest developments from the year 2019 and introduced personnel changes.
  55. Organisations expressed their gratitude for the successful collaboration with the team.
  56. A Representative from FICSA echoed the positive feedback and enquired an update on any outstanding decisions on category 5 duty stations.
  57. A Representative from the ICSC thanked the team for the fruitful collaboration.
58. *Conclusion: The HR Network thanked the representative of the Local Salary Survey team for the briefing and stressed the importance of collaboration with all stakeholders going forward.*

**xii. Update from UNV on volunteers' modalities**

59. The representative from UNV briefed the Network on the latest developments of UNV as well as proposed changes on volunteers' modalities while soliciting feedback from the HRN on the proposal.
60. Organizations described positive experiences and the good collaboration with UNV and welcomed the review of the provisions, while also encouraging to explore additional fields of work. However, the proposed rise of minimum age of 21 and increased education experiences was questioned as organizations had a need to recruit UNVs at lower ages as well.
61. The HR Network Co-Chair reported positive experiences with the disability programme as well as former UN staff becoming UNVs and room for using UNVs for retirees.

62. Staff representatives welcomed improvements to the conditions of UNVs' modalities while raising a concern with regard to clearly distinguishing between volunteering and more regular work arrangements.
63. They also inquired about the difference between interns versus volunteers in HQ duty stations. The UNV representative responded that the majority of UNVs would work in the regional and country offices and stressed the short-term duration of the UNV appointment type.
64. *Conclusion: The HR Network thanked the representative from UNV for the presentation.*

### **xiii. Approach and update of HRN WGs and introduction of WG Learning & Development**

#### **a) Introduction of WG Learning & Development**

65. The HR Network Co-Chair introduced the idea of commencing a new standing working group with the focus on learning and development while referring to the proposed ToRs circulated prior to the meeting.
66. The HR Network in general welcomed the ideas as the topic was seen as very important. However, overlaps to other working groups – in particular on Performance Management and Staff Engagement – should be limited. It was seen as important to await strategic guidance from the outcome of the Task Force on Future of Work to determine the priorities and requests for such a Working Group. Given the strategic importance of development and learning, it should be chaired by rather senior-level colleagues, with UNFPA volunteering its Deputy HR Director for that purpose. The Working Group should receive strategic guidance from the Network and benefit from a participation of the UN System Staff College as appropriate and depending on the work topics.

#### **b) Update WG Outreach & Recruitment**

67. The Representative from the CEB Secretariat provided an update of the latest developments and presentations given by the working group also including webinars. The Working Group meeting has proven to be a good platform for tangible experience exchange. Key collaboration topics included joint talent outreach (including at major global events), experience in streamlining recruitment lead times and online assessment and testing facilities.
68. Given the importance of recruitment and assessment topics, a call was made for even stronger leadership and a call for nominating a second co-chair besides the UN Secretariat at the director level to ensure the continued success and efficiency of the working group was launched. Unicef agreed to accept such role as co-chair.
69. The HR Network Co-Chair added that the aspect of workforce planning was currently missing in the TORs of the working group and that this should be added to the agenda.

#### **c) Update WG Performance Management and Engagement**

70. The Co-Chair of the working group provided an update of the latest developments of the working group which included, among others, a compilation of Performance Management good practices and self-assessment facility, enhanced benchmarking of staff engagement levels across organization and experience exchange with private sector and among organizations on action planning following surveys.
71. *Conclusion: The HR Network*

- a) Thanked the working groups for their work achieved and welcomed in principal the proposal to establish an additional working group on learning and development*

- b) *Agreed to avoid overlap of the work with other working groups and fora by revisiting the TORs of all working groups after the work of the three workstreams of the HLCM task force on the Future of Work has further progressed*
- c) *Thanked the representative of UNFPA for volunteering to co-chair a potential new WG on Learning and Development. ITU, ILO, OSCE, UNHCR, WHO and WIPO agreed to contribute to such a group initially. The kick-off would be dependent on priorities and scope as determined by the HR Network at its next session, based on outcome of the HLCM Future of Work deliberations.*
- d) *Requested the two other HRN Working Groups (Outreach & Recruitment and Performance management / Staff Engagement) to provide a draft summary of suggested key deliverables in 2020 for the next HRN session, in order to inform discussion on adequate prioritization and scoping of all activities*

#### **xiv. Update on BIG and discussion on implementation of Mutual Recognition Statements in Human Resources**

- 72. The Representative from the Business Innovation Group (BIG) presented the current status and progress on Mutual recognition, common business operations and opportunities for joint service delivery. Subsequently, the agenda item provided for a platform for knowledge and experience exchange on the topic of the implementation of Mutual Recognition Statement in Human Resources. The participants also split up in groups for deeper discussions (for details see annex).
- 73. The group discussed the potential fields for mutual recognition and which of these could be tackled more easily than others. Some of the topics brought up included the provision of training courses, scope to have joint interview panellists (particularly on country office level), and staff surveys (e.g. common assessments). Reference was made to the of the WG of Performance Management and Engagement in the context of staff engagement.
- 74. Other areas raised were the definition and streamlining of mandatory trainings among the system and the introduction of a digital wallet for training certificates. Furthermore, interagency mobility of staff and the respective financial liabilities, mutual recognition of promotions, common screening questions and the introduction of common assessment centres which was being discussed by the WG on Outreach and Recruitment. Other ideas flagged were shared rosters spouse employment opportunities.
- 75. Another group focussed on type of functions for service arrangements, more transactional services such as payroll, but also other areas without specialist functions which could be delivered by other organisations to free up specialist roles such as ethics, ombudsman, and legal services.
- 76. *Conclusion: The HR Network appreciated the ideas brought forward and suggested that the relevant working groups take stock of potential areas for mutual recognition and identify areas for further collaboration across the Network.*

#### **xv. Mental Health Strategy in 2020**

- 77. The HR Network Co-Chair gave a presentation and encouraged all organizations to identify and nominate focal points for the topic of mental health.
- 78. The HR Network Co-chair thanked for all in-kind contributions received and the in-office staff member financed by UNHCR for a couple of months, but also urged that more contributions were necessary to really make a difference going forward.
- 79. The President of FICSA reiterated the amount of work which had gone into the implementation board as well as the inclusiveness of the approach. However, it was realized that not all the work



had been implemented by organizations and that there was a big amount of work which could be capitalized upon. It was identified that the respective communication needed further development to bring the topic forward.

80. The HR Network Co-Chair asked how to best accelerate the response within a framework which was constrained both budget and resource wise, and recommended that additional discussions be planned for the next HR Network meeting.

81. *Conclusion: The HR Network*

- a) Thanked for the in-kind contributions received and the work done by the implementation board*
- b) Asked organizations to act by mobilising the efforts and nominating focal points (if not done already) to support this important initiative going forward*
- c) Agreed to discuss the issues in greater detail at its next meeting*

#### **xvi. UNDS reform update incl. discussion of related HR matters**

82. ASG Robert Piper provided a comprehensive update of the UNDSS reforms with a focus on HR matters to the HR Network.

83. Organizations thanked the ASG for the work undertaken and the update. The following discussion centred mainly around aspects of assessment, selection and recruitment of RC candidates, including their diversity.

84. *Conclusion: The HR Network thanked ASG Robert Piper for the update provided.*

#### **xvii. FICSA Cost Sharing Arrangements**

85. A Representative from WHO reminded participants of the background of the discussion. Upon request of the HLCM, a working group consisting of members from WHO, WIPO, ITU, UNRWA, IAEA, UNESCO and FICSA officials had explored a new cost sharing arrangement for the funding by organizations. The FICSA participants had submitted a proposal which a number of the organizations deemed compelling, however, its finalization and endorsement was still outstanding.

86. *Conclusion: The HR Network*

- a) Thanked the representative of the working group for the update*
- b) Requested organizations to submit their positions in order to conclude on the proposal in due course.*

#### **xviii. Any other Business**

87. The HR Network thanked Ms. Eva Mennel, Director, Human Resources UNICEF for her engagement as Co-Chair of the HR Network in the past years and welcomed Mr. David Bearfield, Director Human Resources UNDP as new Co-Chair. At the same time Catty Bennet Sattler, Director Human Resources UNHCR was elected as new alternate Co-Chair.



## List of participants

Name	Organisation
Martha Helena Lopez	UN Secretariat
Jonathan Ball	UN Secretariat
André Bogui	ILO
Faith O'Neill	ILO
Kieran Walsh	ILO
Valentina De Marco	FAO
Annick Grisar	UNESCO
Kazumi Ogawa	UNESCO
Sarah Rose	ICAO
Patrick Cronin	WHO
Jennifer Linkins	WHO
Marie Louise Razafy	UPU
Ulrika Martinius	ITU
Manuela Morelli	ITU
Johannes Kratzheller	WMO
Liya Dominic	IMO
Adelaide Barbier	WIPO
Thomas Bombelles	WIPO
Lyndsey Bochaton	WIPO
Sara Callegari	WIPO
Gloria Dal Forno	WIPO
Therese Dayer	WIPO
Marc Flegenheimer	WIPO
Marianna Igelnik	WIPO
Nicoletta Marin-Cudraz Davi	WIPO
Fanny Martin	WIPO
Cornelia Moussa	WIPO
Dominique Norz	WIPO
Pierre Moreau-Péron	IFAD
Paolo Velasco	UNWTO
Kate Rojkov	IAEA
Michael Emery	IOM
Conor Tierney	IOM
David Bearfield	UNDP
James Hanneman	UNDP
Sonja Leighton-Kone	UNEP
Catty Bennet Sattler	UNHCR

Antonino Brusa	UNRWA
Maria Traficanti	UNRWA
Yuichi Kawamoto	UNICEF
Eva Mennel	UNICEF
Arturo Pagan	UNFPA
Andrew Patterson	WFP
Prasun Chakraborty	UNWOMEN
Victoria Campbell	UNOPS
Tina Friis Hansen	UNOPS
Cristiana Baroglio	UNAIDS
Alison Holmes	UNAIDS
Karen Schmidt-Jürgens	UNAIDS
Zephorah Weru	UNFCCC
<b>Other Representatives:</b>	
Naoual Driouich	UNV
Miroslava Vavrecanova	UNV
Olga Zubritskaya-Devyatkina	UNV
Nataliya Myronenko	UNOG
Rebecca Hinchliffe	Common Fund for Commodities
Gerry Lynch	ITC
Filip Barkovy	OPCW
Michael Conneely	OSCE
Kristina Carey	Special Tribunal for Lebanon (STL)
Floris Kist	Special Tribunal for Lebanon (STL)
Jonathan Porter	Business Innovations Group
Sofie Steinkat	Business Innovations Group
Henrietta De Beer	ICSC
Yuri Orlov	ICSC
Regina Pawlik	ICSC
Brett Fitzgerald	FICSA
Tanya Quinn-Maguire	FICSA
Evelyn Kortum	FICSA
Vesna Markovic Dasovic	UNDP/ UNFPA/ UNOPS/ UNWOMEN Staff Council, NY
Mark Polane	UNISERV
Ole Emmrich	CEB Secretariat
Remo Lalli	CEB Secretariat
Silvan Scheiwiller	CEB Secretariat
Michael Rosetz	CEB Secretariat

Annex

Session on Mutual Recognition and Collaboration  
 Summary |20 February 2020

Agenda Topic	
<p><b>1. Member Survey results</b></p>	<p><u>BIG Representative:</u></p> <ul style="list-style-type: none"> <li>• All members of the HR Network were invited to complete a survey on <b>mutual recognition as an enabler of active collaboration.</b></li> <li>• The survey’s objective is to <b>inform and guide</b> HR Network discussions with details of the active collaboration and mutual recognition in the field of Human Resources.</li> <li>• It consists of 63 questions with <b>multiple choice</b> options.</li> <li>• Respondents were asked to provide additional responses, information or reference supporting materials in the ‘remarks’ box for each question.</li> <li>• The survey involves <b>three aspects:</b> (1) the current status of mutual recognition ; (2) opportunities for active cooperation and mutual recognition and; (3) obstacles to active cooperation.</li> <li>• Total number of participants: <b>17 entities.</b></li> <li>• <b>HR activities identified by participants to possess scope to converge (percentage relates to amount of participants identifying activity):</b> <ul style="list-style-type: none"> <li>○ New UN system-wide framework contract with providers of, inter alia, video interviewing, assessment, testing services and/or outreach platforms for online career fairs (76%)</li> <li>○ Paperless Official Service File e.g. Gimmel (71%)</li> <li>○ Electronic signature e.g. DocuSign (76%)</li> <li>○ Organisation design, job descriptions and classification (59%)</li> <li>○ Country-specific information guides and Government grant deductions (65%)</li> <li>○ Talent sourcing and recruitment (71%)</li> <li>○ Defining ‘internal candidates’ groups for recognized UN partners (65%)</li> <li>○ Orientation (65%)</li> <li>○ Consultant administration (47%)</li> </ul> </li> <li>• <b>HR activities identified by participants as obstacles (percentage relates to amount of participants identifying activity):</b> <ul style="list-style-type: none"> <li>○ Defining ‘internal candidates’ groups for recognized UN partners (18%)</li> <li>○ Maternity leave provisions (18%)</li> <li>○ Home allowance (18%)</li> <li>○ Staff onboarding (18%)</li> <li>○ Discipline and appeals (18%)</li> <li>○ Organisation design, job descriptions and classification (12%)</li> </ul> </li> </ul>

## 2. Group activity

*The activities below are sorted in order of groups' prioritisation*

### **Group 1: David Bearfield:**

- **Provision of training courses**, in particular the mandatory trainings: next steps include making an inventory of what already exists and creating a SharePoint that enables each participating agency to upload and access online courses.
- **Interview panels:** ability to approach and pool colleagues for interviews and panel discussions.
- **Staff surveys:** next steps include a coalition of the willing to agree on common questions. Common staff surveys simplify benchmarks between agencies and may be conducted at a fairer price with a common provider. The Working Group has already identified six common questions and there is real space to take that forward.
- **Common assessments**, in relation to recruitment: next steps include establishing a business case that highlights benefits in regard to cost, quality and time and agreeing on posts (e.g. JPO) for piloting. Best practice is IOM's and UNAID's common assessment centre.

### **Group 2:**

- **Provision of training courses:** important to define mandatory trainings and develop additional ones jointly. A staff member should be able to change an organisation without having to undertake a mandatory course all over again.
- **Financial aspects**, in regard to promotions and leave.
- **Recruitment platform:** next step includes defining common categories.
- **Assessment centres:** first step includes the sharing of best practices.
- **Spouse employment:** idea to create local market places and opportunities in other agencies to support spouse employment.
- **Shared roster:** e.g. UNV.

### **Group 3:**

- Collaboration must be demand driven.
- There must be an open and honest discussion about the services that are expected.
- **Consolidation of administration.**
- **Consolidation of assessment processes:** although many entities are already collaborating on this, the collaboration could be stronger and should potentially result into one common assessment centre.
- **Consolidation of investigators:** would necessitate a coalition of the willing to put resources in place and a demonstration to why this activity benefits from consolidation.
- **Cocreation of HR practice:** the sharing of good HR programmes between entities.

### **Group 4:**

- Service provisions can only be successful if the service provider benefits.
- **Mediation services.**
- **Medical services.**
- **Education grants.**
- **Marriage recognition.**