General Assembly

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Agenda item 144
Human resources management

Overview of human resources management reform for the period 2023–2024

Report of the Secretary-General

Summary

In its resolution 77/278 on human resources management, the General Assembly emphasized the fundamental importance of human resources management reform in the United Nations as a contribution to the enhancement of the efficiency and effectiveness of the United Nations and of the international civil service and encouraged continued transparency in its implementation. The Assembly also noted the Organization's human resources framework and mandated a number of actions across the human resources management spectrum.

The present report provides an account of the progress of implementation during the period 2023–2024 against these and earlier mandates of the General Assembly, depicting high-level trends and actions undertaken to accelerate change and their impact. The report also provides a brief outlook on the next reporting period.

An addendum to the present report (A/79/566/Add.1) provides a review of the United Nations internship programme, as requested by the General Assembly in paragraphs 52 and 53 of its resolution 77/278.

The General Assembly is invited to take note of the report.

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Contents

I. Introduction

1. As requested by the General Assembly in resolution 77/278, the present report provides an update on progress in human resources management reform for the period 2023–2024. Specifically, section II of the report contains a description of progress in refining and further developing the human resources management framework. Sections III, IV and V, respectively, provide updates on the three long-term outcomes: diversity, agility and accountability. Separate sections under each outcome – the result areas of human resources management reform leading to the outcomes – provide a detailed account of progress. They are structured uniformly, starting with the overall intent of reforms, then summarizing progress in the attainment of results during the reporting period and concluding with a brief outlook on the next reporting period. In section VI, the General Assembly is invited to take note of the report.

II. Human resources management framework

2. The Secretary-General's new management paradigm, presented in his report on shifting the management paradigm in the United Nations: ensuring a better future for all (A/72/492) and the ensuing actions endorsed by the General Assembly in resolutions 72/266 A and B brought about notable changes in the landscape and the ways of work of the United Nations. Building on these structural reforms, the UN 2.0 policy brief encapsulated the Secretary-General's vision of a modern United Nations system, rejuvenated by a forward-thinking culture and empowered by cutting-edge skills fit for the twenty-first century. The strategic transformations culminated in resolution 79/1, in which world leaders adopted the Pact for the Future, covering a broad range of themes, including peace and security, gender, youth and future generations and the transformation of global governance. In action 45 of the Pact for the Future, they committed to strengthening the United Nations system, aiming for a more agile, responsive and resilient United Nations.

3. Human resources management reform efforts are reflective of General Assembly mandates but are also driven by the strategic strides described above. These strides require the Organization not only to deliver for today but also to be prepared for the future. Within the broad framework of change charted in the UN 2.0 policy brief, human resources management reform continues to be directed towards building a results-focused, client needs-responsive and integrated framework, capable of anticipating and reacting to the fast-paced changes of the operational environment of the United Nations Secretariat and its entities. To this effect, the Secretariat's human resources management framework was developed (see A/77/590) and endorsed by the General Assembly in its resolution 77/278. The framework is a system of three long-term outcomes of reform efforts (diversity, agility and accountability), result areas within each of them, deliverables and measures of success.[1] It is a tool for tracking the progress of actions undertaken in fulfilment of the multiple General Assembly mandates, reflecting efforts to carry out reforms in a holistic and integrated manner, but also helps keep in check the alignment between human resources reform efforts and the concrete, measurable actions envisaged under the UN 2.0 quintet of change.

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[1] Earlier editions of the framework featured "reform enablers" separately – the implementation strategies deployed to speed up results towards the outcomes including the use of human resources technology systems such as the Inspira recruitment platform or the enterprise resources management system Umoja. They remain an important element of the framework, however, for simplicity and ease of reference, developments around all reform enablers have now been mainstreamed in narrative of the present report, corresponding to the respective outcome.

4. In the reporting period, work has continued on refining the parameters of the framework, as requested by the General Assembly, specifically with regard to the measures of success. These are a mix of effectiveness, outcome, process, activity and efficiency indicators, current values and recent trends of which are summarized in table 1, together with a succinct assessment on progress. To that effect, the current edition of the overview report features the core indicators set out in the report of the Secretary-General (A/77/590) but also offers replacement or additional indicators. This integrated approach and, as a result, the framework, would mature over time and continue to adapt and evolve, to reflect the imperative, as directed by the General Assembly, to conduct reforms in a holistic and integrated manner.

Table 1
Human resources management framework at a glance

Result area	Indicator	Values,[a] trends and targets				Assessment on progress

Diversity outcome: a workplace where the organizational workforce reflects the diversity of the peoples that it serves

Result area	Indicator	Values,[a] trends and targets				Assessment on progress
Equitable geographical distribution	• Member States by representation status	*Target: all unrepresented and underrepresented Member States, within-range status*				Requires attention, corrective measures in progress. Progress is affected by the financial situation.
			Unrepresented	*Underrepresented*	*Within range*	*Overrepresented*	
		2021	21	36	106	30	
		2022	20	37	105	31	
		2023	21	39	103	30	
Gender parity	• Gender parity (percentage of women) for staff in the Professional and higher and Field Service categories holding a fixed-term, continuing or permanent appointment only.	*Target for phase 1: gender parity is reached at all international post levels and in all Secretariat entities by 2028, and gender parity is considered to be within a 47–53 per cent range.* • 2021: 42.1 per cent 2022: 43.5 per cent 2023: 44.8 per cent				In progress. Gender parity lagging in peacekeeping, special political missions and other political field presences. Progress is affected by the financial situation.
	• Gender parity (percentage of women) for staff at the P-5 level and above	• 2021: 42.2 per cent 2022: 44.1 per cent 2023: 44.8 per cent				
	• Number of entities meeting or exceeding the gender parity strategy range	• 2021: 35 2022: 43 2023: 39				
	• Gap between women and men in the staff engagement survey (employee empowerment dimension)	• 2021: 8 percentage points 2023:[b]				
Rejuvenation	• Percentage of staff aged 35 years or younger (not including staff on temporary appointments or TAM)[c]	• 2021: 9.5 per cent 2022: 9.4 per cent 2023: 9.0 per cent				Requires attention, approach to accelerating progress presented in report, pursuant to resolution 77/278.

Result area	Indicator	Values,[a] trends and targets	Assessment on progress
	• Average age of staff upon external recruitment in the Professional and higher category (initial and reappointments and not including temporary appointments and Junior Professional Officers)[c]	• 2021: 42.2 years 2022: 41.9 years 2023: 41.9 years	Progress is affected by the financial situation.
Disability inclusion	• 15-point scorecard with indicators available in the Disability Inclusion Strategy	• Reasonable accommodation guidelines developed. Recruitment monitoring enabled: 3,387 candidates self-identified as persons with disabilities, of whom 108 were selected in 2023.	In progress.
	• Gap in the staff engagement survey (employee empowerment dimension) between staff members with disabilities and all respondents	• 2021: 13 percentage points 2023:[b]	
Multilingualism	• Multilingualism and United Nations Language Framework embedded in human resources management processes	• United Nations Language Framework embedded in learning; embedding into recruitment in progress: system changes and guidance to hiring managers and applicants being developed.	In progress.
	• Dynamic mix of language learning offering provided in response to evolving staff demand	• Correction downwards in overall course offering. Diversification of learning methods, in recognition of different learning styles, needs and institutional requirements.	
Addressing racism in the workplace	In progress. Full details will be available in the report of the Secretary-General on addressing racism and racial discrimination.		

Result area	Indicator	Values,[a] trends and targets	Assessment on progress
Agility outcome: proactive and efficient planning, hiring, deployment and learning for a multi-skilled, mobile and adaptable talent			
Workforce planning	• Skills-based job analysis methodology	• Skills-based and forward-looking job analysis established, focused on delivering new or updated job profiles. New job profiles established (data and digital transformation, cybersecurity, data protection and privacy, strategic communication and climate, peace and security).	In progress.
	• Establishment of new job profiles	• Percentage of job openings that include specific priority workforce capabilities monitored by skill group.[d]	
	• Job profile modernization	• For example, for data-related, digital and innovation capabilities.	
		• Measurements and targets to be established.	
Talent acquisition	• Recruitment timeline	*Target: 120 days*	Requires attention, corrective measures in progress. Progress is affected by the financial situation.
		• 2021: 182	
		2022: 157	
		2023: 162	
Learning and development	• Continuous alignment of learning and development offering to learners' and organizational evolving needs for enhanced quality of results	• Learning impact assessment methodology and toolkit developed (rolling out in 2024). Reviews conducted for and alignment in progress of leadership and management training programmes, workforce capability needs and mandatory training, pursuant to resolution 77/278.	In progress. Progress is affected by the financial situation.
Career support and new approach to mobility	• Implementation of annual mobility exercises following the new approach to mobility, monitored with a dedicated key performance indicator framework	*Targets: in brackets and in italic for each indicator*	In progress.
		• 2023–2024 (first mobility exercise completed): 1,348 opt-ins from current staff (*1,152*)	
		• 78 mobility assignments	
		• 46 per cent of moves across duty stations (*60 per cent*)	
		• 253 days of processing time (*90 days*)	
	• Staff engagement survey satisfaction rates for professional and growth opportunities	• 2021: 49 per cent	
		2023:[b]	

Result area	Indicator	Values,[a] trends and targets	Assessment on progress
Accountability outcome: efficient human resources services supported by an enabling policy framework; conducive performance and human resources risk management; and meaningful discharge of duty of care responsibilities			
Human resources policy and services	• Percentage review of administrative issuances (human resources policies)[c,d]	• 2021: 56 per cent 2022: 58 per cent 2023: 59 per cent *Target: minimum 75 per cent*	In progress; following a strategic approach to policy issuances, which includes client feedback from operational support provision.
	• Client satisfaction with advisory and operational support[d]	• 2021: 90 per cent 2022: 91 per cent 2023: 89 per cent	
Performance management	• 360-degree feedback: number of indicators from survey tool and evaluation scores[c]	• 2022/2023: scores: 3.44 out of 4 (reports) and 3.37 (manager's self-assessment) 2023–2024: 3.51 (reports) and 3.42 (manager's self-assessment)	In progress; embedding of new values and behaviours under implementation.
	• Number and proportion of performance management and feedback-related cases referred to the Office of the Ombudsman and Mediation Services[c]		
	• Staff perceptions from the staff engagement survey on the capacity of managers to deal with underperformance	• 2021: 69 per cent 2023:[b]	
Conduct and integrity	In progress. Full details available in the report of the Secretary-General: practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour, 1 January to 31 December 2023.		
Mental health and well-being	• Increasing access to and improving quality of mental health and well-being support provision by implementing coordinated actions in the domains of preventing, promoting and supporting mental health, augmented by the cross-cutting pillars of leadership, reporting and participation.	• Updated scorecard guidance is being developed to be implemented by all Secretariat entities under the guidance of the mental health and well-being implementation lead.	In progress.

Result area	Indicator	Values,[a] trends and targets	Assessment on progress
	• Workplace Mental Health and Well-being: Lead and Learn for leaders and managers – phase 2	• Lead and Learn phase 2 will be launched in the fourth quarter of 2024.	
	• Staff perceptions from the staff engagement survey on their managers' care for their health and well-being	• 2021: 73 per cent 2023:[b]	In progress.

[a] The values of the indicators used to describe progress towards the attainment of results, the statistical methodology of how they are derived and further details can be found in the annual report on the composition of the Secretariat: staff demographics (A/79/584). All values should be understood as at 31 December of each year. Where metrics outside of those contained in the composition report are used in the present report, the data source is cited explicitly.

[b] The Secretariat has been conducting a biennial (once every two years) staff engagement survey since 2017, a number of datapoints from which are integrated into the human resources management framework. The 2023 edition of the survey has been delayed; it will be launched before the end of 2024, and the results are expected in early 2025. The delay was caused by a number of improvements that were required in the survey tool used by the external provider, including launch in all six official languages, mobile accessibility to facilitate response from field-based staff and enhanced readily available support to entities to take corrective measures as a follow-up to survey results. For this reason, all related indicators in table 1 are from 2021.

[c] Replacement or new indicator with an accompanying narrative provided under the respective report heading. As indicated, replacement or new indicators may be required for a variety of reasons, including mitigation of data non-availability from business owners external to the human resources services, better indicators to measure the overall success or impact of a specific initiative or as a reflection of the continuous refinement of the human resources management framework.

[d] Source of data: tailor-made tracking tool created by human resources to report on the indicator chosen.

III. Diversity outcome

Equitable geographical distribution

Overall intent

5.   Equitable geographical distribution is rooted in Article 101 (3) of the Charter of the United Nations. To achieve tangible results, coordinated actions are being implemented across the three workstreams of guidance, outreach and partnerships. Guidance refers to the provision of tools, support and monitoring to entities; outreach includes activities targeted towards attracting qualified and diverse talent, whereas, within purposeful partnerships, the Secretariat engages in partnering more intentionally with Member States to build diverse talent pipelines of qualified candidates. The three workstreams are expected to yield improvements in the medium term with the ultimate target of bringing all members within range.

Progress in the attainment of results

6.   Progress towards equitable geographical distribution in the five-year period 2019–2023 has been slow, as depicted in figure I.

Figure I
Number of Member States by representation status 2019–2023

(Population: 193 Members States as at 31 December 2023)

7.   In resolution 77/278, the General Assembly decided to update the system of desirable ranges, effective January 2024, increasing the geographical posts by approximately 34 per cent, from 3,813 to 5,102 posts. This change led to improvements in equitable geographical distribution, as shown in figure II.

Figure II
**Impact of the update of the system of desirable ranges on Member States'
representation status**

(Population: 193 Member States as at 31 December 2023)

■ Previous system (December 2023)   ■ Updated system (January 2024)

	Unrepresented	Underrepresented	Within range	Overrepresented
Previous system (December 2023)	21	39	103	30
Updated system (January 2024)	18	29	123	23

8.   There have been multiple reasons for the slow progress, as described in previous reports of the Secretary-General (for example, A/77/590). Overall, as the analysis in the present report has shown, more candidates from countries in overrepresented and within-range categories apply, and they are more likely to succeed in the final instance than those from unrepresented and underrepresented categories. This in turn has been caused by a confluence of factors[2] that have resulted in systemic issues in the current staff selection process, compounded by recruitment restrictions owing to the financial (liquidity) situation of the Organization.

9.   In response to these systemic shortcomings, the Secretariat embarked on an overhaul of its 14-year-old staff selection system under Staff Selection 2.0, a dedicated programme that encompasses process, policy, technology and people, and aimed at introducing a new staff selection approach that fulfils the letter and spirit of Article 10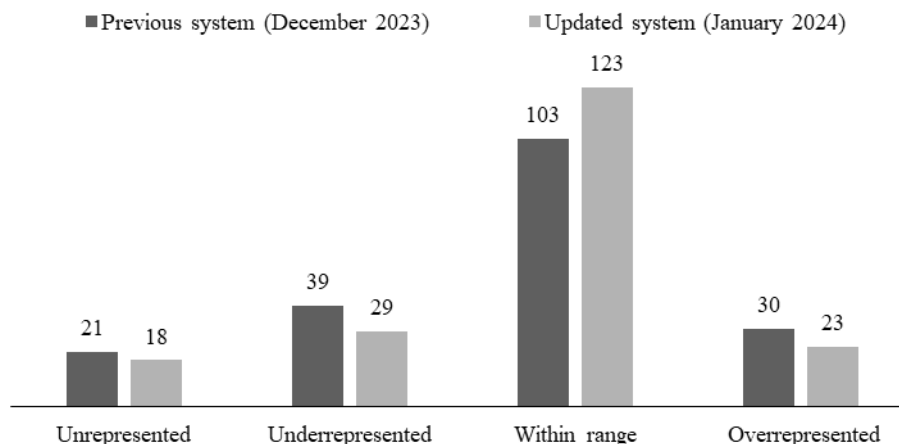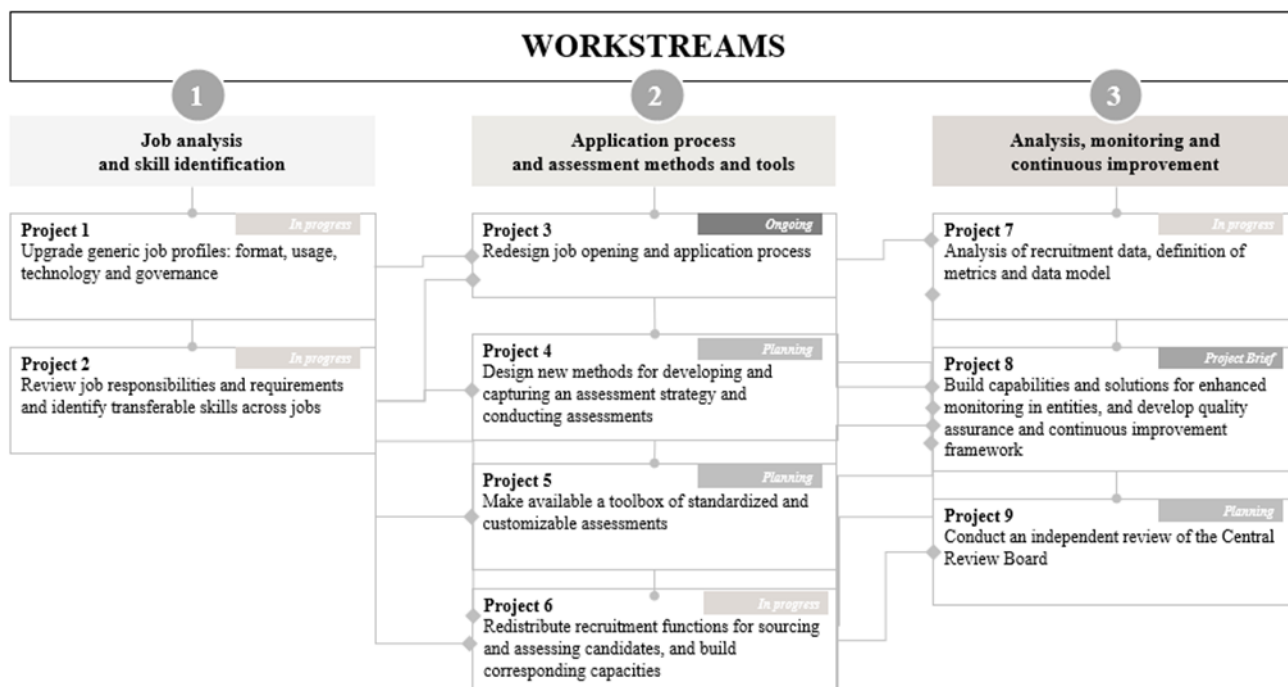1 of the Charter and facilitates staff recruitment on as wide a geographical basis as possible. Taking an incremental approach to implementation, Staff Selection 2.0 embodies a set of principles: inclusive job analysis and accurate reflection of job requirements in roles; appropriate advertising and equal access to jobs and information by candidates; appropriateness and proportionality of assessment methods; and continuous monitoring to mitigate risks of bias. Specifically, Staff Selection 2.0 is composed of three workstreams and a number of projects within them as depicted in figure III that have impact across both the diversity and agility outcomes.

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[2] (a) Lack of recent and inclusive job analysis to reflect in up-to-date job descriptions that represent the full range of work carried out by – and the requirements needed from – a diverse array of staff; (b) unnecessary items in the job application process that have made it cumbersome; (c) language skills requirements, applicant self-assessment and evaluation lacking in consistency; (d) excessive reliance on years of work experience and educational level as a predictor of future performance on the job; (e) burden on hiring managers to determine, develop and conduct screening and evaluation of applications without support; (f) inadvertent but adverse impact of the competency-based interviewing method on the attainment of the equitable geographical distribution goal; (g) multiple hurdles throughout the recruitment process focused on reducing the volume of applications instead of sifting through qualified candidates; (h) lack of real-time monitoring capability to obtain data and monitor differences in the treatment of demographic subgroups (adverse impact) at each stage of the recruitment process; (i) room for improvement in the degree of involvement of each recruitment stakeholder at each stage of the recruitment process.

Figure III
Visual illustration of Staff Selection 2.0

WORKSTREAMS

1 — Job analysis and skill identification

Project 1 — *In progress*
Upgrade generic job profiles: format, usage, technology and governance

Project 2 — *In progress*
Review job responsibilities and requirements and identify transferable skills across jobs

2 — Application process and assessment methods and tools

Project 3 — *Ongoing*
Redesign job opening and application process

Project 4 — *Planning*
Design new methods for developing and capturing an assessment strategy and conducting assessments

Project 5 — *Planning*
Make available a toolbox of standardized and customizable assessments

Project 6 — *In progress*
Redistribute recruitment functions for sourcing and assessing candidates, and build corresponding capacities

3 — Analysis, monitoring and continuous improvement

Project 7 — *In progress*
Analysis of recruitment data, definition of metrics and data model

Project 8 — *Project Brief*
Build capabilities and solutions for enhanced monitoring in entities, and develop quality assurance and continuous improvement framework

Project 9 — *Planning*
Conduct an independent review of the Central Review Board

10. The workstreams and the individual projects are defined in this manner to enable swift tracking, facilitate coordination and provide for effective oversight and risk management. Progress under each project belonging to Staff Selection 2.0 is described under the corresponding heading: job analysis and skill-based profiles – under Workforce planning, expansion of assessment methods and redistribution of functions pertaining to candidate assessment – under Talent acquisition, and so on. Owing to the liquidity situation in 2024, there have been delays in the establishment of the programme support structure, which has negatively impacted overall programme timeline.

11. Expanding the pool of qualified candidates from unrepresented and underrepresented Member States continues to present a significant challenge. The Secretariat has therefore conducted a range of proactive outreach activities to attract qualified candidates. Examples from the 2023–2024 period include seven social media outreach campaigns, engaging key partners such as the resident coordinator system and United Nations information centres in outreach efforts for key initiatives such as the young professionals programme and promotion of United Nations Careers at United Nations conferences and events. In addition, the weekly dissemination of job openings to key partners and more than 40 virtual and in-person outreach events were conducted to support strategic priority areas, including equitable geographical distribution, gender parity and youth engagement. Separately, the Secretariat is committed to building purposeful partnerships with individual unrepresented and underrepresented Member States, with the aim of collaborating on talent outreach and capacity-building programmes. These efforts included conducting talent needs assessment, performing targeted outreach and establishing talent pipelines, with the ultimate goal of increasing the number of qualified candidates from unrepresented and underrepresented Member States. Discussions on further partnerships are ongoing with additional Member States.

12. One final advancement in this area will be the consideration of introducing special measures for equitable geographical distribution, which may serve as a critical enabler in the advancement towards this goal.

Outlook ahead

13. An imminent development at the beginning of the next reporting period would be the launch of the updated strategy for equitable geographical distribution with concrete action envisaged within refined workstreams. While the governance system for Staff Selection 2.0 has already been established and recruitment of dedicated personnel for the programme is nearing completion, the full cost implications are yet to be determined, as projects under the programme are being implemented and specific requirements become clear. The General Assembly will be informed of progress and related requirements presented through the organizational budgetary processes. The liquidity situation of the Organization may affect the impact of the implementation of Staff Selection 2.0.

Gender parity

Overall intent

14. In line with the personal pledge and commitment of the Secretary-General to lead by example, gender parity rooted in the United Nations system-wide gender parity strategy[3] sets the ultimate target of achieving equal representation, defined as a range close to numerical parity, of women and men across organizations by 2028 at all levels. The staged implementation of that strategy in the Secretariat is ongoing, with phase 1, focused on international staff, under way, while phase 2, focused on locally recruited staff, is yet to begin. Under the strategy, measures to improve female talent attraction, development and retention are envisaged.

Progress in the attainment of results

15. The percentage of women, under the scope of phase 1 of the gender parity strategy, reached 44.8 per cent in 2023 in the Secretariat, an improvement of 1.3 per cent over 2022 and 2.7 per cent over 2021. The number of entities which reached gender parity also grew to 39 in 2023, up from 36 in 2021. With the intention of sustaining progress in the next few years, the Secretariat is considered to be on track towards the achievement of the goal. In the context of peacekeeping operations, special political missions and other political presences, the share of women in the senior level positions of P-5 and above increased from 29.3 per cent in 2019 to 35.8 per cent in 2023. In June 2023, 38 per cent of heads and deputy heads of mission were women.

16. In a recent external review[4] of the system-wide gender parity strategy, key areas of progress and ongoing implementation challenges were identified, which, albeit concerning the entire United Nations system, are valid for the Secretariat. Noteworthy achievements have included reaching (and sustaining) gender parity, ahead of schedule, in senior positions, including the Senior Management Group, resident coordinators and the Under-Secretary-General level. A cause of concern is the low representation of women in peacekeeping, special political missions and other political presences. To accelerate pace, since 2020, the Secretariat has implemented temporary special measures to facilitate recruitment decisions in entities lagging in gender parity, a mechanism with proven impact according to the review. In addition, and since 2014, the Secretariat has been conducting targeted outreach and maintaining the senior women talent pipeline, which supports the appointment of women to senior-level positions (from the P-5 to the Under-Secretary-General level) in such entities. Since its establishment, 87 selections have been made from the pool and, in 2023 alone, 13 women were appointed: the highest number in a single year. The

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[3] www.unwomen.org/en/how-we-work/gender-parity-in-the-united-nations/system-wide-strategy.

[4] Available at www.unwomen.org/sites/default/files/2022-12/External-review-of-the-SGs-System-wide-strategy-on-gender-parity-en.pdf.

impact of these actions is evident from the relatively stronger representation of women in peacekeeping, special political missions and other political presences at the P-5 to Under-Secretary-General levels of 35.8 per cent against 32.9 per cent of women at all levels in this entity group. The Secretariat has also taken a number of steps to identify obstacles to the increased deployment of women and to foster a safe, supportive environment. Initiatives include implementing the Enabling Environment Guidelines and Field-specific Enabling Environment Guidelines, women's networks, issuing a bulletin on gender focal points (ST/SGB/2023/3) and capacity development. The Elsie Initiative for field missions has been instrumental in improving living conditions, with gender-responsive design implemented in accommodations, ablutions and recreational spaces across several peacekeeping operations.[5]

Outlook ahead

17.   Sustaining progress is conditional upon using posts made vacant owing to retirement as an opportunity to hire more women, to continue on the right path to achieving the goal. In parallel, efforts will be sustained to provide support to entities furthest behind in gender parity, including through temporary special measures and tailored support. The Secretariat will also continue to work towards equality and the full inclusion of women and men to reap the gains in efficiency and productivity proven to come from a gender-balanced workforce. A significant upcoming event in the next reporting period will be the commencement of the implementation of phase 2 of the gender parity strategy, focused on locally recruited staff.

Rejuvenation

Overall intent

18.   A long-standing General Assembly mandate, rejuvenation has been increasing in importance with growing demand for bringing in new skills and perspectives to effectively tackle current and emerging global challenges faced by the Organization. Accordingly, the Secretariat is working to advance on this mandate in four directions simultaneously: maintaining a rejuvenation lens in all human resources activities, especially recruitment and outreach across staff levels; improving the impact of young talent programmes as requested by the General Assembly in resolution 77/278; advocacy for considering entry level posts aligned with mandates; and creating an enabling environment conducive to the generational diversity of the Secretariat.

Progress in the attainment of results

19.   Promoting a culture conducive to the work styles of all generations, including younger generations, one that is inclusive, respectful and supportive and that favours both potential young talent joining and young talent already on board staying in the Organization.

20.   In addition, the following will likely yield a positive impact on generational diversity over time: understanding the drivers of the average age in the Secretariat;[6] coupled with a nuanced talent management approach to bringing in staff at a lower

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[5]   Additional information on gender analysis is available in the report of the Secretary-General on the composition of the Secretariat: staff demographics (A/79/584) and on initiatives supporting women's inclusion in peacekeeping and special political missions in the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2022 to 30 June 2023 and budget for the period from 1 July 2024 to 30 June 2025 (A/78/726).

[6]   The report of the Secretary-General on the composition of the Secretariat: staff demographics (A/79/584), submitted concurrently with the present report, contains a detailed analysis, including age analysis in the Secretariat, highlights of which have been used in the present report.

age at entry on duty across grade levels (in 2023, the average age of external recruitment was 41.9 years for staff in the Professional and higher categories); building youth talent pipelines; removing barriers for young talent to apply and be considered for job openings; and leveraging retirement forecasting, inter alia. Through various workforce modalities, such as flexible working arrangements, parental leave, benefits and entitlements, the Organization continues to position itself as an employer of choice.

21.   In the reporting period, the Secretariat conducted a number of analyses on existing pipelines of young talent and their path towards employment in the Secretariat.

22.   In 2023, an assessment of the young professionals programme was conducted as mandated by the General Assembly in resolution 77/278, paragraph 33. The assessment confirmed that, while successful in placing candidates aged approximately 32 years, the programme has limited leverage, given that, under its mandate, only approximately 11 per cent of 5,102 geographical posts are filled through the programme, and the average age of placement is at the higher end of the youth population (under 35 age bracket). In terms of efficiency improvements, although there have been positive developments such as shortening the length of time needed to establish rosters, further opportunities in both system and processes should be and are being sought, in particular as regards test administration, information provided to candidates, outreach and aligning language requirements with the United Nations Language Framework.

23.   Among gratis personnel,[7] 36.9 per cent (966) of all associate experts engaged over the past five bienniums, i.e. the 2014–2023 period, transitioned into staff roles, with 27.4 per cent on fixed-term appointments, i.e. their recruitment into a staff position was subject to the Staff Selection System.[8] Of the associate experts appointed to staff roles at some point during the past five bienniums, 71.1 per cent were aged 25 to 34, and 28.9 per cent were aged 35 to 49. Former associate experts appointed at the P-2 level had an average age of 33.2 years, which is slightly younger than the average entry age of 34.4 years for the Secretariat staff at this level. At the P-3 level, their average age was also 33.2 years, compared with the average entry age of 40.3 years for the Secretariat staff at this level.[9] While these figures indicate that the associate experts' talent pipeline is a promising one, conducive to the rejuvenation objective owing to their lower age of entry, it is evident that the vast majority of associate experts are not appointed to staff positions upon completion of assignment.

24.   Appointment of current staff has also been an area of focus, specifically through the lens of the effect of policy: see administrative instruction ST/AI/2010/3/Rev.1 on the staff selection system, a policy eliminating the eligibility criteria limiting applications by internal candidates to the same grade or one grade above their current level, which was promulgated in July 2022. Upon examining the effects of that policy from 1 July 2022, when the policy entered into force, to 30 June 2024, it transpired that, despite applications from internal candidates for posts two grades or higher representing just under 5 per cent of the total application volume, only 11 international staff members were selected, compromising 0.5 per cent of the total selection volume.

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[7] For a detailed analysis, see A/79/581, paras. 61–67, containing a summary of associate expert-to-staff appointments. A similar analysis of intern-to-staff appointments has not yet been possible, as intern data have, in the past, not been consistently documented in the enterprise resource planning systems.

[8] See ST/AI/2010/3/Rev.3.

[9] As at 31 December 2023, excluding the staff recruited for temporary assistance for meetings.

Outlook ahead

25. To achieve a meaningful impact, a rejuvenation lens must be maintained in the domain of recruitment. The ongoing update and modernization of job profiles taking place within Staff Selection 2.0 are focused on knowledge, skills and abilities as opposed to relying solely on past years of experience, and restrictive eligibility criteria will help remove entry barriers. In addition, ensuring that job profiles reflect an up-to-date description of what a job entails, and including skills required in the areas of digital technology, data and innovation, is critical to attract young talent to the type of work found in the Organization. Job titles that include the term "junior" or "entry-level" for job openings at the P-1 and P-2 levels can further underscore that change. A potential scale-up of the hiring manager certification programme, launched in 2023 to build the capacity of hiring teams in fair and inclusive recruitment practices, represents a selective investment, which – funding permitting – could equip practitioners with forward-looking candidate assessment skills. Outreach to engage potential young talent in formats and with content tailored to their needs will also be deployed to further advance the goal.

26. The ongoing assessments of the impact of young talent programmes will provide direction for incorporating lessons learned to ensure effectiveness in their role of youth programmes and talent pipelines. A similarly restructured internship programme, following a review conducted as requested in paragraph 52 of resolution 77/278, which is presented in a separate report (A/79/566/Add.1), can also be conducive to generational diversity in the Secretariat.

27. Lastly, with regard to creating an enabling environment, it is noted that the Secretariat already offers programmes shown to be appreciated among this demographic, such as mobility, flexible working arrangements, mental health and well-being, mentoring and coaching, but which may require more visibility. Managers must be equipped with the skills necessary to lead inclusively in a multigenerational work environment. Establishing monitoring mechanisms for the progress and effectiveness of young talent initiatives will also be important for the continuous strengthening of the organizational employer brand.

Multilingualism

Overall intent

28. The launch of the strategic framework on multilingualism [10] in March 2024 reaffirmed the Secretary-General's commitment and articulated a vision of integrating language considerations into every aspect of the Secretariat's work. In its resolution on multilingualism (resolution 78/330), the General Assembly supported this vision and also welcomed the recent finalization of the United Nations Language Framework, which is aimed at ensuring greater consistency in language learning, teaching and assessment across the Organization. Ensuring the full implementation of existing mandates on language training will also continue, with the delivery of an offer adapted to the needs of the Secretariat's learners.

Progress in the attainment of results

29. During the reporting period, embedding the multilingualism and language frameworks (ST/SGB/2023/2) in all human resources management processes has been a chief area of focus. As indicated in the 2021 report of the Secretary-General on the composition of the Secretariat: staff demographics (A/76/570 and A/76/570/Corr.1), it was found that "multiple rules" (which may include more than one reason, such as work experience and language) was the top reason for rejection,

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[10] Available at www.un.org/en/delegate/our-organization-now-has-strategic-framework-multilingualism.

regardless of geographical representation status. For applications screened out owing to "language" only, the screen-out rates were 21.9 per cent of all candidates from unrepresented Member States, 23.7 per cent of all candidates from underrepresented Member States, 30 per cent of all candidates from within-range Member States and 22.6 per cent from overrepresented Member States. To address this issue and as part of Staff Selection 2.0, the Secretariat embarked on a project to align language requirements and assessments to the provisions of the United Nations Language Framework. This entails replacing the current concepts and approaches with the United Nations Language Framework within the recruitment process, recalibrating the assessment and testing of language skills of applicants against the levels of the Framework, embedding the new approach into all relevant systems and processes and producing comprehensive guidance on language requirements for all stakeholders involved. The design phase of the project is nearing completion, and the phased implementation of the changes will commence in 2025.

30.   In the area of multilingual language training, the Secretariat has continued to provide language learning opportunities in the six official languages using a dynamic mix of methods: courses within language programmes, customized training, licences programmes and multilingualism train-the-trainers projects and through memorandums of understanding with external providers. In 2023, a total of 170 such offerings were made available to eligible audiences at New York headquarters, with an additional 147 unique offerings made available to personnel in the Geneva-based entities. Following a pandemic-related surge in online/remote language learning, the number of offerings and course/class enrolments corrected in 2023. However, the offerings, such as the Chinese tutoring programme and customized communications courses, have diversified, in recognition of different learning styles, needs and institutional requirements.

Outlook ahead

31.   The Secretariat will continue to incorporate linguistic diversity into human resources-related processes, including staff selection, to align how languages are assessed, learned and taught across all Secretariat locations. Specifically, the phased implementation of the project for aligning language requirements for jobs subject to the provisions of the United Nations Language Framework will improve the processes in the recruitment system by providing (a) additional guidance to hiring managers clearly and objectively reflecting the language proficiency levels really needed to perform on the job, and (b) further information for applicants to more accurately self-assess their language proficiency. In addition, in the next reporting period, new innovative learning offerings, pedagogical approaches and multilingualism-related initiatives will be introduced in support of the implementation of both the multilingualism and the United Nations Language Framework.

Disability inclusion

Overall intent

32.   In 2019, the Secretary-General launched the system-wide United Nations Disability Inclusion Strategy,[11] with the goal of achieving equality of outcomes for persons with disabilities and fostering an inclusive culture within the United Nations system. The strategy emphasizes that mainstreaming, in combination with targeted measures, is key to achieving the inclusion and empowerment of persons with disabilities in fulfilment of their human rights. In addition, it advocates an intersectional approach to addressing structural and dynamic consequences of discrimination.

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[11] Available at www.un.org/en/content/disabilitystrategy/.

Progress in the attainment of results

33. In the reporting period, a number of activities supported the implementation of that strategy in the Secretariat. Closing the gap in empowerment with all staff has been a priority. Considering 2021 as a baseline, that gap in the staff engagement survey stood discouragingly high: at 13 per cent lower among colleagues with disabilities compared with all respondents. In the reporting period, reasonable accommodation guidelines were launched to support the equal participation of persons with disabilities. The guidelines contain a list of the different types of accommodations and clarify, in practical terms, how they apply. Efforts to promote these guidelines included creating an explainer video and conducting webinar sessions throughout the year. A target timeline for expeditiously reviewing requests complements the guidelines, as does a monitoring mechanism to enable a global overview of implementation across entities, which is being put in place to track progress, measure impact and introduce course correction, if required.

34. In the area of recruitment, in 2023, job openings have been modified to include a statement encouraging potential candidates with disabilities to apply. Monitoring capability was enabled with the launch of a disability self-identification tool in Inspira in August 2022; prior to that the Secretariat did not have a mechanism to establish a baseline and monitor employment of persons with disabilities, noting that what has been put in place is more reliable but not fully accurate, owing to its reliance on self-identification and the accompanying risk of underreporting. As a result, in 2023, a total of 3,387 candidates self-identified as persons with disabilities, of whom 108 were selected, corresponding to a selection rate for persons with disabilities of 3.2 per cent.

35. Lastly, in the area of learning accessibility, an assessment of the Secretariat's learning resources was undertaken, which indicated scope for improvement. Implementation of the recommendations is under way, which particularly concerns courses developed in house. Accessibility improvements were also made to the United Nations careers platform, enabling people with disabilities to better access job opportunities.

Outlook ahead

36. The Secretariat will continue to consolidate its capability to monitor its workforce, enabling it to devise evidence-informed measures that mainstream disability inclusion in all aspects of work. In parallel, specific disability inclusion measures will be devised and rolled out to ensure tangible progress in the implementation of the Disability Inclusion Strategy. Planned initiatives will specifically target improving satisfaction and well-being, revising the Secretary-General's bulletin on the employment of persons with disabilities (ST/SGB/2014/3), ensuring that it aligns with the United Nations Disability Inclusion Strategy, establishing institutional arrangements to ensure adequate funding, accessibility and monitoring of reasonable accommodation requests, as well as enhancing recruitment efforts for persons with disabilities by launching a dedicated recruitment and retention programme focused on young professionals and developing country nationals.

Talent outreach

Overall intent

37. Strategic talent outreach enables the Organization to actively engage with potential applicants before positions become available, thereby building robust talent pools and pipelines. This approach looks to enhance the quality and diversity of applicants by targeting individuals with the necessary skills and experience for current and future roles. Purposeful partnerships with Member States are critical to

embedding cultural and country-specific talent attraction needs into outreach efforts. Consistent outreach also fosters a positive employer brand, demonstrating the Organization's commitment to attracting and nurturing diverse top talent, which is crucial for advancing the UN 2.0 vision and meeting diversity goals.

Progress in the attainment of results

38. Recruiting diverse talent relies on attracting sufficient numbers of high-quality candidates for positions available in the Organization. In the reporting period, the Secretariat engaged in building purposeful partnerships with individual Member States, with the aim of collaborating on talent outreach and capacity-building programmes. These efforts included conducting talent needs assessment, performing targeted outreach activities and establishing talent pipelines, with the ultimate goal of increasing the number of qualified candidates from unrepresented and underrepresented Member States. To date, a purposeful partnership agreement has been reached with one Member State. Discussions on further partnerships are ongoing.

39. The United Nations Careers portal remains a key outreach tool, receiving approximately 8 million visits annually. In November 2023, a rebranded United Nations Careers portal was launched, positioning the Organization as an inclusive employer of choice for diverse talent worldwide. The redesigned website offers human-centred stories, an intuitive interface for easy job access, and staff videos in all six official languages. The United Nations Careers social media accounts, with nearly 1 million followers, run multilingual campaigns targeting diverse potential candidates. Targeted outreach to engage young talent will continue to advance workforce rejuvenation goals.

40. Efforts to strengthen talent outreach capacity include sessions with various entities, and a new United Nations Careers toolkit was launched in 2023 to equip them with practical outreach tools. Strategic outreach events, such as the United Nations Careers Livestream for University Students and Recent Graduates from unrepresented and underrepresented Member States, and participation in virtual career fairs focused on women and persons with disabilities, have been conducted. The One UN talent outreach working group allows entities across the United Nations system to share best practices and pool resources, hosting four joint online career events on topics such as data and digital transformation and environment and climate change in 2023.

41. System enhancements and promotion of the United Nations global talent pool have led to more than 235,000 subscribers from 193 nationalities, including more than 30,000 from underrepresented Member States and 48 per cent women, as at July 2024. Hiring teams can now easily access the talent pool feature in the Inspira recruitment system to further promote their job openings to diverse talent.

Outlook ahead

42. The focus will remain on advancing partnerships with unrepresented and underrepresented Member States and engaging key partners such as the resident coordinator system, United Nations information centres, universities and professional associations. Strengthening talent outreach tools and developing a compelling employee value proposition that emphasizes career growth, mobility, learning opportunities, competitive benefits and work-life balance will be key. Consistent communication of the employee value proposition across all recruitment efforts is essential.

43. Expanding talent outreach requires better resourcing to sustain effective coordination, ensuring a significant return on investment in advancing equitable geographical distribution, gender parity and disability and youth inclusion. Attracting talent with key and future workforce capabilities aligned with UN 2.0 is also crucial.

Addressing racism in the workplace

Overall intent

44.   The strategic action plan on addressing racism and promoting dignity for all reflects a series of actions to address racism in the Secretariat in the four domains of: organizational culture; operations and management practices; systems, structures and policies; and internal mechanisms of accountability and safe complaints handling. The plan endorsed by Member States is resourced by means of a dedicated team, the Anti-Racism Office, established in December 2023, which is tasked with coordinating implementation.

Progress in the attainment of results

45.   A global network of 181 anti-racism advocates and alternates was created, who operate as drivers for change at the entity level. Regular awareness-raising activities are taking place in different formats: townhalls, live talks, dialogues and training courses on anti-racism, to inform, educate and equip personnel with practical tools. Alignments in the staff selection process are being made, specifically in designing improved interview and other assessment methods and in updating training and guidance for hiring teams on reducing racial bias. Amendments to the policy on prohibited conduct (ST/SGB/2019/8) to clearly define racial discrimination are currently under consultation. Advocacy with stakeholders involved in the administration of justice has intensified for the creation of a safe environment for reporting allegations of racism, expediting investigations and enhancing racial justice mechanisms.

Outlook ahead

46.   A separate report of the Secretary-General to the General Assembly will provide details, as mandated in section 12, paragraphs 5, 6, 7, 8, 11 and 12 of resolution 78/253, including but not limited to an update on further refinement of the strategic action plan on anti-racism and an update on the global conference of United Nations anti-racism advocates.

IV. Agility outcome

Workforce planning

Overall intent

47.   Effective workforce planning enables the Organization to proactively prepare its workforce for the future. Such planning requires detailed knowledge of the close linkages between mandates and strategies, organizational context, skill and competency trends, demographics and technology transformations. A holistic approach to workforce planning has been put in place, from the strategic, cross-organizational and longer-term vision, to operationalizing workforce planning at the entity level through advisory services, support and guidance, with corresponding linkages to the budgetary process. Human resources data, business intelligence and analytics capability complement this endeavour, as do forward-looking values and behaviours which articulate, direct and nurture a conducive organizational workplace culture.

Progress in the attainment of results

48.   Efforts to build an agile and future-ready workforce aligned with the vision articulated in the Secretary-General's United Nations 2.0 initiative have continued, notably by means of a dedicated project to modernize the Secretariat's job profiles and introducing needed skill sets – the basis for recruitment – undertaken within Staff

Selection 2.0. This entails the creation of new job profiles, the integration of cross-cutting future-proof capabilities in existing profiles and the revision of existing job profiles which have become outdated over time. In 2023, the process and guidance for undertaking skills-based and forward-looking job analysis was established, focused on delivering new job profiles in priorities areas such as digital transformation. Central to achieving the vision of United Nations 2.0, is the quintet of change – a set of modern skills described in the present report as prioritized future workforce capabilities that have the potential to enhance the work of United Nations entities in support of Member States. In the reporting period, new job profiles were established in a number of areas, including data and digital transformation, cybersecurity, data protection and privacy, strategic communication and climate, peace and security. New profiles and prioritized capabilities are utilized in job openings to secure the needed talent and mainstream new expertise. These are being monitored and have registered growth: for example, references to data capabilities across all job openings have grown from 24 per cent in 2021 to 32 per cent in 2023, while more modest integration of prioritized workforce capabilities was registered for digital transformation and innovation, of a cumulative 7 per cent and 14 per cent, respectively, in 2023.

49.   To assist entities in operationalizing the future workforce capabilities, a priority workforce capabilities toolkit was made available in 2024 which outlines a road map, highlights enablers, provides practical scenarios and examples and guides entities to a curated section of further useful resources. Briefings and workshops have also continued to further support entities on this journey.

50.   In 2023, a new workforce portal for the Secretariat was launched for all Member States and members of the Advisory Committee on Administrative and Budgetary Questions. Currently, phase 2 of the project is being implemented, with the goal of systematically transitioning all core workforce data onto the portal, including data currently provided only to the General Assembly in a paper-heavy printed format (reports on the composition of the Secretariat: staff demographics). Providing data on a modern business intelligence platform is a critical step for digital transformation in human resources reporting, which, additionally, will enable the higher value-added reorientation of reporting mandated in resolution 77/278, based on trend analysis.

51.   Roll-out of the values and behaviours has continued. From 2023 onwards, a key area of focus has been leveraging behavioural science, one of the components of the quintet of change, to bring the values and behaviours to life. A series of change clinics involving teams from a cross-section of entities were facilitated. The outcome came in the form of solutions which were designed, piloted and evaluated during the clinics and can be implemented once the values and behaviours are fully integrated into the corresponding human resources management processes.

Outlook ahead

52.   The Secretariat will advance with talent management actions in order to continue to build the future workforce capabilities identified through strategic workforce planning and continue to develop and roll out operational support packages to assist workforce planning in entities. Through the iterative strategic workforce planning process, future workforce demand will be periodically assessed in view of evolving mandates and strategies, skill and capability needs, demographic and technology transformations. In addition, the significant undertaking of delivering new as well as updating and streamlining more than 450 existing and mostly outdated job profiles covering more than 2,500 types of jobs in the Organization by 2026 can be achieved by leveraging technology provided that sufficient resources are available. A focused and sustained effort, including by stakeholders from all entities, is needed to ensure completion of this enormous workforce modernization within the timeline and at this scale.

Talent acquisition

Overall intent

53.   As mentioned in paragraph 9, the Secretariat has embarked on an overhaul of its staff selection system under Staff Selection 2.0, as approved by the General Assembly in resolution 77/278. The end result of this endeavour will be a selection system that facilitates staff recruitment on a wide geographical basis and that is effective, fair, efficient and agile. The new system will thus be conducive to results under the diversity outcome, in addition to being central to the agility outcome.

Progress in the attainment of results

54.   Meanwhile, efforts to shorten the recruitment timelines have seen mixed results in recent years as depicted in figure IV.

Figure IV
Average duration (number of days) of the recruitment process (FS-4 to FS-7 and P-3 to D-1 levels), under ST/AI/2010/3, as amended
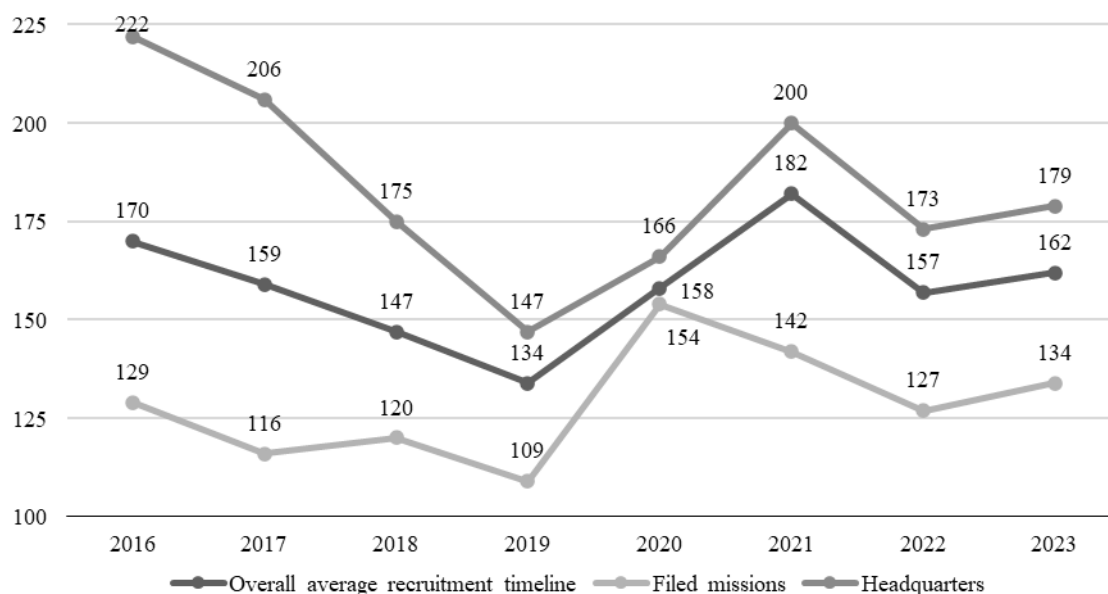
55.   Improvements were observed from 2017 to 2019; then a reversal of that favourable trend occurred in 2020 and 2021 at the height of the coronavirus (COVID-19) pandemic, compounded by the liquidity situation. In 2022, the recruitment timeline normalized somewhat to 157 days, and, in 2023, when the Organization faced another liquidity situation, it rose slightly again, to 162 days. While various innovations introduced since 2019, including the new candidate application process launched in September 2021, have helped reduce the manual workload of hiring managers, their impact on the recruitment timeline has been curtailed by exogenous factors, in particular by the liquidity situation.

56.   Roster-based recruitment has long proved beneficial for shortening the recruitment timeline. When hiring teams select a rostered candidate, the timeline is reduced by approximately 40 per cent, to an average of 94 days, according to 2023 figures. Despite this, the average recruitment timeline for field missions increased from the lowest, 109 days, in 2019, to 134 days in 2023 (see figure IV), alongside heads of missions' authority to select the recruitment modality – position-specific job opening or recruit-from-roster – of their choosing. A new framework for roster building and management is nearing completion which includes a number of

improvements: a centrally managed rostering process, increased use of generic job openings for rostering multiple candidates, only onboarded candidates earning roster memberships through position-specific job openings and time limits for roster memberships. The new approach will leverage global data- and demand-driven workforce planning as the basis for a common roster-building process with clear quality standards and standards for identifying replenishment needs.

57.   As part of Staff Selection 2.0, an objective cross-cutting and foundational assessment and structured interview methodologies are being developed that can be used across job families. They may be applied in the early stages of the recruitment process with an emphasis on fairness, inclusiveness and mitigation of potential bias. A pilot to mitigate racial bias took place in 2024, and preparations are under way for the scale-up of both assessment methods and candidate application guidance. Detailed planning is also ongoing for the required revisions in the recruitment functions, as well as for assembling capacity development and change management programmes to upskill recruiters to utilize the new assessment methods, alongside the deployment of enhanced candidate sourcing methods, as explained in section III, Diversity outcome.

Outlook ahead

58.   The implementation of Staff Selection 2.0 is expected to culminate at the end of 2026, with progress being made on the more technical talent acquisition aspects, such as developing, validating and monitoring recruitment processes, the deployment of recruitment tools or services to measure knowledge, skills, abilities and other characteristics to successfully perform on the job, interpreting results from psychometrics tests and learning programmes to build capacity in the new approach to staff selection.

Learning and development

Overall intent

59.   Learning is a strategic and ongoing undertaking which requires a clear road map to help staff, managers and teams develop the skills that they need now and in the future. The approach starts with the creation of learning solutions that align with current goals and is then focused on preparing individuals and teams for upcoming changes in the workplace. Lastly, learning across areas is integrated to build a broad skill base and improve learning accountability.

Progress in the attainment of results

60.   As part of ongoing efforts to provide needs-responsive, uniform and impactful onboarding and induction experience for new staff, the Secretariat, as mandated by the General Assembly, completed an in-depth assessment of the frequency, adequacy, benefits, gaps and functioning of its mandatory learning programme. The external assessment indicated that a number of elements of the programme were functioning well, such as alignment with the organizational policy framework, relevance of the chosen themes and efforts to improve completion rates. [12] Improvements were recommended in four areas: centralization of the programme management to improve oversight; harmonization of courses into a common learning path; establishment of a feedback mechanism for continuous improvement; and selective technical upgrades. Implementation of the recommendations is under way, including the accessibility improvements for personnel with disabilities mentioned in paragraph 35.

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[12] The completion rate rose to 67 per cent in January 2024, up from 20 per cent in May 2023, according to system data.

61. As regards operational learning, since 2022, 74 new learning programmes have been developed to support the continuous professional development of staff. These have included 45 training courses covering themes such as situational awareness, scenario planning and risk and operational management. To address the growing demand for future-proof workforce capabilities, several of these offerings advance themes within the quintet of change, such as a set of data literacy and analytics courses incorporating innovative instruction design, integrating insights from behavioural science and promoting a culture of data-driven decision-making. The internal knowledge-sharing platform, Knowledge Gateway, has continued to consolidate guidance and curate learning materials, growing from 87 to 128 operational themes in the past two years and to nearly 53,000 unique visitors since the site launched in April 2020.

62. To strengthen learning accountability, a set of practical tools and methodologies have been developed to help entities assess the impact of different learning initiatives, which will launch later this year. The expectation is that these will help prepare entities to determine whether programmes met their objectives and did, in fact, improve participants' skills, thus enhancing the quality of results.

Outlook ahead

63. Learning and development in the Secretariat more broadly and the centrally coordinated leadership development programmes specifically, which are in need of additional focus, will continue to align with the organizational values and strategic requirements. The culture of learning accountability will be enhanced as the learning impact evaluation framework is deployed to systematically collect evidence for the continuous adjustment of learning and development provision. Linking induction and onboarding processes will also continue, taking advantage of global and local approaches and enhancing the use of technology to create a people-centred, conducive, seamless, efficient, transparent and equitable experience for all. To strengthen a forward-thinking culture that supports the UN 2.0 vision, the Secretariat is re-evaluating the support provided to leaders and managers at all levels. That review is focused on existing leadership development programmes, including those designed for senior leaders, to ensure that both new and current leaders are well equipped to fulfil organizational mandates. By aligning leadership approaches with core organizational values and integrating insights from the quintet of change and other strategic capabilities, the Secretariat aims to enhance leadership effectiveness.

64. The need for a modern, Organization-wide learning management system that meets the needs of learners and learning professionals across entities has been a long-standing issue in the Secretariat, as indicated in the previous report. Following a design phase and a comprehensive pilot, it was a decided to "defragment" from the current landscape of more than 20 solutions to 2 solutions, with the introduction of a new enterprise learning management system. The system is anticipated to be launched in early 2026 and is expected to mitigate previous shortcomings, including: learning efforts and resource fragmentation, complications in learning creation, delivery and monitoring, and, most critically, it will make learning content more easily findable and swiftly accessible

Career support and new approach to staff mobility

Overall intent

65. Since the end of 2021, the Secretariat has used an internal framework that guides career support provision and presents a common narrative as to what career success looks like in the Organization. It is anchored upon several drivers of career satisfaction: the future of work; depth of experience, which relates to sustaining professional excellence at all levels; breadth of experience, which comes with the acquisition of

skills and capability accrued while taking on roles laterally, and the special role that mobility plays in enabling staff to experience the diversity and richness of organizational functions, contexts and duty stations. The deployment of the framework requires an ongoing culture change given that it is aimed at redressing the outdated notion that the only measure of career success is upward career progression, which may be valid for some, but not all, by far, staff members of the Secretariat.

Progress in the attainment of results

66.   Findings from successive staff engagement surveys indicate that career satisfaction continues to require attention. A number of initiatives took place in this domain, notably the launch of the new approach to staff mobility, anchored in the fundamental link between learning and skill development and career satisfaction. The approach is set out in line with the remit of the Organization to communicate clear expectations from staff, notably as they relate to service in entities with diverse mandates across different geographical locations. It entails geographical moves for a period of one year of service or longer and applies to encumbered posts only.

67.   Another initiative is the Together mentoring and networking programme, which connects staff across the United Nations system through networking or mentoring relationships. It enables staff to learn from and inspire one another, to grow professionally and to feel more engaged about their jobs and careers. Since September 2020, more than 3,500 staff have registered for the programme and more than 7,800 mentoring sessions have been held by approximately 1,770 mentors, who represent staff across all levels, from General Service to Under-Secretaries-General.

68.   There has also been an increase in managers having career conversations in the Organization in reviewing data from the People Management Index exercise, which enables staff to provide upward feedback to their managers, if eligible, within a given performance management cycle. In response to the question, "My manager encourages and supports me to focus on my personal development and growth" approximately 2,800 managers received an overall average score of 3.37 for the 2022–2023 performance cycle, and approximately 4,300 managers received an overall average score of 3.46 for the 2023–2024 performance cycle.

69.   Following the publication of the new mobility policy and briefing sessions with 60 entities with a focus on field missions, the first annual mobility exercise under the new approach was launched globally in November 2023. A total of 1,348 currently serving international staff members opted in, of whom 375 were found to be eligible. After matching, 78 mobility assignments took place, of which 46 per cent were across hardship groups – from D/E to A/B/C/H duty stations and vice versa – against a key performance indicator of 60 per cent. This, and the fact that 30 per cent of staff members moved between D/E duty stations, against a key performance indicator of 15 per cent, indicates that service in hardship duty stations is not necessarily perceived at scale as a burden, given that career satisfaction drivers of staff members may differ significantly from one to another.

70.   While the opt-in intentions of currently serving staff may have surpassed expectations, the final number of mobility assignments was lower than projected for the first year. Against this background, the costs of geographical moves from the 2023 global mobility exercise were $2,430,105. Of the costs, approximately 37 per cent were funded by the regular budget and approximately 51 per cent from the peacekeeping account, with the rest funded by extrabudgetary resources and funding from other assessed and jointly funded activities, broadly within the projections. In this context, absorbing the financial impact of mobility participation has not been problematic for entities, which were nonetheless provided with advice on possible financial mitigation measures, such as phased-in timing of mobility reassignments.

71.   Upon the conclusion of the first mobility exercise, a number of operational lessons were learned and will be considered.

72.   On a more strategic note, the development of non-financial incentives as requested by the General Assembly in paragraph 18 of resolution 77/278 for staff participating in the mobility programme must be accelerated to increase scale. This includes the geographical mobility requirement for promotion to P-5 and higher levels, resolving pending insurance and family support issues, strengthening linkages with the Secretariat and United Nations system career support and learning programmes, notably in the area of peer-to-peer support, and the introduction of a feedback mechanism, not only from participating staff but also from those who opt out, which will help better understand motivations. A joint proposal with staff representatives on incentives has been developed to inform the necessary policy and process changes for the next mobility cycles.

73.   In parallel, a proposal on the movement of Secretariat staff from the General Service category to the Professional category (A/78/569/Add.1) was submitted to the General Assembly, requesting the lifting of the current restrictions in place, when certain conditions are met, thus improving career development opportunities for this category of staff, as mandated by the General Assembly in resolution 71/263. The restriction is a systemic issue that undermines staff morale: it is the single highest factor in career dissatisfaction in the Secretariat, based on an aggregation of qualitative comments from the 2021 staff engagement survey. A case is built in the proposal that the current restrictions, in place since 1978, run counter to the principle of equal and fair treatment for all applicants, and are unique in the United Nations common system, in that no other organization aside from the Secretariat bars certain applicants from competing for open positions owing simply to their status as serving staff members. It is also argued in the proposal that the restrictions are obsolete, given the fundamentally different context in the Organization after the introduction of a fully competitive recruitment process and a review by a central review body. Notably also, it is pointed out that the prevailing restrictions limit the talent pool, reduce opportunities for securing talent in accordance with the Charter of the United Nations and diminish the chances of progressing simultaneously towards the equitable geographical distribution and gender parity mandates established by the General Assembly.

Outlook ahead

74.   The Secretariat will consolidate its new approach to staff mobility and will implement annual mobility exercises within the established policy and accountability frameworks. The new approach is a legacy measure for the Organization: sustained implementation of the programme will lead to improvements in organizational efficiency and staff morale in the long term, given that the full effect of the new mobility policy is incremental. In parallel, efforts will continue to support all staff in the pursuit of career satisfaction by removing barriers and providing relevant developmental opportunities.

V.   Accountability outcome

Human resources policy and advisory services

Overall intent

75.   The backbone of an accountable organization from a human resources management perspective – policy development and implementation – is simultaneously the key enabler for achieving results under the agility outcome. The provision of simplified, flexible human resources policies and client-centred, efficient

services is central to enabling entities with delegated authority to deliver their mandates in a streamlined manner. This requires prioritizing policy issuance with transformative value, client orientation and simplification in focus, incorporating a reform drivers' lens and drawing on lessons learned from policy implementation through feedback from operational advice and support provision to entities.

Progress in the attainment of results

76. Since 2020, the Organization has been following an approach to human resources policy development and issuance which prioritizes transformative value and best support operations. Policy development involves a high level of consultation with stakeholders to ensure relevance and practicality for human resources practitioners. As new policies are developed and existing policies revised, the focus is on simplifying and shortening text, while providing complementary policy guidelines and process guides. This approach makes policies easier to understand and implement. During the reporting period, the review of administrative issuances has continued, reaching 59 per cent completion in 2023, an increase from 56 per cent in 2021. New or revised policies were issued on a number of high-priority topics, including downsizing, parental leave, mobility, staff selection, performance management and data protection.

77. From 2023 to mid-2024, advisory and operational support to entities were provided under the established tiered support model, responding to more than 6,000 individual requests from more than 100 client entities. The top four thematic categories concerned the following: the use of non-staff modalities; appointment and promotion; duties, rights and obligations; and performance management. To enhance human resources capacity in support of entities, 71 operational guidance documents were published, 54 briefing sessions on human resources topics were held, and dedicated operational support was provided to entities undergoing downsizing. Client satisfaction with services provision has consistently been above the established target of 75 per cent – 89 per cent in 2023, up from 76 per cent in 2019, when the client feedback mechanism was introduced. The survey reliability has also grown, as evidenced by the annual survey response rate of 42 per cent in 2023, up from 18 per cent in 2019.

Outlook ahead

78. Major progress has been made on a number of policies that have now been issued, including: staff selection system (ST/AI/2010/3/Rev.3); downsizing or restructuring resulting in termination of appointments (ST/AI/2023/1); mobility (ST/AI/2023/3); parental leave and family leave (ST/AI/2023/2); United Nations values and behaviours (ST/SGB/2024/4); and performance management and development system (ST/AI/2021/4/Rev.1). Looking ahead, the Secretariat will continue to issue strategic and transformative human resources management policies in a timely manner, upholding streamlining and simplification to boost operational efficiency. This will follow a client-responsive, evidence-based and participatory approach to determining priorities. Effective provision of human resources operational support and advisory services to client entities will also continue to be supported by appropriate service delivery management tools.

79. Under the High-Level Committee on Management of the United Nations System Chief Executives Board, the Secretariat will continue to contribute to improved efficiency and simplified business practices within the United Nations system, under the guidance and coordination of the International Civil Service Commission.

Contractual arrangements and harmonization of conditions of service

Overall intent

80. The General Assembly, in resolution 65/247, approved the granting of continuing appointments to eligible staff members and requested the Secretary-General to report on the implementation of the regime, based on established criteria and post envelopes.

Progress in the attainment of results

81. In a previous report to the General Assembly (A/73/372), the Secretary-General noted challenges of completing the review and granting continued appointments on an annual basis. The review exercise consists of three stages, determining eligibility, allocating points and final review, and takes a minimum of 10 months to complete. As post envelopes for an annual review cannot be determined until the previous review has been concluded and continuing appointments have been granted, bringing the annual review up to date is onerous, not to mention capacity constraints, both technological and human. As a result, the review for 2014 was concluded in September 2018 and the review for 2015 in March 2022. Following the development of a technologically sound review process in Inspira, a one-time catch-up review for the years 2016 to 2021 was completed in 2023, and appointments were granted on 1 February 2024. Tables 2 and 3 show the total number of appointments[13] granted from 2012 to 2021. The process and steps as defined by the General Assembly in its resolution 65/247 are presented in the annex.

Table 2
Continuing appointment review of General Service and related staff members from 2012–2023[a]

(Population: 3,665 existing permanent/continuing appointments)

Review year	Post envelope	Existing permanent appointments and continuing appointments	Continuing appointments available	Continuing appointments granted
2012	4 321	3 763	558	560[b]
2013	4 466	4 222	244	244
2014	4 149	3 709	437	436
2015	4 216	3 580	636	258
2016	4 239	3 349	890	277
2017	4 254	3 626	628	259
2018	4 155	3 885	270	242
2019	4 149	4 127	22	22
2020	4 090	4 149	–	–
2021	4 092	4 149	–	–
2022	*4 091*	*3 665*	*426*	
2023	*4 104*	*3 665*	*439*	
Total				**2 298**

[a] Projections for 2022 and 2023 post envelopes and available continuing appointments are for future continuing appointments reviews. 2022 and 2023 numbers of staff with continuing appointments are as at 30 September 2024. For 2023, estimates for existing permanent appointments/continuing appointments and available appointments do not take account of the results of the 2022 continuing appointment exercise.
[b] Two additional staff members were awarded continuing appointments following a management evaluation and an additional review of eligibility.

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[13] Excluding continuing appointments awarded in accordance with staff rule 4.16 to staff members recruited in the Professional category upon successful completion of a competitive examination.

Table 3
Continuing appointment review of Professional and higher and Field Service staff members, 2012–2023[a]

(Population: 7,593 existing continuing/permanent appointments)

Review year	Post envelope	Existing permanent appointments and continuing appointments	Continuing appointments available	Continuing appointments granted
2012	6 869	3 527	3 342	2 339
2013	7 515	5 855	1 660	1 193
2014	7 873	6 576	1 297	1 006
2015	7 038	7 081	(43)	–
2016	7 407	6 567	840	840
2017	7 946	7 407	539	449
2018	7 451	7 859	–	–
2019	8 228	7 859	372	372
2020	8 211	8 228	–	–
2021	8 399	8 228	171	171
2022	*8 472*	*7 593*	*879*	
2023	*8 662*	*7 593*	*1 069*	
Total				**6 370**

[a] Projections for 2022 and 2023 post envelopes and available continuing appointments are for future continuing appointments reviews. 2022 and 2023 numbers of staff with continuing appointments are as at 30 September 2024. For 2023, estimates for existing permanent appointments/continuing appointments and available appointments do not take account of the results of the 2022 continuing appointment exercise.

Agile performance management

Overall intent

82.   Building a high-performance culture is optimally supported by an agile performance management system integrating four key dimensions: work planning that sustains organizational and individual goal alignment and management; frequent check-ins and dialogues; forward-thinking and supportive feedback mechanism; and collaboration and self-driven teams. Over time, the system is expected to effectively steer performance management away from compliance, refocusing it onto continuous, honest and transparent feedback, including upward feedback using the 360-degree feedback methodology, for accountability, development and continuous improvement.

Progress in the attainment of results

83.   The agile performance management approach started in the 2021/2022 cycle. Its journey to date is depicted in figure V.

Figure V
The journey of agile performance management from inception to date
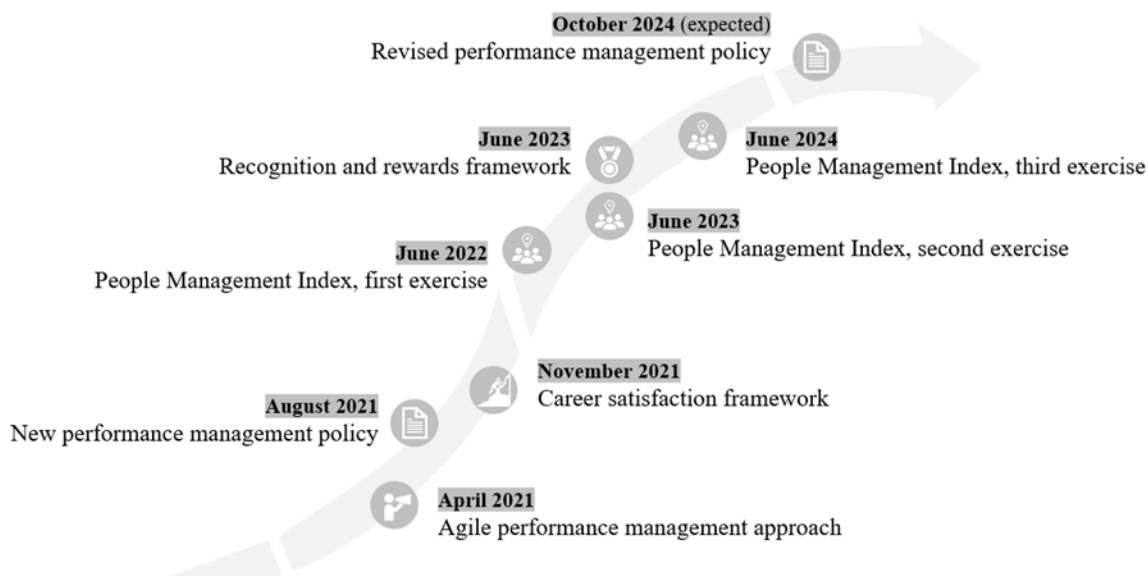
84. In the reporting period, the system has continued to consolidate. The simplified process, the embedding of the values and behaviours into the goals and the consolidation of the appraisal and developmental parts of the approach have all received good qualitative feedback from entities and teams. While awaiting quantitative data from the latest edition of the staff engagement survey, staff feedback from previous editions of the survey have been positive: for example, for fairness of performance evaluations, perceptions increased from 71 per cent in 2019 to 78 per cent in 2021, while on managers' ability to deal with underperformance these have increased from 61 per cent in 2019 to 69 per cent in 2021.

85. Meanwhile, the shift towards continuous, ongoing performance discussions as opposed to one-off conversations has not materially affected end-of-cycle compliance, which has remained from 89.3 to 94.3 per cent during the past five annual cycles. The ongoing performance discussions have been supported by the roll-out of an internal recognition and rewards framework since mid-2023, which emphasizes praise and non-financial rewards as a vital way to increase motivation, engagement and productivity in the workplace.

86. Roll-out of the 360-degree feedback methodology has also continued. Launched in the 2021–2022 cycle for D-1 and D-2 staff members, it has expanded to all first reporting officers with four or more supervisees in the latest two cycles. The existing electronic tool was adapted to support the process whereby feedback is collected from both the first and second reports, enabling managers to carry out self-assessments based on 12 questions. Data from the tool has been encouraging: the evaluation scores in the 2023–2024 cycle of first and second reports were 3.51 on average (on a four-point scale), while the scores from the manager's self-assessment were 3.42 on average. The highest scores in the past two cycles have been on treatment of staff with dignity and respect, whereas the lowest were on acknowledging mistakes as a natural part of innovation. This and further takeaway are being triangulated with other data and will be incorporated as lessons learned in a number of human resources processes.

87. In parallel, work has continued on improving the organizational ability to deal with underperformance. From the beginning of 2023 to mid-2024, 522 individual requests for support from entities were received, and entities have continued to be

supported in effectively handling performance issues. Dedicated operational support and human resources capacity-building is being provided on complex performance matters, including guiding entities on managing conflict and the administration of justice process. Briefings are being updated continuously to take account of evolving jurisprudence and share best practices. As of 2024, a train-the-trainers programme on performance management is being rolled out to ensure that human resources practitioners are fully equipped to brief and support managers in their entities on performance management. A revision of the administrative instruction on the performance management and development system brings policy clarity on several issues, including in the section on identifying and addressing performance shortcomings and unsatisfactory performance. The revision also strengthens consistency and accountability for withholding step increments for staff who have received ratings of "partially meets" or "does not meet" expectations. Lastly, as of 2025, rebuttal submissions can be launched in Inspira by staff who have received below satisfactory ratings, and/or if they feel that the manager did not follow due process. In addition to improving rebuttal process transparency, this improvement is also expected to expand the pool for the selection of panel members.

Outlook ahead

88.   The continuous performance management improvements resulting from the agile approach will work in parallel on substance and culture change. The Secretariat will continue to measure success and use lessons learned for course correction, including through the feedback mechanism of the staff engagement survey, which has a dedicated performance management chapter. Going forward, one area of focus will be on culture change: by subtle behavioural reminders for timely action; by continuing to work with entities and facilitating entity-led performance briefings; and by providing guidance in incorporating the values and behaviours into individual workplan discussions. A revised administrative instruction, entitled "Performance management and development system" (ST/AI/2021/4/Rev.1) came into effect on 1 October 2024. The policy has been simplified and modernized and includes the addition of a multi-rater evaluation tool and improved provisions on the management of underperformance. The values and behaviours framework has also been integrated into the latest iteration of the policy.

Conduct and integrity

Overall intent

89.   An integrated end-to-end approach to conduct and integrity mechanisms across the Secretariat is being implemented based upon the three pillars of prevention, enforcement and remedial action. This methodology ensures the identification and resolution of conduct and integrity issues proactively and transparently. While full details of how the approach is operationalized are provided in the respective annual reports of the Secretary-General, the latest available being A/78/603, selected highlights are presented in the following paragraphs.

Progress in the attainment of results

90.   Notwithstanding the efforts towards the expeditious processing of every referral of prohibited conduct under the zero-tolerance approach to misconduct, the handling of sexual harassment cases has been prioritized, as mandated in resolution 77/278. In 2023, four cases of sexual harassment resulted in termination of employment, and as at mid-2024, one case resulted in termination. This is comparable to the numbers in previous years: five cases in 2022 and six in 2021. With regard to sexual exploitation and abuse, in 2023, three cases resulted in termination, and as at mid-2024, one further

case had resulted in termination, which is similar to the numbers in previous years: six cases in 2022 and three in 2021.

91. Utilization of the system-wide ClearCheck database has expanded to 38 participating entities to date in 2024, up from 36 in 2023 and 33 in 2022. The number of screenings also increased significantly, to 402,569 in 2023 from 278,800 in 2022, thus reducing the likelihood of rehiring individuals whose United Nations working relationship ended because of a determination of sexual harassment or sexual exploitation and abuse. In addition, a pilot is under way to expand the scope of ClearCheck to all types of serious misconduct, including racism and racial discrimination, as mandated in resolutions 77/278 and 78/253.

92. On the path to consolidating the United Nations system-wide approach to a victim-centred response, the trust fund in support of victims of sexual exploitation and abuse has ongoing projects in the Central African Republic, Haiti and South Sudan. In addition, a high-level task force on resolving paternity and child support claims involving United Nations peace operations personnel is working on strengthening engagement and cooperation with Member States, to accelerate the resolution of such claims. Support for the African Union-United Nations partnership has also continued as mandated in Security Council resolution 2719 (2023).

93. Overall, misconduct allegations from peace operations have increased, a trend attributable to the submission of allegations that relate to older incidents. This has been consistent over the past five years and may be linked to greater awareness-raising and complaint mechanisms, including within communities. For sexual exploitation and abuse, it also suggests that victims may feel more comfortable and encouraged to report incidents after several years, in particular as a mission's closure approaches. Dedicated teams in entities continued to support missions in managing risks of misconduct, including those associated with mission transitions, drawdowns and liquidations. To aid practitioners, the misconduct and sexual exploitation and abuse risk management tools were revised, and an update was released. The revisions strengthened the use of data and trend analysis to support decision-making and were made available in a dynamic digital interface, which includes a digital risk assessment visit tool.

94. The promotion of civility, dignity and respect has relied on extensive outreach with entity focal points and on updates to processes and policies through a dedicated community of practice. This was reinforced by United to Respect, which was launched in 2020 to support entities in fulfilling their obligation to host periodic interactive engagements with staff on prohibited conduct. The programme comprises three components: an online mandatory course, an updated version of which was launched in 2024, requiring all staff to complete it irrespective of prior completions; a toolkit as mentioned above; and facilitated dialogues, which are now available in four official languages. As at mid-2024, 300 staff from 60 entities have been certified to co-lead dialogues under a training-of-trainers programme, and 3,766 personnel have participated in one of the 237 sessions conducted.

95. Lastly, a consolidated compendium of the disciplinary measures imposed during the period 2009–2023 was updated and issued in 2024 to provide transparency for staff and managers about the handling of disciplinary matters. The compendium accessible online consists of an overview of the relevant administrative framework, a visualization of the investigation and disciplinary process and examples of actual misconduct with their consequences, taking into account privacy and confidentiality requirements.

Outlook ahead

96. The Secretariat will continue to expand its end-to-end Case Management Tracking System and build the capacities of focal points throughout the Secretariat on

conduct and integrity matters. An updated policy addressing discrimination, harassment, including sexual harassment, and abuse of authority will be released to clearly define racial discrimination. Strategic engagement with the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse and the Office of the Victims' Rights Advocate will continue. All efforts to tackle sexual harassment, including active participation in the Task Force on Addressing Sexual Harassment of the United Nations System Chief Executives Board will be prioritized. This includes leading workstreams and contributing to the development of products and frameworks, with a view to building a common, system-wide approach to a victim-centred response. Partnerships with United Nations entities, Member States and regional institutions for enhanced support and engagement to manage the risk of misconduct, responsive prevention, enforcement, victim support initiatives and the sharing of good practices, will strengthen further.

Health and well-being

Overall intent

97. Maintaining a healthy workforce, both mentally and physically, can impact areas such as healthcare costs, absenteeism, employee productivity, retention, organization culture and staff morale. For this reason, a coordinated and comprehensive set of strategies is deployed to address the health needs of United Nations personnel, including awareness-raising, capacity-building and support, ensuring that standards are adhered to and creating an enabling environment where safety is assured and health can flourish.

Progress in the attainment of results

98. The provision of ongoing guidance, tools, support and learning in health and well-being has continued to be a priority, with responsibilities shared across departments in the Secretariat. An updated system-wide Mental Health and Well-being Strategy for 2024 and beyond[14] was launched at the end of 2023. It builds upon lessons learned from the previous edition of the strategy and has a 12-indicator scorecard utilized for measuring the outcomes of initiatives implemented, thus adopting a data-driven approach to promote best practices for workplace mental health and well-being. The strategy aligns mental health support provision with the latest implementation framework in the United Nations system contained in the mental health at work policy brief,[15] in that continuous improvement is anchored on the four pillars of prevention, promotion, support and creation of an enabling environment. The dedicated mental health leadership team, which oversees the implementation of the strategy in the Secretariat, is currently finalizing an organizational review and mapping of mental health support provision as a prerequisite to accelerating progress. Both have been recommended in a recent review of mental health and well-being policies and practices in United Nations system organizations conducted by the Joint Inspection Unit (JIU/REP/2023/4).

99. In parallel, investments were made in technologically enhanced initiatives for improving mental health support by implementing the Mental Health Strategy for United Nations Uniformed Personnel in the Secretariat, adopted in 2023. In 2024, an application was launched in 16 languages, aimed at providing tools and solutions for self-assessment, improving mental well-being and diminishing stigma. It brings resources for mental well-being together in a readily available format for uniformed personnel wherever they are stationed, in a secure and confidential manner.

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[14] https://www.un.org/sites/un2.un.org/files/un_system_mental_health_and_well_being_strategy_for_2024.pdf.

[15] Available at https://www.who.int/publications/i/item/9789240057944.

Accompanying capacity-building also began with the deployment of mental health specialists at hospitals in one peacekeeping mission.

100. Efforts to improve the quality of physical medical care for all personnel, including peacekeepers, have also continued. Alongside the ongoing implementation of the medical performance framework, in the reporting period, the deployment of digital communication technologies to expand health outcomes was an area of focus. The telemedicine project developed under the Triangular Partnership Programme has been essential in reducing the number of fatalities in field operations. The project has continued to expand the delivery of specialized healthcare regardless of location in a highly cost-efficient manner. Currently, telemedicine services are operational at 24 sites, with 87 per cent of teleconsultations leading to improved health outcomes, as reported by users. The project was recognized by the 2023 Secretary-General's annual award in the quintet of change category.

Outlook ahead

101. The Secretariat will implement, on a rolling basis, a mental health action plan by means of establishing working groups to oversee the concrete deliverables envisaged. A specific area of focus will be on the mainstreaming of mental health considerations into people management across the employee lifespan. The Secretariat will also continue to seek and execute advances in occupational health through the coordinated implementation of the medical performance framework to ensure that the health of all personnel can flourish. Such a framework can be of assistance in the collection and analysis of health data, which in turn is useful for informing interventions for staff in line with their needs.

VI. Actions to be taken by the General Assembly

102. The General Assembly is invited to take note of the report.

Annex

Resolution 65/247 – VI Contractual arrangements

48.   *Recalls* paragraph 2 of section II of its resolution 63/250, and reaffirms that contractual arrangements comprise three types of appointments: temporary, fixed-term and continuing;

49.   *Approves* the granting of continuing contracts as at 1 January 2011 to eligible staff members on the basis of the continuing needs of the Organization;

50.   *Recalls* paragraph 23 of section II of its resolution 63/250, and decides that successful candidates from national competitive recruitment examinations and staff from language services after two years of probationary service will be granted continuing contracts, notwithstanding the provisions contained in paragraphs 51 to 61 of the present resolution;

51.   *Decides* that the continuing needs of the Organization shall be determined on the basis of established and temporary posts of a duration of more than five years as well as general temporary assistance in special political missions, with the exception of those covered by the provisions of paragraphs 53 (b) and (c) of the present resolution, subject to two post envelopes, one for international staff in the Professional and higher categories and in the Field Service category and one for staff in the General Service and other locally recruited categories, to be reviewed regularly by the General Assembly and expanded or contracted on the basis of the activities of the Organization;

52.   *Also decides* to set the initial level of the post envelopes at 75 per cent of the total number of posts identified in paragraph 51 of the present resolution, and to include permanent contracts within the post envelopes;

53.   *Further decides* that staff members must satisfy the following criteria in order to be eligible for consideration for the granting of continuing contracts:

(a)   They must have completed a minimum of five years of continuing service under the Staff Regulations and Rules of the United Nations:

(i)   Staff members of the United Nations Secretariat who have accrued at least five years of continuous service on fixed-term appointments, including periods of service in an entity that applies the Staff Regulations and Rules of the United Nations;

(ii)   Staff members who were previously appointed under the 100, 200 or 300 series of the Staff Rules and who have been appointed since 1 July 2009 on a fixed-term appointment under the provisional staff rules after a competitive process under staff rule 4.15 if they have served for five years continuously;

(b)   They must not be national staff recruited for field missions;

(c)   They must not be international or locally recruited staff recruited for service in the International Criminal Tribunal for Rwanda or the International Tribunal for the Former Yugoslavia;

(d)   They must have received a performance rating of at least "Meets expectations" or equivalent in the four most recent performance appraisal reports, and must not have been subject to any disciplinary measure during the five years prior to their consideration for the granting of a continuing contract;

(e)   They must have at least seven years of service remaining before reaching the mandatory age of separation;

54.   *Decides* that internationally recruited staff in the Professional and higher categories as well as staff in the Field Service category who satisfy the eligibility

criteria for the granting of continuing contracts, as set out in paragraph 53 of the present resolution, shall be allocated points, as set out in the annex to the present resolution, for the following additional criteria:

(a)   Performance ratings of above "Meets expectations" or equivalent in the four most recent performance appraisal reports;

(b)   Service in duty stations with hardship classification of A, B, C, D or E of at least one year in each duty station;

(c)   Service in non-family duty stations of at least one year in each duty station;

(d)   Geographical mobility, defined as movement between two duty stations in different countries, with continuous periods of service of at least one year in each duty station;

(e)   Functional mobility, defined as continuous periods of service of at least one year each in more than one job family;

(f)   Proficiency in one official language of the United Nations other than one's mother tongue;

(g)   Each additional year of service beyond five years;

55.   *Also decides* that General Service and other locally recruited staff who satisfy the eligibility criteria for the granting of continuing contracts, as set out in paragraph 53 of the present resolution, shall be allocated points, as set out in the annex to the present resolution, for the criteria indicated in subparagraphs (a), (e), (f) and (g) of paragraph 54 of the present resolution;

56.   *Further decides* that staff members identified in paragraph 51 of the present resolution who satisfy the eligibility criteria for continuing contracts will be granted continuing contracts, subject to the availability of contracts within the appropriate post envelope, on an annual basis, and based on ranking in the number of points received through the mechanism outlined in paragraph 54 of the present resolution;

57.   *Decides* that staff members awarded the same number of points shall be ranked on the basis of length of service;

58.   *Urges* the Secretary-General to consider granting five-year fixed-term contracts to staff members who are ranked according to the process outlined in paragraph 54 of the present resolution but who are not awarded continuing contracts;

59.   *Recalls its decision* in paragraph 24 of section II of its resolution 63/250 that periods of service of associate experts (Junior Professional Officers) shall not be taken into account as part of the requisite period of service for a continuing appointment;

60.   *Requests* the Secretary-General to report to the General Assembly on the implementation of the continuing appointments regime in the context of his report on human resources reform, including a review of the level of the post envelopes, as necessary, starting with its sixty-seventh session;

61.   *Also requests* the Secretary-General to report to the General Assembly at its seventy-third session on the implementation of the provisions of the present resolution with the aim of reviewing the system of granting of continuing contracts;

62.   *Decides* that staff members who are granted continuing contracts shall be subject to decisions of the General Assembly on mobility and the learning policy of the Secretary-General;

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